

Financial Statements of Canadian Museum for Human Rights

Year ended March 31, 2025



Canada

Management discussion and analysis

The Canadian Museum for Human Rights (“the Museum”), established as a Crown corporation in 2008, envisions a world where everyone values human rights and takes responsibility for promoting respect and dignity for all. Its mandate is to explore the subject of human rights, with special but not exclusive reference to Canada, in order to enhance the public’s understanding of human rights, to promote respect for others and to encourage reflection and dialogue.

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

The Museum is grateful to the Government of Canada for its support, including its financial support through Budget 2023’s “Supporting Canada’s National Museums and the National Battlefields Commission” funding, and for recognizing the important role that Canada’s national museums play in Canadian society.

STRATEGIC DIRECTION

The Museum’s Board of Trustees establishes the strategic direction that guides the organization. The five-year plan set by the Board in 2024 for 2024 to 2029 is a bold vision, drawing on the strengths and accomplishments of the first ten years of operations.

The plan includes three strategic pillars:

1. **National Reach** – We will grow our presence as a museum for all Canadians, from coast to coast to coast. We will accomplish this by expanding programming to reach more Canadians, reimagining online and digital content to broaden impact and access, and by strengthening the relationship Canadians’ have with the Museum.
2. **Sustainability** – We will make an impact that is sustainable today and for future generations. We will develop and advance major systems including curatorial practice and digital transformation, to ensure aligned, accountable and impactful content choices that are supported by effective teams. The Museum will continue to reduce its environmental impact of our operations and initiatives in support of the Government of Canada’s climate plan.
3. **Equity** – We will build a team that is engaged, effective, representative and grounded in human rights practices. We will develop internal structures to support a culture of respect, inclusion and wellbeing. We will establish shared values and model them in all aspects of our work and promote human rights and equity building across all sectors

RISKS

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

Canadian Museum for Human Rights

For the year ended March 31, 2025

FINANCIAL OVERVIEW

Total on-site visitation for the 2024-25 year was 189,044, lower than the 218,020 visitors of 2023-24. The Museum's education programming had 23,821 students, teachers and chaperones participating in person and 9,165 participating in virtual field trips, totaling 32,986, compared to 20,732 students, teachers and chaperones participating in person and 7,270 students participating in virtual field trips in 2023-24.

The Museum's website, humanrights.ca, attracted 1,678,087 website visits in the year ended March 31, 2025, 12 per cent above target and 22 per cent higher than the previous year, with 1,377,430 website visits.

For the 2024-25 fiscal year, the Museum had an excess of revenue over expenses of \$0.2 million, compared to an excess of \$0.8 million recorded for the 2023-24 fiscal year. The lower excess in 2024-25 was due to lower earned revenues, and lower parliamentary appropriations recognized as revenue. The decreased expenses positively offset the reduction in revenue.

STATEMENT OF OPERATIONS

Parliamentary Appropriations

In 2024-25, the Museum received \$28.6 million in appropriations (\$28.8 million in 2023-24). Parliamentary appropriations include \$1.7 million support for national museums (\$3.4 million for compensation adjustments and support for national museums in 2023-24).

The Museum used \$0.5 million in appropriations for capital assets and nil for expenses, respectively (\$0.5 million and \$1.1 million in 2023-24).

The Museum amortized \$6.5 million of appropriations received in previous years for capital assets. The parliamentary appropriations reported on an accrual basis were \$34.6 million (\$35.8 million in 2023-24).

Revenues

Operating revenues were \$1.9 million for 2024-25, 17 per cent lower compared to \$2.3 million in the previous year. This figure represents revenue from admissions, memberships, programming, Boutique sales, facility rentals, restaurant and catering.

Contributions of \$7.5 million were largely comprised of the amortization of deferred contributions related to capital assets received in previous periods from funding partners other than the Government of Canada, which were amortized over the same period as the capital assets purchased with contributions. Contributions increased from \$7.0 million in the prior year due to an increase in sponsorships related to the LGBT Purge Fund and artifact donations. The funding partners include the Province of Manitoba, the City of Winnipeg and the Friends of the Canadian Museum for Human Rights (Friends).

Canadian Museum for Human Rights

For the year ended March 31, 2025

Expenses

Total operating expenses were \$44.6 million for the year ended March 31, 2025, a decrease from \$45.0 million the previous year.

The breakdown of expenses by core responsibility is as follows:

- Museum content, programs and engagement expenses were \$14.8 million, consistent with the previous year.
- Accommodation expenses were \$20.6 million, consistent with the previous year.
- Internal services expenses were \$9.2 million, compared to \$9.6 million in the previous year. This decrease was mainly due to reduced professional services expenses.

STATEMENT OF FINANCIAL POSITION

Total assets decreased by \$11.1 million: from \$264.6 million on March 31, 2024, to \$253.5 million on March 31, 2025. This reduction was due to decreased capital assets from amortization.

Total liabilities decreased by \$11.3 million: from \$250.5 million on March 31, 2024 to \$239.2 million at March 31, 2025. This decrease was due to the amortization of deferred contributions for capital assets received in previous years.

Net assets increased by \$0.2 million from March 31, 2024, to \$14.3 million at March 31, 2025, representing an excess of revenue over expenses for the year.

Canadian Museum for Human Rights

For the year ended March 31, 2025

OUTLOOK

The Museum is committed to building upon its considerable successes since opening in 2014 and will continue to work closely with its partners, the Government of Canada and the Friends, to assess its long-term funding requirements. Current pressures on the Museum's operating and capital budgets include an increasingly competitive tourism market, renewed economic uncertainty related to inflation, tariffs and trade wars and their impact on consumer spending, work required to create an equitable museum, and the significant capital requirements of maintaining a digitally based museum in an iconic building.

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

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

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

Management responsibility for financial statements

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

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

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

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



Isha Khan, Chief Executive Officer



Michael Schroeder, CPA, Chief Financial Officer

June 25, 2025



INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Identity and Culture and Minister responsible for Official Languages

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the Canadian Museum for Human Rights (the Museum), which comprise the statement of financial position as at 31 March 2025, and the statement of operations, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Museum as at 31 March 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

Other Information

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

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a

material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Museum's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Museum's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Museum to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Report on Compliance with Specified Authorities

Opinion

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

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

Responsibilities of Management for Compliance with Specified Authorities

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

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

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

A handwritten signature in black ink, reading "Dennis Fantinic". The signature is written in a cursive, flowing style with a large initial 'D' and a stylized 'F'.

Dennis Fantinic, CPA
Principal
for the Auditor General of Canada

Ottawa, Canada
25 June 2025

Canadian Museum for Human Rights

Statement of Financial Position

(In thousands of dollars)

As at March 31	2025	2024
Assets		
Current assets		
Cash and restricted cash (note 3)	\$ 21,139	\$ 9,037
Investments and restricted investments (note 4)	-	11,683
Accounts receivable (note 5)	194	277
Inventories	108	160
Prepaid expenses	386	479
	21,827	21,636
Investments and restricted investments (note 4)	11,346	11,348
Collections (note 6)	1	1
Capital assets (note 7)	220,372	231,647
Total assets	\$ 253,546	\$ 264,632
Liabilities and net assets		
Current liabilities		
Accounts payable and accrued liabilities (notes 8 and 9)	\$ 3,799	\$ 3,699
Obligation under capital lease (note 10)	277	264
Deferred revenue	704	1,250
	4,780	5,213
Obligation under capital lease (note 10)	1,049	1,206
Deferred contributions (note 11)	19,310	18,835
Deferred contributions related to capital assets (note 12)	214,067	225,198
Total liabilities	239,206	250,452
Net assets		
Unrestricted	9,361	9,201
Invested in capital assets (note 13)	4,979	4,979
	14,340	14,180
Total liabilities and net assets	\$ 253,546	\$ 264,632

Contractual rights and obligations (note 18)

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

Approved by the Board of Trustees:



Benjie Nycum
Chair, Board of Trustees



Mark Berlin
Chair, Audit and Finance Committee

Canadian Museum for Human Rights

Statement of Operations

(In thousands of dollars)

Year ended March 31	2025	2024
Revenue (Schedule 1)		
Operating	\$ 1,891	\$ 2,329
Contributions	7,503	7,045
Other revenue	790	689
Total revenue	10,184	10,063
Expenses (Schedule 2)		
Museum content, programs and engagement	14,770	14,806
Accommodation	20,620	20,601
Internal services	9,247	9,625
Total expenses	44,637	45,032
Excess of expenses over revenue before parliamentary appropriations	(34,453)	(34,969)
Parliamentary appropriations (note 14)	34,613	35,782
Excess of revenue over expenses	\$ 160	\$ 813

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

Canadian Museum for Human Rights

Statement of Changes in Net Assets

(In thousands of dollars)

	Unrestricted	Invested in capital assets	Total
Net assets, as at March 31, 2023	\$ 8,388	\$ 4,979	\$ 13,367
Excess of revenue over expenses	813	-	813
Net assets, as at March 31, 2024	\$ 9,201	\$ 4,979	\$ 14,180
Excess of revenue over expenses	160	-	160
Net assets, as at March 31, 2025	\$ 9,361	\$ 4,979	\$ 14,340

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

Canadian Museum for Human Rights

Statement of Cash Flows

(In thousands of dollars)

Year ended March 31	2025	2024
Operating activities		
Cash receipts from customers	\$ 2,062	\$ 2,245
Cash receipts from contributions	1,248	1,173
Cash receipts from parliamentary appropriations	28,066	28,322
Cash receipts from other income	178	188
Cash payments to and on behalf of employees	(17,986)	(17,723)
Cash payments to suppliers	(12,742)	(13,862)
Interest received	760	447
Interest paid	(60)	(30)
	1,526	760
Capital activities		
Payments for acquisition of capital assets	(2,148)	(2,172)
Proceeds on disposal of capital assets	30	-
	(2,118)	(2,172)
Investing activities		
Acquisition of investments	-	(14,165)
Disposal of investments	11,129	20,221
	11,129	6,056
Financing activities		
Parliamentary appropriation for the acquisition of capital assets	524	472
Contributions from non-government sources for capital assets	1,186	678
Obligation under capital lease	(145)	(65)
	1,565	1,085
Net increase in cash	12,102	5,729
Cash and restricted cash, beginning of year	9,037	3,308
Cash and restricted cash, end of year	\$ 21,139	\$ 9,037

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

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

1. (a) Authority and mandate

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

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

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

“to explore the subject of human rights, with special but not exclusive reference to Canada, in order to enhance the public’s understanding of human rights, to promote respect for others and to encourage reflection and dialogue.”

The Government of Canada has approved the Museum’s corporate plan for the 2024-2025 to 2028-2029 planning period. The Corporate Plan Summary was tabled on October 7, 2024 and is available on the Museum’s website humanrights.ca.

(b) Operations

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

Museum content, programs and engagement

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

Accommodation

- Building operations
- Protection services
- Information technology infrastructure

Internal services

- Corporate governance
- Administration
- Earned-revenue generation

(c) Travel, hospitality, conference and event expenditures

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

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

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

2. Significant accounting policies

(a) Basis of presentation

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

(b) Financial assets and financial liabilities

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

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

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

(c) Inventories

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

(d) Collections

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

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

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

(e) Capital assets

Property and equipment owned by the Museum are valued at cost, net of accumulated amortization. When the development of a capital project is completed, it is transferred from capital projects in progress to the appropriate capital asset class.

Assets recorded as capital leases are initially recorded at the present value of the minimum lease payments at the inception of the lease and are amortized by their annual principal payments, to associate the asset to the matching liability, which is the most reflective of the expiration of the economic benefit.

Component classification is applied to the building and exhibits, and amortization is calculated using the straight-line method, over the estimated useful lives of assets or components as follows:

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

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

(f) Employee future benefits

i) Pension benefits

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

ii) Sick leave benefits

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

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

iii) Maternity/parental benefits

Employees are entitled to maternity/parental benefits as provided for under labour contracts and conditions of employment. The cost of these benefits is event driven. Management determines the accrued benefit obligation using a method based upon forecasted payments related to maternity/parental leave.

(g) Revenue recognition

i) Museum operations

Revenue from Museum operations includes the sale of general admission and programs, Boutique sales, facility rentals, memberships, a percentage of restaurant and catering sales and travelling exhibitions. They consist of one performance obligation that is satisfied at a point in time. These revenues are recognized when or as the goods or services are delivered to the customer.

ii) Parliamentary appropriations

The Government of Canada provides funding to the Museum through parliamentary appropriations.

Parliamentary appropriations which are explicitly or implicitly restricted for the purchase of capital assets subject to amortization are deferred and recognized as revenue on the same basis and over the same periods as the related capital assets acquired.

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

iii) Contributions from other governments and non-government sources

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

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

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

iv) Cash donations and sponsorships

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

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

v) In-kind contributions and artifact donations

Revenue and offsetting expenses from goods and services received in-kind are recorded at fair value upon receipt. Artifact donations are recorded at fair value in the period when the last of three specific criteria are met: i) the artifact donation has been approved by the Museum's Collections Department, ii) legal transfer has taken place between the donor and the Museum, and iii) a fair value has been assigned to the artifact donation. If the donated artifact is designated as part of the Museum's Library Collection or Working Pool, it will be recorded as revenue and capitalized.

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

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

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

vi) Interest revenue

Interest revenue is recognized in the period it is earned.

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

vii) Volunteer services

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

viii) Deferred revenue

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

(h) Expenses

An expense that contributes directly to an activity as described in note 1 (b) is allocated fully to that activity.

(i) Foreign exchange

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

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

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

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

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

(k) Contingent liabilities

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

(l) Measurement uncertainty

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

(m) Inter-entity transactions

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

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

(n) Other related party transactions

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

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

3. Cash and restricted cash

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

		2025		2024
Cash	\$	8,965	\$	5,947
Restricted cash		12,174		3,090
	\$	21,139	\$	9,037

The change in restricted cash is comprised of the following:

		2025		2024
Balance, beginning of year	\$	3,090	\$	1,857
Add deferred interest revenue		626		362
Add restricted investments matured		9,061		3,469
Less amounts used to acquire capital assets		(603)		(2,598)
Balance, end of year	\$	12,174	\$	3,090

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

4. Investments and restricted investments

At March 31, 2025, the Museum held guaranteed investment certificates with an amortized cost of \$11,346 and a face value of \$11,062 (2024 - \$23,031 and \$22,190), with annual yield percentage 3.90% (2024 – 3.90% to 5.06%) and maturity date of August 3, 2027 (2024 – July 15, 2024 to August 3, 2027). The long-term guaranteed investment certificates are redeemable prior to maturity. Restricted investments arise from parliamentary appropriations which are restricted for capital projects and used as needed.

	Unrestricted	Restricted	2025 Total
Guaranteed investment certificates	\$ 4,199	\$ 7,147	\$ 11,346
Portion maturing in the next fiscal year	-	-	-
Long-term portion	\$ 4,199	\$ 7,147	\$ 11,346

	Unrestricted	Restricted	2024 Total
Guaranteed investment certificates	\$ 6,975	\$ 16,056	\$ 23,031
Portion maturing in the next fiscal year	(2,775)	(8,908)	(11,683)
Long-term portion	\$ 4,200	\$ 7,148	\$ 11,348

5. Accounts receivable

	2025	2024
Receivable from Friends of the CMHR	\$ 11	\$ 11
Refundable taxes	102	123
Facility rentals and commissions	44	129
Other	37	14
	\$ 194	\$ 277

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

6. Collections

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

During the year ended March 31, 2025, the Museum acquired artifacts in the amount of \$1 (2024 - nil) and received donated artifacts with a fair value of \$155 (2024 - nil) for the Permanent Collection.

The Museum did not record any revenue for the years ended March 31, 2025 and 2024 related to sales of Permanent Collection items.

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

7. Capital assets

	Cost 2024	Additions	Disposals	Transfers	Cost 2025
Land	\$ 4,979	\$ -	\$ -	\$ -	\$ 4,979
Building					
Base	238,625	-	-	-	238,625
Mechanical and electrical	48,660	164	-	-	48,824
Exhibits	51,776	1,172	(630)	162	52,480
Computer equipment, hardware and software	7,477	35	(3,338)	-	4,174
Building improvements	7,957	337	(114)	95	8,275
Furniture and equipment	2,846	5	(169)	30	2,712
Website development	2,145	-	-	-	2,145
Enterprise program development	1,134	-	-	-	1,134
Films	168	-	(52)	-	116
Capital projects in progress	1,445	123	(32)	(287)	1,249
Capital assets	\$ 367,212	\$ 1,836	\$ (4,335)	\$ -	\$ 364,713

	Accumulated amortization 2024	Amortization expense	Disposals	Accumulated amortization 2025
Building				
Base	\$ 60,995	\$ 5,967	\$ -	\$ 66,962
Mechanical and electrical	24,833	2,437	-	27,270
Exhibits	33,462	3,645	(591)	36,516
Computer equipment, hardware and software	5,969	158	(3,338)	2,789
Building improvements	4,959	553	(98)	5,414
Furniture and equipment	2,265	140	(169)	2,236
Website development	1,834	89	-	1,923
Enterprise program development	1,134	-	-	1,134
Films	114	35	(52)	97
Capital assets	\$ 135,565	13,024	\$ (4,248)	\$ 144,341

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

	Net book value 2025	Net book value 2024
Land	\$ 4,979	\$ 4,979
Building		
Base	171,663	177,630
Mechanical and electrical	21,554	23,827
Exhibits	15,964	18,314
Computer equipment, hardware and software	1,385	1,508
Building improvements	2,861	2,998
Furniture and equipment	476	581
Website development	222	311
Films	19	54
Capital projects in progress	1,249	1,445
Capital assets	\$ 220,372	\$ 231,647

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

The amortization expense for the year ended March 31, 2025 is \$13,081 (2024 - \$12,888).

For the year ended March 31, 2025, the Museum wrote off the remaining net book value of \$49 related to building improvements and disposed of exhibits equipment with a net book value of \$38 (2024 – Write-down \$2 related to retail Boutique fixtures).

Capital projects in progress represent costs incurred for assets under development. At March 31, 2025 this included the Digital Learning Centre and building improvements (2024 - this included the Digital Learning Centre, building improvements and exhibits).

8. Accounts payable and accrued liabilities

	2025	2024
Payment in lieu of taxes	\$ 757	\$ 685
Operational payables	3,005	2,579
Capital assets accounts payables	13	334
Employee future benefits (note 9)	24	96
Holdback	-	5
	\$ 3,799	\$ 3,699

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

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

9. Employee future benefits

(a) Pension benefits

Substantially all employees of the Museum are covered by the Public Service Pension Plan (the “Plan”), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Museum. The President of the Treasury Board of Canada sets the required employer contributions based on a multiple of the employees’ required contribution. The required employer contribution rate is dependent on when the employee joined the plan. For plan start dates prior to January 1, 2013, the Museum’s contribution rate effective at year end was 1.01 times the employees’ contribution (2024 - 1.02); and for plan start dates after December 31, 2012, the Museum’s contribution rate effective at year end was 1.00 times the employees’ contribution (2024 - 1.00) for a defined salary threshold. On the portion of salaries above the defined threshold, the Museum is required to contribute on a ratio of 5.09 times the employees’ contributions (2024 – 4.63 times).

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

		2025		2024
Museum’s contributions	\$	1,296	\$	1,325
Employees’ contributions		1,231		1,249

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

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

		2025		2024
Accrued benefit obligations, beginning of year	\$	96	\$	88
Expense for the year		124		186
Benefits paid during the year		(196)		(178)
Accrued benefit obligations, end of year	\$	24	\$	96

Accrued benefit obligations are presented with accounts payable and liabilities as employee future benefits (note 8).

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

10. Obligation under capital lease

During the year, the Museum completed an upgrade and replacement of its core information technology network through a lease-purchase agreement with a term of five years. Management intends to completely discharge its obligation under the lease and obtain ownership of all network computer equipment, hardware and software in 2029-30, upon final payment.

		2025
Total minimum future lease payments ⁽¹⁾	\$	1,581
Deduct imputed interest		(255)
Present value of financing obligations		1,326
Current portion		277
Long term portion		1,049
	\$	1,326

(1) The amounts payable under the capital lease are based on the fixed nominal interest rate of 8.31%, for a period of five years, established at the time of signing the agreement.

Future minimum lease payments, by year under the financing obligation are as follows:

	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Total minimum future lease payments	376	376	376	281	172

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

11. Deferred contributions

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

	2025	2024
Balance, beginning of year	\$ 18,835	\$ 20,796
Additions		
Deferred interest income	779	948
	779	948
Deductions		
Amounts transferred to deferred contributions related to capital assets	(304)	(1,801)
Amounts recognized as revenue	-	(1,108)
	(304)	(2,909)
Balance, end of year	\$ 19,310	\$ 18,835

12. Deferred contributions related to capital assets

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

	2025	2024
Balance, beginning of year	\$ 225,198	\$ 235,653
Amounts transferred from deferred contributions	304	1,801
Parliamentary appropriation for the acquisition of capital assets (note 14)	524	472
Sponsorship contributions for the acquisition of capital assets	1,152	162
Amortization and loss of deferred contributions related to capital assets	(13,111)	(12,890)
Balance, end of year	\$ 214,067	\$ 225,198

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

13. Net assets invested in capital assets

The net assets invested in capital assets consists of the land donated by the City of Winnipeg and The Forks Renewal Corporation as follows:

	2025	2024
Capital assets	\$ 220,372	\$ 231,647
Less amounts financed by		
Capital lease	(1,326)	(1,470)
Deferred contributions	(214,067)	(225,198)
Balance, end of period	\$ 4,979	\$ 4,979

14. Parliamentary appropriations

	2025	2024
Main estimates amount provided for operating and capital expenditures	\$ 28,590	\$ 25,393
Supplementary estimates and transfers	-	3,401
Total parliamentary appropriations approved in current year	28,590	28,794
Less current year parliamentary appropriations not recognized as revenue		
Amounts used to purchase capital assets (note 12)	(524)	(472)
Add prior year parliamentary appropriations recognized as revenue in the current year		
Amortization of deferred contributions related to capital assets	6,547	6,351
Restricted amounts used in current year for items expensed	-	1,109
Parliamentary appropriations recognized as revenue for the year	\$ 34,613	\$ 35,782

15. Financial risk management

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

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

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

(a) Credit risk

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

The maximum exposure to credit risk of the Museum at March 31, 2025 is the carrying value of these assets.

(i) Restricted and unrestricted cash and investments

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

(ii) Accounts receivable

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

(b) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates, will affect the Museum's income or the fair value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return. At March 31, 2025, the Museum did not have any material interest rate or other price risks.

(i) Currency risk

The Museum's financial assets and liabilities are in Canadian dollars, which is the functional currency of the Museum. Foreign currency risk may arise from certain contracts which may be denominated in foreign currencies, specifically the US dollar. At March 31, 2025, the Museum did not have any significant foreign currency risk.

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

(c) Liquidity risk

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

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

At March 31, 2025, the Museum had unrestricted cash and short-term investments of \$8,965 (2024 - \$8,722), and unrestricted long-term investments of \$4,199 (2024 - \$4,200).

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

The maturities of the Museum's financial liabilities consisting of accounts payable and accrued liabilities of \$3,799 at March 31, 2025 (2024 - \$3,699) are due within six months.

16. Related party transactions

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

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

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

Direct expenses relating to an interchange agreement and a professional services agreement were paid by the Museum for the Friends of the CMHR for a total of \$376 (2024 - \$373). Total amounts charged back to Friends of the CMHR for the year ended March 31, 2025, was \$376 (2024 - \$373). Total amounts receivable from the Friends of the CMHR relating to these costs is nil (2024 - nil).

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

Canadian Museum for Human Rights

Notes to Financial Statements

For the year ended March 31, 2025

(In thousands of dollars)

17. Contractual rights and obligations

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

As of March 31, 2025, the Museum's contractual rights arise due to revenue contracts entered into which include sponsorships and facility rentals.

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

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

	Contractual rights	Contractual obligations
2025-2026	\$ 450	\$ 2,926
2026-2027	29	920
2027-2028	48	581
2028-2029	5	344
2029-2030 and beyond	5	28
	\$ 537	\$ 4,799

18. Comparative Figures

Certain comparative figures have been reclassified to conform to the presentation adopted in the current year. The expenses within the Statement of Operations were reclassified to reallocate expenses by Museum cost centres and the expenses within Schedule 2 were reclassified to reallocate by the nature of the expense.

Canadian Museum for Human Rights

For the year ended March 31, 2025

(In thousands of dollars)

Schedule 1 – Schedule of Revenue

Operating revenue

	2025	2024
Admissions and programs		
General admission	\$ 593	\$ 749
Memberships	38	59
Education programs	6	5
Public programs	57	71
Retail Boutique sales	409	581
Facility rentals	567	661
Restaurant and catering	218	203
Travelling exhibitions	3	-
Total	\$ 1,891	\$ 2,329

Contributions

	2025	2024
Revenue related to the amortization of deferred contributions	\$ 6,564	\$ 6,539
Contributions from Friends of the CMHR		
Cash donations and sponsorships	328	327
In-kind donations	29	88
Cash donations and sponsorships	420	68
In-kind and artifact donations	162	23
Total	\$ 7,503	\$ 7,045

Other revenue

	2025	2024
Interest revenue	\$ 612	\$ 505
Cost recoveries from Friends of the CMHR	167	164
Miscellaneous	11	20
Total	\$ 790	\$ 689

Canadian Museum for Human Rights

For the year ended March 31, 2025

(In thousands of dollars)

Schedule 2 – Schedule of Expenses

	2025		2024	
Personnel costs	\$	18,420	\$	17,939
Amortization and write-off of capital assets		13,081		12,890
Payment in lieu of taxes		2,786		2,684
Professional and special services		2,518		2,992
Building Operations		2,485		2,470
Information management infrastructure and systems		1,718		1,525
Materials & Supplies		813		1,208
Travel & Hospitality		619		670
Utilities		554		577
Marketing & Communications		459		868
Exhibitions		273		316
Repairs & Maintenance		267		328
Cost of Sales		245		336
Other		183		199
Collections		156		-
Interest on capital lease obligation		60		30
Total expenses	\$	44,637	\$	45,032

