



*Now, Therefore The General Assembly, proclaims This Universal Declaration of Human Rights as a common standard of achievement for all peoples and all nations, to the end that every individual and every organ of society, keeping this Declaration*

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REPORT *to the* MINISTER of CANADIAN HERITAGE  
*on the* CANADIAN MUSEUM *for* HUMAN RIGHTS

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*measures, national and international, to secure their universal and effective recognition and observance, both among the peoples of Member States themselves and among the peoples of territories under their jurisdiction.*

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## TRANSMITTAL LETTER FROM THE CHAIR

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March 31, 2008

The Honourable Josée Verner, P.C., M.P.  
Minister of Canadian Heritage, Status of Women and Official Languages  
House of Commons  
Ottawa, Ontario  
K1A 0A6

Dear Minister:

On October 15, 2007, the Governor in Council, acting upon your request, appointed eight colleagues and me to form the Advisory Committee on the Canadian Museum for Human Rights. We were tasked with providing sound advice to you, no later than March 31, 2008, on the following matters:

- (A) the planning of a Canadian Museum for Human Rights (the “Museum”);
- (B) the scope and content of the proposed Museum; and
- (C) in light of the advice on scope and content and of the overall budgetary envelope for the Museum, the suitability of the building design proposed for the Museum.

It was important to the members of the Committee that we reflect the views of a diversity of Canadians in our advice. To that end, we conducted over two dozen focus groups in 13 locations across the country and launched an internet-based nationwide consultation exercise. The consultation was advertised in almost two hundred newspapers across the country and, as well, we contacted over a thousand interested stakeholders through E-mail and by post.

I am pleased to tell you that our efforts to engage Canadians were very successful. Almost 2500 people took time to provide thoughtful insight into this great new institution and the Committee has carefully considered these submissions in our report to you.

In addition to providing insight based on our own knowledge and experience, Committee members reviewed previous work conducted by the Friends of the Canadian Museum for Human Rights, and work conducted by the Department of Canadian Heritage with input from senior museum leaders across Canada.

Our work has been diligent and thoughtful and has culminated in a report which I hope you, and the future Board of Trustees of the Canadian Museum for Human Rights will find informative and practical.

The Canadian Museum for Human Rights faces a future of tremendous potential. As the first museum of its kind in the world, and Canada's first national museum in over a generation, it will mark a new approach to engagement and understanding of challenging issues. On behalf of my colleagues on the Advisory Committee I thank you for the opportunity to be involved in this wonderful new initiative. I also extend our sincere appreciation to staff of the Department of Canadian Heritage who worked with us, and others, to bring this report to fruition in a short time frame. Their assistance has been invaluable to the Advisory Committee.

Sincerely,

A handwritten signature in black ink, appearing to read "A.C. Thorsteinson". The signature is fluid and cursive, with a long horizontal stroke at the end.

Arni Thorsteinson  
Chairperson

## EXECUTIVE SUMMARY

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This report is the culmination of several months of work of the Minister's Advisory Committee on the Canadian Museum for Human Rights. The Advisory Committee members chose to seek the input of Canadians before providing advice to the Minister of Canadian Heritage. These views were sought through focus group testing and through an online consultation exercise. It should be noted that the results of these methods are not statistically relevant in that the focus groups engaged a relatively small number of participants and the online consultation engaged only those who had an interest in the project.

Additionally, the Advisory Committee reviewed reports of previous meetings of museum experts, and consultations conducted on the museum by other groups. As well, the Committee engaged the assistance of academic experts and museum practitioners in preparing this report.

The report is structured into seven sections, each discussing a key component of the proposed Canadian Museum for Human Rights. Additionally, the report opens with a preface and some guiding thoughts on the history of this project and the story of human rights in Canada. The report also includes background material attached as annexes.

Section 1 explores issues to be considered when developing the mission for the new museum. The Advisory Committee placed tremendous importance in "getting right" the mission and direction of the museum and thus, includes 29 recommendations on matters such as autonomy and independence, the national and international role of the museum, the possibilities associated with being an 'idea museum,' corporate social responsibility, and advice on respectfully representing the stories of Canada's Aboriginal people.

Section 2 focuses on the importance of governing what will become an institution that pushes traditional boundaries and expectations associated with museums. To begin to prepare the Board of Trustees for the opportunities and challenges that it will face, this section covers such issues as museum vision and values, the importance of board autonomy, the qualifications and evaluations of board members, strategic planning and ongoing consultations with Canadians.

Section 3 looks at the visitor experience of attending museums and, in particular, addresses the challenges of reaching diverse audiences. It offers recommendations on enhancing the experience for visitors, including the use of multiple narratives, accessible programming and outreach, and developing a strong service culture.

Section 4 is dedicated to the content and programming of the museum. Broad public consultations revealed that Canadians want the museum to take a balanced and apolitical approach to telling human rights stories, approaches that provide historical context to address contemporary themes, both within Canada and internationally. Recommendations include engaging visitors on a personal level, wisely using innovation and technology, sharing knowledge and contributing to the public debate on current human rights issues.

Section 5 reflects the strong message from Canadians that they wish for the CMHR to play an educational role in society, particularly but not exclusively in the lives of youth, and includes discussion on approaches to teaching and reaching Canadians of all ages, the merit of establishing an education program and research centre within the museum, and the need for ongoing evaluation of educational programming.

**Page | ii** Section 6 addresses the challenges associated with marketing a museum, challenges the Advisory Committee believes will be amplified by the subject matter and the fact that the CMHR is an ‘idea museum.’ Canadians from all parts of the country expressed their ideas for, and concerns around, making the museum an attractive destination for local, national and international visitors alike.

Section 7 addresses important challenges and opportunities regarding the architecture, its sustainability and the museum site. It includes considerations for a building design that balances presence with functionality, that reflects a ‘green’ philosophy, and that mitigates barriers to accessibility.

Annex A contains a prioritized summary of recommendations.

Annex B provides an overview of the source materials and methodology employed by the Advisory Committee in gathering information for the preparation of this report, including the public consultation process.

Annex C contains a brief biography on each of the members of the Advisory Committee.



## SUMMARY OF RECOMMENDATIONS

	Short Stage Setting	Mid Building	Long Operating
<b>1 A Call to Personal Action</b> - The CMHR will have to be more than a passive presenter of objects and ideas. It will have to offer visitors the opportunity to experience personal transformation and a personal call to action.			
<b>2 Reputations are Built</b> – The Advisory Committee strongly encourages the Board of Trustees and the senior management of CMRH to consciously develop the reputation of the institution as it comes into being. Specifically the Committee encourages developing a strong reputation for objectivity, innovation, transparency and inclusiveness.			
<b>3 Autonomous Governance</b> – This will be an important factor in maintaining the necessary autonomy of the CMHR and this is discussed in a separate section of this report.			
<b>4 Sound Research and Scholarship</b> – These are the foundations for identifying and presenting multiple perspectives. Individuals always have a bias, but sound research and scholarship by multiple parties contribute to a more comprehensive and unbiased perspective. The Advisory Committee recommends that the CMHR acknowledge conflict, as thoroughly and clearly as it is able to do, even if it is offensive to some. This will require courage and conviction every time it is done, and it will never be possible to please everyone. It will be essential to ensure that there are sufficient resources allocated to research and scholarship to ensure the capacity and authority to address these complex issues.			
<b>5 Content Advisory Committee (CAC)</b> – It is recommended that an independent group of human rights scholars, specialists and leaders be appointed to elicit relevant information from individuals, organizations and groups.			
<b>6 Centre for Dialogue</b> – The public consultations revealed widespread interest in participating in the work of the CMHR. In order to achieve a balanced perspective it will be important for the Board to consider ways in which this can be achieved. One proven means of securing public involvement is a centre for dialogue, such as the Morris J. Wosk Centre for Dialogue in Vancouver.			
<b>7 Study Other Museums</b> – While the CMHR will likely be the first comprehensive museum of human rights, the Advisory Committee encourages the Board and senior staff of the museum to visit colleagues in similar institutions and conduct a formal, methodological study of museums with comparable objectives.			
<b>8 Policy for National Engagement</b> – It will be essential for the CMHR’s Board to develop a policy and strategic plan of national engagement at the outset, to ensure that the Museum remains focused on its programs to all Canadians and visitors. This will require consultation, analysis and pilot testing. One of Canada’s National Museums, the Canadian Museum of Nature, has particularly embraced this commitment and much can be learned from their recent experience.			

Short	Mid	Long
Stage Setting	Building	Operating

**9 Outreach** – Directly related to the need for a national service policy, are the many activities required to fulfill a commitment to national service. These activities could range from traveling exhibits, to museum school kits, to alliances and partnerships with like-minded organizations. The challenge lies in committing staff and resources to outreach activities as a priority at the outset, and not funding these activities from whatever funding might be left over from the development of in-house activities. Community service could be the cornerstone of the CMHR’s commitment to outreach, by providing a vital link, resources and expertise for individuals, organizations and communities throughout the world.

**9.1** A key component of the CMHR’s outreach will need to be web-based. The Advisory Committee recommends the CMHR develop this capability from the beginning, to ensure as broad a reach as possible.

**9.2** A further important component will be to link the visitor experience through this museum with opportunities for experiences in home communities. The museum is encouraged to build partnerships with other organizations. One particular example cited by the Advisory Committee is the collection of National Historic Sites across Canada, many of which recall important points in human rights history in Canada.

**10 Student Program and Subsidized Travel** – In addition to outreach activities for all communities, the Advisory Committee recommends that the Board of Trustees give strong consideration to funding at the outset, an education program with subsidized travel for Canadian secondary students to experience the museum in person.

**11 Marketing** – A strong marketing effort will be required, in conjunction with a national service policy and an outreach program, to ensure a high level of national awareness about the CMHR and its off-site programs and services. This marketing will require two thrusts, including attracting visitors to the Winnipeg facility and alerting non-residents about the opportunities to participate in off-site programs and services.

**12 Create and Fund a Foundation** – The Advisory Committee recognizes the financial pressures on national museums and recommends that the CMHR review the work of the National Arts Centre and the National Gallery of Canada in implementing fundraising foundations.

**13 Guiding the Balance** – The Content Advisory Committee, as described above, will be a key source of guidance on the balance between Canadian and international content. This balance will be dynamic and will change depending upon the particular exhibit, program or issue.

**14 Opportunities for Dialogue** – The Centre for Dialogue, as described above, is potentially an important focus for international and national content. It can allow the presentation and exploration of contemporary international issues, without the expense of exhibition and development costs.

**15 Explore the Concept of an Idea Museum** – The CMHR has an unprecedented opportunity to develop, refine and advance the concept of the idea museum, and the Advisory Committee recommends that the Board and senior staff explore this as they develop the museum.

**16 To Collect or Not to Collect** - Although the CMHR is about ideas, it is also called a museum. As noted earlier, collections of objects are often the defining feature of a museum, and many respondents expect to see objects. However, the Board of the CMHR will have to determine the appropriate balance that will fit within the limitations of its budget and content.

**17 A New Kind of Organization** – In its founding vision, purpose, name and expectations, the CMHR is already a unique mix of the old and the new. Although there are precedents from the museum world that will guide the work of the CMHR, in reality, a new kind of organization is in the offing. This is an organization for the 21st century, which will succeed to the extent that it can integrate objects, ideas, and the interests and aspirations of the peoples it serves. The CMHR must, of necessity, both respect traditional museum practice and move beyond it, in order to forge new models and approaches to achieving social relevance.

Short	Mid	Long
Stage Setting	Building	Operating

- 18 Aboriginal Engagement** – Ensure that Aboriginal people have substantive involvement in the planning and implementation of the CMHR.
- 19 Staffing** - Ensure that Aboriginal individuals are recruited as CMHR staff, in both management and non-management positions.
- 20 Collaboration and Partnerships** – In addition to governance and staff involvement, provision must be made for Aboriginal involvement in the CMHR’s exhibits, programs and services. This must go beyond consultation and involve direct participation in the design, content and delivery of public offerings. A Content Advisory Committee would play a role in identifying and facilitating this type of direct participation.
- 21 Challenge Existing Museum Practices and Assumptions** – All aspects of the design and planning of the CMHR should address the challenges of inclusivity, both physical and intellectual. At the risk of generalizing, if it is a traditional museum practice or habit, it should be closely scrutinized for its value, meaning and applicability to the unique role and challenges of the CMHR.
- 22 Activism and Objectivity** – The Advisory Committee recommends that the CMHR be socially responsible and progressive in its approach, while the individual visitor should come out of the museum motivated with a personal call to action.
- 23 Seek Expert Opinion and Local and Traditional Knowledge** – The importance of a Content Advisory Committee (experts and specialists) to oversee complex issues was discussed above. At the same time, it will be important to empower and honour non-experts and citizens, if new perspectives are to emerge from communities and diverse cultures. The CMHR has the responsibility and the opportunity to foster an understanding of the interconnectedness of the problems we face. It is in a position to both empower and honour all Canadians in the search for a more tolerant world – by creating a mission that focuses on the interconnectedness of our world and its challenges.
- 24 Continuous Consultation** – The creation of the CMHR has been an excellent example of a collaborative approach through the consultations undertaken to date, including the work of the Friends of the CMHR, the national focus groups, and the Web-based consultations. Such work will also have to become standard practice when the museum is operational. Seeking advice, sharing challenges and being vulnerable are antidotes to the traditional museum tendency to assume authority.
- 25 Build Relationships** – From the outset, the Board and staff will have to allocate the time and resources required to build and maintain authentic human relationships. Even then, this will have to be done incrementally, recognizing the limitless potential for citizen involvement in this institution. In the end, there is no substitute for human relationships, and all the time, energy and consideration they require. This may require a wide array of advisory and working groups and this complexity will simply have to be managed. The alternative is insularity and ultimate isolation as an organization. It is recommended that the Board of Trustees ensure their budget planning provides sufficient resources for this labour intensive activity.
- 26 Never let the Perfect be the Enemy of the Good** – For the CMHR, its staff and Board, this means learning from disappointments and failure and not being deterred by criticism. In the end, respect, quality and substance are more important than popularity. This, of course, is much easier said than done, but a certain comfort with vulnerability will be important as the CMHR comes into being.
- 27 Board and Staff Selection** – The quality of the founding Board will be the foundation of the CMHR’s success. As the saying goes, “an organization is only as good as its board.” With respect to the staff, professional and technical skills are prerequisites, but so are risk-taking, innovation, empathy, listening and a commitment to engaging the community. As all of these qualities are challenging for any type of organization, the selection of CMHR staff will require creativity and diligence.

	Short Stage Setting	Mid Building	Long Operating
<b>28 Sustainability</b> – Although long-term sustainability is grounded in sound governance, organizational effectiveness, sound financial management and multi-year planning, these are the means with which to achieve sustainability, and are not ends in themselves (Jarman 2000). True sustainability for the CMHR will consist of: <ul style="list-style-type: none"> <li>• Generating sustained public benefit through the quality and/or scale of its work;</li> <li>• Generating sustained community and user support through the demonstrated commitment of the local, provincial, national and international communities; and</li> <li>• Demonstrating an appropriate degree of financial commitment by its main financial stakeholders.</li> </ul>			
<b>29 Vision and Values Statement</b> – The Committee recommends one of the first tasks of the Board be to develop an inspiring vision and values statement that will convey the unique and valuable role that the CMHR will play in the promotion of human rights.			
<b>30 Be, and be Seen to be, Independent</b> - The Board will need to not only ensure that it remains autonomous and free from influence, but also to be seen to be autonomous and free from influence.			
<b>31 Take a Leadership Role</b> - The Advisory Committee recommends that the CMHR take a lead role in contributing to the national and international dialogue on the future of human rights in an informed and apolitical manner. The CMHR should recognize that the public discourse about human rights is often controversial. It should be noted that controversy in human rights can signal progress and, therefore, can be a mark of success and not of failure, and an effective tool for capturing the public’s attention.			
<b>32 Consult Broadly and Regularly</b> - The Advisory Committee recommends the CMHR adopt a policy of regular and open consultation with stakeholders as part of its programming and planning protocols.			
<b>33 Develop a Protocol to Respond to Criticism</b> – Develop an explicit policy and procedures for dealing with criticism, which will allow critics to be heard, their views to be considered, and to find win-win alternatives when possible.			
<b>34 Create Role and Responsibility Statements For Each Trustee, Including Expectations</b> – This is necessary to ensure that each Trustee knows what his or her responsibilities are, including strategic planning, policy development, ensuring financial stability, hiring the CEO, and ensuring that the CMHR fulfills its mission. The Board members have a fiduciary role in the institution and appointments must be of individuals who will put institutional interests above their own.			
<b>35 Recruit Trustees With the Necessary Skills, Experience and Knowledge</b> – Because museums are highly complex organizations, the Board must consist of a mix of individuals with diverse skills and experience in a variety of areas, including construction (initially, at least), finance, legal affairs, museology, communication, government relations, business, human rights, fundraising, history, marketing, education, community development and social responsibility.			
<b>36 Ensure that the CMHR’s Board Continually Reflects the Diversity of its Constituencies</b> – The composition of the Board must be, and be seen to be, reflective of the diverse peoples that the CMHR is intended to serve.			
<b>37 Board Expertise</b> – From time to time, the Board may wish to select non-Board experts to sit as non-voting members on sub-committees of the Board.			
<b>38 Continual Renewal</b> – The Board requires strong and committed members to advocate on behalf of the CMHR. In order to maintain the Board’s ongoing effectiveness, the Board must ensure that its membership is renewed regularly, and in a timely fashion, by the Governor in Council.			

Short	Mid	Long
Stage Setting	Building	Operating

**39 Board Evaluation** – To ensure its ongoing effectiveness, it is recommended the Board engage in ongoing self-assessment, which can be as simple as a brief questionnaire at the end of each Board meeting. This assessment can help to determine if the Board is receiving the information it requires from staff, and whether it is focused on strategic direction or mired in operational details. It is also recommended that the Board commission a third party review of itself every three years, to determine if it is still connected to its larger purpose (making a difference in the world), and whether or not the appropriate Board policies and plans are in place to achieve that purpose. It is further recommended that the Board undertake peer evaluations of individual Trustees.

**40 Transition Team** – The Advisory Committee strongly recommends that the CEO engage a transition management team, consisting of experienced senior staff from the federal government and other organizations (including as appropriate, the Friends) to work with the CEO and with the Board throughout the transition to becoming a new Crown corporation museum.

**41 Community Advisory Groups** – The Advisory Committee recommends appointing community advisory groups to raise awareness of issues, as well as address issues and interests from a variety of stakeholders' perspectives. These community advisory groups may exist for an evening's consultation or for several years in order to complete a project.

**42 Undertake Strategic Planning Early** – The CMHR's strategic thinking and planning should begin as soon as the founding Board is established but it should not be completed before the first CEO is appointed. This initial planning need not be a drawn-out process, and can be accomplished effectively and efficiently if it is properly structured and facilitated at the outset.

**43 "WOW!" Factor** – The CMHR is tasked with exploring a challenging series of issues. The Committee recommends to the Board to explore exciting and engaging presentations while continually re-evaluating the presentations and the possibility of new material and new points of view.

**44 Embracing Multiple Narratives** – The museum must fulfil its mission to attract and engage all categories of visitors in Canada and abroad. Regionalism and the need to see national stories in localized, personal ways must prevail over a master-narrative that would inevitably privilege one dominant interpretative view over the others.

**45 A Strong Service Culture** – The museum must become a place that people want to visit. The Advisory Committee encourages museum management to develop a service oriented culture, staffed by people with an inherent desire and the professional training to assist visitors and to enhance the museum experience.

**46 Accessible Programs and Outreach** – The CMHR must recognize that conventional outreach methods and techniques will not build bridges with some communities, in particular, with youth. Innovative and creative means, especially contemporary electronic templates such as Facebook, Myspace and YouTube, should be promoted in order to engage young people within their electronic and interactive comfort zones.

**47 Universal Access and Appeal** – The CMHR, as a 21st century institution, is in a unique position to engage visitors from all segments. Not only is the purpose of the museum universal, the message and experience must also be inclusive in its content and teaching styles. The structural environment, architectural design, atmosphere, exhibits, and content should receive prime consideration.



Short	Mid	Long
Stage Setting	Building	Operating

- 48 Make Personal Connections** – Given the diversified nature of the potential audiences and the constructivist nature of the new museum exhibits, the content of the museum should seek to engage the visitors personally. This can be done by connecting to the familiar and personal stories (what is known or worth knowing for people), associating content with place (where is it located, how does this relate to me, to others?), and providing means to access the information (active learning).
- 49 Challenge Traditional Museum Exhibits and Content** – Given the role of the CMHR as an “idea museum” and the need to engage visitors – on-site and online – with both artifacts and interactive/multimedia exhibits, the institution must develop and adopt new constructivist content modules and learning objects, particularly for the young visitors and educators.
- 50 Consider Innovation and Experimentation as Essential to Content Exhibits and Museum Life** – the CMHR must recognize past historical tragedies (as lessons) and current events in ways that promote critical understanding and social responsibility, not political activism or apathy. Such a “work in progress” requires great sensitivity and multiple perspectives. It should draw on adequate research expertise, pedagogical content knowledge, and continuous public consultation.
- 51 Consider the CMHR Role in Society** – The CMHR should be prepared to contribute to the public debate in such current and avant-garde issues as individual versus collective rights and advancing the frontiers of human rights from civil and political rights to economic, social and cultural rights. It will also face the challenge of appearing relevant and contemporary in the new era of environmental concerns, including sustainable development and environmental rights and responsibilities. Similarly, in the post 9/11 period, privacy and security issues and their corresponding impact on individual rights have taken on added importance. CMHR must serve as a leader and role model on the human rights landscape.
- 52 Engage Aboriginal Communities** – The treatment of Aboriginal issues must receive careful attention in the content design given the reputation of Canada and its view as a human rights country. The stories of Aboriginal people do not fit the progressive view of human rights held by most Canadians. Respondents repeatedly emphasized the need to reconcile Aboriginal people with their country and their past. It will be essential that Aboriginal people be engaged in telling their own stories.
- 53 Young People are Catalysts for Societal Change** – The CMHR must take every opportunity to engage and empower young Canadian men and women and especially Aboriginal youth in the scope and substance of human rights issues. Canadian youth are an energetic and dynamic segment of the population that have a unique opportunity to become catalysts for change and a powerful force to promote human rights.
- 54 Embrace the Historical Context of Human Rights** – The CMHR must also embrace the historical context of human rights issues and events and strategically utilize the pedagogical role of human rights history. This is necessary to build bridges between the generations and to anchor the contextual narrative for the museum’s displays, artifacts and documents.
- 55 A Flexible Approach to Events in Human Rights** – The Board of Trustees may wish to explore exhibits in a manner slightly different than “permanent” and “temporary”. The Advisory Committee recommends “core” exhibits, focused on the fundamental principles of human rights and what they mean while regularly changing “supplementary” exhibitions by looking at specific events and issues.

Short	Mid	Long
Stage Setting	Building	Operating

**56 Affordable Interactivity** – The Advisory Committee has heard from many Canadians that electronic interactive displays are popular aspects of modern museums. However, it was intrinsic in these comments that these displays must be in working order to be popular. The Committee strongly encourages the CMHR to rely on electronic, interactive technology while ensuring the museum can afford to maintain the equipment, and quickly repair it when it breaks down. Broken technology is worse than no technology at all.

**57 Adapted Content** – The museum should identify the target audience(s) and adapt its content to the various learning styles, abilities, and experiences of the visitors (age, educational, social, cultural, linguistic, ethnic background, disabled/impaired etc.)

**58 Broad Education Opportunities** – The Advisory Committee recommends that the education function in the museum address the needs of more than children and students, and specifically recommends providing education programs for front-line workers who are called upon to defend the human rights of others.

**59 Multiple Perspectives** – The museum should present multiple-perspectives on a given subject (exhibits) in order to provide visitors with various cultural and historical realities and points of view.

**60 Personal Significance** – The museum should create a positive and nurturing learning environment that personally affects how visitors – young and adult – think about and engage with the subject-matter.

**61 A Multitude of Voices** – The museum should develop content material (texts, descriptions, quotes, plaques, interactive objects,) in both the “core” and “supplementary” exhibitions, that increases the number of voices represented and personalizes the meaning. Encourage exploration – the museum should foster visitors’ interest, curiosity, and multi-sensory experiences so as to inspire self-confidence and motivation to pursue future learning, whether it is on-site or online.

**62 Multiple Instructions Strategies** – A fundamental approach for the CMHR should be to adopt multiple instructional strategies by matching learning styles with the content of the museum. A museum that seeks to cater to multiple styles of learning will have to conceptualize and employ diverse strategies based on the content it wishes to present and the audience it wishes to reach.

**63 Knowledge Sharing** – The museum should seek to advance, harness and share knowledge, exchange ideas, adapt and assess programs, and develop new initiatives. This will make it necessary for the CMHR to consider fruitful collaboration with scholars and researchers in the field, including potentially direct collaboration with universities.

**64 An Education and Research Centre** – The CMHR could serve as a centre for education and research (including at the secondary and post-secondary levels) on human rights and could strive to become the world’s leading authority and educational forum on human rights issues. This is consistent with the overwhelming responses and advice garnered from the public consultations. While it may be challenging to achieve, the CMHR could also become a catalyst for informed dialogue and public discourse on human rights.

**65 Success Indicators** – In this era of democratization and accountability, it will be important for the CMHR to develop comprehensive standards of achievement which are both quantitative and qualitative and which will provide accurate pictures of both the quality of its services and the needs of its visitors. These assessment tools should reflect the diversity of services and depth of progress and achievement, and should be both qualitative and quantitative. They should inform current and new policies and programs and give direction for the future.

	Short	Mid	Long
	Stage Setting	Building	Operating
<b>66 Raise the Institutional Profile as the Museum is Being Built</b> - The Board should consider forging relationships with other partners to generate interest in the CMHR and establish it as a premier attraction in Winnipeg.			
<b>67 Marketing Advisory Council</b> – The Advisory Committee recommends the creation of a Marketing Advisory Council (MAC), consisting of local representatives from Chambers of Commerce, tourism organizations, tourism industry representatives and others to assist this newest tourism destination. The Committee also expects that the work of the MAC would assist in a shared benefit to other tourism based businesses in Manitoba.			
<b>68 Audience Development</b> – The Advisory Committee encourages the museum to examine other museums to find creative ways to build audiences and, in particular, to reach out to those communities who may be intimidated by the “traditional” understanding of a museum.			
<b>69 Balance</b> – It will be important for the Board to keep the museum architecture in perspective for the purpose of balancing iconic architectural appeal with a functional building that has reasonable operating costs.			
<b>70 Adaptable if not Expandable</b> – If the building design, as currently conceived does not easily allow for later expansion, the Board should ensure the design includes internal flexibility to enable it to adapt to future needs of the museum.			
<b>71 Strive to be a Model of Environmental Sustainability</b> – If the Predock design is confirmed as the Board’s choice, achieving this standard will require additional funding and the Board of Trustees may wish to thoroughly explore options. The board should also consider that there are cost-benefit trade-offs between short-term investment and long-term savings that need to be investigated—both of which are matters of Board accountability.			
<b>72 Internal Commitment to Sustainability</b> – In addition to developing a sustainable building, it is recommended that the Board ensure a commitment to sustainability in the CMHR’s internal operations. This can be embodied in the strategic plan, with appropriate policies, goals and strategies to reduce, reuse and recycle. The Board has a rare opportunity to install these values and attitudes at the outset.			
<b>73 Affordable in the Long-term</b> – The Advisory Committee wishes to put particularly strong emphasis on the sustainability of design from a cost perspective. The Committee encourages the Board of Trustees to consider very carefully the long-term maintenance costs of all design decisions.			
<b>74 Computerized Facility Management</b> – The Committee suggests that the senior management of CMHR may wish to explore the use of innovative computerized building management systems to reduce the long-term costs, and improve the success, of the building maintenance program.			



Short	Mid	Long
Stage Setting	Building	Operating

**75 Long Life, Loose Fit** – The Advisory Committee acknowledges the age-old architectural adage that form must follow function but also recognizes that museums, with life spans of many generations, and in particular an idea museum with a contemporary approach, will see their functions change over time. Consequently, it is important that any design chosen for this museum building be adaptable to the changing role of the museum. The Advisory Committee recommends that the Board of Trustees closely review the proposed Predock design to ensure that it will provide flexibility to house changing content over many generations.

**75.1** In considering flexibility of the design, the Committee reiterates that an explicit policy decision be made with respect to the role of collections at the CMHR. The decision will have significant implications for the design of the building

**76 Early Consultation on Access and Security** – The Board should consult early in the design process with experts in accessibility and security.

**77 Establishing a Solid Presence Online** – The Board should consider the importance and potential of an online presence and what resources may need to be allocated to maintaining and servicing such a presence for an increasingly Internet savvy population.

**78 Security Considered in Balance with Accessibility** – While working to ensure accessibility to the public, the Board and staff must also consider the security of visitors, staff, collections and architecture.



*Preface*

THE IMPORTANCE OF HUMAN RIGHTS  
AND A HUMAN RIGHTS MUSEUM



*Now, Therefore The General Assembly proclaims This Universal Declaration of Human Rights as a common standard of achievement for all peoples and all nations, to the end that every individual and every organ of society, keeping this Declaration*



## PREFACE

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### THE IMPORTANCE OF HUMAN RIGHTS AND A HUMAN RIGHTS MUSEUM

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*If you are to understand anything, observe its beginning and its development.*

Aristotle

The Canadian Museum for Human Rights (CMHR) will be the realization of the dreams of many people.

To be located centrally in Canada, in the keystone province of Manitoba in Winnipeg at The Forks, where the Red and Assiniboine Rivers converge, CMHR was first proposed by Israel Asper. Since then, the idea of the CMHR has been much advanced through the hard work of the Friends of the Canadian Museum for Human Rights (the Friends) and others. Over the last several years, the Friends have developed the idea on many fronts, including an inspiring fundraising effort, a global architectural design competition, the thoughtful analysis of business plans and exhibition ideas, the gathering of wisdom through numerous advisory committees, and an initial search for senior leaders in the museum field.

The Minister's Advisory Committee wishes to acknowledge this tremendous work and the momentum it has given to the Committee in its efforts to provide more detailed advice to the Minister and ultimately to the Board of Trustees of the Museum.

The Canadian Museum for Human Rights will be the first museum for human rights, not only in Canada, but also for the world. It is a new concept for a museum that can best be described as an "idea" museum. An "idea museum" is more about concepts and less about collections of objects. CMHR's mission crosses the conventional museum boundaries and its mandate is bold and purposeful. It has the potential to serve as our national brain trust, intellectual fountain and knowledge depository for human rights - an institution that engages and empowers Canadians and visitors from all walks of life to combat prejudice, intolerance and discrimination. It will be called upon to be a people-friendly and welcoming place for all ages, genders, abilities, cultures and beliefs.

Human rights are for all and the responsibility to nourish and protect these rights rests with everyone. The CMHR will not be the sole authority on this topic, but the museum may ultimately guide individuals to their own call to action for the promotion of human rights in Canada and around the world. It will be a Canadian museum that recognizes that our domestic human rights landscape has been influenced by international events just as Canada has influenced the course of human rights around the world.

## HUMAN RIGHTS CONTEXT

The historical context is an essential prerequisite for placing the human rights journey in its proper perspective. History is both an endowment and an empowerment for future generations.

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In order to look to the future we must necessarily study and comprehend the past. This paradigm is the gold standard that has stood the test of time. History looks at the past for knowledge and understanding, and it endows us with instructive parallels, alerts us to future crises and enriches us with the benefit of hindsight. There is much truth to the saying that history prevents us from repeating the mistakes of the past. Indeed, history provides us with a constant point of reference and a sense of permanence. There is no denying that our collective history is a social, cultural and economic resource.

The history of human rights is not an insignificant exercise relegated to memorizing dates and events that have taken place in the past. It is more appropriately about gaining a more intimate understanding of ourselves, from where we have come and how we arrived at this point in our human rights development. Furthermore, our documented and undocumented history is an essential launching pad for charting an enlightened course for the future. In short, history provides us with the lessons of hindsight, the maturity of time, the wisdom of experience, the accumulated knowledge of previous generations and the capital of historical precedents. All of this is seminal to the evolution of human rights over the centuries.

Canadians participating in the consultation process spoke of the positive and constructive pedagogical role of history in the context of human rights and the lack of recognition for the importance of history in our contemporary educational system. They strongly recommended that the CMHR move quickly to fill this educational void in the context of our human rights history.

In particular, Canadians emphasized in their submissions to the Advisory Committee that the CMHR must provide an honest and thoughtful reflection on the human rights stories of Aboriginal people in Canada. Many respondents to the web-based consultation reminded the Committee that Canada cannot claim moral pride in human rights when looking at its own situation and the conditions of Aboriginal people in Canada, both in the past, and in our contemporary society.

Another significant point of importance to Canadians was the linguistic duality that exists in Canada. Canadians, submitting their views in both official languages, were eloquent in their advice that the CMHR must not only be a fully bilingual institution providing service to all Canadians, but that even more importantly, the human rights stories of Canada include many chapters of linguistic rights – struggles for equality as well as inspiring occasions of the two official languages working in harmony to advance the greater good of Canada.

The contemporary evolution of Canada's demographic profile has also been heavily determined by immigration. Not only has the visible minority population in Canada grown subsequent to the adoption of a universal immigration policy in the sixties, but the effect of immigration can be expected to continue to contribute in a profound manner to the multicultural, multi-ethnic, multi-religious and multilingual character of the Canadian population. In consequence, this will flavour the evolution of human rights issues and public debate on the national human rights agenda in the 21<sup>st</sup> century, and beyond.

Additionally, the baby boomers are now entering the 50-plus and 60-plus age group. The demographic realities of the aging of the population and the retirement phase of the baby boomers will contribute to the increase in physical and mental disabilities in the older age cohorts of the population with concurrent implications for the human rights landscape.

The new global realities of the 21<sup>st</sup> century have contributed to transformational change in the form of globalization, trade liberalization, international economic integration and the information and communications revolution. This new environment has altered the human rights landscape and will shape the future discourse of human rights. Economic rights are just one example of the evolving landscape on human rights. International economic relations and the affirmation of free trade initiatives between trading partners, trading blocks and geographic regions will contribute to the debate on economic rights in the 21<sup>st</sup> century.

The economy in Canada, as well as most other countries, is experiencing the reality of an enhanced economic emphasis on globalization. In the area of international trade there are two prevailing schools of thought: The first promotes the vision that countries should engage in international trade despite the divergence in human rights protection with a view to encouraging those countries with a poor human rights record to a higher level of human rights enforcement. The second school of thought emphasizes the need to adopt economic penalties against countries that do not comply with international standards of human rights compliance. The foregoing is just one example of the issues related to the global debate on economic rights.

It has also been suggested that poverty be considered for inclusion as a factor that would cause discrimination. Young children living in the poorest neighbourhoods suffer a disproportionate share of the recorded incidents of abuse, school absenteeism, teenaged parenthood and attempted suicide.

We understand that the largest number of individual complaints filed with Canadian human rights commissions across Canada in recent times have been in the area of discrimination in the workplace. The range of human rights violations and abuses that surface in the workplace is surprisingly diverse.

In some areas, human rights continue to be perceived as an appendix of social policy. In fact, human rights are a prime example of the linkages and interdependence between social policy and economic policy. The respect and promotion of human rights principles and values in the workplace, and the economy in general, are key guarantees of cohesion and harmony in a multicultural and multiracial workforce. As well, they provide greater acceptance of gender equality, of the enhanced participation of persons with disabilities, and of the accommodation of other disadvantaged and vulnerable groups that have been the targets of historical and systemic discrimination.

Our recent past has recorded considerable progress with respect to the protection of civil and political rights. However, those same decades recorded insignificant progress for some of the major economic and social justice issues. Areas such as employment equity, economic discrimination, systemic discrimination and cultural and social discrimination remain impediments in some quarters to a level playing field.

## LEADERS

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The public consultations revealed an overwhelming expectation that the newly created CMHR would be an institution that exercises leadership in the protection and promotion of human rights in Canada and globally. The CMHR will be called upon to embrace a human rights leadership role and promote a human rights vision in its mission and mandate. In this regard it may become a catalyst for new ideas, new directions and new initiatives for human rights and for museums. It might promote an innovative style of effective and capable leadership and an inspiring and proactive vision for human rights.

Given that the CMHR will have an important leadership role in setting the agenda for human rights discourse nationally as well as internationally, it can also expect to be at the centre of some controversy. Part of its leadership will be to accept that controversy will occur, and to navigate that controversy diplomatically and empathetically while maintaining its commitment to objectivity.

## FUTURE DIRECTIONS

The future course of human rights in Canada and around the world will be congruent with the changing demographic, social and economic landscape. In the context of the contemporary evolution of human rights, our inherited adage “if it ain’t broke, don’t fix it” is no longer appropriate for the challenges and opportunities confronting us in the 21<sup>st</sup> century.

Furthermore, in the evolution of human rights the principles of fairness, justice and equality are not static or stagnant. On the contrary they are progressive and dynamic, reflecting our continuous social evolution and the transformation of the human condition. We can expect debates to continue on individual rights and collective rights, economic advantages and social protections, global pressures and local needs.

International economic relations and the affirmation of free trade initiatives between trading partners, trading blocks and geographic regions from a global perspective will also contribute to the debate on human rights in the 21<sup>st</sup> century.

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### Recommendation:

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1. **A Call to Personal Action** - The CMHR will have to be more than a passive presenter of objects and ideas. It will have to offer visitors the opportunity to experience personal transformation and a personal call to action.



*Section 1*

MISSION



*Now, Therefore The General Assembly proclaims This Universal Declaration of Human Rights as a common standard of achievement for all peoples and all nations, to the end that every individual and every organ of society, keeping this Declaration*



## SECTION 1

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### MISSION

*Organizations end up being what they think and say, as their ideas and visions realize themselves.”*

Gareth Morgan 1986

The purpose of the Canadian Museum for Human Rights (CMHR), as set out in the new legislation, is as follows:

*The purpose of the Canadian Museum for Human Rights 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*

*(Museums Act)*

Building on this comprehensive statement of purpose, the public consultations revealed significant support for a multifaceted mission, including five possible roles which were provided to respondents:

- A centre of education and research
- An exploration zone
- An exhibition centre
- A call to action
- A place for reflection

As well, respondents offered their own ideas, including such roles as a centre for social responsibility, a place for critical thinking where people change their own conceptions and misconceptions, a place to promote an understanding of our collective memory, and a centre for knowledge dissemination.

None of these roles is mutually exclusive and all of them are closely interrelated. All are essential components in achieving the purpose of the CMHR and in providing a meaningful visitor experience.

Indeed, the results of a 2003 survey of 2,400 Canadians indicate that 60 percent of the respondents believe that “museums can play a more significant role in Canadian society,” although this role was not defined (Canadian Museums Association 2003). For those respondents who visited museums most often, this view rose to 82 percent.

Embodied in this multifaceted mission are a host of questions and issues, many of which have been identified as a result of the recent web-based consultations and focus groups with Canadians. These issues are important topics for consideration and resolution and, as such, represent unique opportunities for the CMHR’s Board of Trustees to refine and focus the mission of the Museum. The purpose of the following discussion is to identify these issues, assess their individual importance and provide suggestions on how they can best be addressed.

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**Recommendation:**

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2. **Reputations are Built** – The Advisory Committee strongly encourages the Board of Trustees and the senior management of CMRH to consciously develop the reputation of the institution as it comes into being. Specifically the Committee encourages developing a strong reputation for objectivity, innovation, transparency and inclusiveness.

## INDEPENDENCE OF PRESENTATION

There is widespread concern identified through consultations with Canadians that the CMHR could be unduly influenced by political activities or special interest groups, in a manner that could affect the integrity and balance of its public offerings. However, the museum will operate under the *Museums Act* which provides protection from outside influence.

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**Recommendations:**

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*“The human rights museum needs the ability to act autonomously.*

*It cannot be subjected to political interference with regard to specific content and exhibits. It must be able to operate independently. Get good people, and let them do their job.”*

Respondent  
2008 Web Based  
Consultation Exercise

3. **Autonomous Governance** – This will be an important factor in maintaining the necessary autonomy of the CMHR and this is discussed in a separate section of this report.

4. **Sound Research and Scholarship** – These are the foundations for identifying and presenting multiple perspectives. Individuals always have a bias, but sound research and scholarship by multiple parties contribute to a more comprehensive and unbiased perspective. The Advisory Committee recommends that the CMHR acknowledge conflict, as thoroughly and clearly as it is able to do, even if it is offensive to some. This will require courage and conviction every time it is done, and it will never be possible to please everyone. It will be essential to ensure that

there are sufficient resources allocated to research and scholarship to ensure the capacity and authority to address these complex issues.

5. **Content Advisory Committee (CAC)** – It is recommended that an independent group of human rights scholars, specialists and leaders be appointed to elicit relevant information from individuals, organizations and groups.

The CAC would work closely with CMHR staff for the purpose of ensuring that the Board and CMHR have the capacity and authority to acknowledge conflict, provide a balanced perspective and acknowledge and manage controversy. The members of the CAC should be chosen to play the role of advisors rather than advocates for special interest groups.

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6. **Centre for Dialogue** – The public consultations revealed widespread interest in participating in the work of the CMHR. In order to achieve a balanced perspective it will be important for the Board to consider ways in which this can be achieved. One proven means of securing public involvement is a centre for dialogue, such as the Morris J. Wosk Centre for Dialogue in Vancouver.

This facility is devoted to facilitating effective communication, finding ways to listen to all perspectives, and reaching shared agreements using specialized skills and methods.

*“People who leave the museum don’t LEAVE the museum – they have had experiences within it that transform them – that inspire them to act within the museum and to continue that as a way of life....”*

Respondent  
2008 Web Based  
Consultation Exercise

7. **Study Other Museums** – While the CMHR will likely be the first comprehensive museum of human rights, the Advisory Committee encourages the Board and senior staff of the museum to visit colleagues in similar institutions and conduct a formal, methodological study of museums with comparable objectives. An incomplete list of suggested museums includes:
  - The New York City Tenement Museum (New York, NY);
  - The National Museum of the American Indian (Washington, DC);
  - The National Museum of African American History and Culture (Washington, DC);
  - The United States Memorial Holocaust Museum (Washington, DC);
  - Robben Island Museum (Cape Town, South Africa);
  - District Six Museum (Cape Town, South Africa);
  - The Museum of Tolerance (Los Angeles, CA);
  - The National Civil Rights Museum (Nashville, TN);
  - Museum of New Zealand Te Papa Tongarewa (Wellington, New Zealand);
  - Apartheid Museum (Johannesburg, South Africa);
  - The Museum of the African Diaspora (San Francisco, CA), and
  - Member museums of the International Coalition of Historic Site Museums of Conscience.

## NATIONAL ROLE

It will be important to ensure that the CMHR fulfills its obligations as a national institution. As well, the Board will need to ensure that marketing strategies are given extra consideration as a consequence of the bold decision to locate the CMHR outside of the National Capital Region.

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### Recommendations:

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8. **Policy for National Engagement** – It will be essential for the CMHR’s Board to develop a policy and strategic plan of national engagement at the outset, to ensure that the Museum remains focused on its programs to all Canadians and visitors. This will require consultation, analysis and pilot testing. One of Canada’s National Museums, the Canadian Museum of Nature, has particularly embraced this commitment and much can be learned from their recent experience.
9. **Outreach** – Directly related to the need for a national service policy, are the many activities required to fulfill a commitment to national service. These activities could range from traveling exhibits, to museum school kits, to alliances and partnerships with like-minded organizations. The challenge lies in committing staff and resources to outreach activities as a priority at the outset, and not funding these activities from whatever funding might be left over from the development of in-house activities. Community service could be the cornerstone of the CMHR’s commitment to outreach, by providing a vital link, resources and expertise for individuals, organizations and communities throughout the world.
  - 9.1. A key component of the CMHR’s outreach will need to be web-based. The Advisory Committee recommends the CMHR develop this capability from the beginning, to ensure as broad a reach as possible.
  - 9.2. A further important component will be to link the visitor experience through this museum with opportunities for experiences in home communities. The museum is encouraged to build partnerships with other organizations. One particular example cited by the Advisory Committee is the collection of National Historic Sites across Canada, many of which recall important points in human rights history in Canada.
10. **Student Program and Subsidized Travel** – In addition to outreach activities for all communities, the Advisory Committee recommends that the Board of Trustees give strong consideration to funding at the outset, an education program with subsidized travel for Canadian secondary students to experience the museum in person.
11. **Marketing** – A strong marketing effort will be required, in conjunction with a national service policy and an outreach program, to ensure a high level of national awareness about the CMHR and its off-site programs and services. This marketing will require two thrusts, including attracting visitors to the Winnipeg facility and alerting non-residents about the opportunities to participate in off-site programs and services.
12. **Create and Fund a Foundation** – The Advisory Committee recognizes the financial pressures on national museums and recommends that the CMHR review the work of the National Arts Centre and the National Gallery of Canada in implementing fundraising foundations.

## INTERNATIONAL CONTENT

The mission of the CMHR incorporates an international perspective and this is reinforced by the results of the web-based consultations. A total of 40.6% of respondents wanted more Canadian content than international content; 24.4% were content with an equal balance, and 35.1% preferred more international content than Canadian. Overall, these numbers indicate a balance and that the CMHR must strive to provide both Canadian and international perspectives in its programs and services, while recognizing that the lines are blurred between what constitutes a national or international human rights issue.

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### Recommendations:

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13. **Guiding the Balance** – The Content Advisory Committee, as described above, will be a key source of guidance on the balance between Canadian and international content. This balance will be dynamic and will change depending upon the particular exhibit, program or issue.
14. **Opportunities for Dialogue** – The Centre for Dialogue, as described above, is potentially an important focus for international and national content. It can allow the presentation and exploration of contemporary international issues, without the expense of exhibition and development costs.

## THE CMHR AS AN “IDEA MUSEUM”

“Idea museums”, as generally understood, focus on ideas rather than collections. It is important to note, however that adopting this approach does not preclude the use of objects and exhibitions. In fact, both objects and exhibits are essential in conveying ideas. Practically speaking, idea museums are not “artifact-rich”: the emphasis is on telling a story that is enriched with artifacts rather than exhibiting an artifact and complementing it with a story.

Ideally, the CMHR will integrate the idea museum with more traditional museum approaches, as the public consultations revealed a significant interest in the use of objects and art as key conveyors of meaning, in conjunction with ideas. This does not imply curating a permanent collection, although CMHR will still require professional facilities and staff in order to borrow collections from other museums.

The International Coalition of Historic Site Museums of Conscience (ICHSMC) is perhaps the world’s preeminent collection of idea museums, and it is recommended that the CMHR study their experiences. The ICHSMC is decidedly activist in their missions and programs, and there is much to learn from what they are doing. There are currently 23 of these museums around the world which deal directly with issues ranging from child soldiers, to genocide, to sweat shops. These museums and sites are dedicated to remembering past struggles for justice and addressing their contemporary legacies, and they employ a variety of traditional and non-traditional museum approaches in doing so.

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Recommendations:

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15. **Explore the Concept of an Idea Museum** – The CMHR has an unprecedented opportunity to develop, refine and advance the concept of the idea museum, and the Advisory Committee recommends that the Board and senior staff explore this as they develop the museum.

*“The artifacts and works of art associated with human rights can be powerful objects for capturing peoples’ attention. The multimedia can provide the support and context for these objects and works of art.”*

Respondent  
2008 Web Based  
Consultation Exercise

16. **To Collect or Not to Collect** - Although the CMHR is about ideas, it is also called a museum. As noted earlier, collections of objects are often the defining feature of a museum, and many respondents expect to see objects. However, the Board of the CMHR will have to determine the appropriate balance that will fit within the limitations of its budget and content.

17. **A New Kind of Organization** – In its founding vision, purpose, name and expectations, the CMHR is already a unique mix of the old and the new. Although there

are precedents from the museum world that will guide the work of the CMHR, in reality, a new kind of organization is in the offing. This is an organization for the 21<sup>st</sup> century, which will succeed to the extent that it can integrate objects, ideas, and the interests and aspirations of the peoples it serves. The CMHR must, of necessity, both respect traditional museum practice and move beyond it, in order to forge new models and approaches to achieving social relevance.

## FIRST NATIONS, INUIT AND MÉTIS

Overall, the relationship between Canadian museums and Canada’s First Nations, Inuit and Métis peoples (together referred to as Aboriginal people) has been difficult, fractious and regrettable. As a result, the Canadian Museums Association and the Assembly of First Nations formed the *Task Force on Museums and First Peoples* as a forum for discussing and finding resolutions to issues concerning representations of First Nations in museums.

The Task Force’s final report (Hill and Nicks 1992) provides suggestions for finding common ground, including: the inclusion of First Peoples in the planning, research, presentation and maintenance of exhibits; provision for First Peoples as members of the governing structures and as employees at all levels of heritage organizations; the return of objects of cultural patrimony that were taken illegally; the transfer of title of sacred material even when it was obtained legally by a museum; and the open negotiation of the reburial of human remains at the request of a First Nation.



Although museum involvement is critically important, there are larger issues concerning the role and treatment of Aboriginal people in mainstream Canadian society. These concerns were noted repeatedly, and with forceful language, in the public consultations, and the CMHR has now an unprecedented opportunity to address some of these longstanding grievances.

There is every reason to believe that the treatment of Aboriginal people in Canada is a notable exception to Canada's achievements as a champion of human rights. This real and perceived paradox must be addressed openly and forthrightly. It is also important to note that Aboriginal people are neither recent immigrants nor an ethno-cultural group. They are unique in Canada and healing and reconciliation are required.

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### Recommendations:

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18. **Aboriginal Engagement** – Ensure that Aboriginal people have substantive involvement in the planning and implementation of the CMHR.
19. **Staffing** – Ensure that Aboriginal individuals are recruited as CMHR staff, in both management and non-management positions.
20. **Collaboration and Partnerships** – In addition to governance and staff involvement, provision must be made for Aboriginal involvement in the CMHR's exhibits, programs and services. This must go beyond consultation and involve direct participation in the design, content and delivery of public offerings. A Content Advisory Committee would play a role in identifying and facilitating this type of direct participation.

## OVERCOMING THE EXCLUSIVITY OF THE TYPICAL MUSEUM VISITOR

The typical museum visitor profile in North America consists largely of individuals (Euro-Canadian, Euro-American and White-European) with post-secondary education, who are also financially well-off. In the United States, for example, the annual income of the typical museum goer is above \$50,000 (Coffee 2007: 379). This profile suggests that museum experiences may be most valued by sections of society that may share (ideologically, materially and culturally) in the dominant social relationships of stratified society. Furthermore, "the museum visit may build on, or reinforce, these overarching prior experiences" (Coffee 2007: 379). It should be noted, however, that for those who do not attend, it may also suggest a lack of knowledge about museum offerings.

For the CMHR, which must be as inclusive as possible, these observations are a cause for concern and overcoming this exclusivity will be a key challenge for the CMHR. There are no simple solutions to this, and the word "museum" itself carries a lot of unwanted baggage which is associated with "dusty, boring and intimidating." Museums continue to struggle mightily to change this visitor profile, with only marginal success to date.

Whether or not a museum is seen by diverse peoples to be welcoming involves every aspect of the museum's design, programs and services. It begins with the architecture, the way people are treated upon entry, to the signage, the visitor amenities, to the accessibility and meaning of the exhibits and programs.

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**Recommendation:**

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**21. Challenge Existing Museum Practices and Assumptions** – All aspects of the design and planning of the CMHR should address the challenges of inclusivity, both physical and intellectual. At the risk of generalizing, if it is a traditional museum practice or habit, it should be closely scrutinized for its value, meaning and applicability to the unique role and challenges of the CMHR.

Selecting between tradition and innovation will be an ongoing challenge, and this requires thoughtfulness and risk-taking, especially when traditional museum practices do not appear to be appropriate. Nowhere is this more important than in the architecture itself, where there is much anecdotal evidence to suggest that grandiose and sterile spaces can alienate some visitors.

The CMHR has a unique opportunity to part from tradition, when appropriate, in an effort to wed its mission with the diverse constituency it must serve. The CMHR is ideally-positioned, as a new organization -- to pursue what's possible -- even when it means departing from tradition.

## ACTIVISM AND SOCIAL RESPONSIBILITY

Museums in Canada are at an important crossroads in terms of their evolution as non-profit, social institutions. With the steady decline of government financial support (at all levels) for museums over the past 15 years, coupled with minimal corporate support, the majority of museums of all sizes and descriptions are now directly affected by the imperatives of the marketplace. At the same time, there are those museums that have moved beyond the dictates of consumption and adopted a socially responsible mission that is based on meaningful engagement in the issues and interests of their communities. These museums possess an unusual blend of idealism, intimacy, depth and interconnectedness (Janes and Conaty 2005: 8-10), all values that would serve the purpose and intent of the CMHR.

Unless museums move beyond the education/entertainment mission, they may find themselves becoming increasingly irrelevant as the urgency of global issues takes precedence. Like Canada's other four national museums, the CMHR is in a very privileged position as a result of the federal government's commitment to provide ongoing operating support. This financial security brings with it both opportunities and obligations for the CMHR as a social institution.

The challenge will be to balance more traditional museum activities with a commitment to advancing the collective good, as being socially responsible is not an either/or proposition - it is a

matter of both/and. This is new ground for the majority of the world's museums and the CMHR has an opportunity to provide leadership.

The tension between activism and objectivity is an artificial dichotomy in many ways, as maintaining some sort of "authoritative neutrality" is difficult to achieve, especially in something as controversial as a museum dedicated to human rights. As institutions of the dominant society, museums have no claim on being neutral, as the typical visitor profile indicates. Furthermore, doing nothing in the name of objectivity is in itself value-laden, as it tacitly supports the status quo.

*"Ensure that your board and staff represent a range of views and perspectives so that the exhibit will not cater to one vantage point. Keep people who are "activists" continuing their work as activists, not serving on the board or staff where they can attempt to hijack a particular agenda."*

Respondent  
2008 Web Based  
Consultation Exercise

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## Recommendation

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22. **Activism and Objectivity** – The Advisory Committee recommends that the CMHR be socially responsible and progressive in its approach, while the individual visitor should come out of the museum motivated with a personal call to action.

## CAUTION AND EXPERIMENTATION

One respondent in the public consultation observed that the CMHR is (and will remain) a work in progress. This is a valuable perspective, as there are no answers or formulaic solutions to the CMHR's mission and challenges. Experimentation, innovation and risk taking will be essential, and it will help to learn from others' experiences, such as the International Coalition of Historic Site Museums of Conscience mentioned earlier.

Innovation and experimentation are not easy tasks, and much of their ultimate success will lie in the attitudes and approaches of the Board and staff. The CMHR is unique in a variety of ways, including its mission, its location, its inclusivity and its public/private collaboration.

This last section is a summary of the preceding considerations and complexities inherent in the CMHR's mission, as all of them are important and must be considered as the CMHR comes into being – not necessarily all at once, but in due course.

23. **Seek Expert Opinion and Local and Traditional Knowledge** – The importance of a Content Advisory Committee (experts and specialists) to oversee complex issues was discussed above. At the same time, it will be important to empower and honour non-experts and citizens, if new perspectives are to emerge from communities and diverse cultures. The CMHR has the responsibility and the opportunity to foster an understanding of the interconnectedness of the problems we face. It is in a position to both empower and honour all Canadians in the search for a more tolerant world – by creating a mission that focuses on the interconnectedness of our world and its challenges.
24. **Continuous Consultation** – The creation of the CMHR has been an excellent example of a collaborative approach through the consultations undertaken to date, including the work of the Friends of the CMHR, the national focus groups, and the web-based consultations. Such work will also have to become standard practice when the museum is operational. Seeking advice, sharing challenges and being vulnerable are antidotes to the traditional museum tendency to assume authority.
25. **Build Relationships** – From the outset, the Board and staff will have to allocate the time and resources required to build and maintain authentic human relationships. Even then, this will have to be done incrementally, recognizing the limitless potential for citizen involvement in this institution. In the end, there is no substitute for human relationships, and all the time, energy and consideration they require. This may require a wide array of advisory and working groups and this complexity will simply have to be managed. The alternative is insularity and ultimate isolation as an organization. It is recommended that the Board of Trustees ensure their budget planning provides sufficient resources for this labour intensive activity.
26. **Never let the Perfect be the Enemy of the Good** – For the CMHR, its staff and Board, this means learning from disappointments and failure and not being deterred by criticism. In the end, respect, quality and substance are more important than popularity. This, of course, is much easier said than done, but a certain comfort with vulnerability will be important as the CMHR comes into being.
27. **Board and Staff Selection** – The quality of the founding Board will be the foundation of the CMHR’s success. As the saying goes, “an organization is only as good as its board.” With respect to the staff, professional and technical skills are prerequisites, but so are risk-taking, innovation, empathy, listening and a commitment to engaging the community. As all of these qualities are challenging for any type of organization, the selection of CMHR staff will require creativity and diligence.
28. **Sustainability** – Although long-term sustainability is grounded in sound governance, organizational effectiveness, sound financial management and multi-year planning, these are the means with which to achieve sustainability, and are not ends in themselves (Jarman 2000). True sustainability for the CMHR will consist of:
- Generating sustained public benefit through the quality and/or scale of its work;
  - Generating sustained community and user support through the demonstrated commitment of the local, provincial, national and international communities; and
  - Demonstrating an appropriate degree of financial commitment by its main financial stakeholders.

It is important to note, however, that becoming sustainable is not akin to a permanent state of grace, and it will require continuous striving to achieve and relentless commitment to maintain. It is an imperfect and fluid state.

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*Section 2*

## GOVERNANCE



*Now, Therefore The General Assembly proclaims This Universal Declaration of Human Rights as a common standard of achievement for all peoples and all nations, to the end that every individual and every organ of society, keeping this Declaration*





## SECTION 2

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### GOVERNANCE

*If quality dwells in the board room, the rest of the organization will take care of itself.*

John Carver 1990

The CMHR, as an innovative ideas museum committed to human rights, requires a governance model of corresponding quality, tolerance and effectiveness. This governance structure is not to be found in ready-made solutions, and must be created in order to achieve the unique mission of the CMHR. To do this, the Board of Trustees must be firmly embedded in the local, provincial and national communities and be equipped with the proper balance of skills and experience.

What follows is an overview of several essential principles that support sound governance, along with several governance issues with immediate implications for the new Board, accompanied by various recommendations to address them.

#### PRINCIPLES

The ultimate goal is to develop a structure and process which will result in a Board of Trustees that is “vigorous, creative, constructive, challenging and empowered” (Thain and Leighton 1992). It must also be recognized that board governance is dynamic and must reflect both current and changing circumstances. Because it is impossible to design a final governance model which would be good for all time, the CMHR’s Board of Trustees must be committed to learning, growth and change.

Of particular importance is the Board’s willingness and ability to delegate administrative responsibility to a Chief Executive Officer (CEO) and his or her management team. This approach to governance is intended to embody the principles upon which the CMHR is based – equality, respect and openness. This will ensure that the Board is focused on governance rather than management, recognizing that the distinction between the two is not always easy to determine. This division of responsibility also enables the Board to manage its own affairs to ensure that its work is focused, effective and efficient.

Governance of the CMHR embodies three main responsibilities:

Vision and planning – The CMHR’s mission, vision, values and strategic plan will define the museum’s goals and strategies. The strategic plan must be reviewed, revised and affirmed annually by the Board. Overall, the Board’s responsibility is to maintain a long-range mentality, by continuous preoccupation with what good is to be accomplished, for which people, and at what cost. All of these are matters of strategic significance and include ensuring ongoing engagement with communities.

Executive limitations - An effective Board sets policy boundaries and limits within which the CEO and senior management operate. These include such things as adhering to the CMHR’s strategic plan, adhering to contracts with governments and the private sector, not incurring a deficit, and providing timely and relevant information to the Board. Within these policy boundaries, the CEO and senior management are empowered to act. The performance of the CEO and senior management is considered to be synonymous with organizational performance.

The board/staff relationship – Individual trustees may not attempt to exercise individual authority over the CMHR, except as explicitly set forth in Board policies. It is understood that the CEO reports directly to the Board through the Chair. All of the other staff is under the direction of the CEO and senior management, and report directly or indirectly to these individuals.

The relationship between the CEO, the Board Chair and individual trustees is collegial, not hierarchical, and there must always be free and full communication. Individual trustees must enhance their knowledge of the CMHR, provide advice and counsel, and otherwise participate in the work of the Board and its committees.

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**Recommendation:**

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29. **Vision and Values Statement** – The Committee recommends one of the first tasks of the Board be to develop an inspiring vision and values statement that will convey the unique and valuable role that the CMHR will play in the promotion of human rights.

## **BOARD AUTONOMY**

As noted in the discussion of the CMHR’s mission, there was concern among respondents in the web-based consultations and focus group testing that the CMHR could be influenced by political activities or special interest groups, in a manner that could affect, or be perceived to affect, the integrity and balance of its exhibitions and programs.

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Recommendation:

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30. **Be, and be Seen to be, Independent** - The Board will need to not only ensure that it remains autonomous and free from influence, but also to be seen to be autonomous and free from influence.

## THE MISSION

Directly related to the need for Board autonomy is the fact that there is a public expectation that the CMHR will address controversial issues in a proactive, engaged and balanced manner. This social responsibility will bring with it specific governance challenges which will require distance from government yet engagement with all interested stakeholders.

The CEO and senior management team of the CMHR will need to have the courage to act with conviction and independence while remaining diplomatic and inclusive. They will require tremendous support in their roles from the Board of Trustees.

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Recommendations:

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31. **Take a Leadership Role** - The Advisory Committee recommends that the CMHR take a lead role in contributing to the national and international dialogue on the future of human rights in an informed and apolitical manner. The CMHR should recognize that the public discourse about human rights is often controversial. It should be noted that controversy in human rights can signal progress and, therefore, can be a mark of success and not of failure, and an effective tool for capturing the public's attention.
32. **Consult Broadly and Regularly** - The Advisory Committee recommends the CMHR adopt a policy of regular and open consultation with stakeholders as part of its programming and planning protocols.
33. **Develop a Protocol to Respond to Criticism** -Develop an explicit policy and procedures for dealing with criticism, which will allow critics to be heard, their views to be considered, and to find win-win alternatives when possible.

## QUALIFICATIONS, COMPOSITION AND EVALUATION OF THE BOARD OF TRUSTEE

A major challenge for all governing boards of national institutions is building and maintaining effective working relationships among individuals who do not all live in the same community. In addition to the need for strong Board leadership, it is essential to appoint Board members with both the capabilities and commitment to serve the CMHR without resorting to official positions and personal agendas.

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### Recommendations:

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34. **Create Role and Responsibility Statements For Each Trustee, Including Expectations** – This is necessary to ensure that each Trustee knows what his or her responsibilities are, including strategic planning, policy development, ensuring financial stability, hiring the CEO, and ensuring that the CMHR fulfills its mission. The Board members have a fiduciary role in the institution and appointments must be of individuals who will put institutional interests above their own.
35. **Recruit Trustees With the Necessary Skills, Experience and Knowledge** – Because museums are highly complex organizations, the Board must consist of a mix of individuals with diverse skills and experience in a variety of areas, including construction (initially, at least), finance, legal affairs, museology, communication, government relations, business, human rights, fundraising, history, marketing, education, community development and social responsibility.
36. **Ensure that the CMHR's Board Continually Reflects the Diversity of its Constituencies** – The composition of the Board must be, and be seen to be, reflective of the diverse peoples that the CMHR is intended to serve.
37. **Board Expertise** – From time to time, the Board may wish to select non-Board experts to sit as non-voting members on sub-committees of the Board.

Board recruitment will be an ongoing task, making it essential to ensure that Board positions are both staggered and filled on an ongoing basis. It should be noted that the Auditor General (2005) was critical of both the lack of turnover in Crown corporation boards and of the delay in making new appointments.

38. **Continual Renewal** – The Board requires strong and committed members to advocate on behalf of the CMHR. In order to maintain the Board's ongoing effectiveness, the Board must ensure that its membership is renewed regularly, and in a timely fashion, by the Governor in Council.
39. **Board Evaluation** – To ensure its ongoing effectiveness, it is recommended the Board engage in ongoing self-assessment, which can be as simple as a brief questionnaire at the end of each Board meeting. This assessment can help to determine if the Board is receiving the information it requires from staff, and whether it is focused on strategic direction or mired in operational details. It is also recommended that the Board commission a third party review of itself every three years, to determine if it is still connected to its larger purpose (making a difference in the world), and whether or not the appropriate Board policies and plans are in

place to achieve that purpose. It is further recommended that the Board undertake peer evaluations of individual Trustees.

## CREATING A NEW CROWN CORPORATION NATIONAL MUSEUM

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The CMHR is the first new national museum in over a generation and one of very few Crown corporations to be created in recent memory. The corporation will have a tremendous challenge ahead of it in creating a new museum and taking all of the necessary steps to initiate a corporation from scratch.

Officials with the Department of Canadian Heritage and elsewhere in the federal government, as well as with the Friends of the CMHR, have already contributed significantly to the development of this institution.

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### Recommendation:

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40. **Transition Team** – The Advisory Committee strongly recommends that the CEO engage a transition management team, consisting of experienced senior staff from the federal government and other organizations (including as appropriate, the Friends) to work with the CEO and with the Board throughout the transition to becoming a new Crown corporation museum.

## ONGOING CONSULTATIONS WITH CANADIANS

A fundamental responsibility of the CMHR's Board will be to establish and maintain continuous and open dialogue with all those individuals and organizations that have an interest in human rights. Much has been done to date by the Friends of the CMHR, as well as the focus groups and the online consultations, and this is an ongoing task. The Board will do some of this themselves and will set the direction for much of the community consultation which will be conducted by staff.

The Advisory Committee wishes to be very clear that its use of the word "community" is intended to be very inclusive and does not refer only to ethno-cultural communities.

The idea of continuous consultation is also integral to the CMHR's mission, as discussed elsewhere in this report. The importance of building authentic relationships with CMHR's constituents cannot be overstated, and the Board is crucial in modeling and supporting these initiatives.

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## Recommendations:

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41. **Community Advisory Groups** – The Advisory Committee recommends appointing community advisory groups to raise awareness of issues, as well as address issues and interests from a variety of stakeholders’ perspectives. These community advisory groups may exist for an evening’s consultation or for several years in order to complete a project.

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These advisory groups will require organization and management, as well as resources, depending upon the task at hand. They have the potential to not only enhance the CMHR’s profile as a transparent organization, but also to strengthen the CMHR’s effectiveness as a socially responsible institution.

## STRATEGIC PLANNING

The consultation data reveal a huge spectrum of interests, issues and expectations, all of which cannot be simultaneously addressed, or perhaps ever addressed. This means that establishing strategic priorities is essential, and the best way to do this is through a process of strategic thinking and planning which involves the Board, the staff, CEO and stakeholders. The sooner this task is undertaken, the sooner the CMHR will be able to define its strategic future. However, it is essential that the CEO be appointed before this exercise.

There is also an intimate relationship between strategic planning and facilities planning, and strategic planning is the foundation for a functional building.

A strategic plan is only a means to an end, however, and the CMHR’s strategic plan will have to be reviewed and refreshed regularly to ensure that the strategic priorities remain relevant. The strategic plan must also recognize the need for the systematic and continuous evaluation of programs and services, as well as the need to forge partnerships with both individuals and non-government organizations.

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## Recommendation:

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42. **Undertake Strategic Planning Early** – The CMHR’s strategic thinking and planning should begin as soon as the founding Board is established but it should not be completed before the first CEO is appointed. This initial planning need not be a drawn-out process, and can be accomplished effectively and efficiently if it is properly structured and facilitated at the outset.

The development of a strategic plan, at least in broad outline, will do much to build Board understanding and cohesion at this critical time in the CMHR’s development. Achieving consensus on major goals and strategies, including exhibit content, will provide the necessary direction to finalize the building design. This direction is essential to ensure that the building serves all aspects of the CMHR’s mission.

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*Section 3*

## VISITOR EXPERIENCE



*Now, Therefore The General Assembly proclaims This Universal Declaration of Human Rights as a common standard of achievement for all peoples and all nations, to the end that every individual and every organ of society, keeping this Declaration*



## SECTION 3

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### VISITOR EXPERIENCE

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*"It is 'almost impossible to define a museum in a way which is universally acceptable.'  
For as society itself has evolved, so too has the concept of the museum."*

Anna Storm and Nina Wormbs 2007

The purpose of the CMHR, as outlined in the *Museums Act*, 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...” The public mission of the CMHR inevitably brings about the concern for democratic access and visitor experience.

Consideration for the visitor experience is now seen as a key factor in assessing the public role of museums, as well as their contribution to societal knowledge building and critical thinking.

### STRATIFICATION OF THE MUSEUM PUBLIC

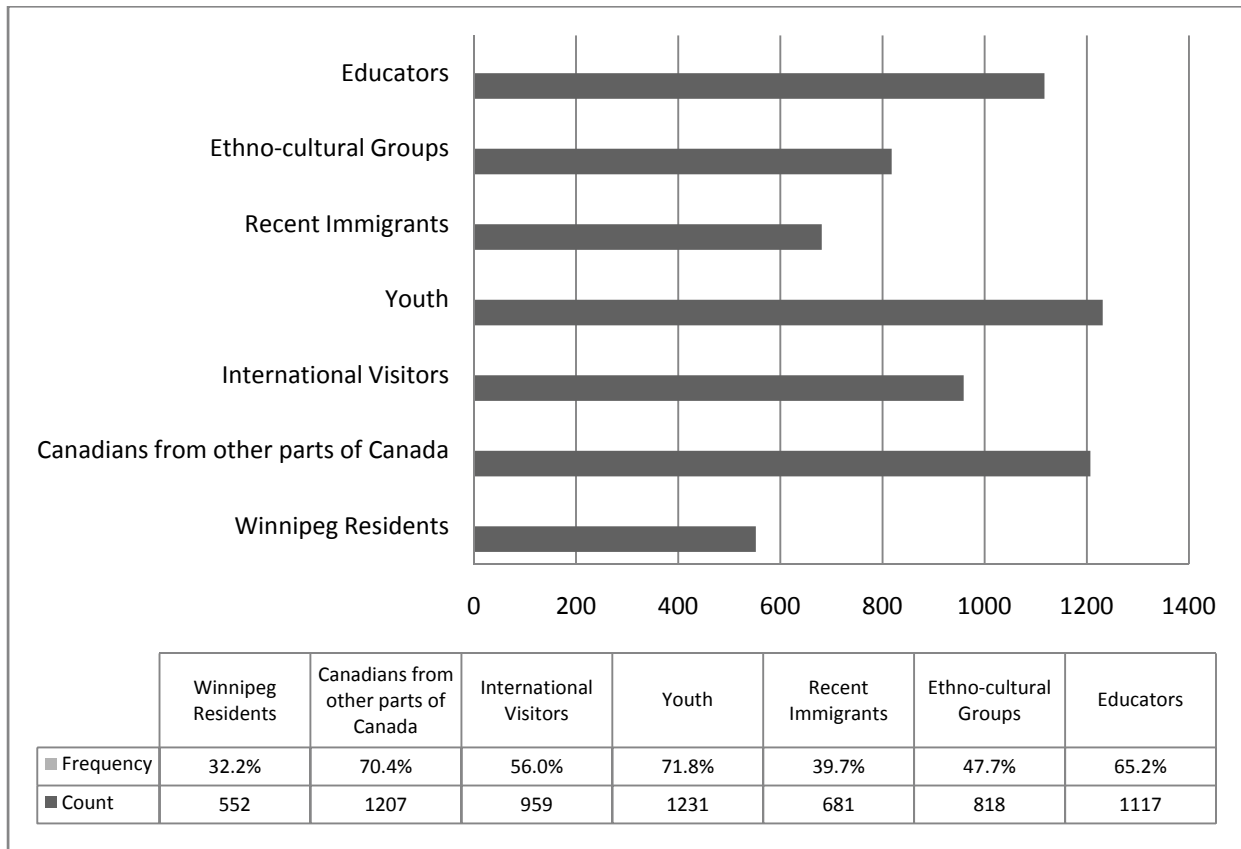
Visitors to Canadian museums span a wide range of demographics. This creates challenges for communicating to visitors as the stratification of the museum public directly affects the way the message is presented to them.

While Canadian museums have traditionally attracted an elitist visitor profile, it is worth distinguishing at least three categories of visitors:

1. Specialized users
2. School groups
3. General public

Historically, curators have developed museum exhibits for educated elite with little or no concern for students and the general public. With the rise of public schooling in the late 19th century, and the increased societal mission of public museums in the 20th century, both categories came under scrutiny. The responses from the online consultation repeatedly emphasize the need to interest the youth and their educators. When asked about the segments of population that CMHR should reach, young Canadians came in first position (71.8% of all responses) followed by educators in third position with 65.2% (Table 1).

TABLE 1 SEGMENTS OF POPULATION THAT CMHR SHOULD REACH



Comments from respondents support the regional character and awareness of museum visitors. Many indicated that this national museum should represent the multifaceted nature of the Canadian public. As one respondent puts it: “I believe ‘regions’ make up the country, and ‘regional stories’ make up the ‘national story’.”

Table 1 indicates that the CMHR should appeal to Canadians from all parts of the country (70.4%). The location of the institution in a regional setting outside the national capital area generated widespread remarks – even negative comments – from residents of eastern and central Canada. Many feel that the museum must take every opportunity to offer a rich and accessible experience to visitors, whether they are on-site or online. In fact, there is reason to believe that online and on-site experiences are not mutually exclusive, as one can contribute actively to the other. New initiatives such as virtual tours, real-time video conferencing, traveling exhibits, and student travel programs offer promising alternatives for those who cannot afford to travel to Winnipeg. As one respondent observes: “Nowadays, ‘visiting’ is not limited to being physically present. An important component of the CMHR will be its website which will hopefully attract and influence visitors from other parts of Canada as well as from around the world”.

Over half of respondents indicated that the CMHR should reach international visitors in their marketing campaigns and exhibits/programs. The new initiatives to reach Canadians from all regions can appeal to an international audience. Some respondents also made reference to the

creation of a unique monumental architecture as a means of attracting visitors. For others, the international reputation of the museum will depend in large part on its capacity to generate effective collaboration and networking with other human rights agencies.

The universal nature of human rights and the international appeal of the CMHR make it necessary to develop a clear and comprehensive service policy and outreach program for both national and international visitors. Initiatives such as virtual exhibits, international conferences, real-time video conferencing, and web-logs (blogs) can enhance the experience and generate more visitors, particularly from the school and young adult population.

*“The Canadian Museum for Human Rights should seek to develop international partnerships with cultural institutions and other organizations working for the promotion and the protection of human rights.”*

Respondent (Translated from French)  
2008 Web Based  
Consultation Exercise

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#### Recommendations:

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43. **“WOW!” Factor** – The CMHR is tasked with exploring a challenging series of issues. The Committee recommends to the Board to explore exciting and engaging presentations while continually re-evaluating the presentations and the possibility of new material and new points of view.
44. **Embracing Multiple Narratives** – The museum must fulfil its mission to attract and engage all categories of visitors in Canada and abroad. Regionalism and the need to see national stories in localized, personal ways must prevail over a master-narrative that would inevitably privilege one dominant interpretative view over the others.
45. **A Strong Service Culture** – The museum must become a place that people *want* to visit. The Advisory Committee encourages museum management to develop a service oriented culture, staffed by people with an inherent desire and the professional training to assist visitors and to enhance the museum experience.
46. **Accessible Programs and Outreach** – The CMHR must recognize that conventional outreach methods and techniques will not build bridges with some communities, in particular, with youth. Innovative and creative means, especially contemporary electronic templates such as Facebook, Myspace and YouTube, should be promoted in order to engage young people within their electronic and interactive comfort zones.
47. **Universal Access and Appeal** – The CMHR, as a 21st century institution, is in a unique position to engage visitors from all segments. Not only is the purpose of the museum universal, the message and experience must also be inclusive in its content and teaching styles. The structural environment, architectural design, atmosphere, exhibits, and content should receive prime consideration.

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*Section 4*

CONTENT



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## SECTION 4

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### CONTENT

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*Objects are open to manipulation in terms of meanings. This is their strength, but also their weakness. The words used to talk about an object fix the way in which this object is to be seen at that particular time.*

Eilean Hooper-Greenhill 1994

Museums and their content are active agents in shaping the knowledge, opinions, and identities of visitors. The objects, artefacts, texts, exhibits, and structure of the museum convey particular meanings to visitors. Given the large and segmented population interested in the CMHR, museum designers and writers must engage the public in “meaning-making,” that is, the meaning and personal connections visitors make when they process information. Traditionally, the content of museums has been presented in an authoritative voice (Coxall 1994). Knowledge is rarely presented as contingent and culturally based, or constructed according to particular purposes, use, and situations.

With the new theories of knowledge and multiple intelligences emerging from the cognitive revolution, museums are now faced with the didactical issue of how best to construct and disseminate their content in meaningful ways to a diversified public (see Hein 1998).

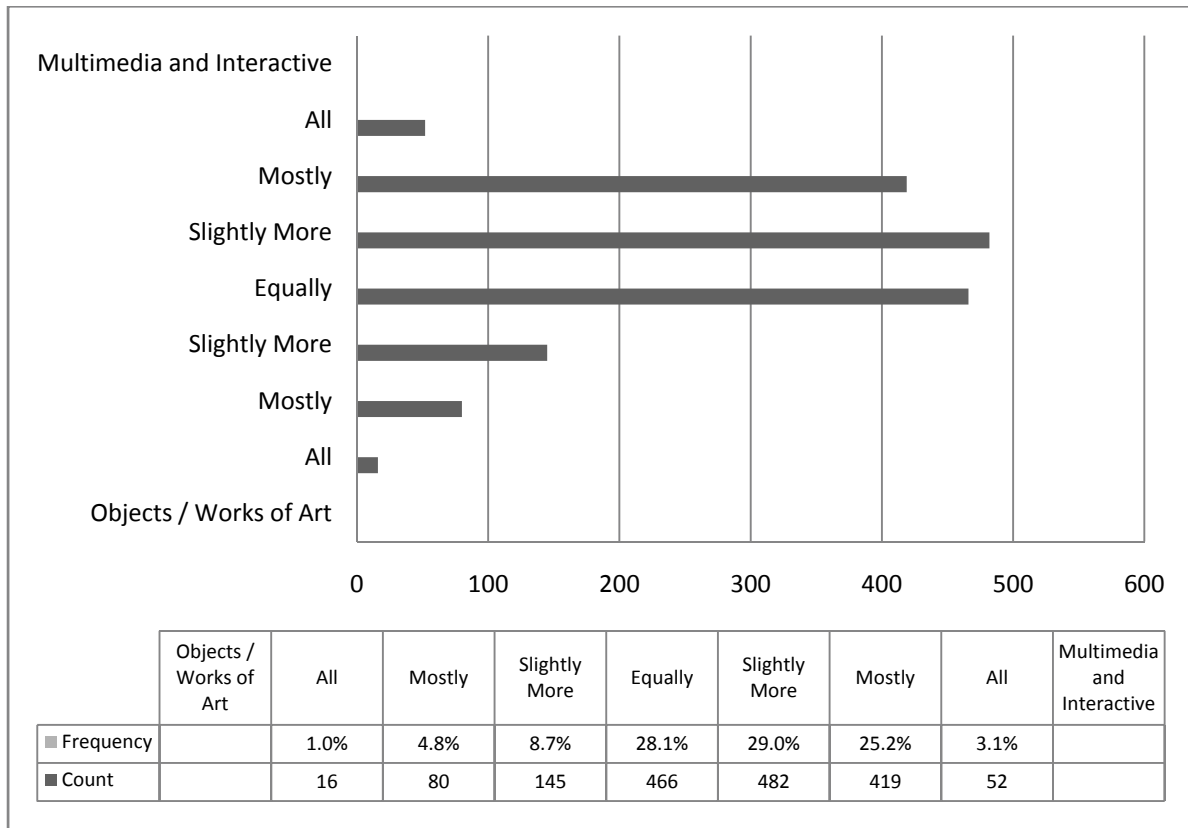
### INTERACTIVE EXHIBITS

The CMHR, as an ‘idea museum,’ is not intended to be an ‘artefact-rich’ repository like many of its counterparts. Human rights are not only represented and understood exclusively from objects but also through language and discourse. It is thus important, as many respondents indicated, to be careful in the selection of meaningful objects (e.g., Charter of Rights, speeches) and the language used to introduce human rights in the museum. All texts and objects need to be interpreted by the visitors including historical benchmarks and achievements (e.g., Universal Declaration of Human Rights, 1948). Because these objects and texts are socially constructed, and not universally shared and understood, visitors ought to be placed in an appropriate learning environment that will engage and stimulate their reflection and thinking.

Such a constructivist mode of learning<sup>1</sup> from the subject-matter necessitates interactive museum exhibits that put visitors in charge of their education. For example, interactive exhibits may include personal audio-recording tracks and devices (e.g., downloadable for iPods, cellular phones, etc.) that allow the visitors to select their own tour of the museum at their own pacing, and in their preferred language. web-based animations, which are capable of presenting pictorial and textual information in dynamic ways, can also be used on-site or online with visitors who prefer more “hands-on” interactions. Video conferencing is another affordable means to attract both specialized and general audiences offsite.

Over half of the respondents to the online public consultation (Table 2) support the creation of a museum that will integrate interactive and multimedia exhibits, while still including significant objects. The over-representation of the age group 45–65 in the consultation suggests that the revolution in information and communication technologies of the late 1990s is being endorsed by most segments of the population, and not only by the Internet generation.

TABLE 2 BALANCE BETWEEN OBJECTS AND MULTIMEDIA

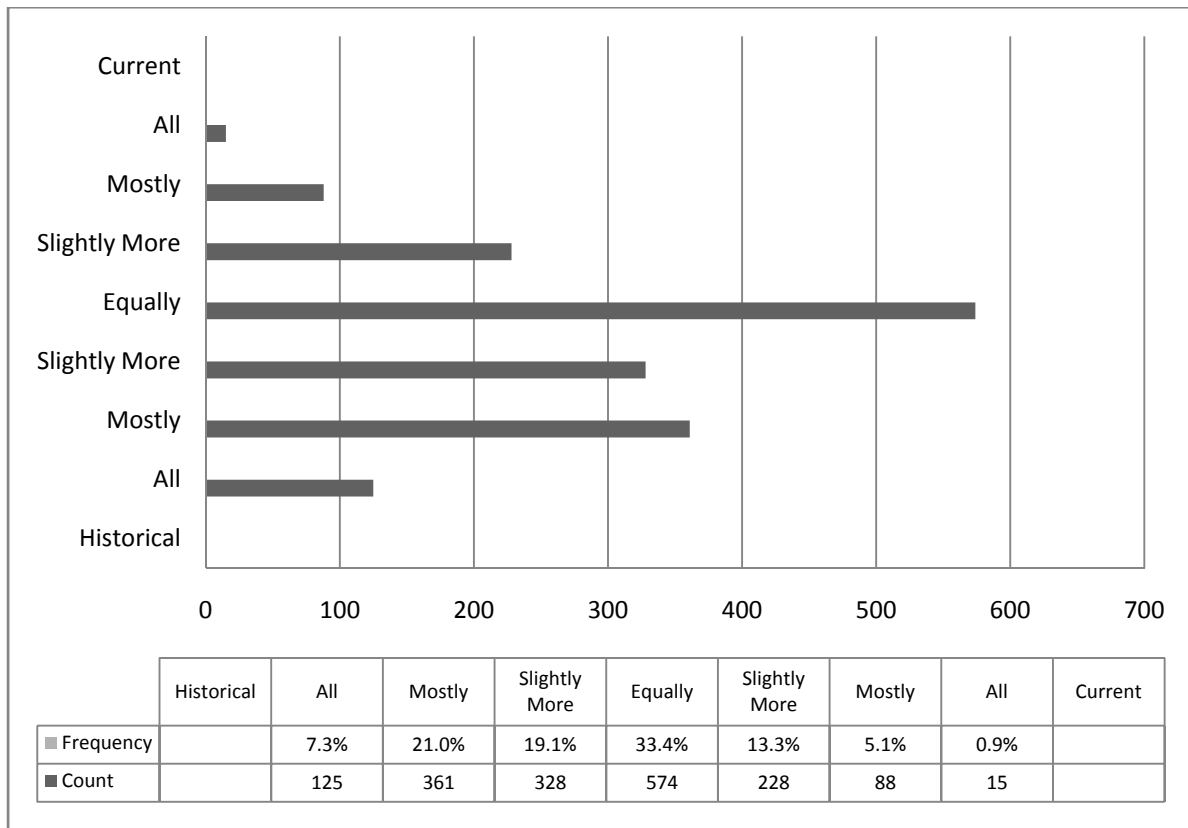


<sup>1</sup> A constructivist mode of learning places emphasis on the learner or student rather than on the teacher or instructor.

**PAST, PRESENT AND PROGRESS IN HUMAN RIGHTS CONTENT**

Although human rights dialogue is a contemporary phenomenon that has its legal origins in the post-World War Two era, respondents frequently pointed out that people living in the present – many of whom may have examples of current or recent human rights abuses – will have a greater understanding of the subject-matter only if they can trace back the origin and development of these abuses in a larger societal and historical perspective. The value of human rights history is that it anchors the future in the past, with the present serving as the knowledge base and the intellectual foundation for enlightened decision making. At the end of the day, history does not merely provide us with the value of knowledge, but perhaps more significantly it endows us with the gift of wisdom. Contextual knowledge is thus key to a museum on human rights.

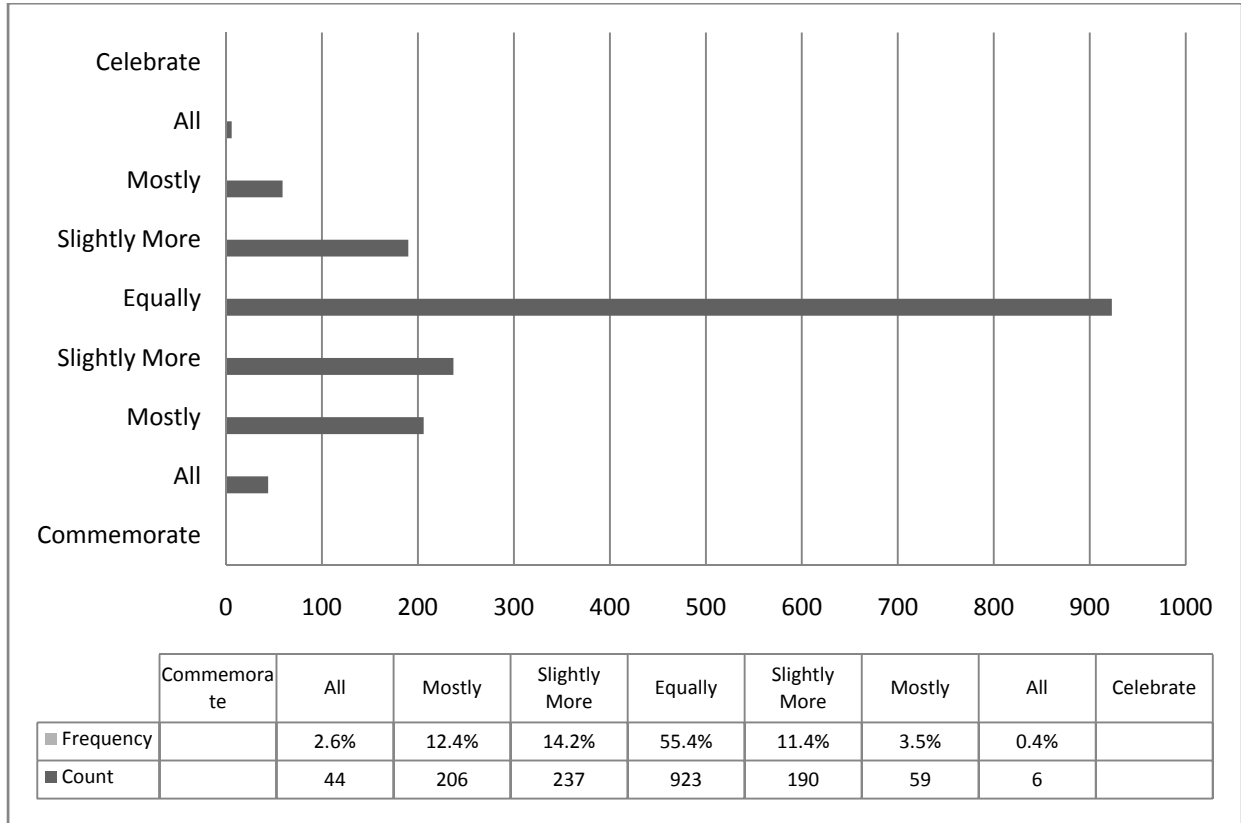
TABLE 3 BALANCE BETWEEN A FOCUS ON HISTORICAL EVENTS AND ISSUES AND A FOCUS ON CURRENT ISSUES



A majority of respondents believe that the CMHR not only needs some balance between historical and current events in its portrayal of human rights (33.4%), but also a relatively strong historical context (40.1%) to avoid contemporary impositions of political judgments on potentially explosive human rights issues (see Table 3). One respondent observes: “I don’t think it’s possible to minimize past human rights events and concentrate only on present and even possible events in the future. You need to understand the past [...] learn from it and then deal with the future.”

Respondents showed remarkable concern and balance in their responses when asked about the need to commemorate tragic events or to celebrate advancements in human rights (see Table 4). Overall, 55.4% selected a balanced focus while 29.2% opted for a greater focus on tragic events and 15.3% on achievements.

TABLE 4 BALANCE BETWEEN COMMEMORATING TRAGIC EVENTS AND CELEBRATING ADVANCEMENTS IN HUMAN RIGHTS



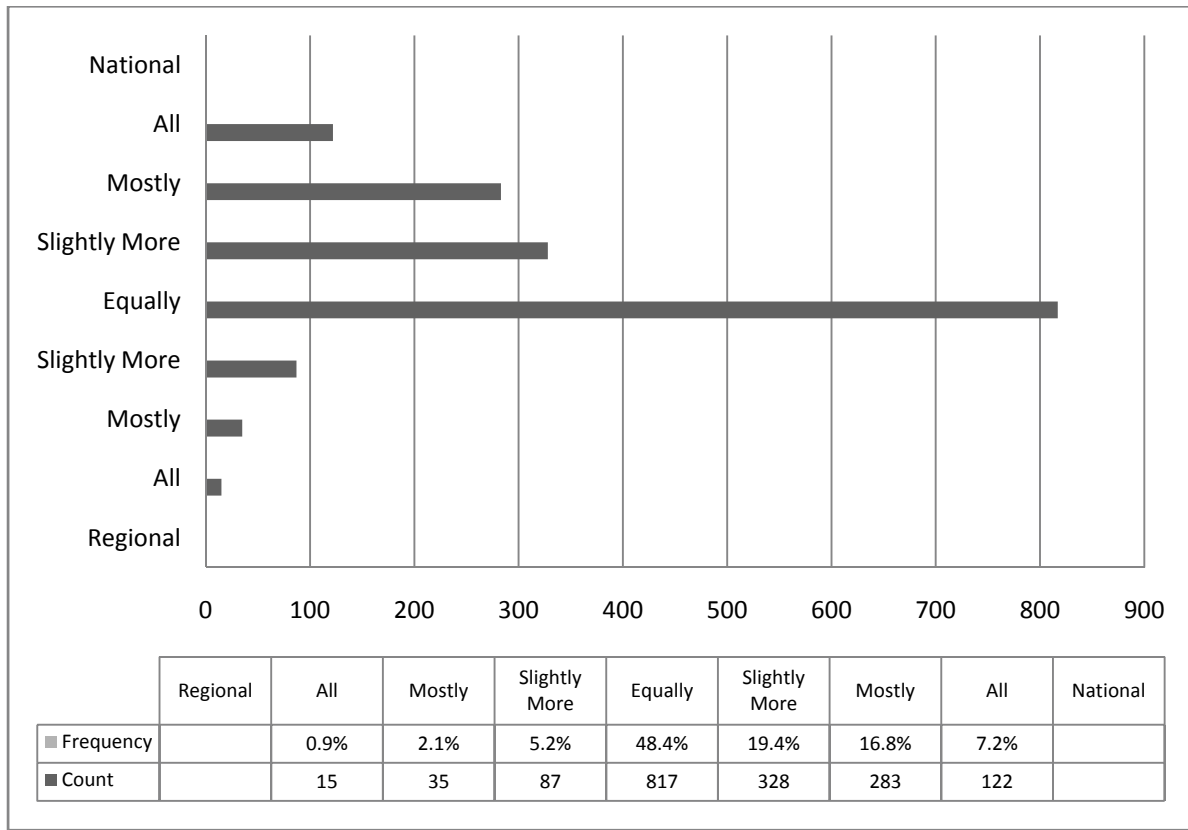
*“I believe that there has to be an equal balance. The tragic events are so important to record and help to educate and inform and commemorate. But at the same time the triumphs give us hope and inspiration and encouragement to actually DO SOMETHING.”*

Respondent  
2008 Web Based  
Consultation Exercise

Respondents viewed their regionally located stories as embedded in the larger narrative account of human rights in Canada (Table 5).

Overall, 48.4% suggested a balanced regional-national approach to content, while a further 43.5% felt that the focus should be on national stories. Overall this shows very strong support toward national over regional stories.

TABLE 5 BALANCE BETWEEN REGIONAL AND NATIONAL STORIES

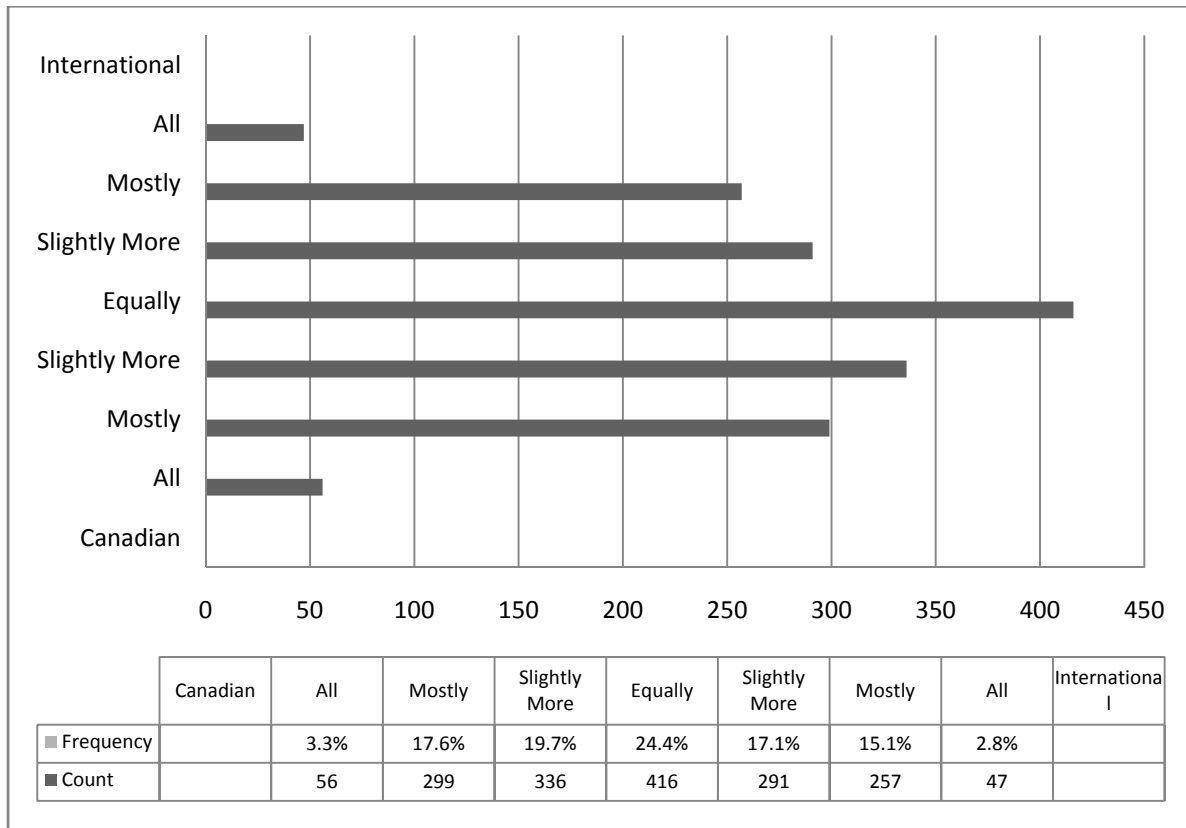


Human rights have a universal appeal and sense of action (agency). The worldwide spread of human rights norms after 1948 makes the CMHR a prime destination for Canadians from all provinces, as well as international visitors and stakeholders. More than this, the content of the museum is likely to reflect the local and global nature of human rights abuses and achievements. But, for respondents, there seems to be no direct progression from local human rights interest to global interests. Results from Table 6 indicate mixed views with regard to the Canada vs. international focus of the museum content. Overall 24.4% favour a balance, 37.3% prefer more Canadian content and 32.2% more international.

***“The museum needs to have a distinctly national feel with the inclusion of important regional stories.”***

Respondent  
2008 Web Based  
Consultation Exercise

TABLE 6 BALANCE BETWEEN CANADIAN AND INTERNATIONAL CONTENT



A closer look at the topics or issues respondents proposed be included in the CMHR content reveals a wide range of subjects (Table 7). This list also helps explain why people expressed mixed views with regard to the content of the museum. While Aboriginal/First Nation issues were uppermost in the issues mentioned, other topics were also deemed important to respondents.

The findings suggest that respondents correctly judged that human rights are best understood when they are placed in their respective context and location. In some instances, these issues refer directly to Canada and Canadians, while in others the context is either or both, Canadian and international. It could well be that human rights language has gone global by going local at the same time.

Building on these findings, the CMHR cannot assume that there is a logical progression in content development from local through to national, and global. People make sense of human rights issues and events in complex ways using mental frameworks that do not necessarily operate in a linear mode of thinking. Personal experiences, prior knowledge, opinions, and imagination all affect the ways in which visitors create meaning(s).

TABLE 7 SELECTED TOPICS OR ISSUES SUGGESTED BY RESPONDENTS FOR THE CMHR (MINIMUM 20 ENTRIES):

Responses	Frequency	Count
Aboriginal/First Nations	16.1%	195
Genocides	14.8%	179
Women	14.7%	178
Internments	12.5%	151
War and Conflicts	8.7%	105
Holocaust	7.0%	85
Children	5.9%	71
Sexual Orientation	4.9%	59
Ethnic Minorities	3.8%	46
Slavery	2.9%	35
Immigration	2.6%	31
Charter of Rights	2.3%	28
Disabilities	2.0%	24
Universal Declaration	1.8%	22
<b>Total</b>		<b>1209</b>

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**Recommendations:**

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48. **Make Personal Connections** – Given the diversified nature of the potential audiences and the constructivist nature of the new museum exhibits, the content of the museum should seek to engage the visitors personally. This can be done by connecting to the familiar and personal stories (what is known or worth knowing for people), associating content with place (where is it located, how does this relate to me, to others?), and providing means to access the information.

*“Only by making it personal can people connect and understand that the issues are both important to them...and go beyond them.”*

Respondent  
2008 Web Based  
Consultation Exercise

49. **Challenge Traditional Museum Exhibits and Content** – Given the role of the CMHR as an “idea museum” and the need to engage visitors – on-site and online – with both artifacts and interactive/multimedia exhibits, the institution must develop and adopt new constructivist content modules and learning objects, particularly for the young visitors and educators.

50. **Consider Innovation and Experimentation as Essential to Content Exhibits and Museum Life** – the CMHR must recognize past historical tragedies (as lessons) and current events in ways that promote critical understanding and social responsibility, not political activism or apathy. Such a “work in progress” requires great sensitivity and multiple perspectives. It should draw on adequate research expertise, pedagogical content knowledge, and continuous public consultation.

51. **Consider the CMHR Role in Society** – The CMHR should be prepared to contribute to the public debate in such current and *avant-garde* issues as individual versus collective rights and advancing the frontiers of human rights from civil and political rights to economic, social and cultural rights. It will also face the challenge of appearing relevant and contemporary in the new era of environmental concerns, including sustainable development and environmental rights and responsibilities. Similarly, in the post 9/11 period, privacy and security issues and their corresponding impact on individual rights have taken on added importance. CMHR must serve as a leader and role model on the human rights landscape.
52. **Engage Aboriginal Communities** – The treatment of Aboriginal issues must receive careful attention in the content design given the reputation of Canada and its view as a human rights country. The stories of Aboriginal people do not fit the progressive view of human rights held by most Canadians. Respondents repeatedly emphasized the need to reconcile Aboriginal people with their country and their past. It will be essential that Aboriginal people be engaged in telling their own stories.
53. **Young People are Catalysts for Societal Change** – The CMHR must take every opportunity to engage and empower young Canadian men and women and especially Aboriginal youth in the scope and substance of human rights issues. Canadian youth are an energetic and dynamic segment of the population that have a unique opportunity to become catalysts for change and a powerful force to promote human rights.
54. **Embrace the Historical Context of Human Rights** – The CMHR must also embrace the historical context of human rights issues and events and strategically utilize the pedagogical role of human rights history. This is necessary to build bridges between the generations and to anchor the contextual narrative for the museum’s displays, artifacts and documents.
55. **A Flexible Approach to Events in Human Rights** – The Board of Trustees may wish to explore exhibits in a manner slightly different than “permanent” and “temporary”. The Advisory Committee recommends “core” exhibits, focused on the fundamental principles of human rights and what they mean while regularly changing “supplementary” exhibitions by looking at specific events and issues.
56. **Affordable Interactivity** – The Advisory Committee has heard from many Canadians that electronic interactive displays are popular aspects of modern museums. However, it was intrinsic in these comments that these displays must be in working order to be popular. The Committee strongly encourages the CMHR to rely on electronic, interactive technology while ensuring the museum can afford to maintain the equipment, and quickly repair it when it breaks down. Broken technology is worse than no technology at all.



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*Section 5*

# EDUCATION



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## SECTION 5

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### EDUCATION

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*What is learned in museums and how learning takes place is more than a matter of intellectual curiosity. Learning in the museum and understanding visitors' learning has become a matter of survival for museums.*

George Hein 1998

Since their creation over a century ago, public museums have assumed a significant educational role in society. "The ideal of museum," Hooper-Greenhill points out, "was understood to be 'the advanced school of self-instruction', and the place where teachers should 'naturally go for assistance'" (25). The public school movement of the 19<sup>th</sup> century with its compulsory attendance and standardized educational curriculum, coupled with the political need to develop a sense of patriotism and collective identity, only reinforced the education function of the museums.

However, universal schooling soon became the prime agent of socialization and instruction and gradually eclipsed – even turned its back to – the museum' public educational function. The unintended result was a profound disconnection between formal schooling and museums.

Nowadays, the need for a knowledge-based economy and an educated citizenry has pressed museums to justify their existence and redefine their mandate. While the marketing imperative to attract and entertain an increasingly diverse and fluid public has become a key feature of modern museology, the educational role of museums remains uncontested<sup>2</sup>.

***"It will be a place where human rights will be a common topic of discussion between secondary students and post secondary students in schools and outside of schools. It will be a place that will be the beginning of a new era in the history of the world."***

Respondent  
2008 Web Based  
Consultation Exercise

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<sup>2</sup> A survey administered to 509 visitors at the Royal Ontario Museum in June 2001 on their visit experience is an interesting Canadian case in point. For the question on the museum's main goal, over 80% indicated that the museum should "educate in an entertaining way" while only 15% said that it should "entertain in an educational way." For more details on the study, see John Dalrymple and Elaine Secord (2003).

Respondents to the public consultations on the CMHR were asked to rank from one to five, with one being the most important and five being the least important, potential roles for the CMHR (respondents could subsequently recommend other roles):

- A centre of education and research
- An exploration zone
- An exhibition centre
- A call to action
- A place for reflection

The results from the consultation overwhelmingly support the creation of a museum of human rights that will serve as a “centre for education and research”. A strong majority (63.0%) views education as the first purpose of the CMHR, following in second position (23.3%) by a “place for reflection”.

*“I think it would mean offering not only information about current and topical human rights issues, but also offering tools and suggestions for how people can take action in their lives, their communities, with their government and globally.”*

Respondent  
2008 Web Based  
Consultation Exercise

While the choices offered to respondents were not mutually exclusive (education can promote action and lead to deeper reflection), comments were unequivocal. Many made references to a “centre for teaching the young,” a place that provides “learning paths,” a “funding space for experts,” and “un lieu d’apprentissage, de mémoire.”

For some respondents, exposing human rights abuses brings to light the need for social responsibility and ultimately for a personal call to action. For others, however, the museum need to engage citizens actively in human rights issues raises the spectre of partisanship, bias, hidden-agenda, and single-minded interpretation.

## MUSEUM EDUCATION

Part of the problem with the divergent opinions on the social role of the CMHR may stem from unclear expectations with regard to the educational function of the museum. While most agree with the statement that “people do learn in museums,” disagreements occur when it comes to the nature of teaching and learning. What is it that visitors are supposed to learn? How will they be instructed?

Placing educational theories on a continuum may help conceptualize people’s understanding. At one extreme is the positivist view that knowledge is fixed, established and independent from the learner. In this view, the role of museums is to transmit and impart knowledge independently of the particular interests, views, and predispositions of visitors. Authoritative museum exhibits are presented in a transmission-absorption mode. Under this traditional behaviourist approach, the role of visitors is to assimilate logically the various bits and pieces of information provided to them, usually in the form of a master-narrative presented to them as self-evident.

At the other extreme, knowledge is seen as a social construct that exists only in the minds of those who create and represent it. Realities are multiple, and are based on particular modes of interactions and experiences. People do not absorb knowledge but make sense (or develop meaning) of their world (that is, through symbol systems and cultural artefacts) based on their prior knowledge, interests, and identity. Constructivist museums emphasize that meaning is not transmitted but rather constructed by the visitors as they experience and try to make sense of the objects, texts, and cultural messages at their disposal. Museums are not repositories of “truths” but rather laboratories for meaning-making.

While these two extreme models do not do justice to the many broad theories of knowledge and education, they offer insights into what the CMHR might envision with regard to its educational role. It is unlikely that the museum will adopt a completely positivist or constructivist epistemology, and for sound reasons. Recent research findings as well as results from respondents provide useful advices with regard to the desired nature of the interaction between the museum and its visitors.

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#### Recommendations:

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57. **Adapted Content** – The museum should identify the target audience(s) and adapt its content to the various learning styles, abilities, and experiences of the visitors (age, educational, social, cultural, linguistic, ethnic background, disabled/impaired etc.)
58. **Broad Education Opportunities** – The Advisory Committee recommends that the education function in the museum address the needs of more than children and students, and specifically recommends providing education programs for front-line workers who are called upon to defend the human rights of others.
59. **Multiple Perspectives** – The museum should present multiple-perspectives on a given subject (exhibits) in order to provide visitors with various cultural and historical realities and points of view.
60. **Personal Significance** –The museum should create a positive and nurturing learning environment that personally affects how visitors – young and adult – think about and engage with the subject-matter.
61. **A Multitude of Voices** – The museum should develop content material (texts, descriptions, quotes, plaques, interactive objects,) in both the “core” and “supplementary” exhibitions, that increases the number of voices represented and personalizes the meaning. Encourage exploration – the museum should foster visitors’ interest, curiosity, and multi-sensory experiences so as to inspire self-confidence and motivation to pursue future learning, whether it is on-site or online.

If learning is a developmental process that engages learners progressively in more sophisticated forms of understanding and appreciation, the museum must adopt “teaching methods” to assist in the learning process, that prove to be effective for various styles of learners. The theory of multiple intelligences postulates that individuals learn through at least eight comprehensive modes: bodily-kinaesthetic, interpersonal, intrapersonal, linguistic, logical-mathematical, musical, and spatial.

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### Recommendation:

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**62. Multiple Instructions Strategies** – A fundamental approach for the CMHR should be to adopt multiple instructional strategies by matching learning styles with the content of the museum. A museum that seeks to cater to multiple styles of learning will have to conceptualize and employ diverse strategies based on the content it wishes to present and the audience it wishes to reach.

At least five instructional methods can be considered. Each one has its own advantages and pitfalls and can be adapted in conjunction with other methods.

- A. *Individual setting*: Typical approach to museum education where visitors individually enter a museum and follow a given path through the museum exhibits. Findings indicate that visitors tend to observe on average 50-60% of objects and read less than 40% of texts (O’Neil 2001) These people fall under two categories: intended visits (deliberate visits) and casual visits (accidental/tourist visits). The CMHR should consider carefully how best to design its exhibits and adapt its content to favour greater engagement and response from the general public. Public education about human rights should become one of the centre pieces of this unique museum’s mission. One of the imperatives of good governance is the continuous education of the general public about human rights issues. This task assumes greater urgency as the population becomes more diverse.
- B. *Group setting*: This approach is used with large groups of visitors (e.g., tourists, students, families) under the control and supervision of a museum educator and usually involves group discussion and interaction with little “hands-on” inquiry or personal engagement. School visits tend to be compulsory and students’ engagement based upon the level of preparation by teachers. The role of the museum educator is to provide an overview based on a pre-established narrative and to answer questions. Results from a study with students at the Quebec Museum of Civilisation indicate that the great majority (72%) first visited museums in primary schools, and a greater majority (74%) have positive views on museums (Daignault 2003).

Considering the national and international character of the CMHR, it must develop group programs (tours, exchanges, activities, contests) adapted to the various needs and expectations of these visitors, especially schools across Canada – in both official languages. The museum’s educational mission will thus require building partnerships with educators and educational institutions, the private and public sectors, community associations and non-governmental organizations – to name a few of the prospective partners.



- C. *Community setting*: This approach is used to display or reach out to community members, groups, and organizations. Usually thematic or focus on special events (e.g., inauguration of new hall, temporary exhibit, guest speaker). Community settings can serve as a “front porch” of the community’ history or a catalyst for change and action. The CMHR must analyze carefully the need to create outreach programs with communities (local, national, international, cultural, linguistic, Aboriginal) The CMHR should make a determined effort to build bridges with Aboriginal communities and the youth, and enlist their support in advancing the museum’s educational mission among the Aboriginal communities across Canada and around the world.
- D. *Online setting*: Virtual approach for online visitors (tourists, students, international visitors, etc.) to access, consult, or study virtual exhibits, online database, classroom activities, discussion boards, and simulations. Online settings now take a variety of forms and means (e.g., virtual tours, simulations, real-time video conferencing, and dynamic online investigations). Findings from an experimental study with the ClioClic (EduWeb module) at the McCord Museum offers promising results and advice, both in terms of user’s engagement and content learning (Larouche 2003).

In this digital age, the CMHR cannot expect to reach out to the world, and youth in particular, without a strong and innovative online component. This could actually become the flagship of the CMHR. The CMHR should become a catalyst for informed dialogue and public discourse on human rights. It could also be the home of a visual showcase of human rights exhibits, artefacts and documents that have shaped the course and evolution of human rights history.

- E. *Disciplinary/Specialized setting*: The scholastic approach for specialized visitors (e.g., specialists, researchers, stakeholders) is usually tailored for particular goals and outcomes (develop new knowledge, create different exhibits, programs, or policies). Given the nature of the subject and the mandate of the CMHR, the museum must develop active and fruitful collaborations with researchers and specialists in the field, both national and international. This could take the form of research funding, program evaluation, publications, conferences, course credits, and so on.

## A RESEARCH CENTRE

In this era of information and communication, museums have to expand their collaboration with other institutions. While other local, national or international museums and heritage sites are obvious collaborators, institutional collaboration with universities is another opportunity to be considered.

The museums’ need to advance knowledge, exchange ideas, adapt and assess programs, and develop new initiatives make it important for the CMHR to consider fruitful collaboration with scholars and researchers in the field (Gob and Drouguet 2003). This collaboration could lead to the establishment of a “research centre” where specialized and interested visitors and stakeholders can pursue further research interests in human rights.

Typically, a research centre carries its mandate by providing users with a learning and research environment for further studies. It can house a library/archival collection of primary and secondary research material, on-site and online research facilities to search, access, retrieve, and copy sources, and a service staff of experts in various subject areas. A research centre can also play a strategic role in researching and disseminating new knowledge to the public in the forms of publications, conferences, temporary exhibits, and so on.

Respondents were overwhelmingly supportive of the creation of a research centre at the CMHR. Reasons given for their support varied widely.

For one respondent, it is the collaboration between scholars and non-experts that would create an “open” dialogue and venue for critical deliberation.

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### Recommendations:

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63. **Knowledge Sharing** – The museum should seek to advance, harness and share knowledge, exchange ideas, adapt and assess programs, and develop new initiatives. This will make it necessary for the CMHR to consider fruitful collaboration with scholars and researchers in the field, including potentially direct collaboration with universities.
64. **An Education and Research Centre** – The CMHR could serve as a centre for education and research (including at the secondary and post-secondary levels) on human rights and could strive to become the world’s leading authority and educational forum on human rights issues. This is consistent with the overwhelming responses and advice garnered from the public consultations. While it may be challenging to achieve, the CMHR could also become a catalyst for informed dialogue and public discourse on human rights.

## THE NEED FOR EVALUATION

The educational function of museums is not complete until programs and content are assessed critically on an ongoing basis. Just as educators need to provide evaluative judgments on the performance of their students, museum curators and staff must develop assessment tools to judge the quality of their museum and the responses of their visitors.

Considering museums in terms of “inputs” and “outcomes” can help assess the value of each component and make necessary adjustments and progress through an evaluative process based on the mission and strategic plan.

Respondents to the consultation also suggested indicators of success for the CMHR. An analysis of content reveals significant themes that emerge from the data (Table 9). According to respondents, the number of visitors (25.9%) and the international recognition and support (18.1%) are the two most evident indicators of success. It will be important, though, to acknowledge that visitors to this museum will also include online visitors, people engaged through outreach and through travelling programs.

While respondents' suggestions should be considered carefully in the initial stage, other indicators may yield more comprehensive and accurate evaluation of the success of the CMHR in the future. The value of educational programs, the access to web content and online objects (discussion boards, blogs, and virtual exhibits), the number and quality of research publications and collaborations, and donations are vital indications for progress and accomplishment. More difficult to evaluate, but perhaps more influential and enduring, is the continuing assessment of return visitations, life-long learning, citizenship attitudes, and sense of commitment and action.

TABLE 8 INDICATORS OF CMHR SUCCESS AFTER 5 YEARS, BASED ON RESPONSES FROM THE WEB BASED CONSULTATION (MINIMUM 20 ENTRIES)

Responses	Frequency	Count
Number of Visitors	25.8%	193
International Visits or Support (Groups/EU/UN/NGOs)	18.1%	135
Educational Program / Curricula / School Visits	16.3%	122
Visits from Canadian Populations	12.3%	92
Web Access / Downloads	8.7%	65
Research / Publications	5.4%	40
Dialogue (National and International)	4.0%	30
Number of Return Visits	3.6%	27
Revenues / Donations	3.1%	23
Values / Active Citizenship	2.7%	20
<b>TOTAL</b>		<b>747</b>

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#### Recommendation:

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65. **Success Indicators** – In this era of democratization and accountability, it will be important for the CMHR to develop comprehensive standards of achievement which are both quantitative and qualitative and which will provide accurate pictures of both the quality of its services and the needs of its visitors. These assessment tools should reflect the diversity of services and depth of progress and achievement, and should be both qualitative and quantitative. They should inform current and new policies and programs and give direction for the future.

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*Section 6*

# MARKETING



*Now, Therefore The General Assembly proclaims This Universal Declaration of Human Rights as a common standard of achievement for all peoples and all nations, to the end that every individual and every organ of society, keeping this Declaration*



## SECTION 6

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### MARKETING

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*Since museums exist for the public benefit and, by implication, their goals are social, their marketing needs to reflect these social goals.*

Fiona McLean 1997

Marketing for the CMHR has two primary objectives – attracting visitors to the facility and alerting non-residents about the opportunities to participate in off-site programs and services.

Based on the responses to the consultation, Canadians have suggested they would make a trip to the CMHR in Winnipeg if they know they will see themselves or issues that are important to them reflected in the museum. Respondents want an experience that is relevant to them and they want real ‘value’ for their visit and their tax dollars.

A few respondents have opined that this initiative is a waste of taxpayer dollars while others have suggested that the CMHR will become a waste of taxpayer dollars if the content is dictated by special interest groups, is couched in politically correct language, or becomes a glorified monument to multiculturalism.

Respondents felt that a combination of traditional and multimedia marketing of the museum will be required in the first few years of operation, to attract visitors and establish the brand, including:

- Advertising the museum on television and radio and in newspapers and magazines;
- Marketing on the internet on popular websites related to or geared toward:
  - Winnipeg and its residents
  - Attracting tourists to Canada or tourists from within Canada;
  - Youth-oriented sites;
  - Education and educator sites;
  - Links on other local and national museum sites; and
  - Social networking sites such as MySpace and FaceBook
- Advertising and engaging with school boards across the country;
- Establishing and maintaining a solid museum website that is rich with content and keeps abreast of current affairs with off-site programs and services; and
- Working with local attraction and tour operators to create promotions or discounts on tours to or stopovers in Winnipeg.

## CREATING AND LEVERAGING RELATIONSHIPS

Many respondents do not consider Winnipeg to be a tourist destination or a city they would want to visit, and this may compound the challenge of attracting visitors to a museum of human rights. Respondents, however, had numerous suggestions aimed at maximizing the number of visitors including:

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- Multiple-entry passes or discount passes, with established Winnipeg cultural institutions such as the Manitoba Museum, the Winnipeg Art Gallery, the Royal Winnipeg Ballet, St. Boniface Museum, etc.;
- Cross-industry marketing at cultural events;
- Developing a tourism campaign between the City of Winnipeg, the hospitality sector, and existing arts and cultural institutions and the rail, airline, bus and tour operators to market the museum and the city of Winnipeg as a 'hot' destination,
- Partnering with school boards across the country to advertise the museum and its website, to announce educational programming or visitation opportunities, and solicit ideas for new programming or traveling exhibitions, and
- Developing a cadre of friends and subscribers to the museum.

## REPEAT LOCAL VISITS

Numerous respondents suggested that repeat visitors will likely be from the Winnipeg area and, as such, approaches to encourage local participation should be considered, including:

- Annual passes or inexpensive family passes;
- Free entry on certain days or evenings;
- Bring-a-friend-for-free campaigns;
- On-site facilities including child care, a good restaurant or café, and a good gift shop;
- Use of CMHR facilities by local and community groups for concerts, lectures, and other special events; and
- Plentiful parking and easy access with local public transit.

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### Recommendations:

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66. **Raise the Institutional Profile as the Museum is Being Built** - The Board should consider forging relationships with other partners to generate interest in the CMHR and establish it as a premier attraction in Winnipeg.



67. **Marketing Advisory Council** – The Advisory Committee recommends the creation of a Marketing Advisory Council (MAC), consisting of local representatives from Chambers of Commerce, tourism organizations, tourism industry representatives and others to assist this newest tourism destination. The Committee also expects that the work of the MAC would assist in a shared benefit to other tourism based businesses in Manitoba.
68. **Audience Development** – The Advisory Committee encourages the museum to examine other museums to find creative ways to build audiences and, in particular, to reach out to those communities who may be intimidated by the “traditional” understanding of a museum.

## REFERENCES

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*Section 7*

# ARCHITECTURE, SUSTAINABILITY AND SITE



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## SECTION 7

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### ARCHITECTURE, SUSTAINABILITY AND SITE

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*Organic architecture seeks superior sense of use and a finer sense of comfort, expressed in organic simplicity.*

Frank Lloyd Wright 1867 - 1959

This chapter provides an overview of the issues surrounding the building design, the operational sustainability of the museum building, issues concerning the choice of Winnipeg as the location for the CMHR, and issues regarding universal access.

#### ARCHITECTURE

Some respondents placed importance on the building design as an essential component to the museum's overall success. A grand, attractive and iconic structure could reflect the value and importance that Canada and Canadians place on human rights, and could serve as a source of pride. Some respondents have suggested that a powerful and dramatic building design has the potential to draw tourists to Winnipeg.

At the same time, some respondents have cautioned against sacrificing content and flexibility for an iconic yet unworkable building design. There was a perception that final decisions have been made with respect to the building design and therefore some expressed concern and criticism that having a site and potential building design already chosen was tantamount to putting the cart before the horse. Others have been critical of the budgeted cost.

Bold and creative architecture can be important in attracting visitors and providing a meaningful visitor experience. Indeed, museums around the world have embraced monumental architecture as a solution to many of their operating challenges. The disadvantage in doing so, however, is an unbalanced focus on the building often at the expense of programs and services. For example, one large Canadian museum is now spending approximately 41% of its \$76 million annual operating budget on building operation and maintenance.

Additionally, the Advisory Committee noted that the proposed design does not provide flexibility for easy expansion in the future.

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**Recommendations:**


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69. **Balance** – It will be important for the Board to keep the museum architecture in perspective for the purpose of balancing iconic architectural appeal with a functional building that has reasonable operating costs.
70. **Adaptable if not Expandable** – If the building design, as currently conceived does not easily allow for later expansion, the Board should ensure the design includes internal flexibility to enable it to adapt to future needs of the museum.

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**OPERATIONAL SUSTAINABILITY ISSUES**


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The sustainability of the CMHR also goes beyond financial concerns, especially at a time when climate change, unbridled consumption and the destruction of the environment continue apace. It is incumbent upon public institutions to model behaviour that will inspire individual and collective responsibility for the stewardship of the environment.

Being sustainable means meeting the needs of the present without compromising the ability of future generations to meet their own needs. Designing for sustainability has obvious financial implications, which also transcend the present. The essence of sound governance is the Board's fiduciary responsibility to ensure that the CMHR building, programs and services serve both present and future generations. This thinking must guide the design and construction of the CMHR from the outset, to ensure that the CMHR is able to fulfill its mission for generations to come.

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**Recommendations:**


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71. **Strive to be a Model of Environmental Sustainability** – If the Predock design is confirmed as the Board's choice, achieving this standard will require additional funding and the Board of Trustees may wish to thoroughly explore options. The board should also consider that there are cost-benefit trade-offs between short-term investment and long-term savings that need to be investigated—both of which are matters of Board accountability.
72. **Internal Commitment to Sustainability** – In addition to developing a sustainable building, it is recommended that the Board ensure a commitment to sustainability in the CMHR's internal operations. This can be embodied in the strategic plan, with appropriate policies, goals and strategies to reduce, reuse and recycle. The Board has a rare opportunity to install these values and attitudes at the outset.
73. **Affordable in the Long-term** – The Advisory Committee wishes to put particularly strong emphasis on the sustainability of design from a cost perspective. The Committee encourages the Board of Trustees to consider very carefully the long-term maintenance costs of all design decisions.

74. **Computerized Facility Management** – The Committee suggests that the senior management of CMHR may wish to explore the use of innovative computerized building management systems to reduce the long-term costs, and improve the success, of the building maintenance program.

## SITE

The Advisory Committee endorses the chosen site of the museum at The Forks, a gathering place of commerce and social interaction for many centuries. In reviewing the specifics of the site, the Advisory Committee focused on questions of access and security.

*Universal Access: Universal access is about removing barriers to visitors' participation and inclusion. Access barriers can include physical, financial, cultural and psychological factors. Strategies for addressing these impediments will need to be equally varied.*

*Physical access* – Respondents have indicated they expect the new museum building, and its programs and services, to be completely accessible to all. Groups that were specifically identified include the physically handicapped, those with strollers and small children, seniors, wheelchairs, sight and hearing impaired visitors.

Respondents - many of them Winnipeg residents - commented on the essential need for local and out-of-town visitors to have easy access to the Forks site. Included in their concerns was the need for ample parking as well as easy transfers to the CMHR with public transportation from the airport, the train station and major hotels in Winnipeg.

During consultations with museums experts from across Canada in November 2007, it was noted that special consideration must be given to providing a short and direct route from the drop-off point on the street to the front doors of the museum for visitors with disabilities, particularly in winter.

*Financial barriers* – Rightly or wrongly, there is a perception that museums are expensive outings and out-of-reach for the average Canadian. Numerous responses included suggestions to keep the museum experience affordable, including:

- Reasonable entry fee - some respondents requested free entry, as is the case in the UK and at the Smithsonian;
- Inexpensive family passes;
- Free entry on certain days or evenings;
- Bring-a-friend-for-free campaigns;
- Plentiful parking, and
- Easy access with local public transit.

Virtual access to the museum and its content are also expected. Access for youth and teachers was often cited as being of primary concern to respondents, given that 60% of the online respondents selected “a centre for education and research” as their first choice for the purpose of the CMHR.

Given the relative isolation of Winnipeg from other large urban centers and subsequent tourist traffic, it follows that a web site that is rich in content will allow greater access by Canadians and international visitors to the content and themes of the museum.

*Cultural barriers* – The CMHR will need to be a welcoming destination for Canada’s cultural diversity as well as the mosaic of cultures, races and religions in the world community. This means more than making a building physically accessible to all, it also means respecting cultural differences in terms of the architecture, design, displays, exhibits, symbolism and colour schemes which have different meanings in different cultures.

*Psychological barriers* – Psychological access remains a fundamental barrier in museums. McLean notes that certain communities feel alienated and disenfranchised because it seems that "ever since their inception, museums have been associated with the elite, and their imposing architecture and their glass cases have symbolically and literally excluded large sections of the population from them." Much has since been written about the need for visitors to possess “cultural competencies” to understand certain forms of cultural productions, and that these competencies are the result of exposure to certain forms of socialization, through upbringing and education.

Many museums have taken steps to attempt to mitigate the divide between those that ‘get it’ and those that do not. Yet, McLean writes, despite moves to create a forum out of the temple, where the museum is a place for confrontation, experimentation and debate; despite opening the doors wide, and encouraging dominated groups to participate not only in gazing at the objects but in creating the displays; and despite a genuine concern in many museums, to widen the population base from which it attracts visitors, museums present psychological barriers too high for many to surmount.

Thus, if museums are to succeed in removing some of these barriers, then they need to be open to the communities they seek to serve. The longstanding notion of democratizing culture (facilitating access to it) should be replaced with a policy of promoting cultural democracy (creativity and participation).

### **Site Security Issues**

The CMHR will explore issues of great turmoil which are viewed very strongly from diverging points of view. In doing so the museum may be perceived by many as a strong example of democracy, freedom and expressions. There are others, though, who will be intolerant of the museum’s objectives. This intolerance could make the building a target for extremism. It will be important for the Board and senior management to conduct ongoing security evaluations to ensure that occupants, collections and the building itself are secure.

In addition, VIPs visiting the museum also have special security requirements that include separate entry and exit points, as well as securable spaces inside the museum.



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Recommendations:

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75. **Long Life, Loose Fit** – The Advisory Committee acknowledges the age-old architectural adage that form must follow function but also recognizes that museums, with life spans of many generations, and in particular an idea museum with a contemporary approach, will see their functions change over time. Consequently, it is important that any design chosen for this museum building be adaptable to the changing role of the museum. The Advisory Committee recommends that the Board of Trustees closely review the proposed Predock design to ensure that it will provide flexibility to house changing content over many generations.

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75.1. In considering flexibility of the design, the Committee reiterates that an explicit policy decision be made with respect to the role of collections at the CMHR. The decision will have significant implications for the design of the building

76. **Early Consultation on Access and Security** – The Board should consult early in the design process with experts in accessibility and security.

77. **Establishing a Solid Presence Online** – The Board should consider the importance and potential of an online presence and what resources may need to be allocated to maintaining and servicing such a presence for an increasingly Internet savvy population.

78. **Security Considered in Balance with Accessibility** – While working to ensure accessibility to the public, the Board and staff must also consider the security of visitors, staff, collections and architecture.

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## CONCLUSION

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## CONCLUSION

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*A journey of a thousand miles begins with a single step.*

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Old Chinese Proverb

The Canadian Museum for Human Rights is becoming a reality as a direct consequence of the path breaking work led by the late Israel Asper. Following Mr. Asper's death, his daughter Gail and the Friends of the Canadian Museum for Human Rights continued to advance the promotion of a museum dedicated to the topic of human rights.

Following the Prime Minister's announcement that this institution would be developed as a national museum, the Minister of Canadian Heritage created the Advisory Committee and tasked it with consulting Canadians.

The response from Canadians has been overwhelming and has reaffirmed the early consultations conducted by the Friends of the CMHR. Canadians are excited by the prospects of this museum and, indeed, the field is wide open for this museum to thrive. The results of the public consultations show both a passion and a need for this museum.

This enthusiasm, however, also leads the Advisory Committee to issue a word of caution. The general public's expectations regarding the role and purpose of the CMHR are very high. In its early formative years the CMHR cannot be all things to all people, and it will require time and nurturing to grow, develop and mature.

At the end of the day we are confronted with the seminal question of what constitutes success for the Canadian Museum for Human Rights. This museum has a higher calling than to simply be viewed by large numbers of visitors. Success for this unique museum is about changing human attitudes, promoting an appreciation for human rights and engendering greater individual and collective engagement in the protection and promotion of human rights. In short, success is about changing minds and changing lives – all for the purpose of making this a better country and a better world.



*Annex A*

## SUMMARY OF RECOMMENDATIONS



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# ANNEX A

## SUMMARY OF RECOMMENDATIONS

	Short Stage Setting	Mid Building	Long Operating
<b>1 A Call to Personal Action</b> - The CMHR will have to be more than a passive presenter of objects and ideas. It will have to offer visitors the opportunity to experience personal transformation and a personal call to action.			
<b>2 Reputations are Built</b> – The Advisory Committee strongly encourages the Board of Trustees and the senior management of CMRH to consciously develop the reputation of the institution as it comes into being. Specifically the Committee encourages developing a strong reputation for objectivity, innovation, transparency and inclusiveness.			
<b>3 Autonomous Governance</b> – This will be an important factor in maintaining the necessary autonomy of the CMHR and this is discussed in a separate section of this report.			
<b>4 Sound Research and Scholarship</b> – These are the foundations for identifying and presenting multiple perspectives. Individuals always have a bias, but sound research and scholarship by multiple parties contribute to a more comprehensive and unbiased perspective. The Advisory Committee recommends that the CMHR acknowledge conflict, as thoroughly and clearly as it is able to do, even if it is offensive to some. This will require courage and conviction every time it is done, and it will never be possible to please everyone. It will be essential to ensure that there are sufficient resources allocated to research and scholarship to ensure the capacity and authority to address these complex issues.			
<b>5 Content Advisory Committee (CAC)</b> – It is recommended that an independent group of human rights scholars, specialists and leaders be appointed to elicit relevant information from individuals, organizations and groups.			
<b>6 Centre for Dialogue</b> – The public consultations revealed widespread interest in participating in the work of the CMHR. In order to achieve a balanced perspective it will be important for the Board to consider ways in which this can be achieved. One proven means of securing public involvement is a centre for dialogue, such as the Morris J. Wosk Centre for Dialogue in Vancouver.			
<b>7 Study Other Museums</b> – While the CMHR will likely be the first comprehensive museum of human rights, the Advisory Committee encourages the Board and senior staff of the museum to visit colleagues in similar institutions and conduct a formal, methodological study of museums with comparable objectives.			
<b>8 Policy for National Engagement</b> – It will be essential for the CMHR’s Board to develop a policy and strategic plan of national engagement at the outset, to ensure that the Museum remains focused on its programs to all Canadians and visitors. This will require consultation, analysis and pilot testing. One of Canada’s National Museums, the Canadian Museum of Nature, has particularly embraced this commitment and much can be learned from their recent experience.			

Short	Mid	Long
Stage Setting	Building	Operating

**9 Outreach** – Directly related to the need for a national service policy, are the many activities required to fulfill a commitment to national service. These activities could range from traveling exhibits, to museum school kits, to alliances and partnerships with like-minded organizations. The challenge lies in committing staff and resources to outreach activities as a priority at the outset, and not funding these activities from whatever funding might be left over from the development of in-house activities. Community service could be the cornerstone of the CMHR’s commitment to outreach, by providing a vital link, resources and expertise for individuals, organizations and communities throughout the world.

**9.1** A key component of the CMHR’s outreach will need to be web-based. The Advisory Committee recommends the CMHR develop this capability from the beginning, to ensure as broad a reach as possible.

**9.2** A further important component will be to link the visitor experience through this museum with opportunities for experiences in home communities. The museum is encouraged to build partnerships with other organizations. One particular example cited by the Advisory Committee is the collection of National Historic Sites across Canada, many of which recall important points in human rights history in Canada.

**10 Student Program and Subsidized Travel** – In addition to outreach activities for all communities, the Advisory Committee recommends that the Board of Trustees give strong consideration to funding at the outset, an education program with subsidized travel for Canadian secondary students to experience the museum in person.

**11 Marketing** – A strong marketing effort will be required, in conjunction with a national service policy and an outreach program, to ensure a high level of national awareness about the CMHR and its off-site programs and services. This marketing will require two thrusts, including attracting visitors to the Winnipeg facility and alerting non-residents about the opportunities to participate in off-site programs and services.

**12 Create and Fund a Foundation** – The Advisory Committee recognizes the financial pressures on national museums and recommends that the CMHR review the work of the National Arts Centre and the National Gallery of Canada in implementing fundraising foundations.

**13 Guiding the Balance** – The Content Advisory Committee, as described above, will be a key source of guidance on the balance between Canadian and international content. This balance will be dynamic and will change depending upon the particular exhibit, program or issue.

**14 Opportunities for Dialogue** – The Centre for Dialogue, as described above, is potentially an important focus for international and national content. It can allow the presentation and exploration of contemporary international issues, without the expense of exhibition and development costs.

**15 Explore the Concept of an Idea Museum** – The CMHR has an unprecedented opportunity to develop, refine and advance the concept of the idea museum, and the Advisory Committee recommends that the Board and senior staff explore this as they develop the museum.

**16 To Collect or Not to Collect** - Although the CMHR is about ideas, it is also called a museum. As noted earlier, collections of objects are often the defining feature of a museum, and many respondents expect to see objects. However, the Board of the CMHR will have to determine the appropriate balance that will fit within the limitations of its budget and content.

**17 A New Kind of Organization** – In its founding vision, purpose, name and expectations, the CMHR is already a unique mix of the old and the new. Although there are precedents from the museum world that will guide the work of the CMHR, in reality, a new kind of organization is in the offing. This is an organization for the 21st century, which will succeed to the extent that it can integrate objects, ideas, and the interests and aspirations of the peoples it serves. The CMHR must, of necessity, both respect traditional museum practice and move beyond it, in order to forge new models and approaches to achieving social relevance.

Short	Mid	Long
Stage Setting	Building	Operating

<p><b>18 Aboriginal Engagement</b> – Ensure that Aboriginal people have substantive involvement in the planning and implementation of the CMHR.</p>	
<p><b>19 Staffing</b> - Ensure that Aboriginal individuals are recruited as CMHR staff, in both management and non-management positions.</p>	
<p><b>20 Collaboration and Partnerships</b> – In addition to governance and staff involvement, provision must be made for Aboriginal involvement in the CMHR’s exhibits, programs and services. This must go beyond consultation and involve direct participation in the design, content and delivery of public offerings. A Content Advisory Committee would play a role in identifying and facilitating this type of direct participation.</p>	
<p><b>21 Challenge Existing Museum Practices and Assumptions</b> – All aspects of the design and planning of the CMHR should address the challenges of inclusivity, both physical and intellectual. At the risk of generalizing, if it is a traditional museum practice or habit, it should be closely scrutinized for its value, meaning and applicability to the unique role and challenges of the CMHR.</p>	
<p><b>22 Activism and Objectivity</b> – The Advisory Committee recommends that the CMHR be socially responsible and progressive in its approach, while the individual visitor should come out of the museum motivated with a personal call to action.</p>	
<p><b>23 Seek Expert Opinion and Local and Traditional Knowledge</b> – The importance of a Content Advisory Committee (experts and specialists) to oversee complex issues was discussed above. At the same time, it will be important to empower and honour non-experts and citizens, if new perspectives are to emerge from communities and diverse cultures. The CMHR has the responsibility and the opportunity to foster an understanding of the interconnectedness of the problems we face. It is in a position to both empower and honour all Canadians in the search for a more tolerant world – by creating a mission that focuses on the interconnectedness of our world and its challenges.</p>	
<p><b>24 Continuous Consultation</b> – The creation of the CMHR has been an excellent example of a collaborative approach through the consultations undertaken to date, including the work of the Friends of the CMHR, the national focus groups, and the Web-based consultations. Such work will also have to become standard practice when the museum is operational. Seeking advice, sharing challenges and being vulnerable are antidotes to the traditional museum tendency to assume authority.</p>	
<p><b>25 Build Relationships</b> – From the outset, the Board and staff will have to allocate the time and resources required to build and maintain authentic human relationships. Even then, this will have to be done incrementally, recognizing the limitless potential for citizen involvement in this institution. In the end, there is no substitute for human relationships, and all the time, energy and consideration they require. This may require a wide array of advisory and working groups and this complexity will simply have to be managed. The alternative is insularity and ultimate isolation as an organization. It is recommended that the Board of Trustees ensure their budget planning provides sufficient resources for this labour intensive activity.</p>	
<p><b>26 Never let the Perfect be the Enemy of the Good</b> – For the CMHR, its staff and Board, this means learning from disappointments and failure and not being deterred by criticism. In the end, respect, quality and substance are more important than popularity. This, of course, is much easier said than done, but a certain comfort with vulnerability will be important as the CMHR comes into being.</p>	
<p><b>27 Board and Staff Selection</b> – The quality of the founding Board will be the foundation of the CMHR’s success. As the saying goes, “an organization is only as good as its board.” With respect to the staff, professional and technical skills are prerequisites, but so are risk-taking, innovation, empathy, listening and a commitment to engaging the community. As all of these qualities are challenging for any type of organization, the selection of CMHR staff will require creativity and diligence.</p>	

	Short Stage Setting	Mid Building	Long Operating
<b>28 Sustainability</b> – Although long-term sustainability is grounded in sound governance, organizational effectiveness, sound financial management and multi-year planning, these are the means with which to achieve sustainability, and are not ends in themselves (Jarman 2000). True sustainability for the CMHR will consist of: <ul style="list-style-type: none"> <li>• Generating sustained public benefit through the quality and/or scale of its work;</li> <li>• Generating sustained community and user support through the demonstrated commitment of the local, provincial, national and international communities; and</li> <li>• Demonstrating an appropriate degree of financial commitment by its main financial stakeholders.</li> </ul>			
<b>29 Vision and Values Statement</b> – The Committee recommends one of the first tasks of the Board be to develop an inspiring vision and values statement that will convey the unique and valuable role that the CMHR will play in the promotion of human rights.			
<b>30 Be, and be Seen to be, Independent</b> - The Board will need to not only ensure that it remains autonomous and free from influence, but also to be seen to be autonomous and free from influence.			
<b>31 Take a Leadership Role</b> - The Advisory Committee recommends that the CMHR take a lead role in contributing to the national and international dialogue on the future of human rights in an informed and apolitical manner. The CMHR should recognize that the public discourse about human rights is often controversial. It should be noted that controversy in human rights can signal progress and, therefore, can be a mark of success and not of failure, and an effective tool for capturing the public’s attention.			
<b>32 Consult Broadly and Regularly</b> - The Advisory Committee recommends the CMHR adopt a policy of regular and open consultation with stakeholders as part of its programming and planning protocols.			
<b>33 Develop a Protocol to Respond to Criticism</b> – Develop an explicit policy and procedures for dealing with criticism, which will allow critics to be heard, their views to be considered, and to find win-win alternatives when possible.			
<b>34 Create Role and Responsibility Statements For Each Trustee, Including Expectations</b> – This is necessary to ensure that each Trustee knows what his or her responsibilities are, including strategic planning, policy development, ensuring financial stability, hiring the CEO, and ensuring that the CMHR fulfills its mission. The Board members have a fiduciary role in the institution and appointments must be of individuals who will put institutional interests above their own.			
<b>35 Recruit Trustees With the Necessary Skills, Experience and Knowledge</b> – Because museums are highly complex organizations, the Board must consist of a mix of individuals with diverse skills and experience in a variety of areas, including construction (initially, at least), finance, legal affairs, museology, communication, government relations, business, human rights, fundraising, history, marketing, education, community development and social responsibility.			
<b>36 Ensure that the CMHR’s Board Continually Reflects the Diversity of its Constituencies</b> – The composition of the Board must be, and be seen to be, reflective of the diverse peoples that the CMHR is intended to serve.			
<b>37 Board Expertise</b> – From time to time, the Board may wish to select non-Board experts to sit as non-voting members on sub-committees of the Board.			
<b>38 Continual Renewal</b> – The Board requires strong and committed members to advocate on behalf of the CMHR. In order to maintain the Board’s ongoing effectiveness, the Board must ensure that its membership is renewed regularly, and in a timely fashion, by the Governor in Council.			

Short	Mid	Long
Stage Setting	Building	Operating

**39 Board Evaluation** – To ensure its ongoing effectiveness, it is recommended the Board engage in ongoing self-assessment, which can be as simple as a brief questionnaire at the end of each Board meeting. This assessment can help to determine if the Board is receiving the information it requires from staff, and whether it is focused on strategic direction or mired in operational details. It is also recommended that the Board commission a third party review of itself every three years, to determine if it is still connected to its larger purpose (making a difference in the world), and whether or not the appropriate Board policies and plans are in place to achieve that purpose. It is further recommended that the Board undertake peer evaluations of individual Trustees.

**40 Transition Team** – The Advisory Committee strongly recommends that the CEO engage a transition management team, consisting of experienced senior staff from the federal government and other organizations (including as appropriate, the Friends) to work with the CEO and with the Board throughout the transition to becoming a new Crown corporation museum.

**41 Community Advisory Groups** – The Advisory Committee recommends appointing community advisory groups to raise awareness of issues, as well as address issues and interests from a variety of stakeholders’ perspectives. These community advisory groups may exist for an evening’s consultation or for several years in order to complete a project.

**42 Undertake Strategic Planning Early** – The CMHR’s strategic thinking and planning should begin as soon as the founding Board is established but it should not be completed before the first CEO is appointed. This initial planning need not be a drawn-out process, and can be accomplished effectively and efficiently if it is properly structured and facilitated at the outset.

**43 “WOW!” Factor** – The CMHR is tasked with exploring a challenging series of issues. The Committee recommends to the Board to explore exciting and engaging presentations while continually re-evaluating the presentations and the possibility of new material and new points of view.

**44 Embracing Multiple Narratives** – The museum must fulfil its mission to attract and engage all categories of visitors in Canada and abroad. Regionalism and the need to see national stories in localized, personal ways must prevail over a master-narrative that would inevitably privilege one dominant interpretative view over the others.

**45 A Strong Service Culture** – The museum must become a place that people want to visit. The Advisory Committee encourages museum management to develop a service oriented culture, staffed by people with an inherent desire and the professional training to assist visitors and to enhance the museum experience.

**46 Accessible Programs and Outreach** – The CMHR must recognize that conventional outreach methods and techniques will not build bridges with some communities, in particular, with youth. Innovative and creative means, especially contemporary electronic templates such as Facebook, Myspace and YouTube, should be promoted in order to engage young people within their electronic and interactive comfort zones.

**47 Universal Access and Appeal** – The CMHR, as a 21st century institution, is in a unique position to engage visitors from all segments. Not only is the purpose of the museum universal, the message and experience must also be inclusive in its content and teaching styles. The structural environment, architectural design, atmosphere, exhibits, and content should receive prime consideration.



Short	Mid	Long
Stage Setting	Building	Operating

**48 Make Personal Connections** – Given the diversified nature of the potential audiences and the constructivist nature of the new museum exhibits, the content of the museum should seek to engage the visitors personally. This can be done by connecting to the familiar and personal stories (what is known or worth knowing for people), associating content with place (where is it located, how does this relate to me, to others?), and providing means to access the information (active learning).

**49 Challenge Traditional Museum Exhibits and Content** – Given the role of the CMHR as an “idea museum” and the need to engage visitors – on-site and online – with both artifacts and interactive/multimedia exhibits, the institution must develop and adopt new constructivist content modules and learning objects, particularly for the young visitors and educators.

**50 Consider Innovation and Experimentation as Essential to Content Exhibits and Museum Life** – the CMHR must recognize past historical tragedies (as lessons) and current events in ways that promote critical understanding and social responsibility, not political activism or apathy. Such a “work in progress” requires great sensitivity and multiple perspectives. It should draw on adequate research expertise, pedagogical content knowledge, and continuous public consultation.

**51 Consider the CMHR Role in Society** – The CMHR should be prepared to contribute to the public debate in such current and avant-garde issues as individual versus collective rights and advancing the frontiers of human rights from civil and political rights to economic, social and cultural rights. It will also face the challenge of appearing relevant and contemporary in the new era of environmental concerns, including sustainable development and environmental rights and responsibilities. Similarly, in the post 9/11 period, privacy and security issues and their corresponding impact on individual rights have taken on added importance. CMHR must serve as a leader and role model on the human rights landscape.

**52 Engage Aboriginal Communities** – The treatment of Aboriginal issues must receive careful attention in the content design given the reputation of Canada and its view as a human rights country. The stories of Aboriginal people do not fit the progressive view of human rights held by most Canadians. Respondents repeatedly emphasized the need to reconcile Aboriginal people with their country and their past. It will be essential that Aboriginal people be engaged in telling their own stories.

**53 Young People are Catalysts for Societal Change** – The CMHR must take every opportunity to engage and empower young Canadian men and women and especially Aboriginal youth in the scope and substance of human rights issues. Canadian youth are an energetic and dynamic segment of the population that have a unique opportunity to become catalysts for change and a powerful force to promote human rights.

**54 Embrace the Historical Context of Human Rights** – The CMHR must also embrace the historical context of human rights issues and events and strategically utilize the pedagogical role of human rights history. This is necessary to build bridges between the generations and to anchor the contextual narrative for the museum’s displays, artifacts and documents.

**55 A Flexible Approach to Events in Human Rights** – The Board of Trustees may wish to explore exhibits in a manner slightly different than “permanent” and “temporary”. The Advisory Committee recommends “core” exhibits, focused on the fundamental principles of human rights and what they mean while regularly changing “supplementary” exhibitions by looking at specific events and issues.

Short	Mid	Long
Stage Setting	Building	Operating

**56 Affordable Interactivity** – The Advisory Committee has heard from many Canadians that electronic interactive displays are popular aspects of modern museums. However, it was intrinsic in these comments that these displays must be in working order to be popular. The Committee strongly encourages the CMHR to rely on electronic, interactive technology while ensuring the museum can afford to maintain the equipment, and quickly repair it when it breaks down. Broken technology is worse than no technology at all.

**57 Adapted Content** – The museum should identify the target audience(s) and adapt its content to the various learning styles, abilities, and experiences of the visitors (age, educational, social, cultural, linguistic, ethnic background, disabled/impaired etc.)

**58 Broad Education Opportunities** – The Advisory Committee recommends that the education function in the museum address the needs of more than children and students, and specifically recommends providing education programs for front-line workers who are called upon to defend the human rights of others.

**59 Multiple Perspectives** – The museum should present multiple-perspectives on a given subject (exhibits) in order to provide visitors with various cultural and historical realities and points of view.

**60 Personal Significance** – The museum should create a positive and nurturing learning environment that personally affects how visitors – young and adult – think about and engage with the subject-matter.

**61 A Multitude of Voices** – The museum should develop content material (texts, descriptions, quotes, plaques, interactive objects,) in both the “core” and “supplementary” exhibitions, that increases the number of voices represented and personalizes the meaning. Encourage exploration – the museum should foster visitors’ interest, curiosity, and multi-sensory experiences so as to inspire self-confidence and motivation to pursue future learning, whether it is on-site or online.

**62 Multiple Instructions Strategies** – A fundamental approach for the CMHR should be to adopt multiple instructional strategies by matching learning styles with the content of the museum. A museum that seeks to cater to multiple styles of learning will have to conceptualize and employ diverse strategies based on the content it wishes to present and the audience it wishes to reach.

**63 Knowledge Sharing** – The museum should seek to advance, harness and share knowledge, exchange ideas, adapt and assess programs, and develop new initiatives. This will make it necessary for the CMHR to consider fruitful collaboration with scholars and researchers in the field, including potentially direct collaboration with universities.

**64 An Education and Research Centre** – The CMHR could serve as a centre for education and research (including at the secondary and post-secondary levels) on human rights and could strive to become the world’s leading authority and educational forum on human rights issues. This is consistent with the overwhelming responses and advice garnered from the public consultations. While it may be challenging to achieve, the CMHR could also become a catalyst for informed dialogue and public discourse on human rights.

**65 Success Indicators** – In this era of democratization and accountability, it will be important for the CMHR to develop comprehensive standards of achievement which are both quantitative and qualitative and which will provide accurate pictures of both the quality of its services and the needs of its visitors. These assessment tools should reflect the diversity of services and depth of progress and achievement, and should be both qualitative and quantitative. They should inform current and new policies and programs and give direction for the future.

	Short	Mid	Long
	Stage Setting	Building	Operating
<b>66 Raise the Institutional Profile as the Museum is Being Built</b> - The Board should consider forging relationships with other partners to generate interest in the CMHR and establish it as a premier attraction in Winnipeg.			
<b>67 Marketing Advisory Council</b> – The Advisory Committee recommends the creation of a Marketing Advisory Council (MAC), consisting of local representatives from Chambers of Commerce, tourism organizations, tourism industry representatives and others to assist this newest tourism destination. The Committee also expects that the work of the MAC would assist in a shared benefit to other tourism based businesses in Manitoba.			
<b>68 Audience Development</b> – The Advisory Committee encourages the museum to examine other museums to find creative ways to build audiences and, in particular, to reach out to those communities who may be intimidated by the “traditional” understanding of a museum.			
<b>69 Balance</b> – It will be important for the Board to keep the museum architecture in perspective for the purpose of balancing iconic architectural appeal with a functional building that has reasonable operating costs.			
<b>70 Adaptable if not Expandable</b> – If the building design, as currently conceived does not easily allow for later expansion, the Board should ensure the design includes internal flexibility to enable it to adapt to future needs of the museum.			
<b>71 Strive to be a Model of Environmental Sustainability</b> – If the Predock design is confirmed as the Board’s choice, achieving this standard will require additional funding and the Board of Trustees may wish to thoroughly explore options. The board should also consider that there are cost-benefit trade-offs between short-term investment and long-term savings that need to be investigated—both of which are matters of Board accountability.			
<b>72 Internal Commitment to Sustainability</b> – In addition to developing a sustainable building, it is recommended that the Board ensure a commitment to sustainability in the CMHR’s internal operations. This can be embodied in the strategic plan, with appropriate policies, goals and strategies to reduce, reuse and recycle. The Board has a rare opportunity to install these values and attitudes at the outset.			
<b>73 Affordable in the Long-term</b> – The Advisory Committee wishes to put particularly strong emphasis on the sustainability of design from a cost perspective. The Committee encourages the Board of Trustees to consider very carefully the long-term maintenance costs of all design decisions.			
<b>74 Computerized Facility Management</b> – The Committee suggests that the senior management of CMHR may wish to explore the use of innovative computerized building management systems to reduce the long-term costs, and improve the success, of the building maintenance program.			



Short	Mid	Long
Stage Setting	Building	Operating

**75 Long Life, Loose Fit** – The Advisory Committee acknowledges the age-old architectural adage that form must follow function but also recognizes that museums, with life spans of many generations, and in particular an idea museum with a contemporary approach, will see their functions change over time. Consequently, it is important that any design chosen for this museum building be adaptable to the changing role of the museum. The Advisory Committee recommends that the Board of Trustees closely review the proposed Predock design to ensure that it will provide flexibility to house changing content over many generations.

**75.1** In considering flexibility of the design, the Committee reiterates that an explicit policy decision be made with respect to the role of collections at the CMHR. The decision will have significant implications for the design of the building

**76 Early Consultation on Access and Security** – The Board should consult early in the design process with experts in accessibility and security.

**77 Establishing a Solid Presence Online** – The Board should consider the importance and potential of an online presence and what resources may need to be allocated to maintaining and servicing such a presence for an increasingly Internet savvy population.

**78 Security Considered in Balance with Accessibility** – While working to ensure accessibility to the public, the Board and staff must also consider the security of visitors, staff, collections and architecture.



*Annex B*

# METHODOLOGICAL NOTES



*Now, Therefore The General Assembly proclaims This Universal Declaration of Human Rights as a common standard of achievement for all peoples and all nations, to the end that every individual and every organ of society, keeping this Declaration*



## ANNEX B

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### METHODOLOGICAL NOTES

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This Final Report of the Advisory Committee on the Canadian Museum for Human Rights has been prepared with the assistance of staff of the department of Canadian Heritage and three expert consultants (Constantine E. Passaris of New Brunswick, Robert R. Janes of Alberta and Stéphane Lévesque of Québec), and is a collaborative work that draws from the analysis of several sets of data. All of this material is available to the Board of Trustees and senior staff of the museum.

The Minister's Advisory Committee drew extensively upon the materials outlined here but additionally, members of the Committee contributed their own experiences and insights into the advice which has been provided in this report.

#### LITERATURE AND EXPERT OPINION

Relevant literature for each chapter was used to inform and document the ideas presented in the report. In-text citations and end-of-chapter references are included to allow the reader to consult the sources selected and get additional details on the arguments or evidence presented.

The committee also reviewed the minutes of a November 2007 meeting (organized by the Department of Canadian Heritage) between museum experts, Predock architects and various consultants involved in the building design, to discuss the proposed design and content for the Canadian Museum for Human Rights, as commissioned by the Friends of the Canadian Museum for Human Rights. As well, the committee considered previous work conducted by the Friends of the CMHR and their advisory committees.

#### FOCUS GROUP TESTING

On behalf of the Advisory Committee, the Department of Canadian Heritage contracted The Antima Group to conduct focus group testing on the proposed Canadian Museum for Human Rights through 26 sessions in 13 locations across Canada during the month of January 2008.

The final report on the results of the 26 focus groups was considered by the Advisory Committee in preparing this report. It should be noted that the results of these methods are not statistically relevant in that the focus groups engaged a relatively small number of participants.

## ONLINE CONSULTATIONS

As part of the task to gather the views of Canadians on their expectations for the CMHR, a web-based consultation process was established in January 2008. The consultation took the form of an online questionnaire comprising a total of 11 multiple-choice and/or open-ended questions (see Appendix 3 to Annex A).

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In seeking wide-ranging participation and representation of Canadians, invitations to participate were published in 177 newspapers in late February and early March, 2008. As well, letters and E-mails were sent on February 5, 2008, to more than 1100 individuals and organizations across Canada, inviting them to share their views online or to request the consultation document by mail.

Additionally, a toll-free telephone line was set-up on February 5, 2008, to allow Canadians to request a paper copy of the consultation document.

As of the close of the consultation on March 15, 2008, over 2300 submissions were received.

It should be noted that the results of this consultation are not statistically relevant in that the consultation engaged only those who had an interest in the project.

### APPENDIX 1 TO ANNEX B

#### FOCUS GROUP TESTING – LOCATIONS

Location	Dates	Location/Address
Halifax (2 groups)	January 23	Corporate Research Associates 7051 Bayers Rd, Suite 400, Halifax
Moncton (2 groups)	January 29	Bristol Omnifacts Research 720 Main Street, 3rd Floor, Moncton
Quebec City (2 groups)	January 30	Impact Recherche 801 Grande Allée Ouest, Bureau 200, Quebec City
Montreal (2 groups)	January 31	Opinion Search 1080 Côte du Beaver Hall, 4th Floor
Toronto (2 groups)	January 29	Opinion Search 2345 Yonge Street, Suite 704

<b>Location</b>	<b>Dates</b>	<b>Location/Address</b>
Thunder Bay (2 groups)	January 24	Valhalla Inn 1 Valhalla Inn Rd.
Kitchener (2 groups)	January 30	Metroline Research Group Inc. 7 Duke Street West, Suite 301
Winnipeg (2 groups)	January 22	NRG Research Group 806 - 213 Notre Dame
Portage la Prairie (2 groups)	January 23	CanadInns - Portage la Prairie 2401 Saskatchewan Avenue
Calgary (2 groups)	January 23	Qualitative Coordination 707 10th Ave SW, Suite 120
Red Deer (2 groups)	January 22	Red Deer Lodge Hotel and Conference Centre 4311 - 49th Ave
Vancouver (2 groups)	January 24	NRG Research Group 1100 Melville Street, Suite 1380
Whitehorse (2 groups)	January 25	Canada Games Centre 200 Hamilton Blvd.

APPENDIX 2 TO ANNEX B

FOCUS GROUP TESTING – DEMOGRAPHICS

Location	Target Population				
	Teachers and educators	Youth (18 -25 years)	Parents	Visible minorities and new Canadians	Aboriginal Canadians
Halifax (2 groups)		1 group (E)		1 group (E)	
Moncton (2 groups)		1 group (F)	1 group (F)		
Quebec City (2 groups)		1 group (F)	1 group (F)		
Montreal (2 groups)	1 group (F)			1 group (E)	
Toronto (2 groups)	1 group (E)			1 group (E)	
Thunder Bay (2 groups)			1 group (E)		1 group (E)
Kitchener (2 groups)			1 group (E)	1 group (E)	
Winnipeg (2 groups)	1 group (E)		1 group (F)		
Portage la Prairie (2	1 group (E)				1 group (E)
Calgary (2 groups)		1 group (E)			1 group (E)
Red Deer (2 groups)		1 group (E)			1 group (E)
Vancouver (2 groups)			1 group (E)	1 group (E)	
Whitehorse (2 groups)	1 group (E)				1 group (E)



APPENDIX 3 TO ANNEX B  
PUBLIC CONSULTATION DOCUMENT

**NOTE**

All information collected through this public consultation will be handled in accordance with the *Privacy Act of Canada*.

**INTRODUCTION**

In April 2007, Prime Minister Harper announced that the Government of Canada had reached an agreement with four public and private sector partners to establish the Canadian Museum for Human Rights (CMHR) as a national museum in Winnipeg. It will be the first new national museum created in more than forty years and it will be the first ever national museum outside the National Capital Region. It will portray, promote and celebrate the history and evolution of human rights.

It is the Government's intention to establish the Canadian Museum for Human Rights as a federal Crown corporation under the *Museums Act*. Its future Board of Trustees will be responsible for determining the museum's program vision.

Views on human rights issues vary from nation to nation, culture to culture and person to person. Many Canadians have strongly held views on this matter and the future Board of Trustees will wish to take these views into account in reaching its decisions on the museum's program vision.

The Honourable Josée Verner, Minister of Canadian Heritage, Status of Women and Official Languages, has established an Advisory Committee of eminent Canadians from across the country to develop recommendations on the potential scope and content of the museum. These recommendations will be provided to the future Board of Trustees for its consideration in planning the new museum.

The Advisory Committee is conducting this consultation as part of its task to gather the views of Canadians on their expectations for the new museum.

The following questions are intended to stimulate reflection and ideas for the Canadian Museum for Human Rights. The Advisory Committee also invites you to submit your views on any matters not covered by the questions to CMHR-MCDP@pch.gc.ca.

## **Question 1**

Are you responding to this consultation as

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a private individual?

a representative of an organization or group? \*

\* Name of organization or group (optional): \_\_\_\_\_

## **Question 2**

A museum can serve many purposes. Of the potential roles for the Canadian Museum for Human Rights (CMHR) listed below, which are most important in your view? Please rank these potential roles, from 1 to 5, with 1 being the highest-ranked and 5 being the lowest-ranked.

A centre for education and research

An exploration zone

An exhibition centre

A call to action

A place for reflection

Other potential roles?

Based on your response to Question 2 above, what does your first choice mean to you?

**Question 3**

All museums are faced with the challenge of finding the right balance in their exhibitions and other programming activities. The following five questions outline a series of possible choices for the future Board of Trustees in establishing the overall program vision for the museum.

Please check the box that best represents your vision for the museum.

- a. What would be the right balance between a focus on historical events and issues and a focus on recent or current events and issues?

<b>Historical</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<b>Current</b>
	All	Mostly	Slightly	Equal	Slightly	Mostly	All	
				More		More		

Comments?

- b. What would be the right balance between Canadian and international content in the CHMR?

<b>Canadian</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<b>International</b>
	All	Mostly	Slightly	Equal	Slightly	Mostly	All	
				More		More		

Comments?

- c. Some human rights events or issues in Canada may have surfaced in only one or two regions while others may have been more broadly experienced across the country. For the CMHR, what should the balance be between regional and national stories?

**Regional**        **National**

All Mostly Slightly Equal Slightly Mostly All

More More

Comments?

- d. The human rights story includes both tragic events and great triumphs. What balance should the CMHR achieve between commemoration of tragic events and celebration of breakthroughs in the advancement of human rights?

**Commemoration**        **Celebration**

All Mostly Slightly Equal Slightly Mostly All

More More

Comments?

- e. Museums use a variety of approaches in presenting exhibitions. Usually, objects and works of art are the primary focus. Some museums are now incorporating other approaches such as multimedia and interactive exhibits. What would be the right balance for the CMHR?

**Objects /**        **Multimedia /**

**works of art** All Mostly Slightly Equal Slightly Mostly All **interactive**

More More

Comments?

#### **Question 4**

Many human rights events and issues evoke differing points of view. How should the CMHR ensure that its exhibits are accurate and, at the same time, sensitive to multiple perspectives?

Comments?

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#### **Question 5**

A national museum has a responsibility to serve all Canadians. At the same time, it may make a special effort to attract particular segments of the population as well as international audiences.

a. Please identify the segment(s) of the population that you believe the CMHR should make special efforts to reach by checking the corresponding box(es). You may make more than one selection.

- Winnipeg residents
- Canadians from other parts of Canada
- International visitors
- Youth
- Ethno-cultural groups
- Educators

Do you have any suggestions for attracting the segment(s) of population that you identified above?

b. Are there any other population groups the CMHR should make a special effort to attract?

Comments?

**Question 6**

There are many possible topics and issues the CMHR could present, such as: key milestones in the international and national development of human rights; current debates about the balance between human rights and other objectives; events in Canada that have betrayed or confirmed our commitment to human rights; global movements to address human rights issues.

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What are some specific topics and issues that you think should be included in the CMHR’s programming?

**Question 7**

In your view, five years after the museum has opened, what would be the key indicators that it is successful?

**Question 8**

The Advisory Committee invites any additional comments you may wish to make.

**ADDITIONAL INFORMATION**

To assist the analysis of the information gathered through this consultation, your responses to the following three questions would also be appreciated.

**Question 9**

Your location:

- |                             |   |
|-----------------------------|---|
| <input type="checkbox"/> BC | <input type="checkbox"/> NS                           |
| <input type="checkbox"/> AB | <input type="checkbox"/> PEI                          |
| <input type="checkbox"/> SK | <input type="checkbox"/> NL                           |
| <input type="checkbox"/> MB | <input type="checkbox"/> YK                           |
| <input type="checkbox"/> ON | <input type="checkbox"/> NT                           |
| <input type="checkbox"/> QC | <input type="checkbox"/> NU                           |
| <input type="checkbox"/> NB | <input type="checkbox"/> Other (please specify) _____ |

**Question 10**

Your gender:

- Male  Female

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**Question 11**

Your age:

- |                          |              |                          |             |
|--------------------------|--------------|--------------------------|-------------|
| <input type="checkbox"/> | 12 and under | <input type="checkbox"/> | 35-44       |
| <input type="checkbox"/> | 13-18        | <input type="checkbox"/> | 45-54       |
| <input type="checkbox"/> | 19-24        | <input type="checkbox"/> | 55-64       |
| <input type="checkbox"/> | 25-34        | <input type="checkbox"/> | 65 and over |

**Thank you for participating in this consultation.**

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Please return your completed consultation document by March 15, 2008 to:

- CMHR Advisory Committee

C/o Heritage Group

Room 38, 3rd Floor, 15 Eddy Street

Gatineau QC

K1A 0M5

- You may also fax your response to (819) 997-8392.
- Please contact us via telephone (1-866) 892-9273) or e-mail (CMHR-MCDP@pch.gc.ca) should you require additional information.





*Annex C*

## MEMBERS OF THE ADVISORY COMMITTEE



*Now, Therefore The General Assembly proclaims This Universal Declaration of Human Rights as a common standard of achievement for all peoples and all nations, to the end that every individual and every organ of society, keeping this Declaration*



## ANNEX C

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### MEMBERS OF THE ADVISORY COMMITTEE

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#### **ARNI C. THORSTEINSON, Chairperson**

Mr. Thorsteinson is currently president of Shelter Canadian Properties, a position he has held since 1991. He is also the founder and CEO of Lanesborough Huntingdon and Temple Real Estate Investment Trusts. Mr. Thorsteinson holds a Bachelor of Commerce Honours from the University of Manitoba and is a designated Chartered Financial Analyst.

#### **GAIL ASPER O.M., Vice-Chairperson**

Gail Asper obtained her B.A. and LL.B. from the University of Manitoba in 1981 and 1984 respectively. After receiving her call to the Bar of Nova Scotia in 1985, Ms. Asper practised corporate and commercial law with Goldberg and Thompson before joining CanWest Global Communications Corporation, in 1989, as corporate secretary and legal counsel.

Ms. Asper is corporate secretary of CanWest Global Communications Corporation and president of the CanWest Global Foundation. She is also corporate secretary and managing director of the Asper Foundation, a private charitable foundation. Ms. Asper is a member of the board of directors of CanWest Global Communications, Great-West Lifeco and the Great-West Life Assurance Company, London Insurance Group, London Life Insurance Company, Canada Life Assurance Company, and Canada Life Financial Corporation. She has served on the boards of numerous not-for-profit groups and is currently co-chair of the Manitoba Theatre Centre Endowment Campaign, as well as vice-chair of the Council for Business and the Arts. She is the past campaign chair for Winnipeg 2002 United Way Campaign and past chair of the board of directors for the United Way of Winnipeg.

Ms. Asper is also on the board of directors for the National Arts Centre Foundation and is a director emeritus for the University of Waterloo's Centre for Cultural Management. As well, she is currently a governor of the Hebrew University of Jerusalem. Ms. Asper has received many awards for her community service, and this year was awarded the Order of Manitoba.

## **BILL BARKLEY**

Bill Barkley is currently working as an independent consultant, focusing on planning, management, and teaching for museums and related institutions. At the Royal British Columbia Museum, he served as assistant director, from 1977 to 1984, then as chief executive officer, from 1984 to 2001. In the latter capacity, he was responsible for the overall planning and direction of the museum. Before that, he was employed by the Canadian Wildlife Service as the chief naturalist at the Wye Marsh Wildlife Centre. Mr. Barkley has served on a number of associations and boards, including the Canadian Museums Association, the Virtual Museum of Canada, and the Canadian Federation of Friends of Museums. He holds a Master of Arts in adult education and a Bachelor of Science (Honours Zoology) from the University of British Columbia.

## **THE HONOURABLE BENOÎT BOUCHARD**

Benoît Bouchard was born in Roberval, Quebec. After completing his university studies in pedagogy and literature at Laval University in Québec, he worked in the field of education until 1984.

In September 1984, Mr. Bouchard was elected to the House of Commons as the Member of Parliament for Roberval. He was appointed Minister of State for Transport and went on to hold the positions of Secretary of State for Canada (1985), Minister of Employment and Immigration (1986-88), Minister of Transport (1988-1990), Minister of Industry, Science and Technology (1990-1991), and Minister of Health and Welfare (1991-1993).

In June 1993, Mr. Bouchard was appointed Ambassador of Canada to France. Upon returning to Canada from Paris in 1996, he was appointed chair of the Transportation Safety Board of Canada, a position he held until September 2001. Since June 2006, Mr. Bouchard has been the Government of Canada's chief federal negotiator on the land regime and comprehensive land claims negotiations with the Quebec Innu.

## **THE HONOURABLE CONSTANCE R. GLUBE**

Constance Glube is a retired Chief Justice of Nova Scotia (Court of Appeal) and became the first woman to be appointed a Chief Justice in Canada when, in 1982, she was made Chief Justice of the Supreme Court of Nova Scotia. Before her appointment to the bench, she practiced law with the firms Kitz, Matheson, then Fitzgerald and Glube, and later acted as a solicitor for the Legal Department of the City of Halifax. She served as city manager for the City of Halifax, from 1974 to 1977.

Chief Justice Glube is a graduate of both McGill University and Dalhousie University and holds honorary doctorates in law from Dalhousie University, Mount Saint Vincent University, and St. Mary's University. She holds the Order of Nova Scotia and was made an Officer of the Order of Canada in 2006.

## **MARY GUSELLA**

A career federal public servant, Mary Gusella currently carries on a mediation practice with ADR Chambers. She has most recently been the chief commissioner of the Canadian Human Rights Commission, where she led the transformation of the organization, maximizing the use of ADR to resolve complaints in a timely and effective manner.

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Previously, Ms. Gusella served as the Canadian chair of the International Joint Commission, an independent bi-national organization established to prevent and resolve disputes relating to the use and quality of Canada-US boundary waters. She has also been a commissioner of the Public Service Commission of Canada, deputy minister of Multiculturalism and Citizenship, head of the Leadership Network, president of the Atlantic Canada Opportunities Agency, and president and chair of the board of Enterprise Cape Breton Corporation. During her career, Ms. Gusella has held senior positions relating to Crown Corporations governance and worked on the development and implementation of major Crown Corporations legislation in 1984. As a federal land claims negotiator, Ms. Gusella led land selection negotiations with the Inuvialuit in the Western Arctic, took part in Yukon negotiations, and prepared policy for British Columbia claims. She was also a member of the Canada Oil and Gas Lands Administration team negotiating land rights on Canada Lands.

A graduate of the University of Toronto, Ms. Gusella earned her Bachelor of Laws degree from the University of Ottawa and was called to the Bar in 1979. She holds certificates from Harvard University Program of Instruction for Lawyers in Mediation, Negotiation and Advanced Negotiation and a certificate from the Ontario Securities Institute.

## **VIM KOCHHAR**

Vim Kochhar is president and founder of the Vimal Group of Companies in Toronto, which manufactures and retails quality pine furniture and home furnishings. He is an entrepreneur and a professional engineer, and, for over 20 years, was associated with the construction industry in Canada and abroad.

Working for InterContinental Hotels and Howard Johnson Hotels, he was responsible for project management of major hotels around the world. In Canada, he worked for Canadian Bechtel and Scrivener Projects on the construction of many large projects, including the University of Toronto's Medical Sciences Complex and Memorial University's Medical School. He was also responsible for the moving of historic Campbell House in Toronto to its current location at University Avenue and Queen Street.

Born in India, he received his engineering degree at the University of Texas and immigrated to Canada in 1967, becoming a Canadian citizen in 1974.

## **JOHN C. PETERSMEYER**

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John C. Petersmeyer began his professional career in 1969 with GBR Architects as a design architect. He was appointed a principal in 1973 and assumed the role of principal in charge of design until 1991, when he became vice-president of the firm. In 1993, Mr. Petersmeyer assumed the role of president and CEO. In 2004, GBR merged with Stantec. Mr. Petersmeyer is now a principal of Stantec Architecture. Much of his varied professional experience has been in strategic planning and the general programming, planning, and design development phases of various projects covering a wide spectrum of sectors, with particular emphasis on health care and education projects.

Mr. Petersmeyer graduated from the Faculty of Architecture of the University of Manitoba in 1969. He is a member of several professional and community organizations and was appointed a Fellow of the Royal Architectural Institute of Canada.

## **JONATHAN F. VANCE**

Jonathan F. Vance is professor and Canada Research Chair in Conflict and Culture in the Department of History at the University of Western Ontario and was recently named a Premier's Research Excellence Award winner. A native of Waterdown, Ontario, he holds degrees from McMaster University, Queen's University, and York University, and taught at a variety of institutions before coming to Western in 1997. He is the author of *Objects of Concern: Canadian Prisoners of War Through the 20<sup>th</sup> Century* (1994); *Death So Noble: Memory, Meaning, and the First World War* (1997); *High Flight: Aviation and the Canadian Imagination* (2002); *A Gallant Company: The True Story of "The Great Escape"* (2003); and *The Encyclopedia of Prisoners of War and Internment* (2006). His most recent book is *Building Canada: People and Projects that Shaped the Nation* (2006). He has also published over eighty peer-reviewed articles, conference papers, invited lectures, and book reviews. He teaches Canadian cultural and political history, 20<sup>th</sup> century military history, public history, and social memory.