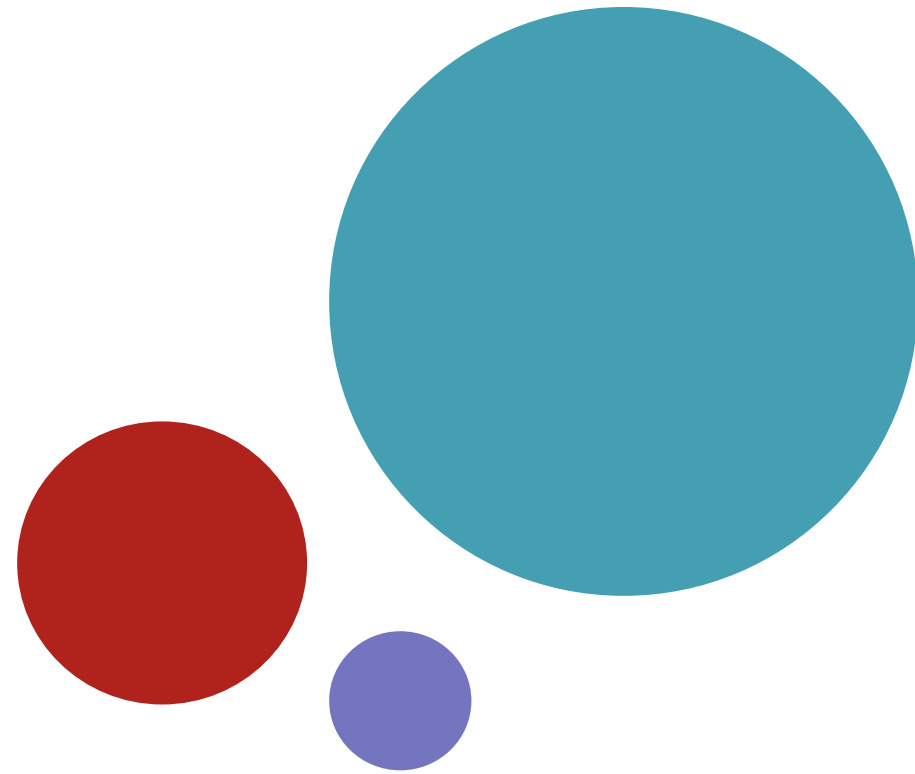


The power of community

2022–23
Annual Report





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Our story

The Canadian Museum for Human Rights brings people together. Through stories of struggle, challenge and hope, we educate and inspire – encouraging people from all walks of life to connect with something larger than themselves and acknowledge their personal stake in building a better world.

Located in Winnipeg, where rivers and cultures have come together since time immemorial at the heart of Canada, the Museum is a place of hope. An achievement in architectural design, we opened in 2014 as the first national museum established outside Canada’s capital region – and the only museum in the world dedicated exclusively to the pursuit of human rights for all.

The Museum is located on Treaty 1 Territory, the traditional lands of the Anishinaabek, Inninewak, Anishinnewak, Dene and Dakota peoples in the Red River Valley, which is also the birthplace of the Métis. We acknowledge that the people of the Inuit Nunangat who make their home on these lands. We also acknowledge that the water in the Museum is sourced from Shoal Lake and our hydroelectricity is generated by waterways in the north on Treaty 5 lands and by the Winnipeg River in Treaty 3 territory.

We are committed to truth telling, which begins with our acknowledgement that Canada committed genocide against Indigenous peoples. The Indian residential school system is a key component of this genocide, but we also acknowledge acts of genocide against thousands of missing and murdered Indigenous women, girls and 2SLGBTQI+ people, and we will continue to work to bring these stories to light in our work.

Our mandate

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.

Our vision

We imagine a world where everyone values human rights and takes responsibility to promote respect and dignity for all.

Our values

Respect, inclusion, ingenuity, trust and humility.

Our strategic direction

Be relevant

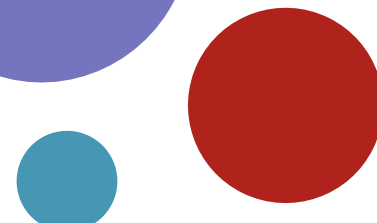
Rooted in our values, we will be a trusted resource for human rights content and information.

Be sustainable

To ensure our mandate extends to future generations, we will establish a work environment that is reflective of our values and will demonstrate responsibility for our people, our assets, our financial resources and the impact we have on the environment around us.

Grow engagement

We will work to expand our 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.



The year at a glance

Free Friday nights returned in June 2022 after a two-year pandemic hiatus, helping ensure the Museum is accessible to all and opening our spaces to celebrate cultural events and engage in human rights conversations. Over 20,000 people attended during 2022–23.



The *Witness Blanket* moved into the digital realm in September 2022. The voices and stories of Indian residential school Survivors are shared in this ground-breaking online platform, creating a powerful learning resource for schools and a tool for community healing.



More than 2,000 supporters of Ukraine gathered at the Museum in February 2023 for a rally organized by the Ukrainian Canadian Congress on the one-year anniversary of the Russian invasion. During this emotional event, we launched a new exhibit called *Ukrainian Artists United*.



A new exhibit called *Climate Justice* was opened in June 2022, sharing youth voices as they fight to save the world from environmental catastrophe. The exhibit, on display until summer 2024, includes stories about the work of Indigenous artists, student activists and vulnerable communities.



A violin once owned by a woman murdered in the Holocaust was brought to the Museum after being played by the Winnipeg Symphony Orchestra. In January 2023, another instrument from the Violins for Hope organization sang out mournfully inside the CMHR to open a public discussion.



Our online reach grew significantly during the year, including the highest number of social media impressions we have ever generated (over 30 million) – up 36 per cent from the previous 12 months. Our website saw 1.3 million total visits, up 139 per cent from the previous year and 47 per cent above projections.

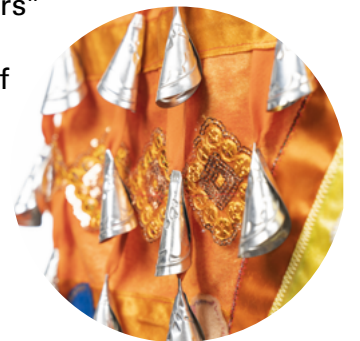


On-site visitor numbers climbed to 224,046 for the year, an increase of 227 per cent from the previous year and 97 per cent above target – trending positively towards pre-pandemic levels but below normal (approx. 300,000). Operating revenue was \$2.1 million, double the year before.

Education programs returned to our building, but virtual field trips remained popular with classrooms across Canada. More than 24,000 students participated in our education programs during 2022–23 (12,800 on site and 11,600 virtually) – 17 per cent above projections.



A jingle dress that contains stories about healing, children, family and hope for the future was installed in our new Community Corridor space in February 2023. *Awasisuk* (the dress) was inspired by the “Every Child Matters” movement and news of unmarked graves.





A message from the Chairperson

As a museum, we are fortunate to have staff, volunteers, members and supporters committed to advancing and defending human rights. But it is community that leads the way.

Enduring a pandemic that kept people apart has given us a greater understanding of the value of connection. Working together is always better than struggling in isolation, and the bonds we create in the process can become our greatest strengths. Over the past year, the Canadian Museum for Human Rights (CMHR) and its Board of Trustees have had many opportunities to forge such bonds through education and collaboration, which you can read about in these pages.

For our Board, there have been many changes during the past year. We've had to say goodbye to five wonderful trustees: Gail Asper and Chief Wilton Littlechild, who were members of our inaugural Board, as well as Julie Jai, Ana Serrano and Robyn Sneath. We are so grateful for their years of service.

At the same time, we've welcomed a diverse group of new trustees from across Canada – all of whom are strong advocates for human rights: Viken Afarian, Wilma Clarke, Katie Dudtschak, Jocelyn W. Formsma and Yvonne Peters. We are very fortunate to add their expertise and experience to that of the continuing core group of amazing trustees, who I thank for their tireless commitment: Vice-Chairperson Michèle Rivet, Mark Berlin, Pardeep Singh Nagra, Benjamin Nycum and Robert Philpott.

There's no doubt this is an exciting time to be a part of the CMHR team. There is also no shortage of evidence about the vital importance of human rights education. During 2022–23, we saw the war in Ukraine continue to devastate a nation. We're facing

a climate crisis, a refugee crisis and many other urgent situations where human rights violations need to be addressed – including here in Canada, where the harmful legacy of colonialism and residential schools continues.

Against that backdrop, it is both a privilege and a responsibility to care for the stories we've been entrusted to share. We will strive to extend the Museum's reach to more and more people across the country and around the world.

I would like to thank the Honourable Pablo Rodriguez, Minister of Canadian Heritage, for his essential support of national cultural institutions, which underscores a belief in the importance of our work. We are also grateful

to the Province of Manitoba and to the City of Winnipeg for their continued support and partnership. I'd also like to extend my gratitude to the Friends of the CMHR and to everyone who has contributed to the Museum in whatever ways they could.

In closing, I give many thanks for the leadership and vision of Museum CEO Isha Khan, who has been such a steadfast proponent of working together with community in new and collaborative ways. We hope you will join us in this important work.

J. Pauline Rafferty
Chairperson, Board of Trustees





A message from the CEO

We all belong to a community. We may actually belong to many communities – because communities are where we gather around shared experiences, struggles and triumphs. Each community has different interests, issues, customs and goals. And every community cares about the people it enfolds. That is why it is in community that we grieve, we conspire, we inspire and we celebrate. In community we are our true selves.

When I look back at the past year, I hope that more and more communities have started to see themselves in the Museum. We want to be a place where people gather to work together with our wonderful team to share their human rights stories and build awareness for change, and where they use our spaces to promote human rights. We will often look to community to lead the way. Because, sometimes, the best role for a national museum is to just be a place that reflects the voices and will of community.

To do this, we first need to establish strong relationships built on trust and reciprocity.

This is a slow and gentle process that often unfolds one person at a time. But I see it happening. Human rights and community groups are reaching out to work in partnership – whether to honour missing and murdered Indigenous women, girls and Two-Spirit people, celebrate Pride Month, or hold a youth demonstration against nuclear arms. This past year, we have done so many things together.

For me, a milestone moment occurred last February, when thousands of people who had gathered for a rally on the first anniversary of the Russian invasion of Ukraine brought

the passion and strength of their community inside our doors. Acknowledging that, for many, the ability to rally or protest is an integral part of exercising their human rights and that the CMHR symbolizes hope, we embraced the community and worked to amplify the cause by showcasing a new exhibit about the wartime stories of Ukrainian musicians and artists.

Opening ourselves to new and different ways of sharing human rights stories has enabled us to feel the power of community and to see the potential impact we can have when we work together. We can't do that without relationships. So this year, we acknowledge and celebrate – above all else – the connections we are forming with communities across Canada.

There is no single approach to how we will continue to engage with community, organize events or develop exhibitions. Each time will be different. But we must

respect and honour the relationships that connect us to community – from the outset and all along the way. With guidance from Elder in Residence Robert Greene and many others, we are learning to incorporate Indigenous ways of knowing and being in all our relationships. We have also become more intentional than ever about making space for culture and language to thrive, since they are core aspects of identity.

We will continue to challenge the way we make decisions, and we will approach all relationships with people and the environment around us with respect and humility. We have the potential to reach further than ever before, telling the stories of human rights that must be told.

Isha Khan
Chief Executive Officer



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

Under the *Museums Act*, the Museum is governed by a Board of Trustees consisting of a chairperson, a vice-chairperson and not more than nine other trustees, appointed by the Minister of Canadian Heritage with the approval of the Governor in Council. Trustees are selected to serve the Museum through an open, transparent and merit-based selection process that identifies highly qualified candidates who are committed to the principles of public service and embrace public service values. They have the skills and expertise required, 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 provides the Museum with strategic direction and oversight. The Board is accountable to Parliament through the Minister of Canadian Heritage 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 2022–23, the Board met five times: once via video conference and four times via in-person/video conference hybrid. Five trustees left the board during the year and five new trustees were appointed.

Board of Trustees

(As of March 31, 2023)

Chairperson

J. Pauline Rafferty
British Columbia
Term: 2017-12-14 to 2024-03-03

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

Trustee

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

Trustee

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

Trustee

Pardeep Singh Nagra
Ontario
Term: 2018-06-01 to 2025-03-25

Trustee

Benjamin Nycum
Nova Scotia
Term: 2018-04-01 to 2025-09-28

Trustee

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

Trustee

Rob Philpott
Prince Edward Island
Term: 2019-06-22 to 2023-06-21

Committees¹

(As of March 31, 2023)

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: Pauline Rafferty (chairperson), Mark L. Berlin, Benjamin Nycum, Rob Philpott and Michèle Rivet.

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), Katie Dudtschak, Yvonne Peters, Rob Philpott, Michèle Rivet and J. Pauline Rafferty (ex officio).

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: Rob Philpott (chairperson), Wilma Clarke, Yvonne Peters, Pardeep Singh Nagra and J. Pauline Rafferty (ex officio).

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), Viken Afarian, Wilma Clarke, Katie Dudtschak, Michèle Rivet and J. Pauline Rafferty (ex officio).

Honorary trustees

Honorary trustees are selected by the Board upon the expiry or termination of their term, to acknowledge their exemplary dedication and significant contributions to the Museum. Honorary trustees have no voting rights or decision-making authority as it relates to Board governance and activities.

Honorary Trustee

Gail Asper
Manitoba

Honorary Trustee

Wilton Littlechild
Alberta

Executive officers

(As of March 31, 2023)

Chief Executive Officer

Isha Khan

Chief Financial Officer²

Michael Schroeder

Corporate Secretary

Lyndsay Managire

Annual Public Meeting

The CMHR's Annual Public Meeting was held in person at the Museum on March 22, 2023. Following a welcome prayer from Elder in Residence Robert Greene, Board Chairperson Pauline Rafferty and Chief Executive Officer Isha Khan provided an overview of the year at the Museum, as well as highlights of what is on the horizon. CMHR Educator in Residence Sarah Adomako-Ansah then provided a preview of a new educational program she has developed during her residency, "Pass the Mic: Let's Talk About Racism." The formal presentations were followed by a question-and-answer session.

¹ The Museum thanks external advisors Esi Codjoe, Brenda Gunn and Danielle Peers for their contributions to the Diversity and Inclusion Committee throughout 2022.

² The Museum thanks Susanne Robertson, who held the role of Chief Financial Officer until June 17, 2022.

The year in review: Centring community

To be truly part of a community, you must listen. You must respect others and understand their needs. And you must share – your space, your resources, your voice, your knowledge and your power.

These are the truths that guide our journey as a national institution dedicated to the promotion of human rights. During the 2022–23 year, we emerged from a pandemic that kept us apart. Visitors began to return: more than triple last year’s attendance and 97 per cent more than we initially expected.

As we came back together, we prioritized making the Museum a welcoming place for all. To ensure greater equity and inclusion, we looked inward to our people, practices and policies. But we also reached outward to the communities we serve and re-examined how we work with them to develop public programs, educational initiatives and museum exhibitions. In many cases, this involves amplifying community work. Sometimes, it means we simply step aside to let community lead the way.

Valuing relationships with community is also fundamental to our efforts to incorporate Indigenous ways of knowing, being and doing into our systems. Listening and trust-building were major focus areas during the year. The voices of residential school Survivors took over our digital channels. And ceremony was firmly established as part of the ways that we do our work.

Communities filled our spaces in 2022–23, both in person and online.

In February 2023, thousands of people, including many Ukrainian Canadians and refugees, flowed around and into the Museum on the one-year anniversary of the Russian invasion of Ukraine, embracing, shouting and singing together. In June 2022, members of the 2SLGBTQI+ community discussed their decades-long purge from the Canadian military, RCMP and federal civil service, as well as the ongoing fight for a more inclusive future.

In August, we hosted the province’s first official Emancipation Day celebration, where we shared stories of the legacy of slavery and the proud histories of Black Canadians. In September, we held a day of speeches, exhibits, music and poetry to defiantly mark 50 years since the declaration of martial law in the Philippines. And, in January, we gathered in the Garden of Contemplation to mark International Holocaust Remembrance Day as music from the violin of a Holocaust victim mourned the atrocity of genocide.

Throughout the year, there was so much more. Over 50 on-site and virtual programs explored issues ranging from racism to inclusion in sport, from climate crisis to residential schools, from gender-based crimes in war to freedom of the press – shared with both tears and joy through discussion, music, film, art and exhibition. It was a time centered on community in a myriad of ways.

Growing our community

Visitors

- 224,046 on-site visitors
(Up 227%, 97% over target)
- 21,611 visitors to free Friday nights
(June 2022 to March 2023)
- 12,830 on-site student visits*
- 11,646 virtual field trip participants*
- 11,778 people on group tours
- More than 50 public/
community programs
- Over 400 total
on-site events

400+
Events



Social media

- 30 million impressions
(Highest ever, up 36%)
- 12.5 million impressions
in February 2023
*(More than double any
single month since 2018)*
- 6,263 new followers *(Up 81%)*
- 3,302 posts *(Up 37%)*
- 468,483 engagements

3.3 K
new
followers

Digital Witness Blanket

- 506,100 visits
(see p. 18)



Website

- 1.3 million website visits
(Up 37%, 29% over target)
- 632,423 readers of
CMHR [web stories](#)

1.3 M
website
visits

*Total student visits (on site and virtual) were up 2%, 17% over target.



With community, we contribute to reconciliation.

Museums have a responsibility to align with the United Nations Declaration on the Rights of Indigenous Peoples and, in Canada, additional obligations as outlined in the Truth and Reconciliation Commission’s Calls to Action. The CMHR has embraced these responsibilities and is taking steps, guided by community, to contribute to reconciliation.

The Witness Blanket

Truth and memories are held in the *Witness Blanket*.

This highly emotive art installation comprises more than 800 objects reclaimed from the sites and Survivors of residential schools all across Canada. Over the past decade, it has been shared in many ways by artist Carey Newman (Hayalthkin’geme), the CMHR and community, including exhibitions at the CMHR in 2015–16 and 2021–22, a film and a book. Over the past year, it was exhibited at the *Musée de la civilisation* in Québec City. Two travelling reproductions have also been touring the country, including stops in 2022–23 in Prince Rupert, Prince George, Whitehorse, Inuvik and Regina.

In September 2022, the *Witness Blanket* moved into the digital realm.

A groundbreaking [online platform](#) was officially launched at an event in Vancouver as a virtual extension of the artwork. Sharing the voices and stories of Survivors, it is intended as a tool for community healing and an expression of honour to the children who suffered. The platform is also a powerful learning resource for school classrooms everywhere. In its first six months, it attracted over half a million visits and 8,500 downloads of its [teacher guide](#).

“There is nothing like this anywhere,” said Graham Lowes, CMHR Manager of Education and Program Development. “As soon as teachers become aware of it, they immediately realize its enormous

“In the oral traditions of my ancestors, a witness has an important role. To ensure that things are not forgotten, a witness watches, listens and then remembers and shares with others what they have learned. So, as you explore these stories, I invite you to bear witness.”

Carey Newman
(Hayalthkin’geme),
Master carver



potential for teaching about residential schools and reconciliation.”

This major project was a collaborative partnership between the artist, the CMHR, Media One and Animikii Indigenous Technology, developed during the pandemic years thanks to a \$1 million dollar commitment from TELUS and the TELUS Friendly Future Foundation, and an additional \$100,000 from the Entwistle Family Foundation. We also gratefully acknowledge the guidance of the Survivors’ Circle organized by the National Centre for Truth and Reconciliation (NCTR).

Building relationships

Learning, listening and building trust with Indigenous communities continued to be priorities during 2022–23.

Shoal Lake visits

When respected Elder and Knowledge Keeper Steven Kejick issued an invitation to visit Iskatewizaagegan No. 39 Independent First Nation (at Shoal Lake) during spring 2022, a group of our staff, including senior leaders, responded. Winnipeg’s water – including the water in the CMHR – is sourced from Shoal Lake. People living in the First Nations around Shoal Lake have endured multiple human rights violations, including isolation, lack of clean drinking water and residential school abuse. Staff returned to the community twice more during the year. In April 2023, we welcomed 50 people to the Museum from Iskatewizaagegan, including two school groups, for ceremony, a feast and a tour of the galleries.



Remembering the children

In October 2022, we welcomed the NCTR for a three day gathering of community members and researchers, who shared challenges and successes of their work related to missing Indigenous children and unmarked graves. We were honoured to facilitate ceremonial and reflection spaces and put pieces of the *Witness Blanket* on display for contemplation.

The role of ceremony

Mi Shii Ka, the Grandmother-Grandfather drum gifted to the Museum in 2014, is the centre of our ceremonies and the call to the community. We are learning how to care for it, feasting it at the turn of season, and ensuring that we honour it and treat it well. During 2022–23, a cedar wall lodge was built for this special drum to rest in our Reflection Space, which is a space available to all our staff, volunteers and contractors for smudging, prayer, guidance and self-care.

We have also been finding our place as a safe gathering spot for community to share, reflect and commemorate. Ceremony is integral to this work and we have been guided by many Ojibwe/Anishinaabe traditions. Ceremonies were held for all four seasonal solstices and equinoxes during 2022–23, as well as for other special occasions – led by CMHR Elder in Residence Robert Greene (who is now a member of our staff), Elder Sherry Copenace and our group of ceremonial drummers from across Manitoba and northwestern Ontario.

Community Corridor

In April 2022, we officially opened the [Community Corridor](#), a space for community-led projects, artwork and visual presentations – a platform to amplify community voices, perspectives and lived experiences. From July onwards, it shared stories of reconciliation.



“I saw a good deal of unhealed hurt and intergenerational trauma surface in many people in my community. Through residential schools, children – including my parents – learned to suppress their emotions to keep themselves safe. [But] if you can’t acknowledge what’s happened, you can’t truly heal.”

Amanda Grieves,
Dressmaker,
Bunibonibee
Cree Nation



An installation called [Métis Memories of Residential Schools: A Testament to the Strength of the Métis](#) was a powerful reminder of the harms of residential school – and the frequent exclusion of Métis experiences from conversations about the effects of colonization.

A jingle dress that contains stories about healing, children, family and hope for the future was welcomed in February 2023. [Awasisuk](#) was created by Amanda Grieves of the Bunibonibee Cree Nation, who was inspired by the “Every Child Matters” movement and news of the unmarked residential school site graves.





With community, we challenge racism.

We all have a role to play in creating an anti-racist society. During 2022–23, we worked to bring people together to challenge racism through education programs, exhibits, panel discussions, arts and digital outreach.

Pass the Mic

A vibrant new CMHR educational resource created during the year encourages students to consider their relationship with racism and learn how to be anti-racist. “[Pass the Mic: Let’s Talk About Racism](#)” uses video-recorded

conversations with three Canadians from racialized communities to help classrooms understand what it means to “pass the microphone” to others. This free online resource is intended to give teachers the tools they need to have conversations about racism, which can often be difficult.

Created by our dynamic [Educator in Residence](#) Sarah Adomako-Ansah, the program covers topics such as bias, microaggressions, intersectionality and allyship. It culminates in a project capturing what students have learned about how to take a stand for anti-racism in their communities. The featured conversations are with Olympic bobsledder Dawn Richardson-Wilson of Edmonton, bhangra dance artist and educator Gurdeep Pandher of Yukon, and drag performer Dimitri Nana-Côté (Kiara) of Montréal.



“It took me a while to realize how beautiful my skin colour was, because it wasn’t beautiful in the eyes of the people around me when I was growing up.”


Dawn Richardson-Wilson
Canadian Olympic bobsledder

Our Educator in Residence program began in 2017 to foster and support the development of human rights education programs for youth learners, both in person and online, and to develop relevant resources for teachers. It is supported by Power Corporation of Canada, Bee-Clean Building Maintenance, Cargill, Sara, Michael & Debbie Gray in memory of Dr Frank Plummer, Peter Tielmann & Tara DeFehr-Tielmann, Myron & Marion Klysh and the Michaëlle Jean Foundation.




Behind Racism

In [Behind Racism: Challenging the Way We Think](#), an exhibition shown at the Museum from May to October 2022, visitors were invited to explore the psychological and social roots of racism – and discover how empathy and self-awareness can counteract hatred and misunderstanding.

 [WATCH](#) a video from the exhibition.

This travelling exhibition was developed by the Canadian Race Relations Foundation (CRRF) and the Ontario Science Centre. We were pleased to offer free admission to the Level 1 Gallery during its run. For its opening event, we hosted an on-site interactive panel discussion about the issues raised by the exhibition.

 [WATCH](#) the Behind Racism panel discussion.



Racism in hockey

Hockey is often called “Canada’s Game,” but is it representative and inclusive of all Canadians? In November 2022, the keynote speaker at the Friends of the CMHR annual fundraising gala was Kim Davis – an NHL senior executive who has been leading the league’s efforts to foster inclusion, respect and dignity in hockey. Davis also addressed a gathering of over 100 youths at the Museum, discussing how to take action towards a safer, more inclusive culture in sport. She was joined by Kevin Chief, co-founder of the Winnipeg Aboriginal Sport Achievement Centre.

In February 2023, we screened the documentary *Black Ice*, which unpacks the history of anti-Black racism in hockey, while illuminating the contributions of Black Canadians to the sport. A post-film discussion was co-hosted by the CRRF and Immigration Partnership Winnipeg.



Black History Month

Events in February 2023 included a discussion about anti-Black racism as a mental health concern, organized by the Afro-Caribbean Mentorship Program and the University of Manitoba Black Alliance. “Noir et fier” (“Black and Proud”) was the tag for a slate of French-language events focused on the Black community, including a discussion exploring what it means to navigate life with multiple identities, and a craft market inviting people to discover Black artisans. Black History Month was also a significant digital event for the Museum, which shared dozens of posts highlighting the contributions of Black people and the human rights issues they face.

“My ancestors were brought through harrowing circumstances, unspeakable cruelty, incomprehensible inhumanity... and to endure generations of forced labour where they were worked to death with no prospects of freedom whatsoever... they endured so that I am sitting here today.”

June Francis


Special advisor to the President of Simon Fraser University on Anti-Racism and “Challenging Racism” panellist



Collaborations also included:

Challenging racism

Challenging hate and racism in our communities and digital spaces will take a concerted effort by everyone. That was the message of a November 2022 panel discussion in Vancouver organized for the fourth annual Simces & Rabkin Family Dialogue on Human Rights.

 **WATCH** the panel discussion about challenging racism.

Apology to No. 2 Construction Battalion

The Prime Minister’s apology to relatives and descendants of members of the [No. 2 Construction Battalion](#) was livestreamed in the Museum in July 2022 from a ceremony in Truro, Nova Scotia. The Battalion, in which over 600 Black men served with distinction during the First World War, carried out crucial work, including supply movement, road repair and other combat support. Many of its members lost their lives. After the war, however, its members returned to Canada to face the same discrimination they had encountered in the past and the unit faded into obscurity, denying Black communities their heroes.

In April 2022, newcomer youth who had shared their photographs in an installation called *New Beginnings*, which was on display in our Community Corridor, participated in a virtual discussion about the U SHINE Movement, a Canadian non-profit organization that empowers marginalized youth, immigrants and refugees through storytelling. Panellists included a youth who spent time in an Ethiopian refugee camp, an immigrant from Cameroon and a young Syrian Canadian.

 **WATCH** the panel discussion about *New Beginnings*.





With community, we mourn, sing and fight.

Exposing human rights violations often evokes grief, outrage and mourning. But it can also inspire people to come together to fight for change – and lift their voices in songs of hope.

In support of Ukraine

For the one-year anniversary of the Russian invasion of Ukraine, on a freezing Winnipeg winter evening, more than 2,000 people – some dressed or painted in blue and yellow, some carrying signs – blanketed CMHR grounds. Participants in the February 2023 Solidarity Rally, organized by the Ukrainian Canadian Congress (UCC), then flowed into the Museum, crowding into Bonnie & John Buhler Hall and onto the circular ramps above as they embraced and swayed, chanted and sang, huddled and spoke together in English and Ukrainian.

On the stage, speakers shared their thoughts and wishes. The voices of the renowned Hoosli Male Ukrainian Chorus reverberated through the space.

“It was emotionally overwhelming,” said Chandra Erlendson, our Director of Indigenous Relations and Community Engagement. “There were Ukrainian refugees who had recently arrived in Canada, there were Ukrainian Canadians, there were Winnipeggers of all backgrounds. People were crying. We had set up the space for a thousand and we were absolutely blown away by the numbers.”

To mark the occasion with community, we launched a unique new exhibit called [Ukrainian Artists United](#), a multi-media creation of music producer Darcy Ataman and photographer Jason Willheim, who spent nine days in Lviv, Ukraine in August 2022 to connect with musicians and artists whose lives had been decimated by the war. An adjacent digital music installation called [Make Music Matter](#)

“The war on Ukraine has transfixed the eyes of the world with its senseless violence and malevolent attacks on human rights. In the face of such depravity, artists act as foils, calling on people around the world to take action in solidarity and defend basic principles of respect and dignity.”

Darcy Ataman
Music producer



features songs by survivors of conflicts around the world, working to heal from trauma by creating music through Ataman’s “Healing in Harmony” initiative. The two exhibits run through September 2023.

War and human rights issues in Ukraine were also the focus of a CMHR [virtual discussion](#) in April 2022 called “Culture under fire,” which examined Russia’s ongoing attempts to destroy Ukrainian cultural property and heritage. The event was organized in partnership with the International Council of Museums.

Violins of Hope

Music was also used to shine a light of memory and hope on the Holocaust. Fanny Hecht was a Jewish violinist who was murdered along with her entire family by the Nazis during the Holocaust. Her beloved violin had been rescued by a neighbour and eventually donated to the organization

Violins of Hope. In December 2022, the restored Hecht violin was played during a performance of the Winnipeg Symphony Orchestra (WSO), then put on display for three months in the Museum.


For International Holocaust Remembrance Day on January 27, 2023, the mournful sounds of another violin from the Violins of Hope collection filled the Museum, played by Sonia Lazar of the WSO. Shelley Faintuch, former Director of Community Relations for the Jewish Federation of Winnipeg and the daughter of Holocaust survivors, discussed the significance of the violins with the public who attended this free event.



Fighting for the Earth

Climate change is one of the greatest threats to human rights of our generation, posing a serious risk to the fundamental rights to life, health, food and an adequate standard of living of people around the world.

In June 2022, we opened the exhibit [Climate Justice](#), sharing youth voices as they fight to save the world from environmental catastrophe. The exhibit, on display until summer 2024, includes stories about a collective of Indigenous artists whose work is shared by land defenders, a waterskin used in Chad where food and water insecurity are worsened by climate change, and students taking to the streets around the world in mass strikes calling for action.

 **WATCH** a protest banner being installed above the exhibit space.

For International Human Rights Day on December 10, 2022, we again set our focus on the threats of climate change. The film *The Water Walker*, about young Anishinabek Nation chief water commissioner Autumn Peltier, was screened, followed by a conversation between Mohawk activist, land defender and educator Layla Staats, Elder Robert Greene of Iskatewizaagegan No. 39 Independent First Nation (at Shoal Lake) and CMHR curator Isabelle Masson.

In February 2023, we welcomed former Iqaluit mayor and renowned Inuk leader Madeleine Redfern to discuss climate change in the Arctic for the University of Manitoba's annual Paul Buteux Memorial Lecture. Climate change was also a focus of "Nuit des idées" at the Museum in both April 2022 and February 2023, organized by Alliance Française.


Collaborations also included:

The Philippines and martial law

A day-long event marking 50 years since former President Ferdinand Marcos declared martial law in the Philippines was held in the Museum, organized by the Philippine Manitoba Historical Society. The event included a conversation with martial law survivor Marichu Antonio of Calgary, an exhibit, a virtual tour, a film screening and a celebratory evening of music and poetry.

Fighting back: The LGBT Purge

From the 1950s to the 1990s, LGBT members of the Canadian Armed Forces, the Royal Canadian Mounted Police and the public service were systematically persecuted. Known as the Purge, it was an attempt to remove LGBT people from the workforce, justified by arguments that they presented a threat to national security. During Pride Month in June 2022, we hosted an interactive panel discussion about the Purge and the community's ongoing struggle for a more inclusive future. The event was part of Fierté Canada Pride and Pride Winnipeg's 2022 Human Rights Conference.

 **WATCH** the panel discussion.

"[The LGBT Purge] has been a journey of pain, of hope, of courage, of incredible resilience and a part of our history that must be shared with all Canadians."

Svend Robinson
Canada's first openly gay Member of Parliament



Journalism under siege

On World Press Freedom Day in May 2022, we partnered with CBC Manitoba for a virtual discussion with journalists. An associated virtual youth event called "News or not? Fake news, journalism and you" was offered to students and teachers everywhere.

Two-Spirit Journeys

In March 2023, we hosted a conversation with Two-Spirit Elders Ma-Nee Chacaby and Albert McLeod about their experiences and tireless work fighting to overcome the legacies of colonialism and promote gender and sexual diversity rights in their communities and beyond.

Gender-based crimes in war

The realities of seeking justice for survivors of forced marriage, rape and other gender-based crimes in war were shared at the CMHR by Dr. Valerie Oosterveld, who presented to the International Criminal Court in the case of Dominic Ongwen, a commander in the infamous Lord's Resistance Army of Uganda. The University of Manitoba organized this September 2022 event as the Paul Buteux Memorial Lecture. A Museum exhibit on the same issue, [Ododo Wa: Stories of Girls in War](#), has been running since October 2019 and will close in November 2023.





With community, we learn and celebrate.

At the heart of our mission is education. We work with educators, students, experts and community members to raise awareness and understanding of human rights issues of past and present, with the hope of inspiring action for a better world.

School programs

Our [education programs](#) returned to our building over the past year, but virtual field trips remained popular with classrooms across Canada. Thanks to generous grants from the Asper Foundation and Larry & Judy Tanenbaum & Family, all our school programs are currently free for Canadian students.

We welcomed 24,476 student visits during 2022–23 (12,830 on site and 11,646 virtually) – 17 per cent more than initially expected. CMHR staff also attended teacher conferences in Winnipeg, Regina, Calgary, Vancouver and the city of Québec to explain the school resources available from the Museum, including the new digital *Witness Blanket* (see p. 18).

Be an Upstander

What began as an innovative CMHR on-site school program evolved into an [interactive online resource](#) that empowers students to recognize injustice and use their strengths to create change. It has also become an annual

“One child, one teacher, one book, one pen can change the world.”

Malala Yousafzai
Global human rights activist



showcase of student excellence in human rights projects – with potential to become a national educational movement.

“Be an Upstander” showcases were held in Winnipeg in May 2022 and in Edmonton in April 2023. Students presented projects such as a puppet show about racial discrimination, and a shirt-folding activity that revealed information about children working in “sweat shops.” Our goal is to encourage student human rights projects in school divisions across Canada, with top regional representatives invited to a national showcase at the Museum in Winnipeg – similar to the model for science fairs.

Youth leadership events

We were pleased to welcome young people for several large events that promoted human rights learning and activism.

In February 2023, we welcomed a theatrical company from Alberta that included students from Strathmore High School and people from the Siksika First Nation in Alberta, who performed “New Blood” – a show inspired by the life of Chief Vincent Yellow Old Woman and his experience as a child in residential school. More than 300 students from Winnipeg high schools were invited to watch, learn and discuss as part of the CMHR’s Human Rights Leadership Program.

In October 2022, a [Youth Nuclear Peace Day of Action](#) was held at the CMHR, with 90 high school students gathering for learning, discussion and action towards nuclear disarmament.

The [Canadian High School Ethics Bowl](#) was held at the Museum in April 2023, bringing together 12 teams of thoughtful, engaged students from British Columbia, Alberta, Saskatchewan, Ontario and Manitoba.



“Youth are thinking about the implications of the war in Ukraine and one of those is obviously the threat of nuclear weapons. It’s about taking a proactive approach to dealing with an eventual problem that we will all inherit.”

Avinashpall Singh
Organizer of Youth Nuclear Peace Day of Action



Growing our online reach

Digital interactions through social media and on our website (humanrights.ca) continue to be a valuable way to spark human rights conversations and learning across Canada and beyond. In 2022–23, we generated the highest number of social media impressions of any year in our history (over 30 million) – up 36 per cent from the previous 12 months. Posts in February 2023 about \$5 admission also helped garner the highest social media activity for the CMHR of any single month since 2018, with 12.5 million impressions.

Interest was also high in the stories and information shared on our website, which saw 1,291,268 total visits during the year, up 139 per cent from the previous year and 47 per cent above our initial expectations.

The Doctrine of Discovery

The most engaging Museum Facebook post of the year (generating 11,110 engagements, 1,092 comments and 1,103 shares) was linked to a CMHR web story about the [Doctrine of Discovery](#), the basis of many racist policies in Canada. The Doctrine is a legal and religious concept from the 15th century, used to justify Christian colonial conquest. It advanced the idea that European peoples, culture and religion were superior to all others. The boosted social media post and linked article sparked an impassioned [digital discussion](#) among users from both Indigenous and settler backgrounds.

Celebrating with community

Free Friday nights. After a two-year hiatus, we were excited to welcome back free Friday nights on June 17, 2022. These lively occasions help ensure the Museum is accessible to all and often offer cultural events, human rights discussions, entertainment, food and drink. During the 2022–23 year, a total of 21,611 people attended on Friday nights.

Children’s programs also joyfully returned to our spaces in 2022 and 2023 with the end of pandemic restrictions. For spring break 2023, in-gallery activities included a Discovery Activity booklet, a book nook and craft stations, with free admission for kids 12 and under. A full slate of family-friendly entertainment was also offered each day in English and French, showcasing a range of cultures.

With Pride. In June 2022, we helped celebrate the Pride Winnipeg Festival with three free events: a panel discussion about the LGBT Purge (see p. 28); the screening at Red River College of a film about *The Fruit Machine* (a device used to purportedly identify gay men by measuring bodily reactions to erotic photos); and performances by the Rainbow Harmony Project Choir.





With community, we grow.

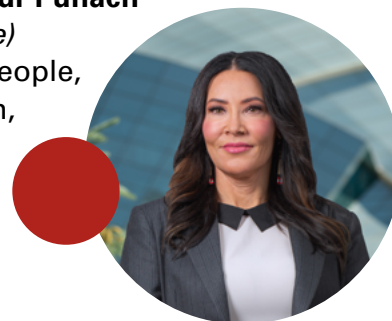
As we work to create a safe, healthy and respectful workplace, we look to Indigenous ways of knowing and being to help guide our journey.

Our leaders met with the Nookiiwin Tribal Council in Thunder Bay during the past year to learn about their approach to rethinking the culture of workplaces, which centres people and wellness. The Anishnaabe principle of *minobimadiziwin* (“living a good life”) is at the heart of Indigenous conceptions of wellness, describing a feeling of balance in all parts of a person’s life: spiritual, physical, emotional and mental. The approach also emphasizes the importance of training a team of “spirit builders” – staff who learn how to support others and connect them with helpful resources when they are struggling.

We are nearing completion of a new equity plan that will include measurable indicators to gauge the impact and changes that result from actions we take to disrupt racism and oppression, colonialism, sexism, homophobia, ableism and all other forms of discrimination.

“This is how we respectfully begin to decolonize our workplace practices and really help people feel they have voice in how things are done. The idea is that, in our workplace, we are all individually part of a big system, an interconnected web — and that everything we do affects everything else, not just within our role or our department, but across the entire institution and everyone connected to it.”

Kimberley Levasseur Puhach
(*Bezhik Binesse Ikwe*)
Vice-President of People, Culture and Growth, CMHR



Mandatory staff training and leadership development are also an important part of our path forward. In 2022–23, these included learning activities on the topics of gender perspectives, reconciliation, diversity and inclusion, unconscious bias, 2SLGBTQI+ inclusion and anti-racism. A series of online “Education Friday” sessions were also offered, featuring speakers presenting on issues ranging from minority language rights to supporting people living with addictions to honouring the treaties.

Inclusive restrooms

A major initiative during the year was the transformation of all our restrooms into all-gender facilities – a step to create safer experiences for the 2SLGBTQI+ community and for caregivers.

“This approach will allow people to make choices based on their needs and not force them to comply with a binary system of gender to which they may not subscribe,” said Haran Vijayanathan (he/him), Director, Equity and Growth, adding that phase two of the project will increase privacy considerations within each restroom. “This is also an important shift for parents and caregivers, who can now go into any washroom to provide support without worrying they are in the ‘wrong’ space.”

Accessibility Plan

In keeping with the *Accessible Canada Act*, we published an [Accessibility Plan](#) during 2022–23, which describes the CMHR’s current approach to accessibility and universal design as well as the work underway and ahead. The Museum was designed based on the principle of providing universal access to its experiences, regardless of age, background or ability. We have worked with people living with disabilities and experts in all aspects of our work. The new plan is a living document that will be updated each year. We are also finalizing an accessibility audit process.

“This step normalizes the reality that people don’t only identify as male or female. It affirms individual and collective rights of access to inclusive and safe spaces. It feels like an active demonstration by the Museum of doing better and addressing the harms of the past.”

Noreen Mian
Executive Director,
Rainbow Resource Centre



Operations

On-site visitor numbers climbed to 224,046 for the year, an increase of 227 per cent from the previous year's total of 68,568 and 97 per cent above target – trending positively towards pre-pandemic levels (which saw close to 300,000 visitors per year) ahead of projections. Travel and tourism experts have predicted it will still be several more years before visitation numbers return to normal.

Operating revenue was \$2.1 million, roughly double the year before but still well below pre-pandemic levels of over \$3.3 million. We were grateful during the 2022–23 year to receive \$5.3 million of federal government special funding that supported all national museums during this difficult time. More information can be found in the CMHR's financial statements posted on [humanrights.ca](https://www.humanrights.ca).

New leaders

During the year, we welcomed three new members to our executive team:

Michael Schroeder, Chief Financial Officer (CFO) and Vice-President, Internal Services brought more than 15 years of progressive accounting and leadership experience when he joined us in June 2022. His track record of innovation and a focus on results are important contributions as we focus on economic recovery and growth after the hardships of the pandemic.

He formerly served as CFO for New Directions for Children, Youth, Adults and Families Inc.



Matthew Cutler, Vice-President, Exhibitions is a dynamic leader with a track record of innovation and community service who joined us in August 2022.

He has been an international advocate for children's rights since the age of 13, founding his first activism organization 20 years ago. He was previously Assistant Deputy Minister, Communications and Engagement, for the Province of Manitoba, and has served as Board chairperson for the Rainbow Resource Centre.



Darrel Nadeau, Vice-President, Visitor Experience is an inclusive leader with deep roots in the Franco-Manitoban community who joined us in early April 2023. He most recently served as Executive Director of Festival du Voyageur, Western Canada's largest Francophone event. Nadeau also brings 15 years of experience in the public and not-for-profit sectors to the role. He has held previous roles with the Canadian Centre for Child Protection and Global Affairs Canada.

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On the horizon

A holistic process is underway to create a new strategic plan for the organization that will plot our course over the next five years and beyond, including our work to decolonize our operations, a focus on sharing human rights stories across Canada and inspiring youth to become upstanders for human rights. We will strive to create an equitable workplace and build a sustainable future as we pursue our mandate for human rights education. Rather than a top-down planning approach, we have been immersed in collaborative consultations with our staff, Indigenous advisors and communities from coast to coast to coast, including meetings in Yellowknife, Winnipeg, Toronto, Montréal and Halifax.

We are also busy preparing for two major upcoming exhibitions:

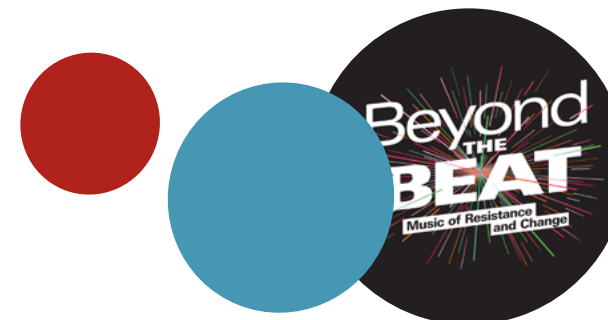
Beyond the Beat

Music has the power to inspire social and political change. A major exhibition opening at the Museum next winter examines popular music that has united people against injustice, promoted rights and demanded freedoms – often as a voice of dissent and resistance. Featuring iconic artifacts from famous performers and musical events, the exhibition will also include film and photography, musician interviews, interactive displays... and plenty of music!



The LGBT Purge

Another significant project is underway to develop exhibitions, programs and digital content on the LGBT Purge. From the 1950s to the 1990s, thousands of LGBT people in the Canadian military, RCMP and federal civil service saw their careers destroyed and their personal lives left in ruins because their sexual orientation or gender identity was considered a threat to the country they had chosen to serve. A major exhibition is expected to open at the Museum in 2024.



Advice from our community

We are grateful to the many people who walk with us on our journey to create a world where everyone values human rights and takes responsibility to promote respect and dignity for all. We are grateful to those involved in a broad network of advisors across the country and those who dedicate their time to specific areas of our program and content development. We give special acknowledgment to those who we lost this past year, Elder Clarence Nepinak, Jim Derksen and John Rae, and are thankful for their wisdom and guidance over the years.

Strategic Advisory Network

Ally Stoneypoint
Winnipeg, Manitoba

Elder Barbara Nepinak
Winnipeg, Manitoba

Brian Everton
Winnipeg, Manitoba

Carol McAndrew
Salmon Arm,
British Columbia

Catherine Roy
Montréal, Quebec

Elder Charlotte Nolin
Red River Métis with
Oji-Cree background
Red River Settlement,
Manitoba

Elder Clarence Nepinak
Winnipeg, Manitoba

Connie Wyatt-Anderson
The Pas, Manitoba

Damon Johnston
Winnipeg, Manitoba

Dana Soonias
Saskatoon, Saskatchewan

Deborah Price
Griswold, Manitoba

Elder Diane Longboat
Ohsweken, Ontario

Donna Augustine
Rexton, New Brunswick

Elder Fred Kelly
Toronto, Ontario

Guy Freedman
Ottawa, Ontario

Elder Harry Bone
Winnipeg, Manitoba

Heather Walkus
Keremeos, British Columbia

Helen Robinson-Settee
Winnipeg, Manitoba

Jaime Cidro
Winnipeg, Manitoba

Jaimie Black
Winnipeg, Manitoba

Jeff Morry
Winnipeg, Manitoba

Jennifer Nepinak
Winnipeg, Manitoba

Jim Derksen
Winnipeg, Manitoba

John Rae
Toronto, Ontario

Jutta Treviranus
Toronto, Ontario

Laurie Beachell
Rosser, Manitoba

Lisa (Sharon) Dewhurst
Teslin, Yukon

Elder Mary Courchene
Winnipeg, Manitoba

Elder Norman Meade
Winnipeg, Manitoba

Rebecca Chartrand
Winnipeg, Manitoba

Rick Zimmer
Winnipeg, Manitoba

Sarah Gazan
Winnipeg, Manitoba

Sharon McLeod
Gimli, Manitoba

Sherri Denysuik
Winnipeg, Manitoba

Elder Sherry Copenace
Keewatin, Ontario

Susanne Dewey Povoledo
Winnipeg, Manitoba

Elder Thelma Morrisseau
Winnipeg, Manitoba

Tracy Odell
Toronto, Ontario

Valerie Wolbert
Winnipeg, Manitoba

Elder Wabdi Wakita
St. Andrews, Manitoba

Wayne Helgason
Saanichton, British Columbia

Canadian Teachers' Advisory Council

Audrey Berner
Montréal, Quebec

Christine Pagé
Sudbury, Ontario

Colin MacKenzie
Falmouth, Nova Scotia

Graeme Stacey
Kelowna, British Columbia

Graham Lowes - Chair
Winnipeg, Manitoba

Jason Agnew
Moncton, New Brunswick

Jenna Forslund Beausejour,
Manitoba

Meena Johal
Milton, Ontario

Melchior Sysing
Sudbury, Ontario

Olivier Calixte
Gatineau, Quebec

Sarah Adomako-Ansah
Edmonton, Alberta

Tiffany Pino
Edmonton, Alberta

Indigenous Music Advisory Committee (Beyond the Beat)

Alida Kinnie Starr
Daajing Giids, British Columbia

Dave McLeod
Winnipeg, Manitoba

Fawn Wood
Alberta

Joanna Barker
Grand Falls-Windsor,
Newfoundland and Labrador

Oliver Boulette
Manigotogan, Manitoba

Palestinian Content Advisory Network

Abigail Bakan
Toronto, Ontario

Diana Abouali
Dearborn, Michigan

Idris El-Bakri
Winnipeg, Manitoba

Nahla Abdo
Ottawa, Ontario

Najat El-Khairy
Montréal, Quebec

Ramsey Zeid
Winnipeg, Manitoba

Rana Abdulla
Winnipeg, Manitoba

Yara El-Ghadban
Montréal, Quebec

Yasmeen Abu-Laban
Edmonton, Alberta

LGBT Purge Project Advisory Council

Elder Albert McLeod
Winnipeg, Manitoba

Darryl Perry
Toronto, Ontario

David Churchill
Winnipeg, Manitoba

Douglas Elliott - Co-Chair
Elliot Lake, Ontario

Douglas Stewart
Toronto, Ontario

Elenore (El) Sturko
Surrey, British Columbia

Kathryn Foss
Orléans, Ontario

Lyle Dick
Winnipeg, Manitoba

Lynne Gouliquer
Sudbury, Ontario

Mark Berlin
Ottawa, Ontario

Michelle Douglas - Ex-officio
Ottawa, Ontario

Monica Forrester
Toronto, Ontario

Olivia Baker
Montréal, Quebec

Orde Morton
Toronto, Ontario

Patti Gray
Toronto, Ontario

Riva Harrison - Co-Chair
Winnipeg, Manitoba

Sharp Dopler
Woodlawn (Ottawa), Ontario

Steven Deschamps
Victoria, British Columbia

Todd Ross
St. Andrews,
New Brunswick

Survivor Circle for the Digital Witness Blanket

Edna Elias
Edmonton, Alberta

Eugene Arcand
Whitecap, Saskatchewan

Garnet Angeconeb
Sioux Lookout, Ontario

Lila Bruyere
Sarnia, Ontario

Maata Evaluardjuk-Palmer
Brandon, Manitoba

Phyllis Webstad
Williams Lake, British Columbia

Elder Wabdi Wakita
St. Andrews, Manitoba

Two-Spirit Advisory Network

Elder Albert McLeod
Winnipeg, Manitoba

Elder Barbara Bruce
Winnipeg, Manitoba

Elder Charlotte Nolin
Winnipeg, Manitoba

Corrina Sparrow
Vancouver, British Columbia

John R Sylliboy
Halifax, Nova Scotia

Joshua Whitehead
Calgary, Alberta

Saylesh Wesley
Terrace, British Columbia

Corporate performance

The impact of the pandemic still influenced our operations in 2022–23. Although we did not experience any closures, COVID-related illness continued to affect our workforce. The focal point of many discussions has been economic recovery from the pandemic. The impacts of macro-economic factors, including inflation, continued supply chain challenges, air travel disruptions and tourism recovery all played a factor in this year's results. Despite challenging conditions, we have exceeded or been on track to meet the majority of our performance indicators.

The Museum continues to be guided by three objectives and the strategies to achieve them. Due to the COVID-19 pandemic in 2020–21 and 2021–22 and the need to focus on critical internal issues related to equity, diversity and inclusion, we adapted our ongoing projects and initiatives to embed equity work in all aspects.



Our strategic direction for 2022–23, based on three guiding principles, was as follows:

Goal 1: Be relevant

- Acknowledge our colonial history and encourage learning about Indigenous ways of knowing and being.
- Decolonize our content development processes.
- Care for the stories that have been entrusted to us for future generations.



Goal 2: Be sustainable

- Develop robust systems that value people and time.
- Promote an engaged, equitable and performance-driven work culture.
- Identify and implement innovative revenue-building opportunities.
- Optimize the use of new technologies and platforms.
- Optimize our physical spaces.



Goal 3: Grow engagement

- Create a vibrant and engaging arrival experience.
- Provide tools to actively engage and educate students and the public on human rights.
- Provide interactive and engaging onsite and online exhibits.
- Establish the CMHR as a key member of the Winnipeg community.
- Increase awareness of the CMHR across Canada and internationally.



Results for key performance indicators related to each of the goals above are laid out in the following tables. Targets for most performance measures were exceeded.

Be relevant

Expected outcome: Rooted in our values, we will be a trusted resource for human rights content and information.

Category	Performance indicator	2019–20 Pre-COVID actual	2021–22 actual	2022–23 target	2022–23 actual	Tracking
Diversity audits	Content audits completed	N/A	Completed (Black content audit)	2SLGBTQI+ audit complete, Indigenous content audit begun	2SLGBTQI+ audit and Indigenous audit started and ongoing	In process
Contemporary content	# of contemporary programs or events delivered on site, online, off site	N/A	31	17	47	Exceeded target
Champions, changemakers and influencers	# of visits by human rights champions, national and world leaders, changemakers, influencers and government representatives	100	48	45	59	Exceeded target
Co-productions	# of exhibitions, programs, conferences, events or projects executed in collaboration with external partners	N/A	35	13	33	Exceeded target

Grow engagement

Expected outcome: We will expand our 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.

Category	Performance indicator	2019–20 Pre-COVID actual	2021–22 actual	2022–23 target	2022–23 actual	Tracking
Digital Learning Centre (DLC)	Secure funding and complete the DLC	Schematic completed	Design phases formally completed. Fundraising to commence April 1, 2022	Fundraising in process	\$120K secured; proposals sent to lead prospects; Cabinet development/volunteer engagement underway	On track
On-site visitation	# of total on-site visitors	285,000	68,568	114,000	224,046	Exceeded target
Digital engagement	Total web site visits	682,000	942,530	1,000,000	1,291,268	Exceeded target
Student visitation	# of students in person or virtually	28,300	24,019	21,000	24,476	Exceeded target
Digital Witness Blanket	Launched in 2021–22	N/A	To launch June 2022	On line	Complete - Launched September 2022	Complete

Be sustainable

Expected outcome: To ensure our mandate extends to future generations, we will establish a work environment that is reflective of our values and will demonstrate responsibility for our people, our assets, our financial resources and the impact we have on the environment around us.

Category	Performance indicator	2019–20 Pre-COVID actual	2021–22 actual	2022–23 target	2022–23 actual	Tracking
Operating revenue	Achieve budgeted operating revenue targets	\$3.3 million	\$0.9 million	\$1.2 million	\$2.1 million	Exceeded target
Sponsorships and donations	Sponsorships/donations received directly by CMHR plus Friends total revenues	\$2.0 million	\$2.6 million	\$2.5 million	\$1.8 million	Behind target
Training	% of staff and volunteers to complete mandatory training on systemic racism and oppression	N/A	95%	91%	90%	Behind target
Workplace engagement	% of employees engaged	No survey	87%	Baseline established	84% employees engaged 75% overall satisfied 11% neutral	On track
Diversity	% of employees self-declare from a diversity group	Not available	Racialized group 18% Women 54% 2SLGBTQI+ 35% Disabilities 17% Indigenous 14% (FN 3%, Métis 10%, Inuit 1%)	Baseline established	Racialized group 19% Women 57% 2SLGBTQI+ 29% Disabilities 22% Indigenous 10% (FN 3%, Métis 6%, Inuit 1%)	On track

