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## TRANSMITTAL LETTER FROM THE CHAIR

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March 31, 2008

The Honourable Josée Verner, P.C., MP.  
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



## 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

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## SUMMARY OF RECOMMENDATIONS

	Short Stage Setting	Mid Building	Long Operating
<p>1. <b>Call to Personal Accountability</b> – The CMHR will have to be more than a passive presenter. It will need to be an active participant in the development of the national framework for human rights education. This will require a commitment to transparency, innovation, and inclusiveness.</p>			1 A
<p>2. <b>Human Rights Education</b> – The CMHR will need to develop a national framework for human rights education that is inclusive, innovative, and transparent. This will require a commitment to transparency, innovation, and inclusiveness.</p>			
<p>3. <b>Human Rights Education</b> – The CMHR will need to develop a national framework for human rights education that is inclusive, innovative, and transparent. This will require a commitment to transparency, innovation, and inclusiveness.</p>			
<p>4. <b>Human Rights Education</b> – The CMHR will need to develop a national framework for human rights education that is inclusive, innovative, and transparent. This will require a commitment to transparency, innovation, and inclusiveness.</p>			
<p>5. <b>Contemporary Human Rights</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.</p>			5 Cont
<p>6. <b>Human Rights Education</b> – The CMHR will need to develop a national framework for human rights education that is inclusive, innovative, and transparent. This will require a commitment to transparency, innovation, and inclusiveness.</p>			
<p>7. <b>Study Other Museums</b> – While the CMHR will likely be the first comprehensive methodological study of museums with a focus on human rights education.</p>			
<p>8. <b>Policy for National Engagement</b> – It will be essential for the CMHR's Board to...</p>			

Short Stage Setting	Mid Building	Long Operating
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**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 general in-house programs to all-Canada tours 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

programs. It is important to ensure that the resources are allocated to the right

areas of the organization, for example, how to link programming and assessment for the field office

organizations and communities throughout the world.

As some Committee members noted, the ICHC will be a critical link between

9.2A further important component will be to link the visitor experience through this

experience to the rest of the organization and to the national service policy. The program will be

designed to provide a national service policy that is consistent with the ICHC's mandate

and to ensure that the program is integrated with the rest of the organization's activities.

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ists, including attracting visitors to the Winnipeg facility and  
 ts about the opportunities to participate in off-site programs

will require two thr  
 alerting non-reside  
 and services.









that electronic interactive displays are a state-of-the-art technology that is intrinsic in these comments that these displays will be a major

electronic, interactive technology while ensuring the museum can afford to maintain the equipment, and quickly repair it when it breaks down. Broken

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in the museum address the needs of more than children and students, and specifically recommends providing education programs for front line

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The museum should seek to advance, harness and share subject matter and access programs, and develop new make it necessary for the CMHR to own certain

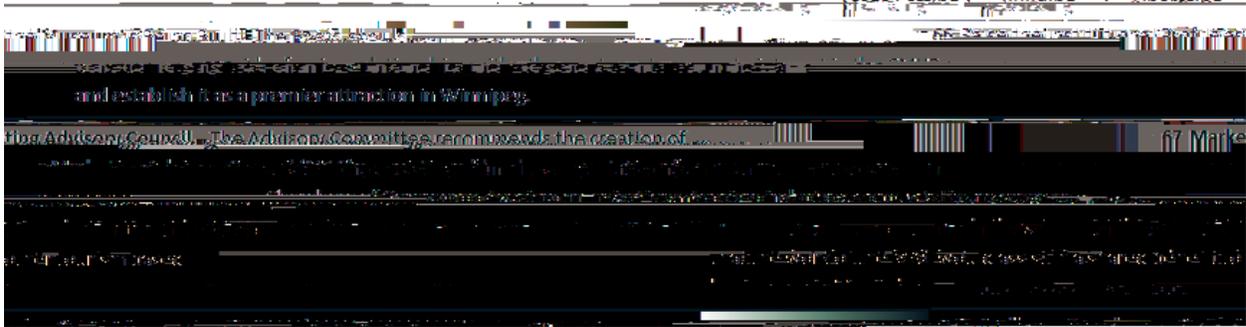
63 Knowledge Sharing – knowledge exchange

that was the sw

Short

Mid

Long



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 long life museums should be designed to adapt to changing needs. Museums with a contemporary approach will see their functions change over time. It is important that any design chosen for this museum building be

Consequently,

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.

**76 Early Consultation on Access and Security – The Board should consult early in the**

design process with

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**77 Establishing a Solid Presence Online – The Board should consider the importa**



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## 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 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.

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 final

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—human rights. Freedom of movement is just one example of the evolving landscape on human rights. International economic relations and the affirmation of free trade initiatives in all 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  
area of international trade—  
on that countries should engage in international







## SECTION 1

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### MISSION

Page | 5

*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*

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

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 o



## 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

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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.

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.

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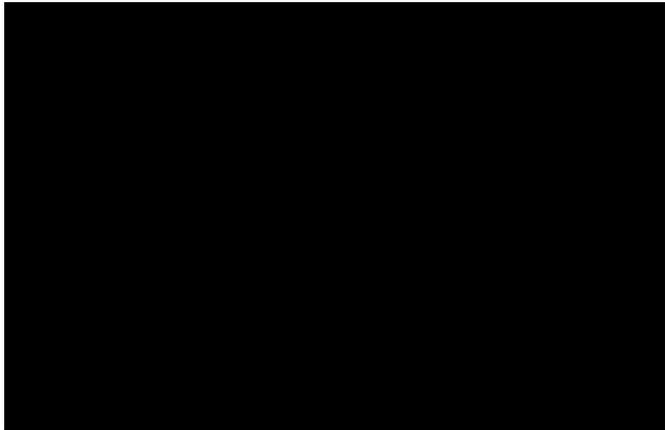
**21. Challenge Existing Museum Practices and Assumptions** – All aspects of the design and planning of the CMHR should address the challenges of inclusivity, both physical and intellectual. At the risk of generalizing if it is a traditional museum practice or habit, it should be closely scrutinized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

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.



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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

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Recommendations:

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**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



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## SECTION 2

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### GOVERNANCE

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*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

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

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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.

## 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**



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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 in a position to —

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## SECTION 3

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### VISITOR EXPERIENCE

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*"It is 'almost impossible to define a ~~kd000kd000~~"*

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 tra

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.

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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

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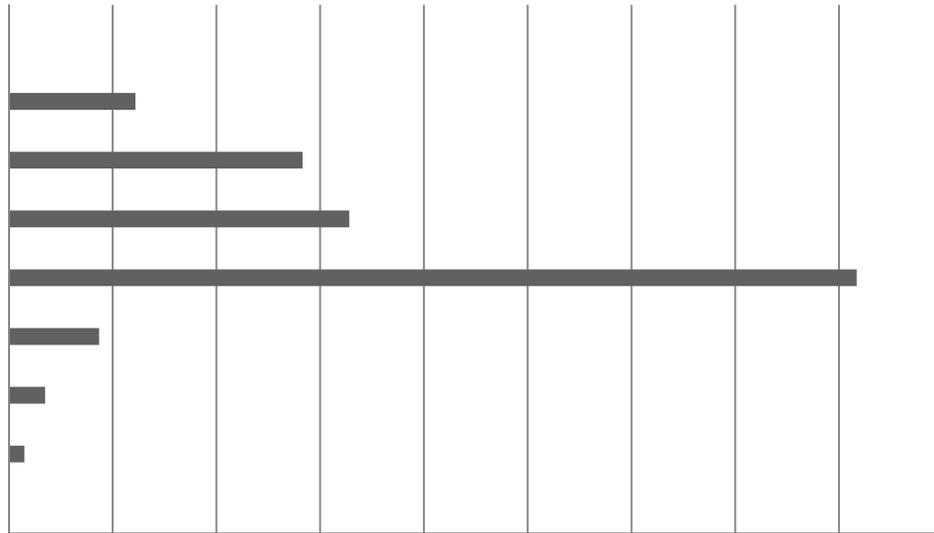
Such a constructivist mode of learning<sup>1</sup> from the subject matter necessitates interactive museum exhibits that put visitors in charge of their education. For example, interactive exhibits may include personal audio recording tracks and devices (e.g., downloadable for iPods, cellular phones, 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 intera



Respondents showed remarkable concern and balance in their responses when asked about the

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.

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 Nations is a

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

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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.

**49. Challenge Traditional Museum Exhibits and Content**



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## SECTION 5

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### EDUCATION

*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's 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>.



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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”.

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

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.

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- 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.

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.

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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.

While respondents' suggestions should be considered carefully in the initial stage, other indicators



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## 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:

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 in Winnipeg

**67. Marketing Advisory Council**

## REFERENCES

McLean, Fiona 1997, *Marketing the Museum*, Routledge, London, p. 74.

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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.

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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.

## OPERATIONAL SUSTAINABILITY ISSUES

The sustainability of the CMHR also goes beyond financial concerns, especially at a time when

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** 

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

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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 m

## REFERENCES

McLean, Fiona 1997, *Marketing the Museum*, Routledge, London.

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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.



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Short Stage Setting	Mid Building	Long Operating
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**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 general information about the museum to all kinds of programs and outreach.

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

programs. The approach is to link organizations and communities throughout the world.

organizations and communities throughout the world.

As a result, the Commission is recommending that the Commission be given the authority to

9.2A further important component will be to link the visitor experience through this

ents to experience the museum in person.

travel for Canadian secondary students

ists, including attracting visitors to the Winnipeg facility and  
ents about the opportunities to participate in off-site programs

will require two through  
alerting non-resident  
and services.



<p>these are the means with which to achieve sustainability, and are not ends in themselves (Annex 2008). Thus sustainability for the O&amp;A will consist of:</p> <ul style="list-style-type: none"> <li>• Generating a sustained public benefit through the quality and/or scale of its work;</li> <li>• Generating a sustained community and user support through the demonstrated of the local, provincial, national and international communities; and</li> <li>• Generating a commitment from financial stakeholders.</li> </ul>	<p>• Generating a sustained public benefit through the quality and/or scale of its work;</p> <p>• Generating a sustained community and user support through the demonstrated of the local, provincial, national and international communities; and</p> <p>• Generating a commitment from financial stakeholders.</p>
<p>autonomous and free from influence.</p>	<p>autonomous and free from influence.</p>
<p><b>CMHR take</b></p> <p>national dialogue on the future</p>	<p><b>Take a leadership Role.</b> The Advisory Committee recommends that the a lead role in contributing to the national and interna</p>
<p>attention.</p>	<p>attention.</p>
<p>35. Recruit Trustees With the Necessary Skills, Experience and Knowledge – Because</p>	<p>more successful highly complex organizations, the Board must consist of a mix of</p>
<p>cy, legal affairs, museology, communication, construction (initially, at least), finance, government relations, business, human rights, fundraising, history, marketing,</p>	<p>construction (initially, at least), finance, government relations, business, human rights, fundraising, history, marketing,</p>

he CMHR. In order to maintain the Board’s ongoing

advocate on behalf of ti





that electronic interactive displays are a state-of-the-art technology that is intrinsic in these comments that these displays will be a major

electronic, interactive technology while ensuring the museum can afford to maintain the equipment, and quickly repair it when it breaks down. Broken

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in the museum address the needs of more than children and students, and specifically recommends providing education programs for front line

in the museum address the needs of more than children and students, and specifically recommends providing education programs for front line

“supplementary” exhibitions, that increases the number of voices represented and

confidence and motivation to pursue future learning, whether it is on site or online.

and the audience it wishes to reach.

The museum should seek to advance, harness and share subject matter and access programs, and develop new make it necessary for the CMHR to own certain

63 Knowledge Sharing – knowledge exchange

that was “the sw



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 long life museums should be designed to adapt to change. Museums with a contemporary approach will see their functions change over time. It is important that any design chosen for this museum building be

Consequently,

adaptable to the changing needs of the community and the museum. The design should be flexible and allow for future generations to use the building in ways that were not originally intended.

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 a significant impact on the building's design and construction.

**76 Early Consultation on Access and Security – The Board should consult early in the**

design process with groups in the community that have a stake in the building's use.

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**77 Establishing a Solid Presence Online – The Board should consider the importa**



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## 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



<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 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.

## **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 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?

#### **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 top A si y

**Question 10**

Your gender:

Male

Female

**Question 11**



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## 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 Regina. She is a Chartered Accountant (CMA, CMAA, CMAA(C), CMAA(C)A, CMAA(C)A) and a Chartered Financial Analyst (CFA).

**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

## **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

**JOHN C. PETERSMEYER**

Page | iv

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 O**

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