



Together in Human Rights

2024-2025 Annual Report



Canada

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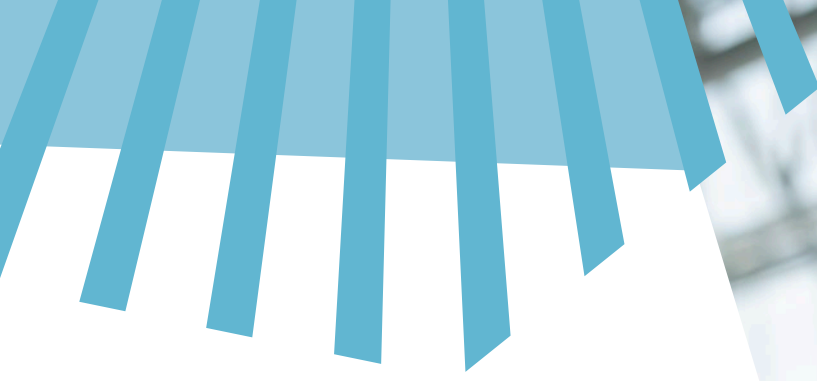
Cover Photo: CMHR, Aaron Cohen



Photo: CMHR, Thomas Fricke



Photo: CMHR, Thomas Fricke



A Message from the Chairperson

In the lead-up to the Museum's 10th anniversary in September 2024, we looked back at an incredible first decade, during which the Museum welcomed over 2.25 million onsite visitors and impacted millions more—throughout Canada and around the world—through travelling exhibitions, onsite storytelling, cross-country education programs and community engagement.

Anniversaries serve as potent prompts for reflection and renewal. As our 10th approached, we took the opportunity to explore who we are and what we do best. Then we stepped forward onto a renewed strategic path, built on our successes and developed through engagement with Canadians from coast to coast to coast.

We have focused the Museum's activities strategically. Growing our presence as a national museum for all Canadians is a priority. So is ensuring that we do this in a way that is sustainable today, tomorrow, and for future generations. And we know that we can only do this by building a team that is engaged and effective, representative of Canadians, and grounded in human rights practices.

I'm grateful to my fellow Trustees, present and past, many of whom have been along on this journey, providing guidance and wisdom and accountability, for many years. It is a privilege to serve Canadians together. We come from across the country, from different backgrounds and lived experiences, but we share a desire for the Museum to be the best it can be.

I also want to share our appreciation to the Government of Canada and to the Honourable Steven Guilbeault, Minister of Canadian Identity and Culture and Minister responsible for Official Languages, for the vital and ongoing support given

to the Canadian Museum for Human Rights. We also thank the Province of Manitoba and the City of Winnipeg for their continued support and extend our gratitude to our many, many community partners throughout Canada.

I want to acknowledge the work of the foundation, the Friends of the Canadian Museum for Human Rights, for the incredible energy and dedication it took and takes to make the Museum and its important work possible. And of course I want to thank the donors from throughout Canada and beyond whose generous support is vital to everything we do.

Finally, I want to extend my appreciation to and for Isha Khan, who recently accepted a second five-year appointment to serve as the Museum's CEO. Isha brings a clear vision and a refreshing passion to her leadership, inspiring a remarkable team of Museum staff and volunteers to take on new challenges and innovative ways of working. I know that this team, alongside the Board, will continue to work with community partners and supporters to achieve many things in the decade ahead.

Benjamin Nycum
Chairperson, Board of Trustees



A Message from the CEO

For the Canadian Museum for Human Rights, this was a year of reflection, celebration and continuing commitment to the rights and freedoms that unite us as Canadians.

September 2024 marked 10 years since we opened our doors. On this significant anniversary, we celebrated all those who have worked with us to share human rights stories that will inspire Canadians. Then we looked toward the next decade.

A vital part of moving into the future is understanding the deep connections between the past and the present, and between our own experiences and those of others. It's not always easy. Each of us carries the inspiration and the weight of memory—the memories of our ancestors, and the stories that shape how we see the world. This understanding informs all of our work at the Museum. And it is what gives human rights education its power to build not just awareness but empathy.

Our future also relies on building and maintaining trust. We all know that public trust in institutions and information has waned, in part due to the ease with which disinformation proliferates today. Every day, the Museum—like so many other institutions—provides credible and trustworthy information to our visitors. We know that we must be accountable to all Canadians, and we work hard to safeguard their trust in us.

We do this by modeling human rights principles in everything we do. This commitment is evident in our ongoing work to increase our understanding of accessibility: what it means for us, as a national museum and a human rights organization, to provide an inclusive environment for all. It is also evident in the ways we have embraced our role as a national museum with

responsibilities to all Canadians under the Charter of Rights and Freedoms and other human rights instruments.

And it is evident in our commitment to truth-telling and pursuing reconciliation between Indigenous and non-Indigenous people in Canada. When I think of the residential school Survivors and families I know, I am often struck by their immeasurable patience with this country. I deeply feel my responsibilities, as do my colleagues, to this journey we are on in Canada.

I know many feel we are experiencing great divisions in our society. But I continue to believe we have a common foundation that supports how we deliver our mandate.

The foundations of universal human rights are essential to Canadian democracy, and they serve as a firm grounding from which mutual and lasting respect can grow.

There are so many ways we can do and should do human rights work, together, as a community and as a country. The Canadian Museum for Human Rights is proud to play a part in Canada's ongoing story of human rights.

Isha Khan
Chief Executive Officer

Who we are

The Canadian Museum for Human Rights is one of Canada's national museums and the first museum in the world solely dedicated to the evolution, celebration and future of human rights.

Our mandate

Our mandate is to explore human rights in Canada and beyond, to enhance the public's understanding of human rights, promote respect for others, and encourage reflection and dialogue.

Our vision

Our vision is to create a world where everyone values human rights and takes responsibility for promoting respect and dignity for all. This vision sets out the impact we wish to create in the world.

Where we are

Canada's only national Museum located west of Ontario, the Canadian Museum for Human Rights is situated in Winnipeg, near the longitudinal centre of Canada and the heart of the continent. Our location at The Forks also serves a deeper significance.

Located on Treaty 1 territory at the crossroads of the Red and Assiniboine Rivers in a historic gathering place for the Anishinaabeg, Inninewak, Anishinewak, Dakota Oyate and Denesuline, and in the birthplace and homeland of the Red River Métis, the Canadian Museum for Human Rights continues to be a place dedicated to the evolution, celebration and future of human rights. The water in the Museum is sourced from Shoal Lake and has been cared for by First Nations in Treaty 3 territory for thousands of years.

This acknowledgement is the starting point for honouring the land and water that gives us life, embracing our responsibility as truth-tellers and stewards of the collective memory of Canada, acknowledging the ongoing impacts of colonization, and contributing to reconciliation.

Photo: CMHR, Annie Klerans





Photo: CMHR, Annie Kierans

What we do

Our understanding of our role and impact is now guided by a strategic plan called Our Path Forward. It may feel audacious to suggest that a museum could help create a world where everyone values human rights and takes responsibility to promote respect and dignity for all. Yet, as we mapped out our work and how each activity connects with another, we saw we do just that: when we centre relationships, share stories that inspire action, host transformational experiences, model and promote human rights principles, and share what we learn, our actions turn into outcomes—and our outcomes create impact.

Our impact helps make our vision a reality. In each visit, event, program, and click, we can see how we are helping to create a world where everyone values human rights and takes responsibility to promote respect and dignity for all.

As we reflect on who we are and what happens here, we are deeply thankful for the work that has been done and the impact that has been generated in pursuit of our mandate and vision in the first decade of the Museum's history.

Looking ahead, we are ready to build on this work and have chosen to focus our activities so that we can:

- Grow our presence as a museum for all Canadians from coast to coast to coast;
- Make an impact that is sustainable today, and for future generations; and
- Build a team that is engaged, effective, representative and grounded in human rights practices.

Governance

The Canadian Museum for Human Rights is a Crown corporation established by the *Museums Act* and governed by the control and accountability regime established under Part X of the *Financial Administration Act*. The Museum is required to comply with a range of provisions in other statutes, including the *Federal Accountability Act*; the *Access to Information Act*; the *Privacy Act*; the *Criminal Code*; the *Official Languages Act* and Regulations; the *Canadian Human Rights Act*; and the *Canada Labour Code*.

Board of Trustees

The Board, consisting of a chairperson, a vice-chairperson and not more than nine other trustees, is appointed by the Minister of Canadian Identity and Culture and Minister responsible for Official Languages with the approval of the Governor in Council. Trustees are selected through an open, transparent and merit-based selection process that identifies qualified candidates from across the country who are committed to the principles of public service, embrace public service values and reflect Canada's diversity in terms of: representation of geographic region; bilingual proficiency; experience and representation of Indigenous peoples and persons with disabilities; and ethnicity, gender, sexual orientation and other equity considerations. Trustees are appointed for a term not exceeding four years and are eligible to serve three consecutive terms. They continue in office until a successor is appointed. The chairperson and vice-chairperson are eligible to serve only two consecutive terms in those roles.

The Board of Trustees is responsible for establishing the Museum's strategic direction, safeguarding its resources, and monitoring its corporate performance. The Board is accountable to Parliament through the Minister of Canadian Identity and Culture and Minister responsible for Official Languages, and the roles and responsibilities are set out in the Museum's bylaws and terms of reference. The *Museums Act* vests responsibility for the day-to-day management of the Museum in the CEO and the Museum's management team. Management is accountable for the day-to-day operations of the Museum, its long-term viability and the achievement of its objectives.

In 2024–25, the Board held five regular, in-person meetings, virtual committee meetings in advance of each regular meeting, and two virtual, special meetings. Additional ad hoc meetings were convened during the year to review CEO performance and to orient a new Trustee.

Photo: CMHR, Annie Kierans



Board of Trustees¹

As of March 31, 2025



Chairperson

Benjamin Nycum
Nova Scotia
Trustee term:
2018-04-01 to 2024-06-20

Chairperson term:
2024-06-21 to 2028-06-20



Vice-Chairperson

Michèle Rivet
Quebec
Term: 2019-01-22
to 2027-01-21



Trustee

Viken Afarian
Quebec
Term: 2022-12-16
to 2026-12-15



Trustee

Mark L. Berlin
Ontario
Term: 2018-04-01
to 2025-09-28



Trustee

Wilma D. Clarke
British Columbia
Term: 2022-10-20
to 2026-10-19



Trustee

Katherine Dudtschak
Ontario
Term: 2022-10-07
to 2026-10-06



Trustee

Mark Ferrari
British Columbia
Term: 2023-06-21
to 2027-06-20



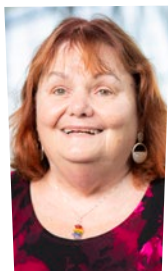
Trustee

Jocelyn W. Formsma
Ontario
Term: 2023-02-28
to 2027-02-27



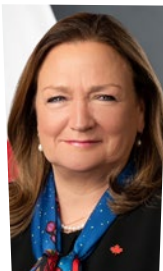
Trustee

Pardeep Singh Nagra
Ontario
Term: 2018-06-01
to 2025-03-24



Trustee

Yvonne Peters
Manitoba
Term: 2022-10-20
to 2026-10-19



Trustee

Marie-Geneviève Mounier
Ontario
Term: 2024-08-28
to 2028-08-27

¹ The Museum thanks former Chairperson Pauline Rafferty for her leadership and contributions to the Board of Trustees prior to her term expiring on March 4, 2024.

Committees

As of March 31, 2025

The Board has four standing committees:

The Executive Committee has the authority to make decisions in between meetings of the Board if necessitated by unusual circumstances. It is comprised of the Board Chairperson, Vice-Chairperson, and the chairpersons of each standing committee. Members: Benjamin Nycum (chairperson), Michèle Rivet (vice-chairperson), Mark L. Berlin and Wilma D. Clarke.

The Audit and Finance Committee oversees the Museum's obligations under the *Financial Administration Act* and its standards of integrity and behaviour, financial reporting, risk management and internal controls. Members: Mark L. Berlin (chairperson), Michèle Rivet, Katherine Dudtschak, Mark Ferrari, Marie-Geneviève Mounier and Benjamin Nycum (ex officio-voting).

The Equity and Governance Committee assists in ensuring the Museum's mandate of promoting human rights and respect for all is fully reflected in its internal operations. This committee also assists the Board in its obligations related to human resources and CEO performance assessment, and takes a lead role in establishing and overseeing processes related to Board governance, effectiveness, training and skills development. Members: Wilma D. Clarke (chairperson), Jocelyn W. Formsma, Michèle Rivet, Yvonne Peters, Pardeep Singh Nagra and Benjamin Nycum (ex officio-voting).



Photo: CMHR, Aaron Cohen

The Strategic Planning and Performance Committee oversees the development and implementation of the Museum's strategic direction. This committee also assists the Board in monitoring corporate performance against both short- and long-term goals and annual performance targets. Members: Benjamin Nycum (chairperson), Michèle Rivet, Viken Afarian, Wilma D. Clarke and Katherine Dudtschak.

Executive officers

As of March 31, 2025



**Chief
Executive Officer**
Isha Khan



**Chief
Financial Officer**
Michael Schroeder



**Corporate
Secretary**
Vacant

Opening January 30

Love in a Dangerous Time

Canada's LGBT Purge

Amours cachés

La purge LGBT au Canada

Ouverture le 30 janvier

IN PARTNERSHIP WITH
EN PARTENARIAT AVEC



The Museum is grateful to the following partners for supporting this exhibition.
Le Musée remercie les partenaires suivants de leur soutien à cette exposition.



Photo: CMHR, Annie Kierans

Together in community

In January 2025, the Museum opened a new exhibition to shed light on a well-documented but largely unknown part of Canadian history. *Love in a Dangerous Time: Canada's LGBT Purge* shares the story of those who were told they could not serve their country because of who they were—and how they fought for justice in their own lives and paved the way for future generations of Canadians.

From the 1950s to the 1990s, the Government of Canada systematically investigated, harassed and fired 2SLGBTQI+ members of the Canadian Armed Forces, the RCMP and the federal public service. Now called “the LGBT Purge,” this official policy constituted a major invasion of privacy, justified under national security. The Purge destroyed careers, did untold psychological damage and ruined lives. It also robbed Canada of the dedicated service of more than 9,000 personnel. Despite spending millions of dollars on investigations that violated privacy rights, no credible threat to national security was ever discovered.

Created in partnership with the LGBT Purge Fund, *Love in a Dangerous Time* brings to light stories from this dark period, which was one of the longest-running, largest-scale violations of human rights in the workplace in Canadian history. It explores the foundations of the LGBT Purge, going back to the formation of Canada as a nation-state, and examines the context of the Cold War.

But the exhibition is about much more than government policy and past injustice. It is about courage and perseverance, about loss and triumph. Most importantly, it is about individuals—those who suffered discrimination and who stood up against powerful and pervasive biases. While honouring these courageous activists, the exhibition also seeks to generate new conversations, engaging with youth and connecting the past to present issues.

Activism and court cases finally dismantled the Purge, and a class-action settlement offered redress to many survivors. That settlement also set aside funds for legacy projects that would honour those victims who did not live to receive individual compensation. The LGBT Purge Fund was established to manage those funds. This exhibition, along with a related niche called “Dismantling Canada’s LGBT Purge” in the Museum’s Canadian Journeys gallery, is one of those legacy projects.

The exhibition also received generous support from DECIEM, Manitoba Liquor and Lotteries, Uphouse Inc., Canadian Union of Public Employees (CUPE), Canadian Bar Association, Doug Stollery & Scott Graham, and Manitoba Law Foundation.

The exhibition opened on January 31, 2025 and runs until 2026. In its first two months, over 12,000 Canadians explored the gallery and learned the stories of Purge survivors.



Photo: CMHR, Thomas Fricke

Photo: CMHR, Thomas Fricke

Change is Possible: Dismantling the LGBT Purge

Le changement est possible : Démantèlement de la purge LGBT



During the LGBT Purge, the federal government violated the human rights of its employees. Thousands of 2SLGBTQ+ people were treated as criminals and dismissed from their jobs. In the 1970s, activists and Purge survivors spoke out about these injustices. They took the government to court. Their actions finally led to the dismantling of the Purge—at least officially.

Pendant la purge LGBT, le gouvernement fédéral a violé les droits de la personne de ses employés. Des milliers de personnes ont été traitées comme des criminels et ont perdu leur emploi. Dans les années 1970, les militant-e-s et les survivant-e-s de la purge ont dénoncé ces injustices. Ils ont poursuivi le gouvernement en justice. Leurs actions ont permis de démanteler la purge, du moins officiellement.

Sharing this story across Canada

A travelling pop-up version of *Love in a Dangerous Time* began touring the nation in August 2024. Free to public venues, it has appeared in Calgary and Edmonton, Alberta; Nanaimo, Duncan and Campbell River, BC; Toronto, Ontario; and at the RCMP Heritage Centre in Regina, Saskatchewan.

Photo: Michaela Neuman & FOREIGNERZ



Accessibility for everyone

On December 3, 2024, community gathered to mark the International Day of Persons with Disabilities and the closure of the Manitoba Developmental Centre. They paid tribute to those whose advocacy had helped end the institutionalization of people with intellectual disabilities in Manitoba. Speaking to the gathering, Isha Khan, CEO of the CMHR, shared what Canadians told us through our annual national survey: that they value the rights of those living with disability to fully engage in society, with 70% of respondents agreeing all businesses should be accessible to everyone, regardless of the cost. She also announced that Museum visitors can now use Aira, an app that connects users who are blind or low vision with a live visual interpreter, helping them navigate and experience the Museum and its exhibits.

Investing in accessibility has been a core principle of our Museum since the design stage. In 2024-25, an expert audited our accessibility features, recommended improvements and trained staff who work with the public to identify barriers and confidently and sensitively assist visitors. An Accessibility Assembly, made up of diverse members of the local disability community, has also been established to offer suggestions as we develop exhibitions, programs and events.

Community art piece highlighted need for action on toxic drug supply

Our Community Corridor is a space for community groups and individuals from all over Canada to display their human rights-inspired pieces and engage in meaningful dialogue around the stories they share.

From June 2024 through March 2025, *Gone Too Soon* served as both a memorial for those who lost their lives from a poisoned drug supply and a call to action to end these tragedies. Developed by Arlene Last-Kolb and Janis Gillam, two mothers who lost children, the exhibition featured a river of poppies. On the petals, loved ones had written the names of those who died along with messages of longing and demands for harm reduction. As the accompanying text explained, substance use is a public health matter, not a moral failing, and those who use drugs are entitled to dignity and human rights.



Photo: CMHR, Annie Kierans

Beyond these walls

Our impact reaches community far beyond the Museum's Tyndall stone walls. Our website—humanrights.ca and droitsdelapersonne.ca—continues to grow in popularity. In 2024-25, over 1 million users logged more than 844,000 sessions and 2.8 million views. Over two thirds of the visits were from within Canada (27% within Manitoba and 41% in Canada outside Manitoba).

Visitors to our website aren't just looking for hours, admission and events—many visitors spent time on longer pieces that connect readers to inspiring human rights stories and issues. Over 700,000 visitors took deep dives into our ten most popular digital exhibitions, learning about topics from the genocide in Rwanda to Africville, from online misogyny and the “manosphere” to Japanese Canadian internment during the Second World War.

Our website—humanrights.ca and droitsdelapersonne.ca—continues to grow in popularity. In 2024-25, over 1 million users logged more than 844,000 sessions and 2.8 million views.

Photo: CMHR, Matthew Duboff





Photo: CMHR, Aaron Cohen

Together in celebration

In September 2024, the Canadian Museum for Human Rights marked 10 years since this national museum opened and began offering transformational experiences to Canadians. In the first decade, we welcomed 2.25 million visitors through our doors. We celebrated this significant anniversary through diverse events that showcased how human rights flourish in Canada.



Photo: CMHR, Aaron Cohen

Hundreds of supporters, current and former staff, Museum members and new friends gathered on our 10th anniversary. Together, we examined what has been achieved, what we've learned and where we're heading. Just as we celebrated our opening 10 years ago with musicians from all over Canada, our anniversary party culminated with a concert. It was headlined by the "Godfather of PowWowStep" DJ Shub, a Mohawk from the Turtle Clan of the Six Nations of the Grand River Reserve in Ontario. Indigenous hip-hop artist Mattmac, an Ojibway-Cree blind music producer and recording artist from Garden Hill First Nation in Manitoba, opened the show.



The DJ Shub performance was the last in the Museum's Beyond the Beat Music Series. Through a partnership with the Winnipeg Folk Festival, the series brought diverse Canadian music to appreciative audiences. Featured performers included multitalented artist Ariane Moffatt from Quebec and Franco-Manitoban Sala; award-winning singer-songwriter and environmental activist Sarah Harmer from Ontario; Franco-Manitoban and Red River Métis singer-songwriter Andrina Turenne; and local artists who covered the change-making music featured in our 2024 blockbuster exhibition *Beyond the Beat: Music of Resistance and Change*. Local drag performers, along with television star and 2SLGBTQI+ activist Kendall Gender from British Columbia, dazzled audiences during Pride Month.

Photo: CMHR, Annie Kierans



Photo: CMHR, Tony Nardella

Friends of the Canadian Museum for Human Rights, the foundation that raised the funds to take the Museum from vision to reality—and which continues to support our work—also marked CMHR’s 10th anniversary with a sold-out fundraising gala in November. The evening turned a spotlight on the Museum’s educational programming, which reaches tens of thousands of young Canadians each year, helping them gain the empathy and tools they need to become upstanders. Then Canadian broadcaster and devoted humanitarian George Stroumbouloupoulos hosted a conversation with two change-making upstanders. Maréshia Rucker is an activist best known for her efforts to host the first racially integrated prom at her high school in Georgia. Michael Redhead Champagne, a Winnipeg community leader with family roots in Shamattawa First Nation, is an accomplished speaker, author and storyteller who dedicates his energy to building systems based on justice, equity and love.

The Friends gala also honoured Arni Thorsteinson for his outstanding contributions as the first Board chair of the Canadian Museum for Human Rights and remembered the legacy of Antoine Predock, the Museum’s architect.

Photo: CMHR, Tony Nardella





Photo: Dr. Tse Luk

A place to celebrate Canadian culture

Canada is a land of many cultures. All the ways that Canadians pay tribute to that rich mosaic—with music and dance, story and food, with light and laughter and tears—are a celebration of our freedom to express ourselves together. The Museum provides a welcoming space. Whether we are providing the venue or working in partnership with a group, we acknowledge and support their efforts to come together in solidarity.

On Canada Day, over 3,500 visitors chose the Museum as a place to celebrate Canadian connections and identity. This included the chance to learn about and appreciate the diversity of Indigenous cultures and our relationships with each other within *Wahkowshtowin* (kinship). While learning how Indigenous garments hold significant meaning and spiritual connection to the land and the ancestors, visitors were invited to make a mini ribbon skirt, ribbon shirt or ribbon pants to take home to proudly display their respect and solidarity with Indigenous peoples.

To celebrate Emancipation Day in 2024, award-winning hip-hop artist, emcee and docuseries host Shad Kabango (better known as Shad or Shad K) performed. The event was a partnership between the CMHR, Black History Manitoba and Manitoba Music.

In 2025, we teamed up with Winnipeg's multicultural festival Folklorama to offer cultural performances, storytelling and cuisine in the Museum. Two events, held in January and March, took visitors through the rich histories, stories and flavours of Ukraine, Korea, West Africa, Chile, Greece and Ireland.

And as they have for past three years, a large crowd of Ukrainians, Ukrainian Canadians and their supporters gathered to sing, share and hope on the anniversary of the Russian invasion of Ukraine in February.

***Beyond the Beat* exhibition touring Canada**

After a nine-month run in our Level 1 Gallery, where it drew over 65,000 visitors, our blockbuster exhibition *Beyond the Beat: Music of Resistance and Change* kicked off its Canadian tour. Its first stop: the Royal BC Museum in Victoria, where it opened in May 2025 and runs into 2026. The exhibition showcases, in rich and raucous detail, how music connects us, transforms us, and can spur social and political change. The *Beyond the Beat* exhibition received support from Manitoba Liquor & Lotteries.

The exhibition showcases, in rich and raucous detail, how music connects us, transforms us, and can spur social and political change.

Photo: CMHR, Aaron Cohen





Photo: CMHR, Annie Kierans

Together in truth-telling

Storytelling, particularly through art, is a powerful way to build understanding and memorable experiences for our visitors. Through music, images, sculpture, documentaries and more, art has helped educate, create empathy and inspire our visitors within our walls and from coast to coast to coast.

One of the best examples of this is the *Witness Blanket*, which returned to the Museum in September. This large-scale work of art by master carver Carey Newman (traditional name Hayalkangame') was inspired by a woven blanket. It contains more than 800 items reclaimed from residential schools, churches, government buildings and other structures in Canada, along with the stories of Indian residential school Survivors.

The *Witness Blanket* is stewarded under a legal agreement, signed in 2019, that has changed the Museum and its entire exhibition practice. Through a blend of Indigenous and Western law, the agreement recognizes the *Witness Blanket* as a living entity and names the Museum and artist Carey Newman as joint stewards of the work and the stories it carries. After a period of rest and restoration, the *Witness Blanket* was welcomed back to gallery with a ceremony in September 2024. Newman, Museum leadership and the Witnesses and Story Keepers gathered to reflect upon the health of the agreement and our relationships, then publicly recommitted to their obligations to the *Witness Blanket* and to each other.

The *Witness Blanket* touring Canada

The *Witness Blanket* began touring communities from coast to coast to coast in 2021. Replicas of this remarkable work of art have already been displayed in seven provinces and two territories, reaching 31 communities by March 31, 2025. Five more communities have booked the exhibition for 2025, and bookings are being accepted for 2026.

As part of Truth and Reconciliation Week 2024, we also set up a replica of the *Witness Blanket* at Winnipeg's Canada Life Centre, where more than 5,000 students gathered for *Mino-pimatisiwin – The Good Life*, the National Centre for Truth and Reconciliation's Youth Empowerment Gathering. After experiencing the *Witness Blanket*, students and community members alike were invited to contribute a pane in our Reflection Wall collage.

Canadians everywhere can also experience the *Witness Blanket* and learn the stories it contains online. The WitnessBlanket.ca website has logged over 1.45 million

views since its 2022 inception. Its related teacher guide is downloaded more than 200 times each month during the school year. The project was made possible by TELUS and the TELUS Friendly Future Foundation and the Entwistle Family Foundation. TELUS also provided invaluable promotion of this resource across Canada.

One Land Two Hearts

The Museum hosted an afternoon of artistic expression called "One Land Two Hearts" to explore belonging, acknowledge differences and find common ground and hope. The project was part of the WhereWeStand series that paired Indigenous people with non-Indigenous newcomers. Together they produced creative works that include dance, film, music, theatre and material art. Through these forms of expression, the creators reimagined their relationship with this land and its people. WhereWeStand was a project of the Canada Excellence Research Chair in Migration and Integration, Toronto Metropolitan University.

Photo: CERC Migration, Toronto Metropolitan University





Photo: CMHR, Aaron Cohen

Missing and murdered Indigenous women, girls and Two-Spirit people

The Museum is honoured to share caretaking responsibility for the sacred bundle of the National Inquiry into Missing and Murdered Indigenous Women and Girls. Entrusted to our stewardship in 2021, the bundle includes hundreds of artistic expressions created by family members, friends, survivors, artists and others during the National Inquiry.

We also seek to highlight how Canada's treatment of Indigenous peoples has too often offended the ideas of universal dignity that underpin our national commitment to human rights.

In the summer of 2023, the families of Mercedes Myran and Morgan Harris—two of the four Indigenous women murdered by a serial killer and dumped in a Winnipeg landfill—chose to locate a protest camp beside the Museum. Camp Mercedes, as it was called, drew attention to the families' demands for government support to search the landfill for the remains of their loved ones. Over the year we shared this ground with Camp Mercedes, Museum personnel built strong relationships with the families and their supporters. The remains of both Mercedes and Morgan were recovered through a search in March of 2025, giving their families the opportunity to properly bury and mourn them.

We are grateful for the advocacy of these families and other MMIWG2S+ families which continues to bring attention to the ongoing epidemic of violence and the need for human rights to be recognized and protected.

We also seek to highlight how Canada's treatment of Indigenous peoples has too often offended the ideas of universal dignity that underpin our national commitment to human rights.

On our website, a story published in 2024 examines MMIWG2S+ realities through the lens of Canadian and international law. "Every Canadian's responsibility" was written by Karine Duhamel, who served as the Director of Research for the National Inquiry into Missing and Murdered Indigenous Women and Girls. In the piece, she explains how the inquiry's process revealed how legal frameworks contribute to the ongoing crisis.



Together in conversation

We know that reflection and dialogue serve as powerful tools to promote understanding of human rights. Through a wide range of public programs and initiatives, we host conversations about complex, nuanced issues in constructive ways that acknowledge challenges and give participants something further to think about.

In November 2024, the Museum released preliminary findings from research we undertook to better understand Canadian perspectives on the progress and challenges of human rights in Canada. The survey was conducted in 2023 and again in 2024 by Probe Research Inc. Twenty-five hundred Canadians weighed in on their personal experiences of human rights and their willingness to take action when they witness human rights violations. They told us what they believe are the most pressing human rights issues today, domestically and worldwide, how they learn about human rights, what sources of information they deem trustworthy, and more.

Part of our National Research Program, the survey will be repeated periodically. Insights gathered will play an important role in determining what stories and storytelling approaches we pursue in the years ahead. Ultimately, they will help us connect with Canadians from coast to coast to coast to inspire them to take action for human rights in their communities.

The survey report, *Foresights for Human Rights 2024*, was publicly launched at our Annual Public Meeting. Held in Ottawa on November 18, the meeting was well attended and streamed live so Canadians everywhere could attend.

Foresights for Human Rights 2024 is available on our website at humanrights.ca/foresights.

A national conversation on ageism

Discrimination based on age is pervasive, affecting people throughout their lives. Those effects can impact access to housing, employment, credit, social services, healthcare and more. Despite this, ageism remains largely invisible or ignored. To help people understand how they can identify and resist ageism, the Museum hosted a free virtual discussion open to all Canadians. “Too old, too young” featured nationally recognized experts. Panellists explored legal protections and barriers to preventing ageism, and how ageism impacts both older adults and youth—with a particular focus on youth aging

out of care. The event was the sixth annual Simces & Rabkin Family Dialogue on Human Rights, presented in partnership with Equitas—International Centre for Human Rights Education.

The right to be known

When a community suffers grave human rights abuses, there may be legal and/or economic reparations—but people also want to speak and be heard, to reclaim their identity and be recognized. Today, a growing movement is advocating for the concept, referred to as “epistemic reparations” or “the right to be known.” In 2024, the Museum partnered with Brandon University in Manitoba and Northwestern University in Chicago to bring some of the world’s leading experts together with community activists and leaders. A public event drew a crowd to collaboratively create a large mosaic. This was facilitated by Dr. Bruno de Oliveira Jayme, an art educator based at the University of Manitoba. In the days following, advocates of the right to be known met at the Museum to further explore the concept and bring it into visual focus.

Photo: CMHR, Annie Kierans



Broadening the conversation

The Museum connects with people everywhere in Canada and around the world through social media, allowing us to make a big impression—over 13 million impressions, in fact, in 2024-25.

In addition to promoting our offerings, events and public programs, we tell stories that all Canadians should know. We also share information and community partner posts to mark significant days, participating in movements locally and nationally. This past year, for example, we helped raise awareness on Transgender Day of Visibility and the National Day of Action for MMIWG2S, and we joined the nation in mourning the passing of retired Senator Murray Sinclair.

In tandem with social media posts, we develop website landing pages for commemorative dates—for example, International Women's Day and International Holocaust Remembrance Day—allowing followers to read a variety of material on a particular subject. This sparks meaningful dialogue on our platforms, which have attracted 106,698 dedicated followers.

Our Confronting Myths series tackles misperceptions we encounter on our social media platforms. These thematic posts, based in verified fact, help us to confront misinformation and biases in constructive ways. This year, we confronted myths about Canada's Indian residential schools and slavery in Canada.

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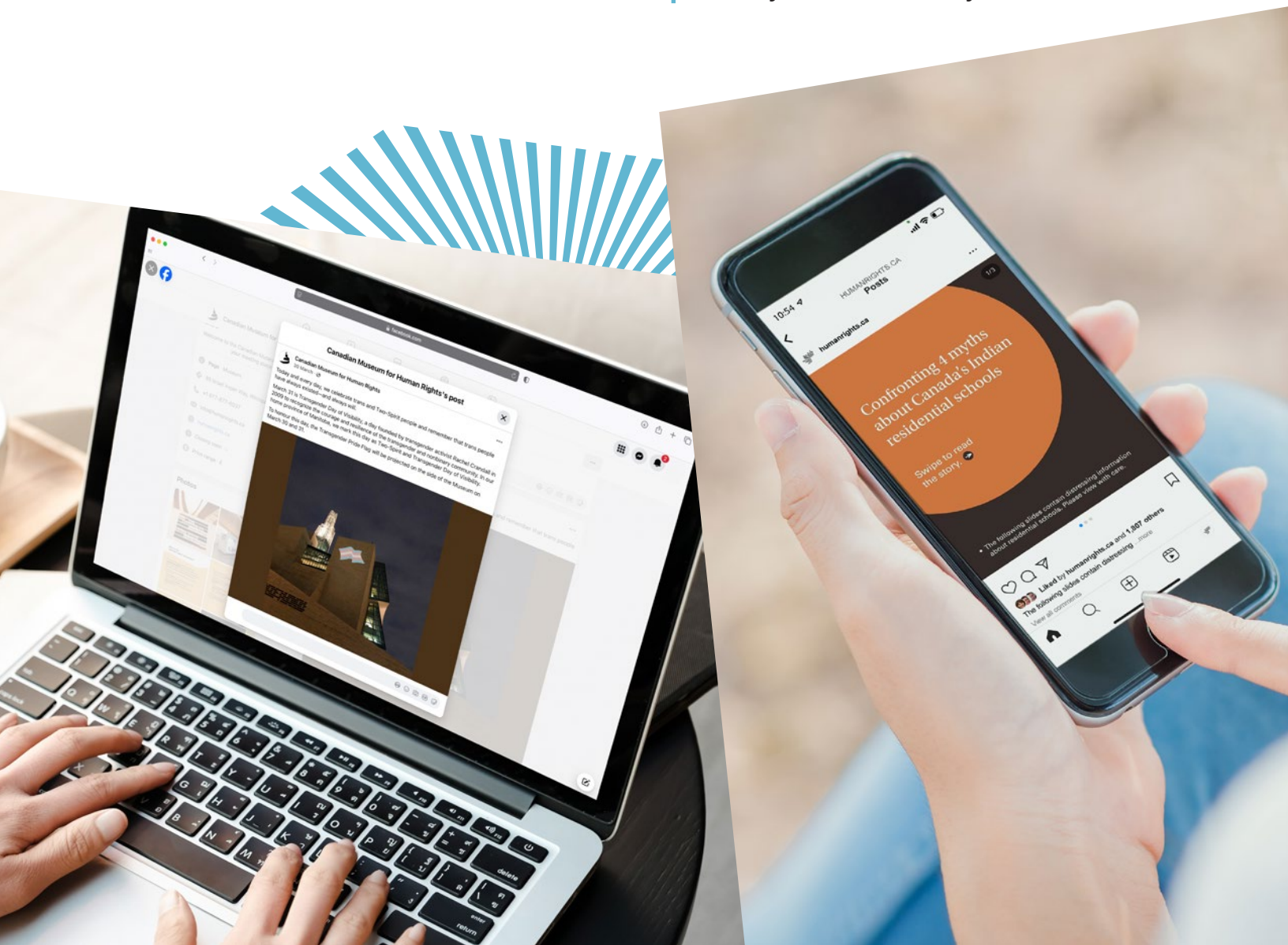




Photo: CMHR, Annie Kierans

Together in learning

Our onsite and virtual school programs continue to grow, empowering more young people every year. The programs examine human rights themes and principles in an age-appropriate way through stories, interactive activities and discussions. Each challenges students to consider how they will use their knowledge to make a positive difference for human rights.

In 2024-25, we welcomed 23,821 students to the Museum and reached another 9,165 through virtual programming. Those virtual programs reached students from coast to coast to coast in 85% of provinces and territories. Because our school programs received generous support from Larry & Judy Tanenbaum & Family in 2024-25, they remained free to Canadian students and educators.

These numbers do not include the thousands of students we reached as part of Truth and Reconciliation Week 2024. The Education team developed and delivered “Be an Upstander for Truth and Reconciliation” as part of the National Centre for Truth and Reconciliation’s virtual education programming. Both an English and a French session were livestreamed from the Museum’s Canadian Journeys gallery. Approximately 40 students from Maples Collegiate and École Lacerte participated onsite, and there were 19,530 total views of the livestreamed and recorded sessions via the Centre’s online learning platform.

Educator in Residence Program

Walter Cassidy, who began a two-year term as our Educator in Residence in 2023, has been working on programs that will let students explore the stories of defenders who fought for 2SLGBTQI+ rights in their own communities.

A teacher from Windsor, Ontario, Cassidy also developed a teacher guide based on the material from *Love in a Dangerous Time: Canada's LGBT Purge*. This guide ties into the Historical Thinking Concepts that are embedded in many social studies curricula across Canada, encouraging students to examine the historical significance of the Purge and its impacts on the broader Canadian society. It is available free for download from our website, as are several other teacher guides that tackle historical and contextual information related to human rights.

The Educator in Residence program is generously supported by Bee-Clean – Jose & Maria Correia.

Education programs available to schools Canada-wide

The Be an Upstander program, launched in 2019 as an innovative onsite school program, has also evolved into an interactive online resource that helps students recognize injustice and use their strengths to create change. Already popular in Manitoba, the program has gained traction in Alberta, where it is now being used in eight separate school districts and divisions. In total, 88 teachers have enthusiastically delivered the program to just over 3,000 students in Alberta.

Upstander showcases, where students display and explain their own creative work centred around a human rights-related issue, were held in 2024 in the Museum, as well as in schools in Manitoba and Alberta. The Be an Upstander program is proudly supported by Stuart Clark, whose generosity has helped expand the program to other provinces and allowed us to hire an Alberta-based staff member to support its expansion. Air Canada also supported the ongoing expansion of the program.

Photo: CMHR, Andrew Sikorsky





Photo: CMHR, Thomas Fricke

Learning to counter online hate

In January 2025, the Museum hosted Andre Oboler, a world leading expert in harmful and hateful online content. During a public program, he shared research into how online antisemitism is proliferating rapidly—on some social media platforms faster than others—and what individuals and organizations can do to address it. His presentation offered real-world examples and insight into appropriate responses. The next afternoon, Oboler delivered a seminar to Museum staff and invited guests. After in-depth discussion on the accepted definitions of antisemitism and the underlying complexities, he demonstrated how to apply the definitions to determine if an online post or comment could be considered antisemitic.

A video of Dr. Oboler's full presentation has been posted on our website and YouTube channel so that audiences across Canada and around the world can benefit from his expertise.



Photo: CMHR, Thomas Fricke

Workshops in Indigenous traditions

Giving Canadians the opportunity to learn about Indigenous ways of knowing and being is an important part of the journey toward reconciliation. Every month, Cree Knowledge Keeper Marilyn Dykstra offers free public workshops. Her *Wahkowshtowin and Ways of Being* series explores a variety of moon, pole and tea teachings in the Cree tradition, highlighting how relationships, communities, the natural world and human rights are all interconnected. These workshops are attended by Canadians of all ages and backgrounds and are regularly sold out, with many appreciative participants returning month after month.

For National Indigenous History Month in June, Marilyn also led programs at the Museum. Canadians were invited to take part in arts, crafts and stories as they learned about the history of Canada and about Indigenous culture, ways of being and resilience. Hands-on traditional craft activities offered an intimate way to share teachings.



Photo: CMHR, Aaron Cohen

Performance Indicators

The Museum's strategic plan, *Our Path Forward*, captures our approach to realizing our vision of a world where everyone values human rights and takes responsibility to promote respect and dignity for all.

Relationships—with the water, the land, our team members, our partners, and with all living things—are at the heart of what we do. Keeping relationships at the centre, we work to realize our vision by sharing stories that inspire action, hosting transformational experiences, and modelling and promoting human rights principles.

We host transformational experiences

We engage people in the kinds of experiences that move them from understanding through to reflection, empathy, empowerment and—always—wto act in the ways that are right for them. Through visits, both on site and online, as well as special exhibitions that travel from coast to coast to coast, we facilitate transformation in the lives of individuals and communities.

Performance Indicator	2023-24 Baseline	2024-25 Target	2024-25 Actual
Onsite visitors			
Total # of onsite visitors	218,020	270,750	189,044
Online Visitors			
Total website visits	1,377,430	1,500,000	1,678,087
• % from Manitoba	19%	15%	26%
• % from Canada, outside Manitoba	59%	65%	43%
• % from outside Canada	22%	20%	31%
• Visitors to online exhibitions	306,594	200,000	156,773
• Visitors to web stories	661,070	750,000	748,697
Travelling Exhibitions			
Canadian cities that hosted a CMHR exhibition	16	20	16
• % of provinces/territories	54%	80%	46%
Countries outside Canada	0	3	0

We share stories that inspire action

Storytelling is a critical way to engage individuals to learn about human rights. We select and share stories based on the diverse lived experiences of individuals across Canada and beyond, our capacity to tell these stories well, and their potential to inspire and drive action.

We partner with communities to gather their oral histories for exhibitions and digital stories, curate more than 40,000 square feet of exhibition space, and interpret our content through tours, education and public programs, social media and more.

Performance Indicator	2023-24 Baseline	2024-25 Target	2024-25 Actual
Guided tours			
• On-site participants	13,604	14,500	10,767
• Virtual participants	1,795	1,800	623
# of visits by human rights upstanders & government representatives	79	45	104
Education programs			
# of students, educators and chaperones	28,002	35,000	32,282
• # of on-site participants	20,732	25,000	23,821
• # of virtual participants	7,270	10,000	9,165
Public programs			
• On-site participants	1,368	2,000	2,117
• Virtual participants	245	1,000	217
Participants at Indigenous teaching and learning programs	2,166	1,100	1,492

We model and promote human rights principles

“Living the work” means embedding human rights practices, norms and laws in every aspect of our work. We know we must be an exemplar of human rights done well, as a museum and a Crown corporation. We have built an internal culture of equity and accountability and continue to work towards implementing human rights principles in our ways of working, our policies and our relationships. When we get it wrong, and when we excel, we share what we’re learning to help build the sectors we work in.

Performance Indicator	2023-24 Baseline	2024-25 Target	2024-25 Actual
Community Access			
Visitors on free general admission days	32,882	33,000	47,846
Free admissions for Indigenous visitors	7,507	10,000	7,106
Employee demographics			
Women	53%	55%	54%
Indigenous	11%	18%	11%
Racialized	26%	24%	26%
People with disabilities	33%	25%	24%
Black	5%	6%	6%
Member of a 2SLGBTQI+ community	32%	25%	25%
Staff engagement			
Workplace engagement	59%	80%	See Note 1

Note 1: Unable to report, as workplace engagement surveys are not to be circulated to staff during collective bargaining.

Task Force on Climate- related Financial Disclosures

Human rights and environmental responsibility

In alignment with the Greening Government Strategy, the Museum has joined the many public and private sector organizations who have adopted the Task Force on Climate-related Financial Disclosures (TCFD) standards as part of its corporate reporting.

Human rights and environmental responsibility are interconnected. Protecting the planet's air, land, water and all living things also protects people's economic, social and cultural rights.

About this report

The following report summarizes the Museum's climate-related initiatives that align with the four pillars of the TCFD framework: Governance, Strategy, Risk Management and Metrics.

Photo: CMHR, Aaron Cohen



Governance Structure

- **Board of Trustees**

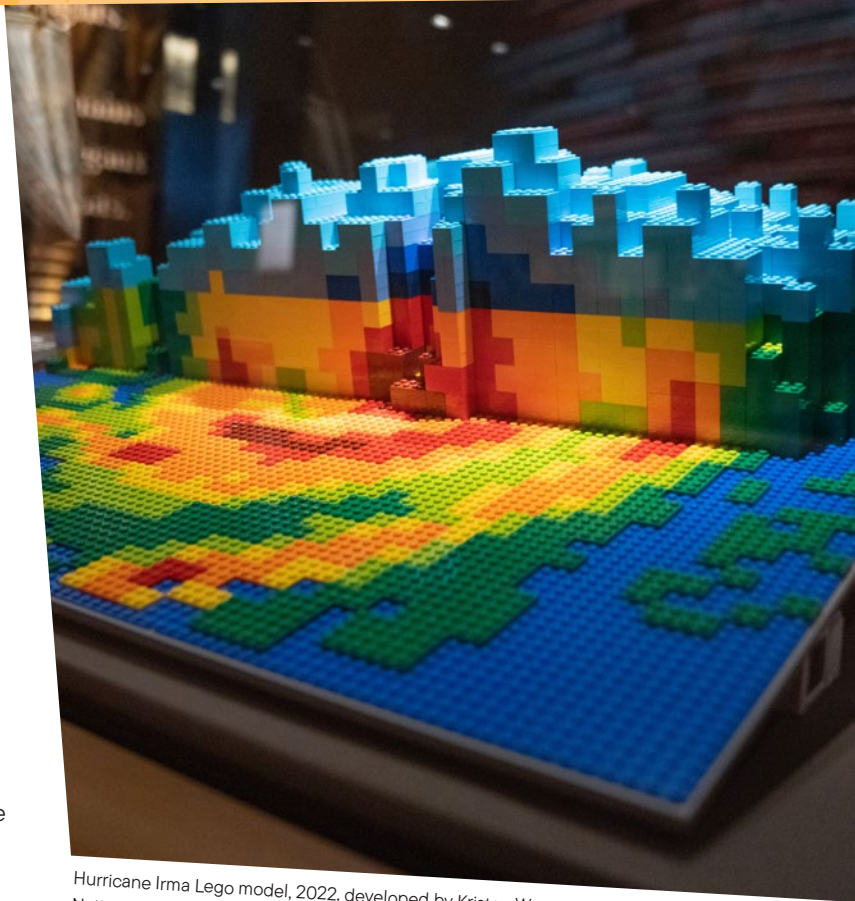
The Board of Trustees is responsible for ensuring the Museum fulfills its mandate and manages its affairs in accordance with sound governance principles, its established strategic direction and its administrative structure. The Board monitors risk through the Audit and Finance Committee.

- **Audit and Finance Committee**

The Audit and Finance Committee meets quarterly to oversee financial accountability and risk management. That work includes monitoring for environmental and climate-related risks.

- **Executive Team**

The Museum's executive team is comprised of the CEO, CFO and Vice-Presidents of Education and Public Affairs, Visitor Experience, Exhibitions, Internal Services, Development, and People, Culture and Growth. As risks are identified, they are assigned to the appropriate risk owner to monitor and mitigate.



Hurricane Irma Lego model, 2022, developed by Kristen Weaver, National Aeronautics and Space Administration (NASA), built by Winnipeg Seven Oaks Met School student Lucas Ursel. Photo: CMHR, Jessica Sigurdson

2 Strategy

Our Path Forward

The Museum's strategic plan lays out a vision to create a world where everyone values human rights and takes responsibility for promoting respect and dignity for all. A key priority of that work is sustainability: our ability to make an impact that is sustainable today and for future generations, in part by reducing the environmental impact of our operations.

Building Green

The Museum meets some of the highest environmental performance standards in the world. Green roofs, rainwater harvesting, natural lighting and a high-efficiency heating system contributed to its LEED Silver rating. The Museum's grounds are also one of Canada's largest tracts of revegetated native prairie in an urban setting. More than 1.6 hectares of grounds and 2,800 square metres of roof were seeded with 15 species of prairie grasses, plants and trees to create a drought-tolerant prairie ecosystem that saves on maintenance and irrigation.

Human Rights and Climate Justice

In June 2022, the Museum launched the "Climate Justice" exhibit, presented in three cases: "Striking for the Climate," "Protecting the Land and Water" and "Code Red for Humanity."

The concept of climate justice underscores that while climate change impacts everyone, the most damaging effects are often felt by people and communities whose rights and futures are compromised by the continued exploitation of fossil fuels and other sources of emissions. It also emphasizes that existing inequalities can be exacerbated as a result of climate change.

This exhibit was featured within the Museum's What Are Human Rights? gallery until June 2025.

Sustainable Commuting Initiatives

To encourage staff to be green commuters, the Museum provides a bicycle lockup, showers and change facilities for employees who cycle to work. It also participates in a program that provides subsidized bus passes for staff members who use public transit.



Photo: CMHR, Aaron Cohen

Climate-Related Risks and Opportunities

The Museum’s physical risk primarily relates to its location on what is historically a flood plain where the Red and Assiniboine rivers meet at The Forks. It relies on the Province of Manitoba’s operation of the Red River Floodway to mitigate the risks of flooding.

The Museum also faces risks due to significant variability in climate patterns. Specifically, the impacts of higher temperatures and the resulting droughts, uncontrolled wildfires and poor air quality throughout the summer months.

Within our operations, to comply with policy-level requirements to further reduce or eliminate emissions in pursuit of a net-zero scenario would require significant investment in alternative technology for major building infrastructure systems, or additional sources of funding to purchase an appropriate level of carbon offsets.

Risk Management

The Museum developed an enterprise risk management policy and framework in 2021 and has been updating its risk register on an annual basis. The framework considers the impact and likelihood of risks before evaluating mitigation options. The Museum monitors and reports on risks through the Audit and Finance Committee of the Board of Trustees.

Metrics and Targets

GHG protocol

The Museum contributes to the Greening Government Strategy by reporting waste diversion and water usage and disclosing greenhouse gas (GHC) emissions. Establishing baseline emissions for 2024-25 is the first step in compliance with the *Canadian Net-Zero Emissions Accountability Act*.

GHG emissions data in tons CO2e

All scopes	2024-25
TOTAL Emissions	743.33
Scope 1 Direct emissions from owned/ controlled operations	225.72
Scope 2 Indirect emissions from the use of purchased electricity, steam, heating and cooling	474.95
Scope 3 All other indirect emissions deemed relevant	42.67



Canadian
Museum for
**Human
Rights**