



Practice Project

Graphic Design Technology

POST-SECONDARY

1 CONTENTS

This Test Project consists of the following documentation/files:

1. SCNC2023_TP40_PS_C1_EN.docx **OR** SCNC2023_TP40_PS_C1_FR.docx
2. SCNC2023_TP40_PS_C1_EN.pdf **OR** SCNC2023_TP40_PS_C1_FR.pdf
3. SCNC2023_TP40_PS_C1_Images (Folder with image files)
4. SCNC2023_TP40_PS_C1_Text (Folder with text files)
5. SCNC2023_TP40_PS_C1_Vector (Folder with vector/graphic files)
6. SCNC2023_TP40_PS_C1_Charts (Folder with chart data files)

2 INTRODUCTION

The Canadian Museum for Human Rights (CMHR) is the world's first museum dedicated to human rights. The museum is around the idea that respect and understanding of human rights can serve as a positive force for change in the world.

The mandate of the museum 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.

As with all of Canada's national museums, the Canadian Museum for Human Rights plays an essential role in:

- Preserving and promoting our heritage at home and abroad
- Contributing to the collective memory and sense of identity of all Canadians
- Being a source of inspiration, research, learning and entertainment that belongs to all Canadians
- Providing, in both official languages, a service that is essential to Canadian culture and available to all

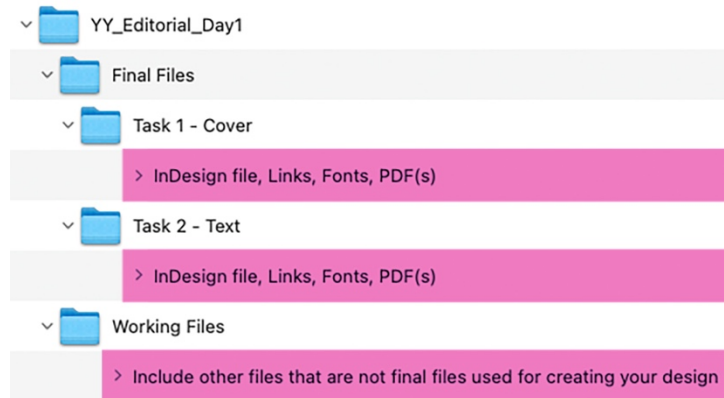
3 DESCRIPTION OF PROJECT AND TASKS

For this project you will be required to design the outside Covers/Spine, and multiple internal spreads for the 2022-23 Canadian Museum for Human Rights Annual Report.

4 INSTRUCTIONS TO THE COMPETITOR

4.1 Folder Structure

Create a folder on your Desktop called YY_Editorial_Day1 (where YY represents your competitor number). The folder structure will be as follows:



The pink highlighted text are instructions only.

4.2 File Submission

Copy the YY_Editorial_Day1 folder onto the supplied USB drive once you have completed ALL TASKS.

4.3 Time Limit

Task 1 will be collected after **2 hours**.

Time limit for this entire test project will be **6 hours**.

4.4 Printing/Project Identification

Use a PDF when printing! The working files will be large and will take too long to print! You must include your competitor number (as directed in the Tasks) and printouts for marking and delivery to your workstation (the number should be included outside of the artwork area whenever possible).

4.5 About Image/Graphics Marking for All Tasks

The colour mode, file formats, and final resolution will be assessed in InDesign/Photoshop.

No upsampling/upsizing of images. Images must be used at their original size or smaller.

Embedded images are NOT ACCEPTED in InDesign. Images are NOT ACCEPTED in Illustrator.

.jpg / .png / .svg file formats are NOT ACCEPTED for images/graphics.

Only .tif / .psd are ACCEPTABLE file formats for images.

Only .eps / .ai are ACCEPTABLE file formats for graphics.

No RGB vector graphics permitted.

5 TARGET MARKET

5.1 Brand Personality

The Canadian Museum for Human Rights would like the following to be embodied in their Annual Report, and would like these concepts to permeate the design elements (colour/typography/layout/etc.) of the layout:

- **Passionate:** We are dedicated to the evolution and celebration of human rights and being a global leader in promoting dialogue and increasing understanding.
- **Empathetic:** By putting ourselves in the shoes of others, we can try to appreciate what they've gone through. Information leads to knowledge. Empathy leads to understanding.
- **Creative:** We engage people by being innovative and thought provoking. We deliver inspiring experiences and memorable communications that encourage reflection, knowledge, and empathy.

5.2 Brand Values

The Canadian Museum for Human Rights would like the following values to be embodied in their Annual Report, and would like these concepts to permeate the design elements (colour/typography/layout/etc.) of the layout:

- **Dialogue:** The CMHR fosters an appreciation for human rights and spurs dialogue outside its walls. The Museum encourages ongoing participation in ever-evolving local and global conversations around human rights.
 - **What we mean:** conversation, listening, reconciliation, openness, thoughtfulness.
 - **What we don't mean:** preaching, lecturing, inauthenticity, polarizing.
- **Inclusivity:** The CMHR recognizes and embraces the uniqueness of all people. From the design of the CMHR to the presentation of information, it ensures inclusion and accessibility for individuals of every age, background, and level of ability.
 - **What we mean:** empathy, understanding, fairness, participation.
 - **What we don't mean:** generic, inauthentic, imposed, forced.
- **Honesty:** As a global resource of human rights learning, the CMHR has a responsibility to ensure accuracy, integrity, and credibility. The CMHR

seeks and shares the truth in presenting the human rights triumphs, challenges, and failures of our past and present.

- **What we mean:** accuracy, integrity, credibility, transparency, balanced.
- **What we don't mean:** insensitive, prescriptive, unsympathetic, opinionated, biased.
- **Diversity:** In exploring the topic of human rights, the CMHR presents a broad spectrum of stories and issues from across Canada and around the world. The CMHR reflects diverse perspectives and promotes respect for the rights of all human beings.
 - **What we mean:** local and global, open, respectful, non-judgmental, multiple perspectives, empathetic.
 - **What we don't mean:** generic, stereotypical, clichéd, condescending.
- **Education:** The CMHR is devoted to increasing human rights awareness and understanding. The CMHR provides opportunities for people of all ages to learn and be inspired, encouraging knowledge and empathy for others.
 - **What we mean:** sparking curiosity, being interesting, encouraging discussion, storytelling.
 - **What we don't mean:** boring, institutional, condescending.
- **Community:** The impact of the CMHR extends beyond the building. The CMHR is a hub for human rights discovery and discussion. The CMHR is a part of the community locally, nationally, and globally.
 - **What we mean:** hub, symbol, catalyst, reflective of diversity, respect, understanding, inviting, outgoing.
 - **What we don't mean:** aloof, detached, cold, disconnected, elitist.

6 TASK 1: DESIGN COVERS/SPINE OF ANNUAL REPORT

You have been tasked with creating the Covers/Spine for the 2022-23 Canadian Museum for Human Rights Annual Report. The Annual Report Covers/Spine will consist of the outside back cover, spine, and an outside front cover. You will be responsible for using the supplied texts, graphics, images, and assets to create an engaging and appropriate covers/spine spread.

The Covers/Spine will need an image composition that fills the entire spread, and the design must include a spot varnish to further enhance the design in various locations. You will need to create an image composition that accurately represents the purpose of the Museum. The image composition must make use of at least 2 or more supplied images and needs to grab the reader's attention and make a strong impact. A large number of images have been supplied as a resource for creating the image composition.

6.1 Requirements

6.1.1 Cover/Spines

- MUST have layout created in Adobe InDesign.
- MUST have the Covers/Spine on 1 spread.
- MUST have varnish content on its own separate layer, above all other artwork, set to overprint, specified as a different colour that contrasts adequately with the design, so that it can be easily identified (ex: lime green).
- MUST use all the supplied elements (in the correct locations when identified).
- MUST have one full spread image composition (see details in next section).
- NO page numbers present on Covers/Spine spread.
- CAN include other/additional/original vector elements.
- CAN use the supplied CMHR logo as 100% Black or 100% White. No other variations permitted.

6.1.2 Article Image Composition Requirements

- MUST be assembled/created in Adobe Photoshop.
- MUST fill the entire spread for the Covers and spine (back cover, spine, and front cover).
- MUST use at least 2 or more supplied images in the image composition.
- MUST save a version of the image composition, with Photoshop layers intact (not flattened), in the Working Files folder.
- CAN use any of the supplied images for the image composition.

6.2 Technical Specifications

Document format: Adobe InDesign and Adobe Photoshop

File naming: YY_Report_Cover.indd, YY_Report_Spread_Cover.pdf
(case-sensitive, YY represents your competitor number)

Document size: 7.5" wide × 9.5" high with 0.3" spine

Pages: 2 pages + Spine

Colours: CMYK + 1 VARNISH Spot

Bleed: 0.125" exact value (if needed)

ICC profile: U.S. Sheetfed Coated v2

Resolution: 300 PPI at 100% in InDesign

Paper: 11" × 17", 20 lb., Copy Paper

6.3 You must deliver

- Folders as specified in "Instructions to the Competitor" on page 3. Only files from these folders will be assessed.

- 1 × PDF/X-4:2010 compliant PDF spread of the Covers/Spine with artwork, varnish, and bleed, named YY_Report_Spread_Cover.pdf (YY represents your competitor number).
 - PDF must include crop marks (no bleed marks), fold marks (dashed or solid lines, placed outside the bleed area), colour bars for CMYK, colour bar for varnish, page information, PDF layers exported/intact and your competitor number outside the artwork area.
- 1 × printout on 11" × 17" at 100% of the Covers/Spine Artwork.
 - Printout must include crop marks (no bleed marks), fold marks (dashed or solid lines, placed outside the bleed area), colour bars for CMYK, page information, and your competitor number outside the artwork area. Varnish should NOT be present on this printout.
- 1 × printout on 11" × 17" at 100% of the Covers/Spine Varnish.
 - Printout must include crop marks (no bleed marks), fold marks (dashed or solid lines, placed outside the bleed area), colour bar for Varnish, page information, and your competitor number outside the artwork area. CMYK artwork should NOT be present on this printout.
- 1 × trimmed printout at 100%, mounted on an 18" × 12" presentation board.
 - Printout must be trimmed accurately, and mounted in the center of the presentation board, with your competitor number identified on the front of the presentation board. Varnish should NOT be present on this printout.

7 TASK 2: DESIGN 5 INSIDE SPREADS (8 PAGES)

You have been tasked with creating the layout for five articles for the 2022-23 Canadian Museum for Human Rights Annual Report. The Annual Report consists of multiple sections including Year in Review, Here & Now, and Corporate. You will be responsible for designing **one page** (page 6) in the Year in Review section, **one page** (page 7) in the Year in Review section, **two pages** (page 10-11) in the Here & Now section, and **four pages** (page 18-21) in the Corporate section. The Annual Report must use unified styling applied to all articles, in all sections of the magazine.

The sections of the annual report (identified at the beginning of each article) must be identified in the headers/footers of the layout, along with the automatic page numbers. Master pages must be used for these elements. The section name and automatic page numbers must be visible above all other content on all pages of the annual report.

7.1 Requirements

7.1.1 Annual Report Requirements

- MUST have layout created in Adobe InDesign.
- MUST have 5 spreads with pages 6-7 on the 1st spread, and pages 10-11 on the 2nd spread, pages 18-19 on the 3rd spread, and pages 20-21 on the 4th spread.
- MUST use master pages headers/footers for the automatic page numbers, and the annual report section name.
- MUST have automatic page numbers, and the annual report section name visible above all other content on one page of each spread, but CAN visible on both if desired.
- MUST use paragraph styles for at least the following: Introduction, Body Heading, Body, Bulleted List, Caption, and Pull Quote. Additional styles permitted.
- MUST use all the supplied elements (in the correct locations when identified).
- CAN have identified pull quote (if identified) positioned anywhere within the article.
- CAN include other/additional/original vector elements.

7.1.2 Year at a Glance Article (Page 6) Requirements

- MUST create 3 infographics.
- MUST use that data in the text supplied to create an accurate visual representation.
- MUST use ALL of the text supplied along with infographics that have been created.

7.1.3 Governance Article (Page 7) Requirements

- MUST include the image of each Board Member with their name, position, and location.

7.1.4 A Path Forward Through Truth Article (Pages 10-11) Requirements

- MUST have the images captions near the indicated images.

7.1.5 Corporate Performance Section Article (Pages 18-21) Requirements

- MUST have the Strategic Direction Section images near the indicated text.
- MUST recreate the supplied tables/data using InDesign tables.

7.2 Technical Specifications

Document format:	Adobe InDesign
File naming:	YY_Report_Text.indd, YY_Report_Spread_Text.pdf (case-sensitive, YY represents your competitor number)
Document size:	7.5" wide × 9.5" high
Pages:	10 pages / 5 Spreads (Pages 6-7, Pages 10-11, Pages 18-21)
Colours:	CMYK
Bleed:	0.125" exact value (if needed)
ICC profile:	U.S. Sheetfed Uncoated v2
Resolution:	266 PPI at 100% in InDesign
Paper:	11" × 17", 20 lb. Copy Paper

7.3 You must deliver

- Folders as specified in "Instructions to the Competitor" on page 3. Only files from these folders will be assessed.
- 1 × PDF/X-4:2010 compliant PDF with spreads of the text pages (6-7, 10-11, 18-21) with artwork, and bleed, named YY_Report_Spread_Text.pdf (YY represents your competitor number).
 - PDF must include crop marks (no bleed marks), fold marks (dashed or solid lines, placed outside the bleed area), colour bars for CMYK, page information, and your competitor number outside the artwork area.
- 4 × printouts (1 of each spread) on 11" × 17" at 100%.
 - Printout must include crop marks (no bleed marks), fold marks (dashed or solid lines, placed outside the bleed area), colour bars for CMYK, page information, and your competitor number outside the artwork area.

8 SUPPLIED – IMAGES



board-adriane-carr.jpg



board-brian-montague.jpg



board-christine-boyle.jpg



board-lenny-zhou.jpg



board-lisa-dominato.jpg



board-mike-klassen.jpg



board-pete-fry.jpg



board-peter-meisner.jpg



board-rebecca-bligh.jpg



cmhr_01.jpg



cmhr_02.jpg



cmhr_03.jpg



cmhr_04.jpg



cmhr_05.jpg



cmhr_06.jpg



cmhr_07.jpg



cmhr_08.jpg



cmhr_09.jpg



cmhr_10.jpg



cmhr_11.jpg



comp_02.jpg



comp_03.jpg



comp_04.jpg



comp_05.jpg



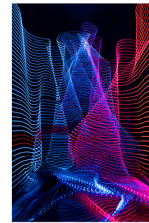
comp_06.jpg



comp_07.jpg



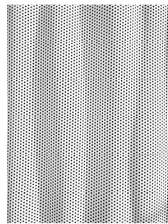
comp_08.jpg



comp_09.jpg



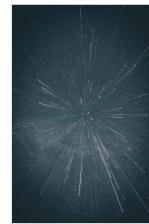
comp_10.jpg



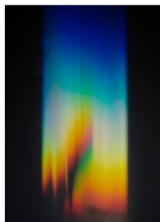
comp_11.jpg



comp_12.jpg



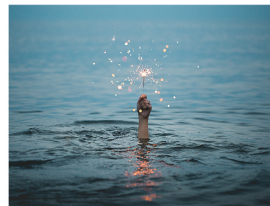
comp_13.jpg



comp_14.jpg



comp_15.jpg



comp_16.jpg



every-child-1.jpg



every-child-2.jpg



every-child-3.jpg



every-child-4.jpg



every-child-5.jpg



every-child-6.jpg



every-child-7.jpg

9 SUPPLIED – VECTOR



canada-wordmark-colour-reverse.ai



canada-wordmark-colour.ai



cmhr-logo-black.ai

10 SUPPLIED – CHARTS

be-relevant-cmhr-chart.pdf:

PERFORMANCE INDICATOR		2020–21 ACTUAL	2021–22 TARGET	2021–22 ACTUAL	TRACKING
Digital Witness Blanket	Launched in 2021–22	In process	Launched	To launch June 2022	Behind target
Diversity audits	Content audits completed	In process	Completed	Completed (Black content audit)	On target
Contemporary content	# of contemporary programs or events delivered on site, online, off-site.	N/A	18	31	Exceeded target
Champions, changemakers and influencers	# of visits by human rights champions, national and world leaders, changemakers, influencers and gov't representatives.	0	20	48	Exceeded target
Co-productions	# of exhibitions, programs, conferences, events or projects executed in collaboration with external partners.	N/A	15	35	Exceeded target

be- sustainable-cmhr-chart.pdf:

PERFORMANCE INDICATOR		2020–21 ACTUAL	2021–22 TARGET	2021–22 ACTUAL	TRACKING
Earned revenue	Achieve budgeted operating and other revenue targets	\$0.55 million	\$0.6 million	\$1.1 million	Exceeded target
Sponsorships and donations	Sponsorships/donations received directly by CMHR plus Friends of CMHR total revenues	\$5.0 million *	\$1.8 million	\$2.6 million	Exceeded target
Training	% of staff and volunteers who complete mandatory training to combat systemic racism and oppression	N/A	0.9	0.95	Exceeded target
Workplace engagement	% of employees engaged, according to survey results	No survey	Establish baseline	0.87	Baseline established
Diversity	% of employees who self-declare as being from a diversity group	Tracking to be reviewed	Establish baseline	Racialized group 18% Women 54% LGBTQ2+ 35% Disabilities 17% Indigenous 14%	Baseline established

* Includes a \$3.6-million commitment from the City of Winnipeg in 2011, redirected to Friends of the CMHR and recognized as a donation in 2020–21.

grow-engagement-cmhr-chart.pdf:

PERFORMANCE INDICATOR		2020–21 ACTUAL	2021–22 TARGET	2021–22 ACTUAL	TRACKING
Digital Learning Centre (DLC)	Secure funding and complete the DLC	Design development in progress	Funding secured/ construction in progress	Design phases formally completed. Fundraising to commence April 1/22	Behind target
On-site visitation	# of total onsite visitors	18600	56500	68568	Exceeded target
Digital engagement	Total web site visits	1037000	825000	942530	Exceeded target
Student visitation	# of students in person or virtually	8067	5660	24019	Exceeded target

11. SUPPLIED – TASK 1 TEXT (PS)

The text in BLACK MUST be included in the design, excluding this instruction.

The text in RED SHOULD NOT be included in the design, they are instructions to guide your layout.

The BLUE text inside square brackets [] must be replaced with logo/graphic/images/etc. indicated.

FRONT COVER

[cmhr-logo-black.ai]

Website: humanrights.ca

Title: Annual Report 2022-23

SPINE

[canada-wordmark-colour-reverse.ai] or [canada-wordmark-colour.ai]

Text: Annual Report 2022-23 and Canadian Museum for Human Rights

BACK COVER

[cmhr-logo-black.ai]

Text: The Canadian Museum for Human Rights is intended to bring people together. It is a place to explore human rights and inspire action. It offers a physical and virtual space for education, discussion and community, where people gather to share stories, learn and reflect.

Website: humanrights.ca

11 SUPPLIED – TASK 2 TEXT (PS)

The text in BLACK MUST be included in the design, excluding this instruction.

The text in RED SHOULD NOT be included in the design, they are instructions to guide your layout.

The BLUE text inside square brackets [] must be replaced with logo/graphic/images/etc. indicated.

MASTER PAGE ELEMENTS FOR TEXT PAGES (Pages 6, 7, 10-11, 18–21)

Must include page numbers in the headers/footers

Must include the following text in the headers/footers: CHMR 2022-23 Annual Report

Must include Section in the headers/footers.

ARTICLE 1 (Pages 6)

Section: Year in Review

Title: Year at a Glance

No additional image(s)/illustrations(s) required in this article, but permitted as needed.

Insert three infographics

Infographic #1:

Total on-site visitation

2019-20: 285,020

2020-21: 18,602

2021-22: 68,568

2022-23: 195,074

Infographic #2:

50% of visitation was from Manitobans

35% of visitation was from other Canadians

15% of visitation was from International

Infographic #3:

9 out of 10 visitors felt inspired to make a difference in their community after visiting

Pull Quote (can be placed anywhere throughout the article):

“More than ever, the destinies of all countries are intricately, irrevocably linked in the global web that affects us all.”

– Michaëlle Jean, Former Governor General of Canada

ARTICLE 2 (Pages 7)

Section: Year in Review

Title: Governance

No additional image(s)/illustrations(s) required in this article, but permitted as needed.

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

Body Heading: Board of Trustees

Body: Under the Museums Act, the Museum is governed by a Board of Trustees consisting of a Chair, Vice-chair and not more than nine other trustees, appointed by the Minister of Canadian Heritage with the approval of the Governor in Council. The Chair and Vice-chair are eligible to serve only two consecutive terms in those roles.

The Board of Trustees is independent from management and provides the Museum with strategic direction and oversight. The Board is accountable to Parliament through the Minister of Canadian Heritage. The roles and responsibilities of the Board of Trustees and its committees are set out in the Museum’s bylaws and terms of reference. The Museums Act vests responsibility for the day-to-day management of the Museum in the CEO of the Corporation. Management is accountable for the day-to-day operations of the Museum, its long-term viability and the achievement of its objectives.

Board of Trustees Images and Information

Position: Chair

Name: Rebecca Bligh

Location: British Columbia

[\[board-rebecca-bligh.jpg\]](#)

Position: Vice-Chair

Name: Peter Meiszner

Location: Quebec

[\[board-peter-meiszner.jpg\]](#)

Position: Trustee

Name: Pete Fry

Location: Manitoba

[\[board-rebecca-bligh.jpg\]](#)

Position: Trustee

Name: Mike Klassen

Location: Ontario

[\[board-pete-fry.jpg\]](#)

Position: Trustee

Name: Lisa Dominato

Location: Yukon

[\[board-mike-klassen.jpg\]](#)

Position: Trustee

Name: Lenny Zhou

Location: Alberta

[\[board-lisa-dominato.jpg\]](#)

Position: Trustee

Name: Christine Boyle

Location: Ontario

[\[board-lenny-zhou.jpg\]](#)

Position: Trustee

Name: Brian Montague

Location: Nova Scotia

[\[board-brian-montague.jpg\]](#)

Position: Trustee

Name: Adriane Carr

Location: Prince Edward Island

[board-adriane-carr.jpg]

ARTICLE 3 (Pages 10-11)

Section: Here & Now

Title: A Path Forward Through Truth

Subtitle: Every Child Matters

Images (can be placed anywhere throughout the article)

Image 1: [every-child-2.jpg]

Image 1 Caption: Memorial with teddy bears, children’s shoes, and flowers, for all of the children lost to the residential school system.

Image 2: [cmhr_10.jpg]

Image 2 Caption: Indigenous exhibit in the Canadian Museum for Human Rights.

No additional image(s)/illustrations(s) required in this article, but permitted as needed.

Introduction: The truth about Canada’s colonial history and the genocide against Indigenous people had been painfully highlighted, when news about unmarked graves of thousands of children at sites of former Indian residential schools began being reported in the media.

Body: A sea of orange washed past the Canadian Museum for Human Rights on September 30, 2021. Thousands of orange-clad marchers – both Indigenous and non-Indigenous – were showing solidarity and calling on others to face the truth that had moved them to action on this first National Day of Truth and Reconciliation, a new statutory federal holiday. In the background that night, the Museum’s tower also glowed orange, the symbolic colour of the “Every Child Matters/Orange Shirt Day” movement. A few months earlier on Canada Day, orange had also flowed down city streets in Winnipeg and across the country.

Body Heading: Path Forward to Healing and Reconciliation

Body: For many, this was a deeply emotional time that brought out painful memories carried through generations, challenging who we are as a society and as Canadians. But the marches and gatherings also held something hopeful – because the path forward to healing and reconciliation must start with truth and be walked together. As a national museum and a centre for human rights learning, we have committed to playing a positive role in that process, together with Survivors and their families.

During the 2022–23 year, this was an institutional priority for the Museum. Among the key strategies of our official corporate plan was to acknowledge the harms of the past and move forward in the spirit of reconciliation.

The Museum is now approaching our work with an eye on decolonization. This involves working in partnership with Indigenous peoples and respecting the spirit and intent of the treaties. This also involves challenging the way we make decisions and approaching all relationships with people and the environment around us with respect and humility. Following guidance from our Elder-in-Residence, we have been intentional about making space for community in ceremony and discussion. We are building capacity for all our staff and volunteers to learn about Indigenous culture and traditions and to embrace Indigenous ways of knowing and being.

These efforts extend to our exhibitions, public programs, educational programs, online offerings as well as our internal operations, including the ways we interact with staff, visitors and community. Our transitional strategic plan calls on us to forge meaningful relationships that enable us to learn from the history and experiences of others and enable others to see themselves reflected in our work. It also requires us to engage in brave conversations by asking questions that provoke thought and dialogue.

We hope to keep moving forward in a good way, drawing from strength of vibrant Indigenous cultures,

Pull Quote (can be placed anywhere throughout the article):

“We all inherited this. Nobody today created Residential Schools. Nobody today created the Indian Act. Nobody today created the '60s Scoop. We all inherited it and we have to acknowledge that people are healing and people are hurting. Let's do something about it.”

— Chief Cadmus Delorme

ARTICLE 4 (Pages 18-21)

Section: Corporate

Title: Corporate Performance

Subtitle: Strategic Direction

Image 1: [cmhr_13.jpg] or [cmhr_14.jpg] (can be placed anywhere in the “Strategic Direction” section of the Article)
No Caption required for this image.

Additional image(s)/illustrations(s) permitted as needed.

Introduction: The COVID-19 pandemic has had a significant impact on our operations, including the uncertainty of ongoing closures, working from home and mental health issues. There have also been increased workloads in some areas to manage COVID-related issues and implement safety requirements.

In these uncertain times of a global pandemic and in view of the 2020 findings of systemic racism and discrimination at the Museum, the Board of Trustees established a transitional plan for 2022–23 that identifies three

objectives and strategies to achieve them. This plan requires us to focus on strengthening our foundations by recognizing and addressing internal systems that contribute to racism and other forms of discrimination.

Strategic Direction Section Heading: The Museum’s strategic direction for 2022–23, based on its three guiding principles, was as follows:

Body Heading: Be sustainable

Body: Strategies

- We will ensure our policies and practices demonstrate a commitment to diversity and inclusion and promote equality of opportunity for all people.
- We will resource our institution to support the achievement of our strategic objectives.
- We will create a safe, healthy and respectful work environment.
- We will strengthen our financial sustainability.

Image 2, for “Be sustainable” text: [\[cmhr_16.jpg\]](#) or [\[cmhr_17.jpg\]](#)

Body Heading: Grow engagement

Body: Strategies

- We will create content that inspires people to explore what human rights mean to them.
- We will create innovative programs that have an impact on people and promote action.
- We will share our work locally, nationally and internationally.

Image 3, for “Grow engagement” text: [\[cmhr_09.jpg\]](#) or [\[cmhr_08.jpg\]](#)

Body Heading: Be relevant

Body: Strategies

- We will acknowledge the harms of the past and move forward in the spirit of reconciliation.
- We will engage in brave conversations that provoke thought and dialogue.
- We will have meaningful relationships that enable us to learn from the history and experiences of others, and others to see themselves reflected in our work.

Image 4, for “Grow engagement” text: [\[cmhr_22.jpg\]](#) or [\[cmhr_23.jpg\]](#)

Strategic Direction Section Closing Body: Results for key performance indicators related to each of the goals above are laid out in the tables on the following pages. Targets for most performance measures were exceeded.

— — —

Subtitle: Corporate Performance

Image 5: [\[cmhr_06.jpg\]](#) or [\[cmhr_11.jpg\]](#) (can be placed anywhere in the “Corporate Performance” section of the Article)

No Caption required for this image.

Additional image(s)/illustrations(s) permitted as needed.

Chart Section Heading: Be sustainable

Body: To ensure its mandate extends to future generations, the CMHR will establish a work environment that is reflective of our values and demonstrates responsibility for our people, physical assets, and financial resources, as well as the impact we have on the environment around us.

Use chart data from [\[be-sustainable-cmhr-chart.xlsx\]](#) or [\[be-sustainable-cmhr-chart.pdf\]](#) for section.

Chart Section Heading: Grow engagement

Body: The CMHR will expand its reach, providing visitors with human rights experiences that educate and inspire. These experiences will have a lasting impact on the hearts and minds of all visitors – whether they are engaged on-site, online or off-site.

Use chart data from [\[grow-engagement-cmhr-chart.xlsx\]](#) or [\[grow-engagement-cmhr-chart.pdf\]](#) for section.

Chart Section Heading: Be relevant

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

Use chart data from [\[be-relevant-cmhr-chart.xlsx\]](#) or [\[be-relevant-cmhr-chart.pdf\]](#) for section.