



ANNUAL REPORT 2014-2015

YOUR COUNTRY. YOUR HISTORY. YOUR MUSEUMS.



CANADIAN
MUSEUM
OF HISTORY
-
MUSÉE
CANADIEN
DE L'HISTOIRE



CANADIAN
WAR
MUSEUM
-
MUSÉE
CANADIEN
DE LA GUERRE

**CANADIAN MUSEUM
OF HISTORY**

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of History

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TABLE OF CONTENTS

2	THE YEAR AT A GLANCE
4	MESSAGE FROM THE CHAIR
6	MESSAGE FROM THE PRESIDENT AND CEO
10	THE CORPORATION
14	THE YEAR IN REVIEW: ACHIEVEMENTS
15	BRINGING THE MUSEUMS TO CANADIANS
26	MUSEOLOGICAL EXCELLENCE AND RELEVANCE
33	FOCUS ON RESULTS
36	FUNDING AND FUNDRAISING
42	GOVERNANCE
50	DONORS AND SPONSORS
56	MANAGEMENT DISCUSSION AND ANALYSIS
59	FINANCIAL STATEMENTS

THE YEAR AT A GLANCE

CANADIAN HISTORY HALL

Development of the Museum of History's signature gallery reached a major milestone with the completion of the **Exhibition Concept**, integrating research, the visitor experience, and architecture and design into one comprehensive planning document.

VIRTUAL MUSEUM OF CANADA

In September 2014, the federal government transferred responsibility for the Virtual Museum of Canada and the Online Works of Reference to the Museum of History. The transfer will help the Museum achieve two of its central goals: facilitate collaboration and knowledge-sharing within the cultural community, and raise the profile of Canadian history and culture at home and abroad.

HISTORY MUSEUMS NETWORK

The Network facilitated two special exhibitions at the Museum of History: **"Duplessis Gives to His Province" – The Political Marketing of the Union nationale**, produced by the Musée québécois de culture populaire, and **Ni'n na L'nu – The Mi'kmaq of Prince Edward Island**, produced by the Mi'kmaq Confederacy of PEI. The Network also made possible the display by the Manitoba Museum of the famous Valour Road Victoria Crosses, held by the Canadian War Museum, as well as an exchange allowing the Manitoba Museum to display a scale replica of the Champlain astrolabe and the Museum of History to show the rare Arctic Medal 1818-1855.

SPECIAL EXHIBITIONS

① ② ③

The significance of the First World War Centenary was reflected in the War Museum's three special exhibitions this year. **Witness** and **Transformations** explored the conflict through artists' eyes; **Fighting in Flanders** examined the grim reality

faced by Canadian soldiers in northwestern Belgium who were immortalized in the poem *In Flanders Fields*.

At the Museum of History, **Canada's Titanic – The Empress of Ireland** took visitors to the heart of the greatest maritime disaster in our country's history, and **1867 – Rebellion and Confederation** explored the dramatic origins of Canadian democracy. Young visitors were delighted by the hands-on exhibition **Bob the Builder™ – Project: Build It** at the Canadian Children's Museum.

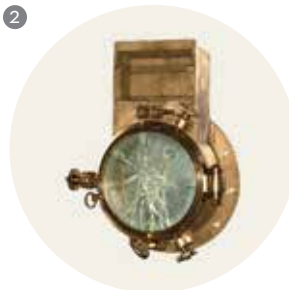
TRAVELLING EXHIBITIONS

Thirteen exhibitions and displays produced by the Museums were on the road this year, reaching audiences across the country, as well as internationally. The Museum of History presented the traveling exhibition **Vodou** at the Field Museum in Chicago, and the War Museum presented the special exhibition **History in the Making – C. P. Stacey and Canadian Military Headquarters** at Canada House in London, England.

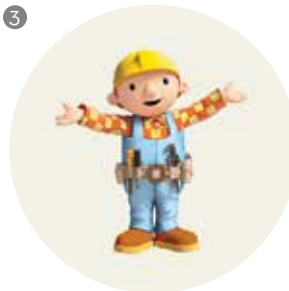
①



②



③



4



PARTNERSHIPS

Highlights include the Museum of History's leadership role in the development of **The Greeks - Agamemnon to Alexander the Great**, the most comprehensive exhibition on Ancient Greece to tour North America in a generation. Also notable was the War Museum's partnership with the Ukrainian Canadian Civil Liberties Foundation on the photo exhibition **Enemy Aliens - Internment in Canada, 1914-1920**.

5



COMMEMORATIONS ④

The War Museum's many activities marking the centenary of the First World War included the launch of **Supply Line**, an innovative, hands-on educational program for school students across the country. The Museum of History commemorated the 50th anniversary of the maple leaf flag with a display exploring the origins of the national symbol and the debate surrounding its design and adoption.

6



RESEARCH ⑤

The Museums maintained their status as centres of excellence for historical and cultural research. At the War Museum, for example, researchers pieced together the deep divisions and intense debates of the conscription crisis, now presented in **The Home Front, 1917**, a major new addition to the Museum's First World War gallery. And, at the Museum of History, researchers used the latest 3D digital technology to determine that a polar bear caused the death, over a century ago, of an Inuit woman whose remains were found in the Canadian Arctic. Their groundbreaking research was published in the scientific journal *Arctic*.

ACQUISITIONS ⑥

The Museum of History garnered numerous headlines across the country and around the world with its acquisition of the world's **oldest known hockey stick**, made in Nova Scotia in the 1830s. The Museum also acquired a unique and revealing collection of over 1,800 Inuit drawings.

The War Museum's outstanding acquisitions included the medals of Sir Daniel Hunter McMillan, the seventh Lieutenant Governor of Manitoba (1900-1911) and sketchbooks featuring the work of Cyril Barraud, an official war artist during the First World War.

FUNDRAISING AND SPONSORSHIPS

The War Museum's First World War Centenary Gala raised just over \$158,000 for the Royal Canadian Legion's Poppy Trust Fund and for the Museum's **Operation Veteran** program. The Museum of History's multi-year agreement with the Canadian Association of Petroleum Producers (CAPP) continued with CAPP being the National Presenting Sponsor of **1867 - Rebellion and Confederation**.

MESSAGE FROM THE CHAIR

Passing of Lieutenant-General Bill Leach

On April 1, 2015, LGen (ret'd) Bill Leach, Chairman of the Board of Trustees of the Canadian Museum of History, passed away. Over the years, General Leach has been a key advocate for the Canadian Museum of History and the Canadian War Museum and a cherished ambassador for both institutions. He was a great supporter of the work of our employees and his loss will be deeply felt by his fellow Board of Trustee members and employees of the Canadian Museum of History and the Canadian War Museum.



When it comes to changing direction, large institutions are often likened to a ship on the high seas: they can't be turned on a dime. A change in direction can be especially challenging for museums. At a minimum, a new direction requires new artifacts, new research and new exhibitions.

Our national museum of human history set a revised course at the end of 2013, navigating towards a new destination established by Parliament and endorsed by the Board of Trustees. Although not yet complete, the turn has progressed over the past year with surprising speed. The Museum is proving to be remarkably agile. The Board is very pleased with the progress.

To cite just one example, the new mandate challenged the Museums to better illuminate the stories of Canada and its people. The Museum of History responded this year with the opening of two original exhibitions: **Canada's Titanic - The Empress of Ireland** and **1867 - Rebellion and Confederation**.

The War Museum's multifaceted commemoration of the First World War Centenary reflects the same determination to tell Canada's story at home and abroad.

During the past year, both Museums made strategic improvements to the National Collection of artifacts. They also forged new partnerships across the country with institutions that share their commitment to the promotion of Canada's history – partners that can help the Museums fulfill their national mandates.

The crowning achievement of the transformation will be the opening of the Museum of History's signature gallery, the **Canadian History Hall**. That won't happen until 2017. But as noted in this report, work is progressing, full steam ahead.

These successes prove the willingness and ability of management and staff to rise to the challenge of transformative change. I thank them on behalf of my fellow Trustees.

“It was my honor again this year to serve as the Board’s Chair, to work with such distinguished colleagues from across the country, and to contribute to the continuing success of these wonderful and vital institutions.”

I am also pleased to reiterate again this year the Board’s continuing confidence in the leadership of the Museum’s President and CEO, Mark O’Neill.

The Board’s role this year in the Museum’s transformation included the development and approval, in April 2014, of new Strategic Directions to guide the institution over the next five years:

- Establish the Museum as a hub of Canadian history for Canada and the world.
- Connect Canadians to their history and reflect this personal connection in all aspects of the Museum experience.
- Develop a collection that better reflects Canada’s history and distinctiveness.
- Engage dynamic partnerships and networks across Canada and internationally for mutual benefit.
- Ensure the Museum has the financial resources to carry out its mandate.

In many respects, they echo my comments above relating to the Museum’s achievements during the past year. The Museum will begin reporting against these new Strategic Directions in next year’s annual report.

The Board unveiled the new Strategic Directions during its Annual Public Meeting, held in Prince Edward Island in June 2014. The Board chose to meet in PEI this year to commemorate the 150th anniversary of the 1864 Charlottetown Conference – which helped set the stage for Confederation – and to underline the Museum’s new focus on Canadian history. Among the highlights of the visit was the signing of an agreement between the Museum and the Confederation Centre of the Arts, paving the way for future collaborations.

It was my honour again this year to serve as the Board’s Chair, to work with such distinguished colleagues from across the country, and to contribute to the continuing success of these wonderful and vital institutions.

Lieutenant-General (Ret’d)
Bill Leach, C.M.M., C.D.

MESSAGE FROM THE PRESIDENT AND CEO

This annual report documents our first full year of operation under our new name and mandate. On these pages you will find a summary of our many achievements in 2014-2015 and a foreshadowing of what lies ahead as we pursue our new goals with growing strength, momentum and confidence. The future has never looked brighter for the presentation of Canada's past by our national history museums.

My optimism was reinforced by our accomplishments in 2014-2015. They include the presentation of outstanding exhibitions exploring Canadian historical themes, the forging of important new partnerships domestically and abroad, the enhancement of our National Collection through exciting acquisitions, the expansion of our sponsorship and fundraising efforts, the launch of an innovative and pan-Canadian educational program and the attainment of a major milestone in the development of the Canadian History Hall.

Meriting particular attention this year are the Canadian War Museum's remarkable achievements in commemorating the centenary of the First World War. Those successes include the development and unveiling of a major new module in the Museum's gallery devoted to the war. **The Home Front, 1917**, reveals how profoundly the conflict affected people and politics in Canada, from the deep divisions of the conscription crisis to the introduction of women's suffrage. The new module underscores, once again, the Museum's exceptional capacity for historical research and analysis, and its ability to connect visitors – emotionally and intellectually – with events from our past.



“The future has never looked brighter for the presentation of Canada’s past by our national history museums.”

The War Museum also exemplified our commitment to partnerships and outreach. The special exhibition **Enemy Aliens - Internment in Canada, 1914-1920** was developed in collaboration with the Ukrainian Canadian Civil Liberties Foundation; another, **Fighting in Flanders - Gas. Mud. Memory.**, in partnership with Belgium’s Memorial Museum Passchendaele 1917. The Museum’s Supply Line educational program, in its first year of operation, helped students in classrooms across the country better understand the experience of Canadian soldiers in the First World War.

Finally, the War Museum’s First World War Centenary Gala raised awareness of Canada’s military history while raising an impressive \$158,000 for its own Operation Veterans program and the Royal Canadian Legion’s Poppy Trust Fund.

The same can be said of the Canadian Museum of History, whose many accomplishments are also proudly detailed elsewhere in this report. Those achievements are all the more remarkable given the Museum’s substantial commitment of attention and resources to the development of its signature gallery, the Canadian History Hall. Progress on this project takes place largely out of public view, as our development team devises and creates a Canadian history exhibition that is unprecedented in size and scope. The team includes curators, researchers, exhibition planners and architects, aided by advisory panels of outside experts.

“... the achievements of the past year can also be read as signposts to our future. They clearly demonstrate our determination – and ability – to fulfill our new and vital mandate as Canada’s national museum of history.”

The results of their prodigious efforts will not be fully realized until the exhibition opens in 2017, as Canadians celebrate the 150th anniversary of Confederation. However, the team did reach a major milestone this year with the completion of the Exhibition Concept. It brings into one planning document all elements of the exhibition, from the Hall’s storyline to the integration of physical and digital platforms. The document presents a vision of a national narrative that is broad, diverse and inclusive; a visitor experience that is engaging, flexible and participatory; and a design approach that captures the grandeur of Canada’s vast and open landscape. The document provides a strong foundation for the next stage in the Hall’s development: the drafting of a more detailed and refined Exhibition Scenario.

Since 2012, the Museum has been engaged in a significant fundraising initiative, in accordance with the Board’s strategic goal of securing resources to carry out its mandate. To date, over \$10 million in gifts and pledges has been collected towards the commemoration of the First World War Centenary and the realization of the Canadian History Hall, as well as for research, acquisitions, exhibitions, education and outreach activities. Donors and sponsors engage with the campaign as a unique way to share Canada’s national story with present and future generations.

As I stated above, the achievements of the past year can also be read as signposts to our future. They clearly demonstrate our determination – and ability – to fulfill our new and vital mandate as Canada’s national museum of history.

Mark O’Neill

THE LIVING EXPERIENCE OF CANADIAN HISTORY

THE CANADIAN MUSEUM OF HISTORY LETS YOU EXPERIENCE THE MILESTONES THAT SHAPE WHO WE ARE AS CANADIANS TODAY. WE ARE THE KEEPERS OF THE EVIDENCE. WE ENGAGE VISITORS THROUGH THE VOICES OF CANADIANS, ALLOWING THEM TO LIVE THE EXPERIENCE OF CANADIAN HISTORY, A HISTORY THAT IS AUTHENTIC, ALIVE AND UNFOLDING.

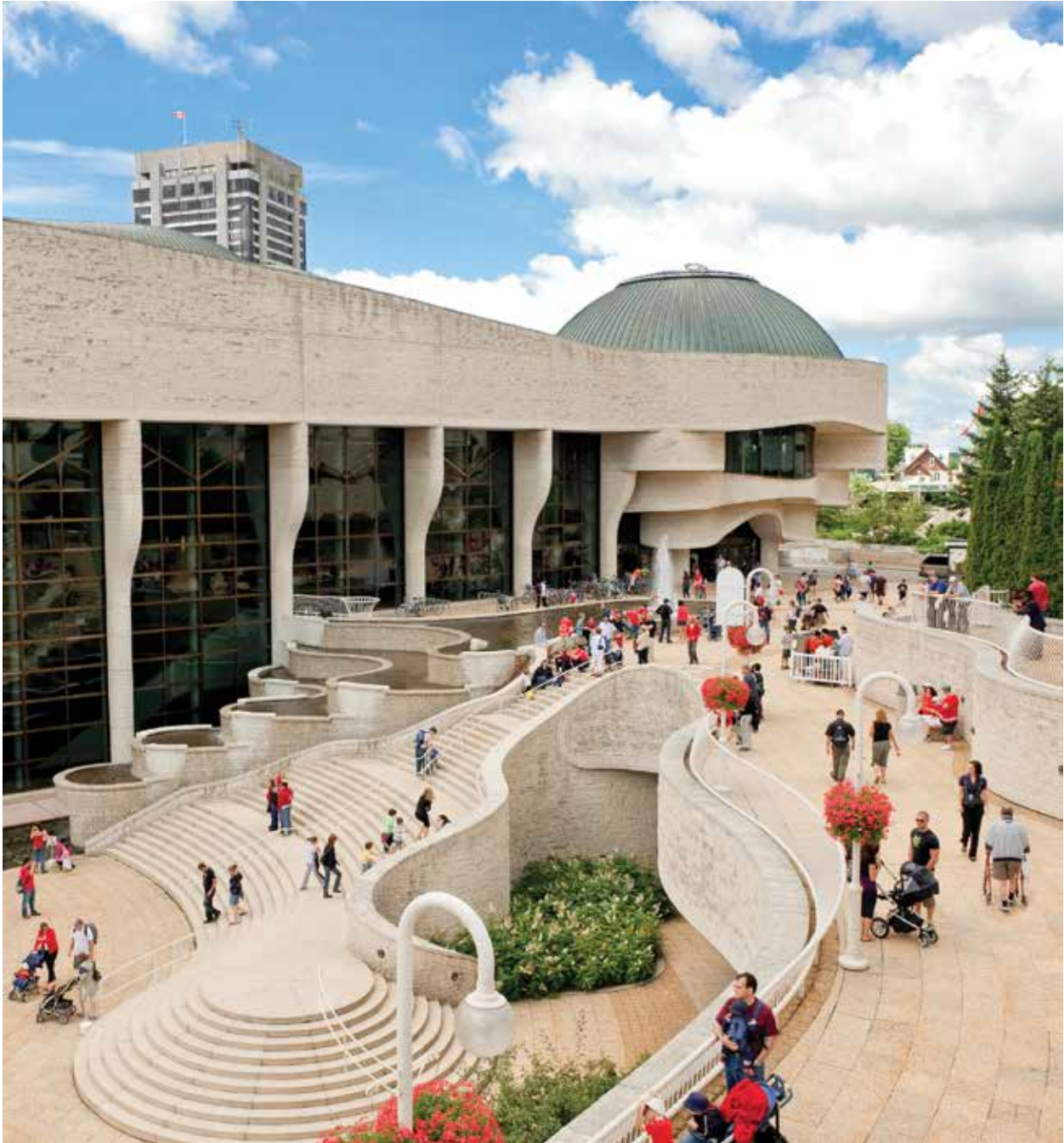
THE CORPORATION

The Canadian Museum of History is a federal Crown corporation that is responsible for two national museums: the Canadian Museum of History and the Canadian War Museum. Together, the Museums showcase Canada's national treasures and present exhibitions that preserve the memories and experiences of Canadians by exploring the events, people, themes and special objects that have helped shape the country, from earliest times to the present day.

THE CANADIAN MUSEUM OF HISTORY

Located on the shores of the Ottawa River in Gatineau, Quebec, the Canadian Museum of History is one of Canada's largest and most popular cultural institutions, attracting over 1 million visitors each year. The Museum's principal role is to enhance Canadians' knowledge, understanding and appreciation of the events, experiences, people and objects that have shaped Canada's history and identity, as well as to foster appreciation of world history and culture. The Museum safeguards a collection of over 3 million artifacts and specimens, including some of Canada's most valued national treasures. It is also home to the Canadian Children's Museum and an IMAX® Theatre.





- THE PLAZA -

THE HUMAN EXPERIENCE OF WAR

THE CANADIAN WAR MUSEUM REVEALS HUMAN STORIES THROUGH CANADA'S MILITARY HISTORY. IT NARRATES HISTORY THROUGH THE EYES OF PEOPLE WHO WITNESSED IT, EMPHASIZING THE HUMAN EXPERIENCE OF WAR, WHILE ITS AUTHENTIC, ARTIFACT-RICH COLLECTIONS LET VISITORS DRAW THEIR OWN CONCLUSIONS.

THE CANADIAN WAR MUSEUM

The Canadian War Museum is Canada's national museum of military history. Its mission is to promote public understanding of Canada's military history in its personal, national and international dimensions. In particular, it is renowned for its exploration of the human dimension of war, and the profound effect of armed conflict on combatants and civilians alike. Home to an outstanding collection of artifacts and attracting almost 450,000 visitors annually, the Museum occupies one of Canada's most striking and iconic buildings. In addition, it houses a world-class art collection comprising over 13,000 works, including paintings by some of Canada's most celebrated artists. As a national centre for remembrance, education and historical research, the Museum is also a venue and facilitator for the informed discussion of military affairs – past, present and future.



THE VIRTUAL MUSEUM OF NEW FRANCE

The Virtual Museum of New France is an innovative online project that explores the history, culture and living legacy of early French settlements in North America, profiling an area stretching from Acadia through the Great Lakes and the Ohio Valley to Louisiana. Its examination of the history of New France focuses on themes that include economic activity, population and facets of daily life such as food, entertainment, health and medicine.

THE VIRTUAL MUSEUM OF CANADA

On October 1, 2014, the Virtual Museum of Canada became part of the Canadian Museum of History. As an endless source of discoveries, virtualmuseum.ca is a unique interactive space that brings together Canadian museum collections and riches in a variety of thought-provoking and instructive content. At virtualmuseum.ca, you will find virtual exhibits, teaching resources and innovative projects. The Museum is proud to have been entrusted with this invaluable resource for the sharing and preservation of information for all Canadians, and will continue to work with contributing institutions across the country to build on existing partnerships and create new ones.

THE YEAR IN REVIEW: ACHIEVEMENTS

The corporation aligns its plans, activities, performance goals, expenditures and reporting with the mandate established by Parliament and the Strategic Directions set by the Board of Trustees. The Strategic Directions approved in 2009 continue to be the focus of this Annual Report:

- Bringing the Museums to Canadians
- Museological excellence and relevance
- Focus on results
- Funding and fundraising

In April 2014, the Board of Trustees developed new Strategic Directions to better reflect the corporation's new mandate and to guide its activities and programs during the transition to the Canadian Museum of History:

- Establish the Museum as a hub of Canadian history for Canada and the world.
- Connect Canadians to their history and reflect this personal connection in all aspects of the Museum experience.
- Develop a collection that better reflects Canada's history and distinctiveness.
- Engage dynamic partnerships and networks across Canada and internationally for mutual benefit.
- Ensure the Museum has the financial resources to carry out its Mandate.

The corporation is currently developing a new Performance Measurement Framework and indicators for implementation in 2015-2016, and the next Annual Report will reflect these new Strategic Directions.

BRINGING THE MUSEUMS TO CANADIANS

The corporation will expand its efforts to become better known, more accessible and increasingly relevant across the country and internationally, through innovative and engaging Museum initiatives and outreach programs.

PRIORITIES

- Increase the scope and scale of the travelling exhibitions program, including designing new categories of displays and exhibitions and developing partnerships with other institutions.
- Utilize web-based tools to reach broader audiences. The website will become a new platform for electronic scholarly publishing, and will use proven techniques for social and interactive exchanges.
- Strengthen national marketing and media relations to promote activities in communities across the country.



RESULTS BY PERFORMANCE MEASUREMENT INDICATOR

LEGEND

▲ Results within 10% of target or surpassing target

● Results within 10-24% of target

▼ Results 25% or more off target

SUMMARY OF PERFORMANCE

The corporation met the seven established objectives in relation to this Strategic Direction through 1) the numerous exhibitions that travelled across Canada and abroad; 2) onsite attendance; 3) paid attendance; 4) virtual attendance on the website of the Virtual Museum of New France; 5) virtual attendance on the Museums’ websites; 6) media presence; and 7) artifacts on loan. These initiatives enabled the Museums to expand their efforts to become better known and more accessible, and to increase their relevance both nationally and internationally.

NUMBER OF NEW OPENINGS FOR TRAVELLING EXHIBITIONS

2014-2015
RESULT



23

2014-2015
TARGET

20

2013-2014
RESULT

24

ANALYSIS

As results were in line with the target, no action was required.

VIRTUAL MUSEUM OF CANADA AND ONLINE WORKS OF REFERENCE

The federal government this year transferred responsibility for the **Virtual Museum of Canada** and the Online Works of Reference to the Museum of History. Virtualmuseum.ca provides free public access to over a thousand virtual exhibits, interactive elements and educational resources produced by museums and other heritage organizations across the country. The transfer includes responsibility for the Virtual Exhibits Investment Program and the Community Memories Program, both of which support the development of new and innovative online resources.

The **Online Works of Reference** program provides financial support to key history research initiatives. The Canadian Encyclopedia, managed by Historica Canada, and the Dictionary of Canadian Biography, co-managed by the University of Toronto and Université Laval, are recipients of the annual funding, now provided by the Museum.

ONSITE ATTENDANCE (IN 000'S)

2014-2015
RESULT

1,467

2014-2015
TARGET

1,625

2013-2014
RESULT

1,476

ANALYSIS

As results were in line with the target, no action was required.



HISTORY BLOG

The Museum of History launched a new blog featuring stories about the Museums and their exhibitions, research, collections and conservation activities. The blog – located at historymuseum.ca/blog – invites all Canadians to connect with the Museums, each other and our shared, national history.

SUPPLY LINE

As part of its commemoration of the First World War Centenary, the War Museum established **Supply Line**, an innovative, hands-on educational program for school students. Teachers anywhere in the country can borrow one of the program's Discovery Boxes, free of charge. Each box contains authentic objects and reproductions of items associated with the war, such as barbed wire and cartridge cases. The program promotes active classroom learning and discussion, and gives students a tangible link to the Canadians who served overseas.



SPECIAL LOANS

Especially notable this year were artifact loans involving our Museums and the Manitoba Museum in Winnipeg. The famous **Valour Road Victoria Crosses**, held by the Canadian War Museum, were loaned to the Manitoba Museum for a special exhibit marking the First World War Centenary. The medals for exceptional bravery were awarded during the war to three men from a single block of Winnipeg's Pine Street, later renamed Valour Road in their honour.

The Museum of History and the Manitoba Museum enjoyed a mutually beneficial exchange of artifacts symbolizing the spirit of exploration that is such an integral part of Canada's history. The Museum of History was able to share with its visitors a rare **Arctic Medal 1818-1855**, held by the Manitoba Museum. Authorized by Queen Victoria,

the medals were awarded to British citizens participating in naval or private expeditions to the Arctic, as well as select employees of the Hudson's Bay Company of both European and Aboriginal descent. As a symbol of the pioneering exploration that is such an integral part of Canada's rich history, Canadian astronaut Dr. Robert Thirsk brought the medal with him when he traveled to the International Space Station in 2009. In return, visitors to the Manitoba Museum encountered a scale replica of the **Champlain astrolabe** that travelled aboard the space shuttle Endeavour with Canadian astronaut Julie Payette.



PAID ATTENDANCE (IN 000'S)

2014-2015
RESULT



665

2014-2015
TARGET

710

2013-2014
RESULT

645

ANALYSIS

As results were in line with the target, no action was required.



VIRTUAL MUSEUM OF NEW FRANCE: WEB PAGES VIEWED (IN 000'S)

2014-2015
RESULT



1,008

2014-2015
TARGET

600

2013-2014
RESULT

938

ANALYSIS

As results were in line with the target, no action was required.

NUMBER OF WEB PAGES VIEWED (IN 000'S)

**2014-2015
RESULT**



13,704

2014-2015
TARGET

13,316

2013-2014
RESULT

12,616

ANALYSIS

As results were in line with the target, no action was required.

NUMBER OF MEDIA ITEMS/REPORTS

**2014-2015
RESULT**



7,639

2014-2015
TARGET

4,000

2013-2014
RESULT

5,161

ANALYSIS

As results were in line with the target, no action was required.

MEDIA ATTENTION

The acquisition of the **Moffat hockey stick** by the Museum of History generated headlines across the country and around the world. The story was also prominently featured by radio, television and online media. The War Museum's award-winning **1812** exhibition continues to receive strong media coverage as it travels across Canada. Other top stories this past year included the Museum of History's special exhibition about the *Empress of Ireland*, the new Canadian History Hall and the War Museum's two war art exhibitions, **Witness** and **Transformations**, which both received wide critical acclaim. As well, while preparing stories on various aspects of Canadian history, the media regularly tapped into the expertise and knowledge of historians, curators and collections experts at both the War Museum and the Museum of History.



HISTORY MUSEUMS NETWORK

The national Network continued to gain momentum under the leadership of the Museum of History, benefitting museums and their visitors across the country.

For example, the Network facilitated the Museum of History's presentation of two special exhibitions. **"Duplessis Gives to His Province"** produced by the Musée québécois de culture populaire offered a revealing look at 1950s political marketing in Quebec. **Ni'n na L'nu** introduced visitors to the Mi'kmaq people of Prince Edward Island. The exhibition was organized by the province's Mi'kmaq Confederacy. The Network also facilitated the exchange of artifacts with the Manitoba Museum, noted earlier.

As well, the Museum of History invited Network members to help plan an exhibition on hockey to mark the 100th anniversary of the NHL in 2017. Two Network members – the Royal Ontario Museum and Parks Canada – are collaborating with us on a project about the Franklin expedition and the recent discovery of HMS *Erebus*.

SPECIAL EVENTS

The Museum of History was the venue for the Final Draw of the FIFA Women’s World Cup Canada 2015™, an international soccer tournament that will unfold in six Canadian cities from June 6 to July 5, 2015. The high-profile draw, held in the Museum’s Theatre, determined the pairings and locations of the matches. The event drew broad international attention and underlined the inclusion of sports and recreation within the Museum’s new mandate. The Museum of History was also proud to host the Casino du Lac-Leamy’s Sound of Light international fireworks competition as well as the 2015 Gatineau Winter Beerfest.

On Thursday, September 25, 2014 the President of the Federal Republic of Germany, Joachim Gauck, visited the Canadian War Museum. While at the War Museum, President Gauck participated in a wreath-laying ceremony in Memorial Hall with then Minister of Veterans Affairs Julian Fantino, enjoyed a special visit to mark the closing of the special exhibition **Transformations - A. Y. Jackson and Otto Dix**, and attended a commemorative concert in remembrance of the First World War in the Barney Danson Theatre. A closing reception took place after the concert.

**NUMBER OF ARTIFACTS ON LOAN
(INCLUDES NEW AND RENEWED LOANS)**

2014-2015
RESULT



2,872

2014-2015
TARGET

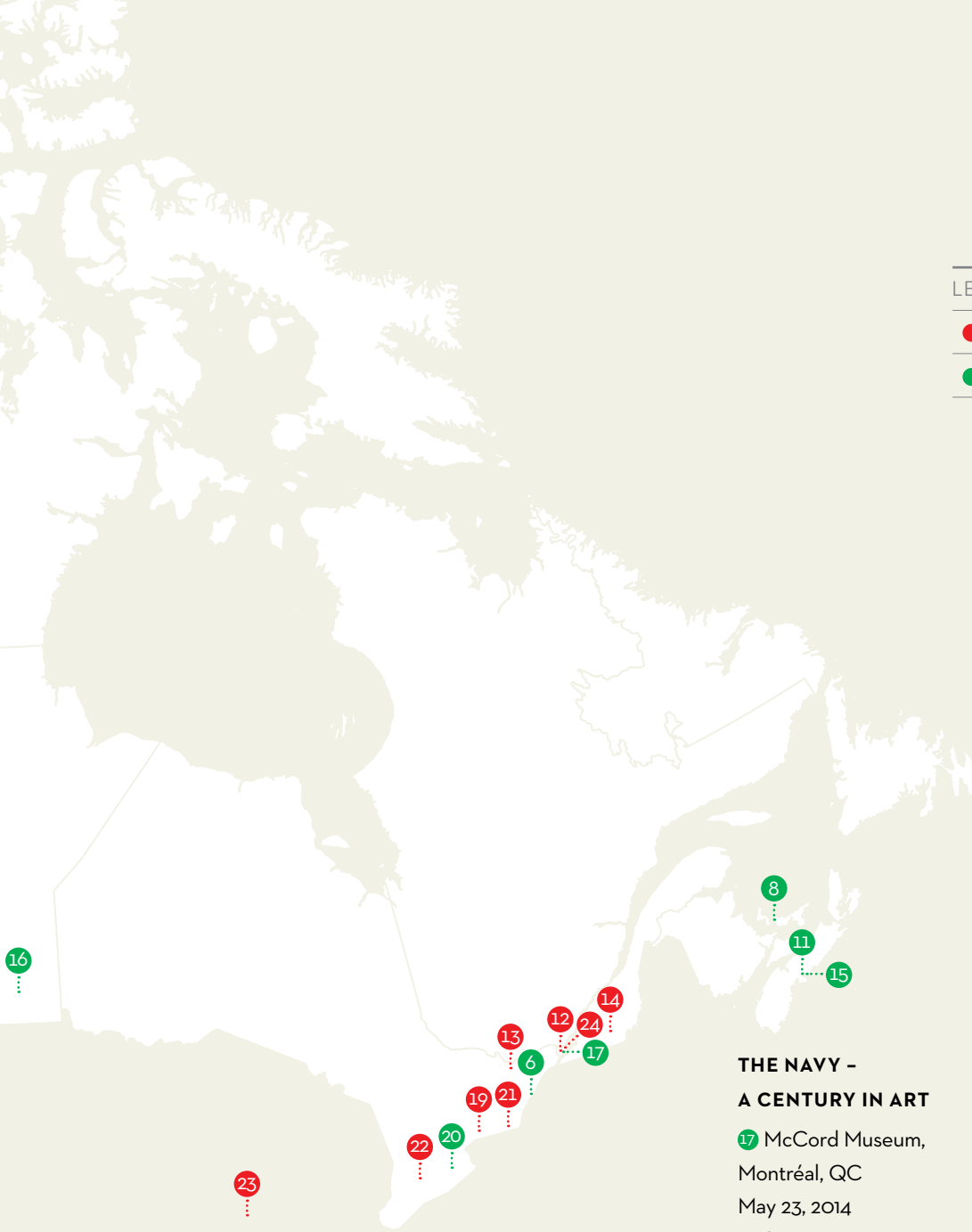
1,600

2013-2014
RESULT

1,915

ANALYSIS

As results were in line with the target, no action was required.



LEGEND

- CANADIAN MUSEUM OF HISTORY
- CANADIAN WAR MUSEUM

LEGION HALLS

● 20 Waterford Heritage & Agricultural Museum, Waterford, ON
June 27, 2014 to May 10, 2015

LACE UP! - CANADA'S PASSION FOR SKATING

● 21 Oshawa Community Museum, Oshawa, ON
September 22 to December 19, 2014

● 22 Stratford Perth Museum, Stratford, ON
January 10 to April 5, 2015

VODOU

● 23 The Field Museum, Chicago, Ill.
October 25, 2014 to April 26, 2015

SNOW

● 24 Pointe-à-Callière, Montréal Museum of Archaeology and History, Montréal, QC
February 17, 2015 to January 3, 2016

THE NAVY - A CENTURY IN ART

● 17 McCord Museum, Montréal, QC
May 23, 2014 to January 18, 2015

KIDS CELEBRATE!

● 18 Surrey Museum, Surrey, BC
June 7 to September 6, 2014

● 19 Markham Museum, Markham, ON
September 16, 2014 to January 12, 2015

PEACE - THE EXHIBITION

● 15 Canadian Museum of Immigration at Pier 21, Halifax, NS
May 16 to October 19, 2014

● 16 Canadian Museum for Human Rights, Winnipeg, MB
September 20, 2014 to November 29, 2015

MUSEOLOGICAL EXCELLENCE AND RELEVANCE

The corporation will broaden its national collections and its curatorial research to better reflect and present national narratives, symbols and achievements through the social-, cultural-, human-, military- and political-history dimensions of Canadian life.

PRIORITIES

- Identify strengths and weaknesses in the existing collection. The corporation will focus on future acquisition strategies to fill gaps and strengthen under-represented subject areas.
- Advance curatorial research to better reflect the corporation’s mandate, with an emphasis on the subject areas requiring greater attention.
- Develop exhibitions and content for national and international audiences, which will explore Canadian themes, stories, milestones and personalities, as well as the broader dimensions of culture, history, politics and ways of life in Canada and elsewhere.

SUMMARY OF PERFORMANCE

The Museums met the three established objectives in relation to this Strategic Direction through 1) permanent exhibition modules and temporary exhibitions; 2) key research projects; and 3) artifact acquisitions. These initiatives allowed the Museums to broaden their national collections and curatorial research to better reflect Canadian narratives, symbols and achievements.

ANALYSIS

As results were in line with the target, no action was required.

NUMBER OF PERMANENT EXHIBITION MODULES AND TEMPORARY EXHIBITIONS OPENED

2014-2015 RESULT



15

2014-2015 TARGET

10

2013-2014 RESULT

17



SPECIAL EXHIBITIONS

Canadian Museum of History

Snow	Attendance
December 6, 2013 to September 28, 2014	103,273
Canada's Titanic - The Empress of Ireland	
May 30, 2014 to April 6, 2015	259,628
"Duplessis Gives to His Province" - The Political Marketing of the Union nationale	
June 12 to December 7, 2014	60,153
Bob the Builder™ - Project: Build It	
October 2, 2014 to March 22, 2015 at the Canadian Children's Museum	84,337
Ni'n na L'nu - The Mi'kmaq of Prince Edward Island	
October 10, 2014 to January 18, 2015	30,930
1867 - Rebellion and Confederation	
November 28, 2014 to January 4, 2016	30,715



THE HOME FRONT, 1917

This new module was a major addition to the War Museum's gallery devoted to the First World War.

The Home Front, 1917 explores the wartime pressures that transformed Canadian society and provoked a political crisis. It examines the war's impact on families, telling personal stories of sacrifice and loss, resilience and determination. It also explains the conscription crisis – a political firestorm with few equals in Canadian history – and traces the origins of women's suffrage and income tax. The new module, with its candid and informative approach, is a valuable addition to the visitor experience at the War Museum.



SPECIAL EXHIBITIONS
Canadian War Museum

	Attendance
Transformations - A. Y. Jackson and Otto Dix April 10 to September 26, 2014	46,936
Witness - Canadian Art of the First World War April 10 to September 26, 2014	46,936
Enemy Aliens - Internment in Canada, 1914-1920 October 2, 2014 to March 29, 2015	Not available
Fighting in Flanders - Gas. Mud. Memory. November 7, 2014 to April 26, 2015	43,574



MAJOR ACQUISITIONS

The Museum of History’s acquisition of the **oldest ice hockey stick** known to exist generated headlines across the country. Dubbed the “Moffatt stick” in honour of the family that owned it for generations, the long-bladed implement was hand hewn in the 1830s in Cape Breton, Nova Scotia. The Moffatt stick provides a unique and powerful link to the sport’s earliest days in Canada.

Also extraordinary was the acquisition of the **Terrence Peter Ryan Baffin Island Drawing Collection**. It comprises over 1,800 works solicited by Mr. Ryan from people he encountered during an epic four-month dog sled journey in 1964 from southern Baffin Island to its northern tip. (Mr. Ryan was then the resident arts advisor in the famous Cape Dorset print studio.) The drawings provide a remarkable window into Inuit life and culture at a time of wrenching change.

The War Museum’s outstanding acquisitions included a medal set, a sword and seven battlefield sketchbooks. The medals had been awarded to Sir Daniel Hunter McMillan, the seventh Lieutenant Governor of Manitoba (1900–1911). During his earlier career in the military, Mr. McMillan took part in the suppression of the Fenian Raids of 1866, was a member of the Wolseley expedition to Red River in 1870, and was awarded the Northwest Canada Medal in 1885.

The sword was carried by Major David Secord (1790–1848), who fought in several battles along the Niagara frontier during the War of 1812, including the Battles of Chippewa, Fort George and Lundy’s Lane. (Laura Secord was his aunt.) The sketchbooks feature the work of Cyril Barraud, an official war artist during the First World War. His sketches give a vivid, soldier’s view of life along the front lines in northern France and Belgium, capturing the region’s pre-conflict beauty and the devastation of war.

NUMBER OF ARTIFACTS ACQUIRED

2014-2015
RESULT



7,430

2014-2015
TARGET

2,000

2013-2014
RESULT

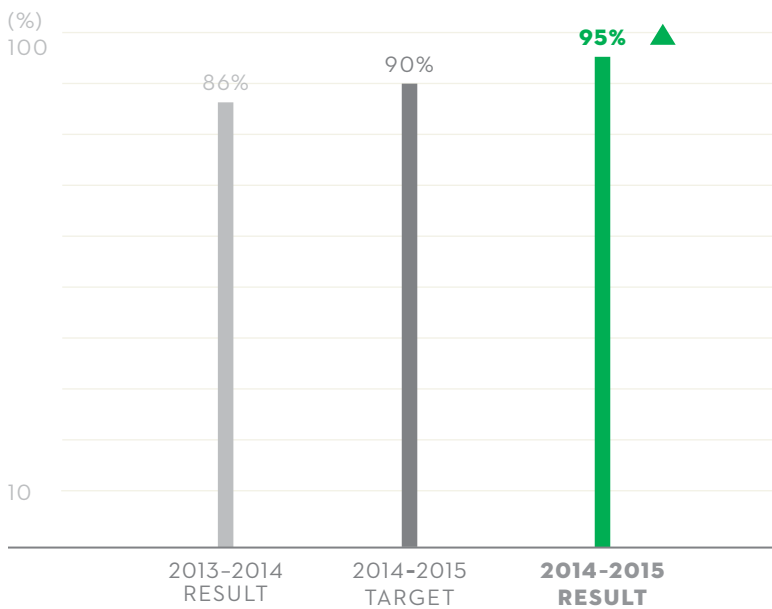
2,871

ANALYSIS

As results were in line with the target, no action was required.



PERCENTAGE OF KEY RESEARCH PROJECTS THAT ARE PROGRESSING AS PLANNED OR COMPLETED



ANALYSIS

As results were in line with the target, no action was required.

RESEARCH PROJECTS

New research at the Canadian War Museum is challenging traditional interpretations of the conscription crisis that shook the country during the First World War. Historian Dr. Andrew Burtch and his colleagues have shed new light on the intensity and diversity of opinion expressed across the country during the crisis and the related 1917 federal election. Their findings are reflected in **The Home Front, 1917**, a new module in the Museum's permanent gallery devoted to the First World War.

War Museum staff also contributed their historical knowledge to a variety of government and community-led initiatives commemorating the First World War Centenary. Historian Dr. Laura Brandon was among the staff members who shared their scholarship through academic and trade publications. Dr. Brandon co-edited a special issue of *Revue d'art canadienne / Canadian Art Review* about war and photography, and contributed an entry to *The Edinburgh Companion to the First World War and the Arts*.



Researchers at the Museum of History used a cutting-edge virtual environment to pinpoint the cause of a mysterious death over a century ago in the Canadian Arctic. The human remains were excavated in 1954 by an archaeologist who described severe skull damage as a bullet wound. He was wrong. **Using 3D digital modelling**, researchers at the Museum of History, led by Dr. Karen Ryan, have now concluded that the damage was caused by an attacking polar bear. Dr. Ryan believes this marks the first time archaeologists have used the non-invasive technology to identify the species of an animal attack from human remains. The findings were published in the scientific journal *Arctic*.

A physical anthropology researcher at the Museum of History is helping with the relocation of human remains from Ottawa's oldest cemetery, founded around 1827 but long buried under a major downtown street. Dr. Janet Young is analyzing the remains, seeking information from those who lived shoulder to shoulder with the founders of Canada's capital.



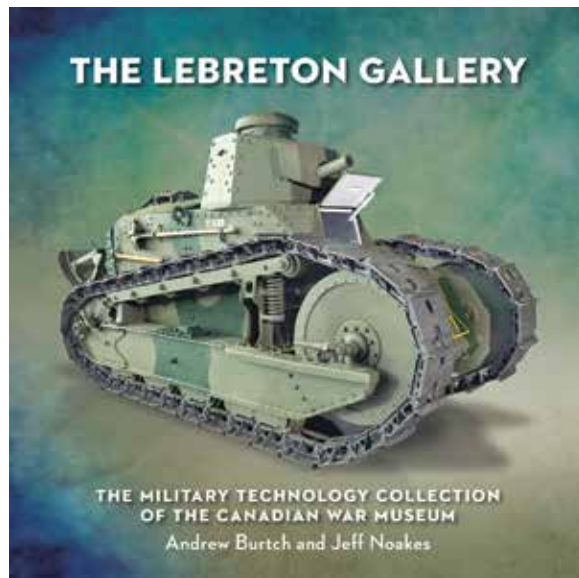
NEW PUBLICATIONS

New souvenir catalogues

- *The Greeks - Agamemnon to Alexander the Great*, by Terence Clark
- *Canada's Titanic - The Empress of Ireland*, by John Willis
- *Witness - Canadian Art of the First World War*, by Amber Lloydlangston and Laura Brandon
- *Transformations - A. Y. Jackson and Otto Dix*, by Laura Brandon
- *1867 - Rebellion and Confederation*, by Jean-François Lozier
- *Fighting in Flanders - Gas. Mud. Memory.*, by Mélanie Morin-Pelletier
- *The LeBreton Gallery - The Military Technology Collection of the Canadian War Museum*, by Andrew Burtch and Jeff Noakes

New in the Mercury Series

- *Petun to Wyandot - The Ontario Petun in the Sixteenth Century*, by Charles Garrad (edited by Jean-Luc Pilon and William Fox), winner of the 2014 Excellence in Publishing Award from the Ontario Archaeological Society and finalist for the 2014 INDIEFAB Book of the Year
- *Old Man's Playing Ground - Gaming and Trade on the Plains/Plateau Frontier*, by Gabriel Yanicki
- *Ce que la rivière nous procurait - Archéologie et histoire du réservoir de l'Eastmain-1*, edited by Pierre Bibeau, David Denton and André Burroughs



Experience the LeBreton Gallery and the Canadian War Museum's superb collection of military technology. Published in association with the Friends of the Canadian War Museum, this souvenir catalogue presents a wide variety of vehicles and equipment used in warfare over the past 300 years, such as a Voodoo fighter jet, 19th century artillery pieces, tanks and other vehicles drawn from one of the most extensive collections of its kind in the world. Each tells something about the human ingenuity and intent in their creation and use, and the human experience of facing them on the battlefield.

Publishing support from the War Museum

Over the past year, the Canadian War Museum has continued to provide financial and editorial support to the following publishing ventures:

- *Studies in Canadian Military History*, a series of academic books published by the University of British Columbia Press.
- *The New Brunswick Military Heritage Project*, a series of short monographs published by the Military and Strategic Studies Program of the University of New Brunswick, in association with Goose Lane Editions.
- *Canadian Military History Journal*, a peer-reviewed, academic journal published quarterly in a magazine format by the Laurier Centre for Military Strategic and Disarmament Studies.

FOCUS ON RESULTS

The corporation will continue its disciplined managerial practices, while also remaining flexible and responsive to changing conditions. Staff will develop tools and procedures to enable more effective reporting on activities and outcomes.

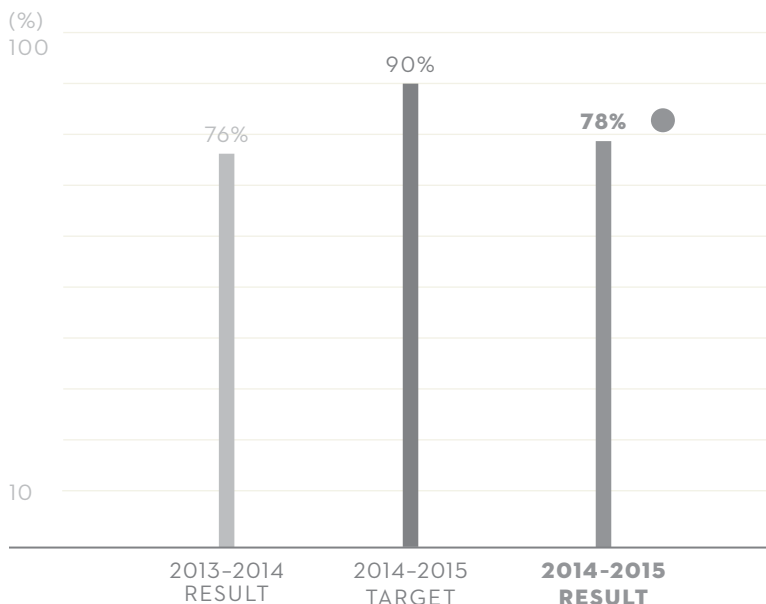
PRIORITIES

- Increase focus on business intelligence (marketplace, business, social and visitor intelligence), to enhance agile response to external conditions and opportunities.
- Expand and refine effective reporting measures, which provide information for staff, Trustees, the federal government, donors and the public.
- Develop appropriate operational and capital plans to ensure proper maintenance and renewal of facilities for current and future needs.

SUMMARY OF PERFORMANCE

The corporation has not met any of the established objectives in relation to this Strategic Direction. In 2014-2015, performance goals were realigned to give priority to the Canadian History Hall project and commemorations related to the anniversary of the First World War. The audit variance is attributed to the delay of the Audit of Collections, which is set to begin in 2015-2016, the realignment of priorities as previously mentioned, and the significant number of actions stemming from recent special exams and internal audits. The delayed actions arising from the Office of the Auditor General of Canada's Special Exam in 2013, the Audit of Travelling Exhibitions and the Audit of Temporary Exhibitions are scheduled to commence or be completed in 2015-2016.

PERCENTAGE OF KEY PERFORMANCE GOALS IN THE CORPORATE PLAN THAT ARE PROGRESSING AS PLANNED



ANALYSIS

Several corporate goals that were planned for this reporting period were put on hold and realigned as the corporate priority was, and continues to be, the Canadian History Hall project and commemorations related to the anniversary of the First World War.



NUMBER OF FOLLOW-UP ACTIONS ON AUDIT RECOMMENDATIONS THAT ARE PROGRESSING AS PLANNED

**2014-2015
RESULT**



20

2014-2015
TARGET

25

2013-2014
RESULT

27

ANALYSIS

Some recommendations are delayed as a result of priorities being realigned. The Audit of Temporary Exhibitions has three recommendations that are delayed and due to be completed in 2015-2016. The corporation is delayed in implementing a cyclical inventory of its collection. The corporation is also delayed in developing performance measures to report on the new Strategic Directions. This is to be completed in 2015-2016.

NUMBER OF AUDITS AND REVIEWS COMPLETED

**2014-2015
RESULT**



2014-2015
TARGET

2013-2014
RESULT

1
3
2

ANALYSIS

The Audit of Collections is postponed as a result of a decision at the November Board meeting to reduce the frequency of audits from three to one per year. The Risk-Based Audit Plan was endorsed at the April Board teleconference.

NUMBER OF CAPITAL PROJECTS APPROVED BY THE BOARD OF TRUSTEES THAT ARE PROGRESSING AS PLANNED

**2014-2015
RESULT**



2014-2015
TARGET

2013-2014
RESULT

2
3
2

ANALYSIS

This indicator is based on all capital projects over \$500,000, which go to the Board of Trustees for approval. The cost to replace the Canadian Museum of History's Air Handling Units was initially anticipated to be over \$500,000, but the proposal came in below this amount, therefore not requiring approval by the Board of Trustees. No further action is required.

FUNDING AND FUNDRAISING

The corporation will seek to increase its financial resources through a variety of supplementary funding sources – notably business sponsorships, partnerships, philanthropy solicited in all regions of the country and commercial revenues.

PRIORITIES

- Attain financial sustainability.
- Build a compelling narrative that explains how financial support for the Museums helps preserve Canadian history and heritage.
- With the participation of the corporation’s Trustees, establish new approaches to build donor support across the country.
- Maintain effective relations with government departments and agencies to capitalize on opportunities, where appropriate and viable.
- Implement the fundraising campaign developed for the Canadian History Hall in 2013-2014, which details specific approaches to attaining fundraising goals.

SUMMARY OF PERFORMANCE

The corporation met one of the established objectives in relation to this Strategic Direction through revenue-generating activities. These activities made it possible for the Museums to increase financial resources through a variety of supplementary sources, such as fundraising and revenue generating. However, fundraising goals were not met.

DOLLAR VALUE OF FUNDRAISING ACTIVITIES (IN 000’S)

2014-2015
RESULT



\$2,610 *

2014-2015
TARGET

\$3,005 *

2013-2014
RESULT

\$1,597 **

ANALYSIS

Fundraising activities were below target in the area of major giving, which continues to be a challenge. In the upcoming year, the Museums intend to focus on the opportunities presented by the Canadian History Hall and the centenary of the First World War.

* Includes cash and in-kind gifts.

** Does not include in-kind gifts or confirmed pledges.

SPONSORSHIPS

A diverse range of sponsors supported the Museums' activities in 2014-2015.

The Canadian War Museum gratefully acknowledges its **Official Partners of the First World War Centenary**: John and Pattie Cleghorn and family; HCol (Ret'd) John C. Eaton, O.Ont., K.St.J., D.Com. and HCol Sally Horsfall Eaton, S.S.St.J., C.D., R.N., LL.D.; the Friends of the Canadian War Museum; TD Bank Group; VISITFLANDERS and the R. Howard Webster Foundation. Each of these partners has provided significant financial support toward the Canadian War Museum's portfolio of offerings commemorating the centenary of the First World War.

Continuing support from the **Canadian Association of Petroleum Producers** (CAPP) helped the Museum of History develop and present **1867 - Rebellion and Confederation**, an exhibition examining the political prelude to the country's founding. CAPP is the exhibition's National Presenting Sponsor and the Official Partner of the Museum's celebration of the 150th anniversary of Confederation.

TD Bank Group is the National Presenting Sponsor of two special exhibitions organized by the War Museum: **Transformations - A. Y. Jackson and Otto Dix** and **Witness - Canadian Art of the First World War**. Both exhibitions enhance our understanding of the First World War and its human impacts.

VISITFLANDERS, the official tourism guide of Flanders, Belgium, was the National Presenting Sponsor of the War Museum exhibition **Fighting in Flanders - Gas. Mud. Memory.**, part of the Museum's multi-year and multifaceted commemoration of the First World War Centenary.



MAJOR GIFTS

The W. Garfield Weston Foundation generously contributed to the acquisition of a rare collection of artifacts and memorabilia belonging to a legendary figure of the Klondike Gold Rush. The William Scouse Collection features 14 pieces of gold nugget jewellery, revealing the tremendous fortunes that could be uncovered by lucky prospectors at the beginning of the gold rush. The Museum is proud to acquire this collection, which adds regional character to the telling of our national story.

A generous gift from HCol (Ret'd) John C. Eaton, O.Ont., K.St.J., D.Com. and HCol Sally Horsfall Eaton, S.S. St.J., C.D., R.N., LL.D. led to the naming of the Eaton Activity Hub, an area in the War Museum's Lieutenant Colonel John McCrae Gallery set aside for interpretive programming related to the First World War Centenary.



RBC Aboriginal Training Program
in Museum Practices



National Presenting Sponsor
of **Fighting in Flanders –
Gas. Mud. Memory.**

Official Partner of the
First World War Centenary



National Presenting Sponsor of
1867 – Rebellion and Confederation

Official Partner of the
150th Anniversary of Confederation



National Supporting Sponsor
of **1812** travelling exhibition



National Presenting Sponsor of
**Witness – Canadian Art of the First
World War and Transformations –
A. Y. Jackson and Otto Dix**

Official Partner of the
First World War Centenary

National Presenting Sponsor
of **1812** travelling exhibition

FIRST WORLD WAR CENTENARY GALA

More than 350 corporate patrons and private donors attended the Canadian War Museum’s First World War Centenary Gala. The event commemorated the extraordinary service of Canadians overseas during that conflict. Thanks to the dedicated volunteer leadership of Dr. Paul Kavanagh and LCol Bud Walsh, C.D., the Gala netted just over \$158,000 in support of the Royal Canadian Legion’s Poppy Fund, which supports veterans and their families in financial need; and Operation Veteran, which provides free meals to veterans visiting the War Museum and supports Supply Line and other educational programs for school students across the country.



DOLLAR VALUE OF REVENUE-GENERATING ACTIVITIES (IN 000'S)**2014-2015
RESULT****\$14,500****2014-2015
TARGET****\$14,049****2013-2014
RESULT****\$14,100****ANALYSIS**

As results were in line with the target, no action was required

COUNCIL OF MUSEUM CEOS

The President and Chief Executive Officer participates in the Council of Museum CEOs. This forum is designed to facilitate collaboration with the other national museums to reduce costs, increase revenues and maximize strategic opportunities. In 2013-2014, the corporation participated in two joint procurement exercises with other national museums. A new financial system was purchased and implemented with the National Gallery, resulting in a savings of almost 20 percent of the total cost of the project. Additionally, security services were procured with the Canadian Museum of Nature, resulting in significant savings over a period of five years. In 2014-2015, a joint Request for Proposals for insurance services led to cost savings for a number of the museums that participated.

CANADIAN HISTORY HALL CAMPAIGN

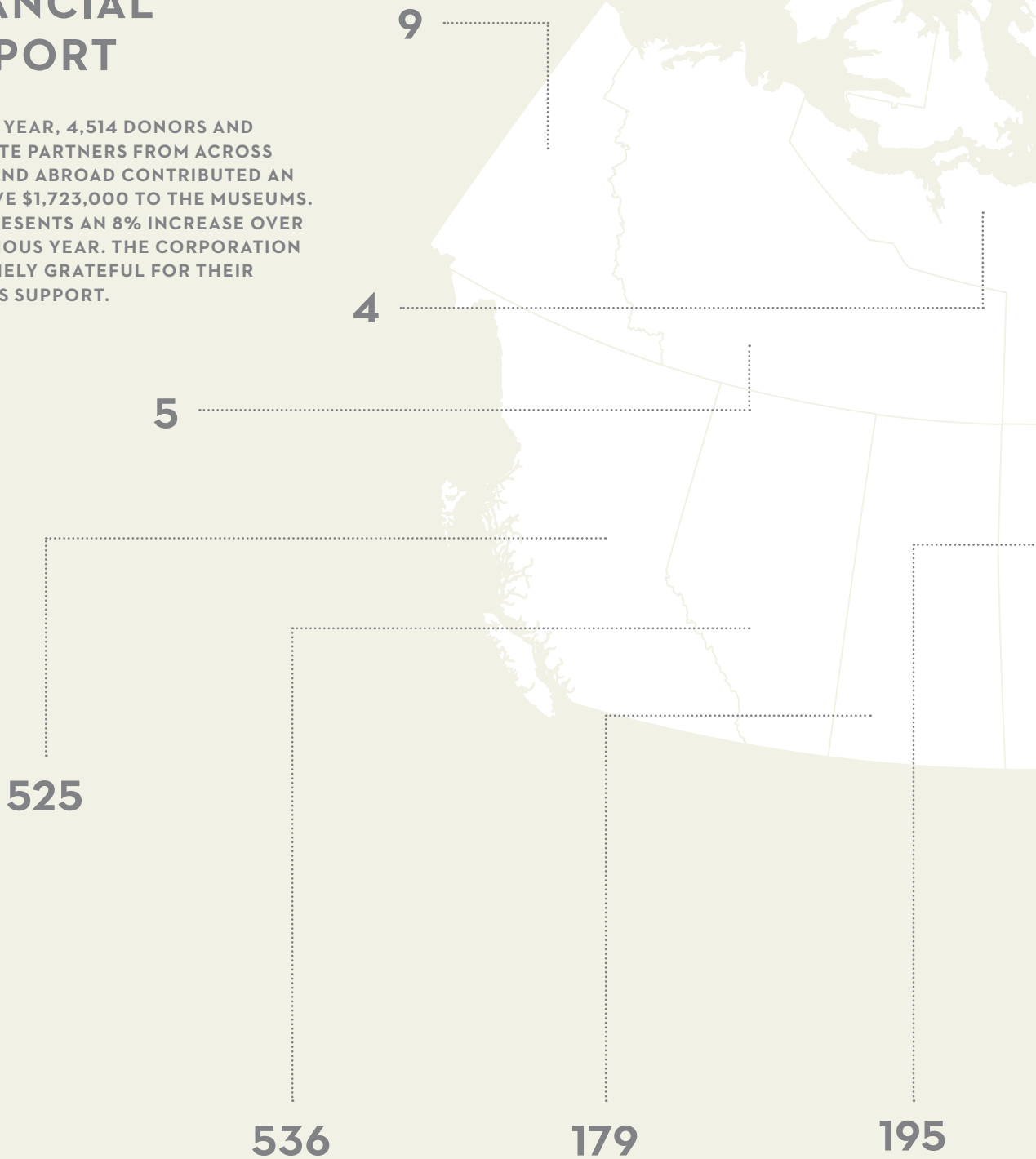
The Canadian History Hall fundraising campaign continues to gain momentum. With a goal of a minimum of \$5 million, \$1.2 million has been raised so far in sponsorships, gifts and pledges. Donors and sponsors rightly see the campaign as a unique opportunity to support the telling of Canada's national story for the benefit of present and future generations.

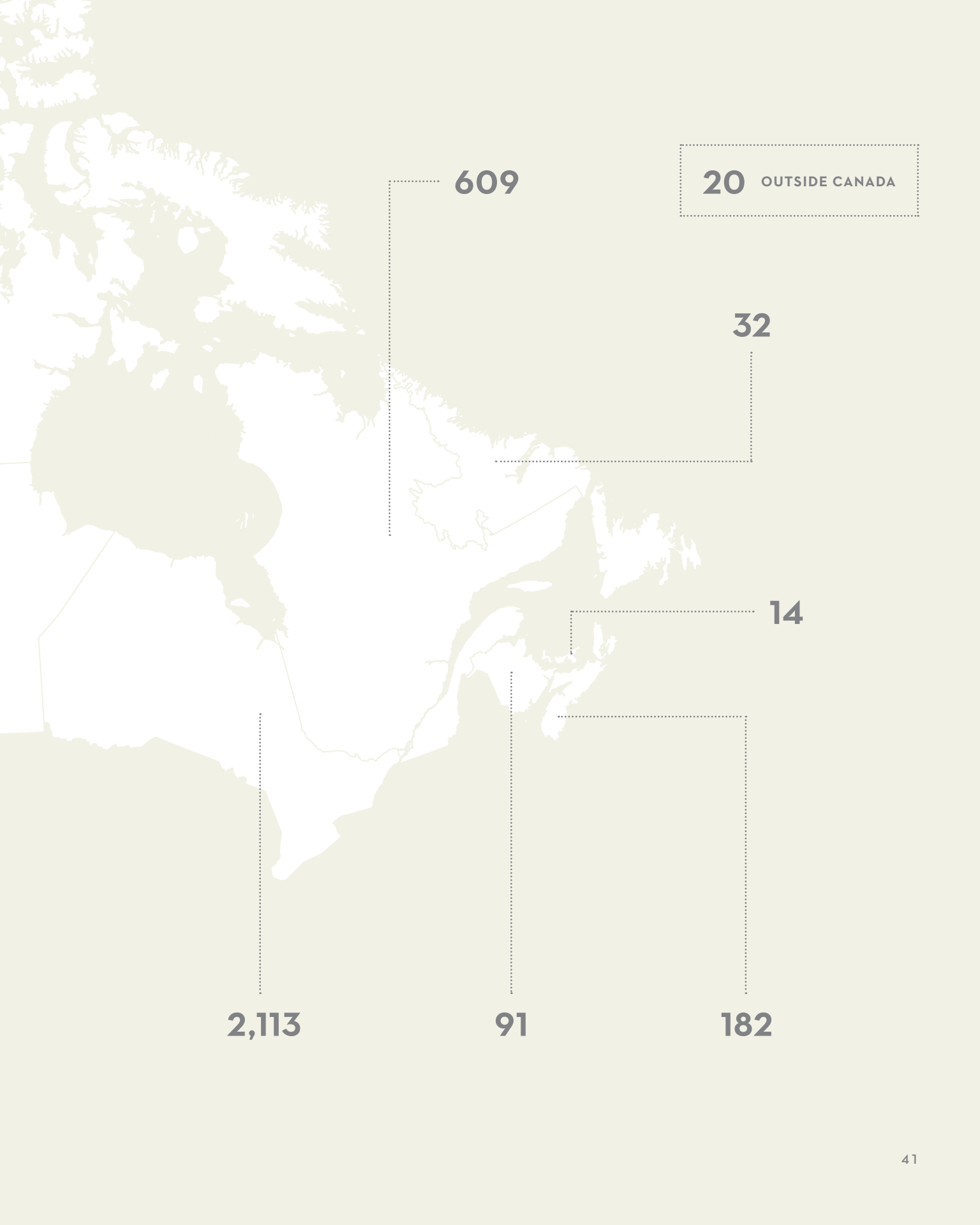
SUPPLY LINE LAUNCH

Funded entirely through donor support, Supply Line is a program that enables school students to encounter, in their own classrooms, objects associated with the First World War. The program was an instant hit with teachers and students across the country. Since its launch in September by the Museum's Operation Veteran program, the program has been operating at peak capacity.

FINANCIAL SUPPORT

THIS PAST YEAR, 4,514 DONORS AND CORPORATE PARTNERS FROM ACROSS CANADA AND ABROAD CONTRIBUTED AN IMPRESSIVE \$1,723,000 TO THE MUSEUMS. THIS REPRESENTS AN 8% INCREASE OVER THE PREVIOUS YEAR. THE CORPORATION IS EXTREMELY GRATEFUL FOR THEIR GENEROUS SUPPORT.





20 OUTSIDE CANADA

609

32

14

2,113

91

182

GOVERNANCE

THE BOARD OF TRUSTEES

The corporation is governed by a Board of Trustees, whose 11 members are appointed by the Minister of Canadian Heritage and Official Languages with the approval of the Governor in Council. The Trustees are selected from across the country. The Board, accountable to Parliament through the Minister, provides broad strategic direction and oversight with the assistance of six Committees and one Working Group.



From left to right:

Front row: James D. Fleck, Vice-Chair; William (Bill) Leach, Chair; Richard Gwyn, Trustee

Second row: Trustees Ken Langille, Andrea T. Bobkowicz

Third row: Trustees Jean Giguère, Judith Baxter, Michael Bliss

Back row: Trustees Christopher McCreery, Claude Thibault, Robert C. Wilband

BOARD OF TRUSTEES COMMITTEES

- The **Executive Committee** assists in making decisions between Board meetings, as necessary.
- The **Audit Committee** serves as the Board's advisor on audit-related matters; ensures the maintenance of sound internal controls; and reviews internal audit plans, financial statements, and observations made by the Auditor General of Canada and relating to the Museum.
- The **Development Committee** advises and supports the Board and management in achieving greater self-sufficiency through fundraising.
- The **Finance Committee** advises the Board on accountability and planning in relation to financial matters such as financial reporting, the corporation's investment policy and contracts, and other financial transactions over \$500,000.
- The **Governance Committee** advises the Board on matters related to corporate governance.
- The **Canadian War Museum Committee** provides advice on matters related to the Canadian War Museum, and includes members of the Board of Trustees and representatives from veterans' groups.
- The **Canadian History Hall Working Group** advises on matters related to the Canadian History Hall, which will open in 2017.



From left to right:

Mark O'Neill, President and Chief Executive Officer; Chrissie Unterhoffer, Corporate Secretary and Director of Strategic Planning; David Loye, Chief Operating Officer and Senior Vice-President

MEMBERS OF THE BOARD

WILLIAM (BILL) LEACH, C.M.M., C.D., CHAIR

KARS, ONTARIO

02-Feb-2012 – 01-Feb-2016

Note: *The Chair of the Board of Trustees, Lieutenant-General (Ret'd) Bill Leach passed away suddenly on April 1, 2015.*

Lieutenant-General (Ret'd) Leach had a varied and distinguished career as a high-ranking military officer, an executive in the private sector and a committed volunteer. Before retiring from the Canadian Forces (Regular) in 2000, after 40 years of service, Bill Leach became Chief of the Land Staff and Commander Land Force Command, and held an Honorary Appointment granted by the Minister of National Defence. He was an executive at Honeywell Canada and Mincom Australia, and Past President and Chair on the Board of the Friends of the Canadian War Museum. Bill Leach served on the Executive Committee of the Military Families Fund/Support Our Troops and chaired the Defence and Security Committee of the Royal Canadian Legion. He was a recipient of the Canadian Order of Military Merit (Commander) and the U.S. Legion of Merit (Commander).

JAMES D. FLECK, C.C., VICE-CHAIR

TORONTO, ONTARIO

04-Oct-2012 – 03-Oct-2016

Dr. Fleck is an entrepreneur, academic and leading cultural philanthropist. In business, he founded Fleck Manufacturing Inc., and was Chairman of ATI Technologies and Alias Research. He is Professor Emeritus at The Rotman School, University of Toronto and taught at Harvard and York. In the non-profit sector, he was President of the Art Gallery of Ontario and is Chairman of Business for the Arts, a national association of business leaders supporting the arts. In government, he served as Deputy Minister of Industry and Secretary of Cabinet for Premier Bill Davis. Dr. Fleck's many honours include the Order of Canada, the Queen Elizabeth II Diamond Jubilee Medal, the Edmund C. Bovey Award for Leadership Support of the Arts, the Ramon John Hnatyshyn Award for Voluntarism in the Performing Arts and the International Society for the Performing Arts' Angel Award.

JUDITH BAXTER, TRUSTEE

CLIFTON ROYAL, NEW BRUNSWICK

15-Dec-2011 - 14-Dec-2015

Ms. Baxter is a recipient of the Queen Elizabeth II Diamond Jubilee Medal, the 125th Anniversary of Confederation Medal and the Queen Elizabeth II Golden Medal. She has worked as an artist, writer and commercial illustrator and is a tireless volunteer activist and community organizer. Ms. Baxter was founding director of the Kingston Farmers Market, the Clifton Royal Recreation Council and the John Fisher Memorial Museum, and has served as Director of the John Fisher Memorial Museum, on the Executive of the Kingston Peninsula Heritage Inc. and on the Board of the New Brunswick Museum.

MICHAEL BLISS, TRUSTEE

TORONTO, ONTARIO

05-Apr-2012 - 04-Apr-2016

Professor Bliss, one of Canada's foremost historians and an award-winning author, taught at the University of Toronto for 38 years. While most of his 14 books, including *The Discovery of Insulin* and *William Osler: A Life in Medicine*, reflect his specialization in medical and Canadian history, he has also earned two National Magazine awards for business and political writing. In 1988, he won the Royal Society of Canada's Tyrrell Medal for outstanding work in the history of Canada. Professor Bliss is a Member of the Order of Canada and Honorary Fellow of the Royal College of Physicians and Surgeons of Canada. He has been recognized with honorary degrees from McGill University, McMaster University, the University of British Columbia, University of Toronto, University of Prince Edward Island and the Medical College of Wisconsin.

ANDREA T. BOBKOWICZ, TRUSTEE

WESTMOUNT, QUEBEC

22-Nov-2012 - 21-Nov-2016

Andrea T. Bobkowitz is an Investment Advisor with National Bank Financial, Private Wealth Management. Ms. Bobkowitz previously worked in Global Institutional Equity Sales at RBC Dominion Securities in New York and as a result has business experience with South Africa, Australia and Latin America. She is fluent in English, French and Spanish. Her volunteer work in the community includes leadership positions with the Foundation of Catholic Community Services and the St. Patrick's Society of Montréal. In addition, Ms. Bobkowitz has served as a member of several major professional and policy-shaping organizations, including the Canadian Council for the Americas, the Canadian Society of New York, the Couchiching Institute on Public Affairs and the Financial Women's Association of New York.

JEAN GIGUÈRE, C.M., TRUSTEE

WINNIPEG, MANITOBA

17-Dec-2013 – 16-Dec-2017

Jean Giguère has a long and distinguished record of leadership and achievement within the Canadian cultural community. She is currently Chair of Culture Days Manitoba and Vice-Chair of the National Culture Days Board. On the national level, she is a member of the Culture Days National Executive Committee and has served since 2009 as a Director of Business for the Arts. Ms. Giguère has extensive experience in board governance, fundraising and strategic planning in the cultural sector. She was first elected to the Board of the Royal Winnipeg Ballet in 1997, later serving as its Chair and, in 2010, was appointed Chair Emeritus. At the Royal Manitoba Theatre Centre, she has served as Vice-President responsible for fundraising and Chair of Special Events. Ms. Giguère was the inaugural recipient of the Winnipeg Art Council's Making a Difference Award and received the Queen Elizabeth II Diamond Jubilee Medal for her "outstanding contribution to artistic life in Canada." In 2014, she was honoured with the Ramon Hnatyshyn Governor General award for Voluntarism in Performing Arts.

RICHARD J. GWYN, TRUSTEE

TORONTO, ONTARIO

07-Mar-2013 – 06-Mar-2017

Richard J. Gwyn is a renowned historian, author and political commentator. His career as a journalist includes 30 years with the *Toronto Star*, where he wrote and continues to write columns on national and international affairs and was a regular commentator on television and radio. The highly praised author of seven books, Mr. Gwyn has written biographies of Prime Ministers Sir John A. Macdonald (two volumes) and Pierre Elliott Trudeau, and of Newfoundland Premier Joey Smallwood. His study *Nationalism Without Walls* has been ranked by the *Literary Review of Canada* as one of the 100 most important Canadian books. Mr. Gwyn's honours include two National Newspaper awards, a National Magazine award, the Charles Taylor Prize for Literary Non-Fiction, the Shaughnessy Cohen Prize for Political Writing and the J. W. Dafoe Book Prize. From 2002 to 2007, he was Chancellor of St. Jerome's University at the University of Waterloo. The recipient of five honorary degrees, he was named an Officer of the Order of Canada in 2002.

KEN LANGILLE, TRUSTEE

NEW GLASGOW, NOVA SCOTIA

07-Mar-2013 – 06-Mar-2017

Ken Langille has served the community of New Glasgow in a variety of capacities, including Deputy Fire Chief, Deputy Mayor, Chair of the Police Commission and Fire Committee, and president of the Festival of the Tartans. He has also served on several boards and commissions at the county and provincial levels, including the Nova Scotia Police Review Board. Mr. Langille has been an active member of the Royal Canadian Legion and the Atlantic Branch of the Black Watch Association. He was also President of the Pictou County Shrine Club and the Pictou County Sports Heritage Hall of Fame, among other groups and associations.

CHRISTOPHER MCCREERY, M.V.O., TRUSTEE*HALIFAX, NOVA SCOTIA*

05-Apr-2012 – 04-Apr-2016

Dr. McCreery is the Private Secretary to the Lieutenant Governor of Nova Scotia and Executive Director of Government House, Halifax. Author of more than a dozen books, he holds a doctorate in Canadian Political History from Queen's University and is a recognized authority on Canadian honours, symbols and the role of the Crown in Canadian government. He has served on the Department of Canadian Heritage War of 1812 Advisory Committee, the Queen Elizabeth II Diamond Jubilee Committee and the Prime Minister's advisory committee on the appointment of the Governor General in 2010. Dr. McCreery is a Member of the Royal Victorian Order, a Fellow of the Royal Canadian Geographical Society and a Fellow of the Queen's University Centre for the Study of Democracy.

CLAUDE THIBAUT, TRUSTEE*MONT-ROYAL, QUEBEC*

21-Jun-2012 – 20-Jun-2016

Claude Thibault is Chief Financial Officer of DCM Group, an engineering and industrial construction company with activities across Canada. Mr. Thibault is a seasoned finance executive with close to 20 years of experience as Chief Financial Officer of publicly-listed and private companies. He previously worked in Investment Banking and Corporate Finance, as Vice-President at Midland Walwyn Capital and KPMG. Mr. Thibault has served on a number of boards, including the Old Port of Montréal Corporation. He is a Chartered Professional Accountant (CPA, CA) and a Chartered Business Valuator, and he earned an MBA from McGill University.

ROBERT C. WILBAND, TRUSTEE*VANCOUVER, BRITISH COLUMBIA*

06-Jun-2013 – 05-Jun-2017

Robert C. Wilband has over 40 years' experience in Canada and internationally as a business leader and board director, primarily in the technology sector. Until his retirement in 1999, he was President and Chief Executive Officer of Prologic Corporation of Richmond, British Columbia, a global leader in providing banking software with 350 corporate customers in 31 countries. Mr. Wilband, who has a master's degree in Business Administration, is also a Certified General Accountant. His honours include the Canada Export Award and the CIBC National Job Creation Award, and he is a lifetime member of the President's Club at Simon Fraser University, where he served as an Executive in Residence and Adjunct Professor. Mr. Wilband continues to act as a mentor in the technology sector, drawing on his extensive expertise in corporate governance, finance, marketing and business strategy development.

EXECUTIVE MANAGEMENT

The President and Chief Executive Officer, supported by an Executive management team, is accountable for the day-to-day administration of the corporation's performance, its long-term viability and the achievement of its objectives.

CORPORATE OFFICERS

- **Mark O'Neill**, President and Chief Executive Officer
- **David Loye**, Chief Operating Officer and Senior Vice-President
- **Chrissie Unterhoffer**, Corporate Secretary and Director of Strategic Planning

EXECUTIVE MANAGEMENT TEAM

In addition to the Corporate Officers, the Executive management cadre also includes, as of March 31, 2015:

- **Jean-Marc Blais**, Director General, Canadian Museum of History and Vice-President of the Corporation
- **Yves Gadler**, Vice-President, Development
- **Sylvie Ledoux**, Executive Assistant to the President and Chief Executive Officer
- **Manon Rochon**, Vice-President, Human Resources
- **Chantal Schryer**, Vice-President, Corporate Affairs
- **James Whitham**, Director General, Canadian War Museum and Vice-President of the Corporation

REVISED GOVERNANCE STRUCTURE

In 2014-2015, the President and Chief Executive Officer implemented a more effective corporate planning and decentralized decision-making model to replace the former Executive Committee. Built on the successful structure of the Exhibition Planning Group created in 2011, this new model engages and empowers managers to make decisions and recommendations in the areas for which they are responsible. The new governance structure includes the following groups:

- **Corporate Planning Group:** Provides overall direction to the corporation's planning; ensures performance measurement and risk management frameworks are effective and integrated into the planning processes; monitors performance and makes course corrections as required; and ensures that the Museums have effective practices in place for sound governance and workplace values and ethics.
- **Resource Planning Group:** Ensures resources are aligned with corporate priorities and that effective stewardship practices are in place.
- **Human Resources Planning Group:** Provides advice and assists in the management of the Museums' human resources.
- **Research and Collections Planning Group:** Provides advice and assists in the management of the Museums' research and collections activities.
- **Exhibitions Planning Group:** Provides advice and assists in the management of the Museums' permanent, temporary and travelling exhibitions.
- **Canadian History Hall Project Team:** Provides overall coordination and direction to the development of the Canadian History Hall.

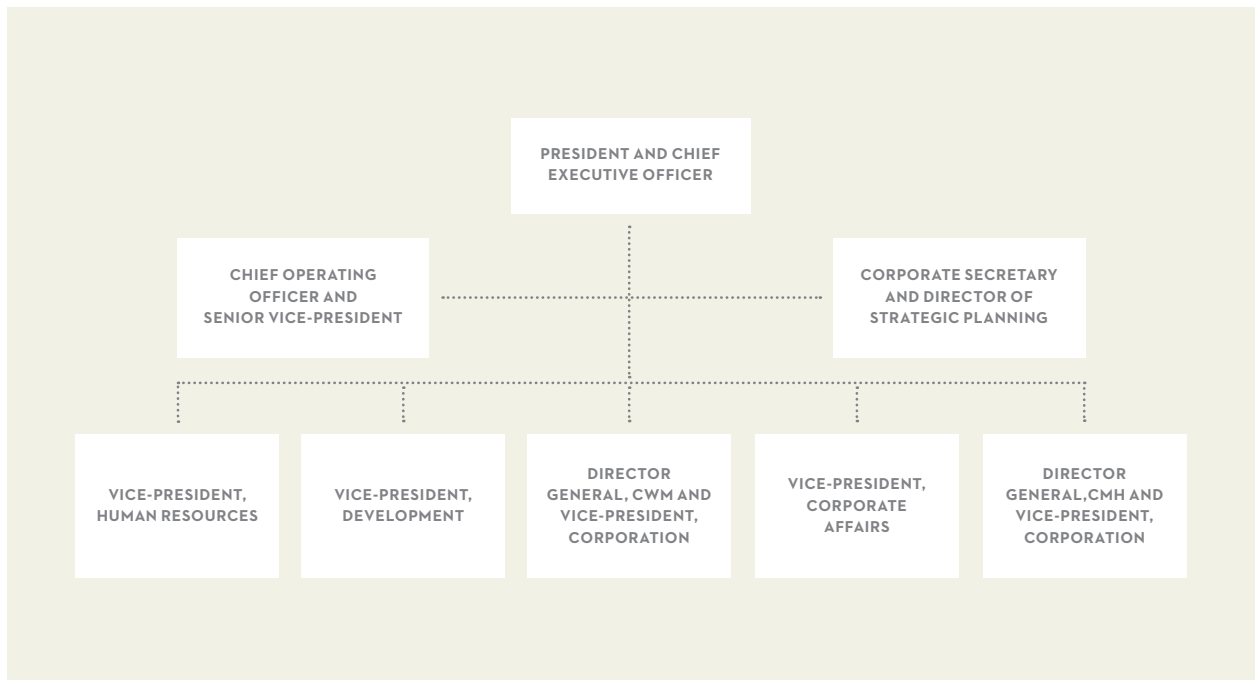
Together, these six groups – comprising a cross-selection of executives, directors and managers – provide better focus and overall understanding of priorities, including better communication flow and accuracy of information. They also provide a forum for strategic discussions of corporate planning and management, and enhance the ability to better align resources with corporate priorities. Finally, these groups provide a mechanism to further integrate risk management into all of the corporation’s planning, monitoring and decision-making activities.

To ensure flow of communication throughout the Management cadre, this new governance structure also includes a Managers’ Forum. Including all executives, directors and managers in the corporation, the Managers’ Forum replaces the former Management Committee and meets throughout the year for information-sharing purposes.

HUMAN RESOURCES PRACTICES AND OFFICIAL LANGUAGES POLICY

The corporation follows human resource management practices. It is committed to a learning culture that promotes continuous development and training, and provides the necessary tools for adaptation in an ever-changing environment. It works proactively with the unions, the Public Service Alliance of Canada and the Professional Institute of the Public Service of Canada to address and resolve issues of concern, and to maintain a meaningful, professional and positive work climate.

In addition, the corporation actively promotes the Government of Canada’s official languages policy through appropriate second-language training and validation testing. It continues to meet the high standards of client services to the general public in both official languages.



DONORS AND SPONSORS

THANK YOU FOR YOUR SUPPORT

The corporation is extremely grateful for the generous contributions of our donors, and for the investments made by our corporate sponsors. Their support is instrumental in helping us achieve our goals for exhibitions, programming and collections development for both the Canadian Museum of History and the Canadian War Museum.



From left to right:

Dr. Paul Kavanagh, Founder, Operation Veteran;
Major-General (Ret'd) Lewis MacKenzie;
Gordon Moore, Dominion President,
The Royal Canadian Legion

This is a list of donors and sponsors who have made financial donations or pledge installments over \$150 during the fiscal year, under the following contribution levels:

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- Jack Whitmore
- June and John (Jack) Winik
- David Wysynski
and Maureen Sullivan

Legacy Society

We are proud to acknowledge and thank the following individuals for providing a future gift to the Museums through a bequest, gift of life insurance or other planned giving arrangement.

- LGen (Ret'd) Charles H. Belzile
- Jack L. Granatstein
- VAdm Ralph L. Hennessy,
D.S.C., C.D.
- Col (Ret'd) Jarrott W. Holtzhauer
- Ernest Howard
- Paul Kavanagh
- Gen (Ret'd) Paul D. Manson
- Geraldine Plomp
- Richard Iorweth Thorman
- Douglas and Joanne Zbetnoff

Benefactor PLUS Members

- Eileen and Ralph Overend
- Judy Young Drache
and Arthur B. C. Drache,
C.M., Q.C.
- Marcia Krawll-Wetere
- Sunny and Nini Pal
- Sylvie Morel
- The Ven. David Selzer
and Ms. Ann E. Miller

MANAGEMENT DISCUSSION AND ANALYSIS

The corporation is committed to sustaining a strong financial and operational foundation for the delivery of quality museum programs and services. Responding to the strategic direction of its Board of Trustees, the corporation builds accountability into its operational planning and reporting. The corporation has, at its core, a management culture that fosters excellence and adaptation of best practices for continued improvement. It is accountable to Parliament and Canadians in implementing its mandate.

EXTERNAL ENVIRONMENT

The corporation is highly dependent upon revenues from attendance at its two Museums, which are directly influenced by the Canadian and global economies, and the travel and tourism market.

In its November 2014 economic and fiscal update, the Department of Finance noted that the Canadian economy continued to post solid growth in 2014, enjoying the best performance of the G7 countries since the global recession. It also noted that the global economy has continued to surprise on the downside. Growth in China has been weaker than expected and growth in the Euro area has once again stalled. In part reflecting expectations of weaker global growth,

financial markets underwent a period of heightened volatility starting in mid-October 2014. Although markets have stabilized more recently, this period of turbulence points to the continued fragile and uncertain nature of the global recovery.

FINANCIAL OVERVIEW

The corporation was very pleased by the decision of the Government of Canada to maintain its current level of funding. We believe this highlights the Government's strong commitment to Canada's cultural institutions.

The corporation is still affected, however, by past funding reductions and cost-containment measures including the operating freeze announced for 2014-2015 and 2015-2016. These measures, along with increasing costs to operate the corporation's buildings, have resulted in a fiscal environment that remains challenging.

In Budget 2014, the government transferred the Virtual Museum of Canada (VMC) and the Online Works of Reference (OWR) programs from the Department of Canadian Heritage to the corporation. During the year, the corporation successfully transitioned both programs, including issuing a call for proposals for virtual exhibits that resulted in eight institutions being selected for funding assistance by the end of the year. The deficit of \$769,000 for the year ended is mainly the result of one-time transition costs for the VMC.

In December 2013, the Canadian Museum of Civilization officially changed its name to the Canadian Museum of History. In addition to the name change, the Museum's mandate was updated to reflect its new direction. As part of this transformation, the Canadian Museum of History will receive \$25 million over four years to help transform two of its permanent galleries (the Canada Hall and Face to Face) into one major permanent exhibition focusing on Canadian history. In addition, the Museum will also create a temporary exhibition space that will delve into specific Canadian history topics. The \$25 million in funding is being allocated as follows: \$1 million in 2012-2013, \$1.5 million in 2013-2014, \$5.5 million in 2014-2015 and \$17 million in 2015-2016. The new gallery is scheduled to open in 2017.

STATEMENT OF OPERATIONS

The corporation's net result of operations for the fiscal year 2014-2015 reflects a deficit of \$769,000.

Parliamentary Appropriations

The corporation's parliamentary appropriations increased \$2.4 million in 2014-2015, from \$70.4 million to \$72.8 million. This increase is primarily due to:

- Receipt of the third year of funding for the transformation of the Canada Hall and Face to Face galleries.
- Transfer of the Virtual Museum of Canada and the Online Works of Reference programs from the Department of Canadian Heritage.

Revenues

Operating revenues for the fiscal year were \$13.2 million, compared to \$12.9 million in the previous year, representing a 2.3% increase year over year.

This increase is mainly attributable to the following:

- Boutique sales increased by 6.8% as a result of a higher average sale per transaction.
- Travelling exhibits revenue increased by 66.7% as a result of the rental of the exhibition **Vodou**.
- Publications had higher distribution sales and strong exhibition catalogue sales, resulting in a 231.6% increase.

Expenses

The corporation's operating expenses increased \$3.1 million, or 3.6%, in 2014-2015, from \$87.1 million in 2013-2014 to \$90.2 million. This increase is mainly attributable to the following:

- The transfer of the Virtual Museum of Canada program resulted in an increase in expenses of \$1.3 million.
- The transfer of the Online Works of Reference program resulted in an increase in expenses of \$1.2 million.
- Exhibit fabrication and rental increased 42.8%, or \$1.1 million, due primarily to an increased focus on large temporary exhibitions while the Canada Hall is closed.

Expenditures related to the transformation of the Canada Hall were \$4.1 million in 2014-2015 and \$2.0 million in 2013-2014.

STATEMENT OF FINANCIAL POSITION

Cash has increased to \$4.1 million, as compared to \$2.6 million in 2013-2014, mainly attributable to higher deferred contributions and revenues, and lower accounts receivable.

As at March 31, 2015, the corporation held Master Asset Vehicle II (MAVII) notes tied to its original investment in non-bank-sponsored asset-backed commercial paper (ABCP) in 2007. There is a significant amount of uncertainty in estimating the amount and timing of cash flows associated with MAVII notes. The corporation estimates the fair value of its MAVII notes using Level Two and Level Three hierarchy inputs, by discounting expected future cash flows considering the best available data as at March 31, 2015. Since the fair values of the MAVII notes are determined using the foregoing assumptions, and are based on the corporation's assessment of market conditions as at March 31, 2015, the fair values reported may change materially in subsequent periods which would have a direct impact on the net results of operations. As at March 31, 2015, the MAVII notes were recorded at their estimated fair value of \$9.6 million, resulting in an unrealized gain on investment of \$0.1 million, which is included in the statement of remeasurement gains and losses.

The National Collection Fund increased from \$10.4 million to \$10.8 million in 2014-2015. This Fund provides the corporation with flexibility to react to opportunities to enrich its collection and to preserve Canadian heritage through targeted acquisitions.

RESTATEMENT OF PERMANENT EXHIBITION COSTS AS CAPITAL ASSETS

During the year, the corporation reviewed its approach for the capitalization of permanent exhibition costs as assets. In the past, the corporation expensed the costs related to permanent exhibitions and recognized any related government funding as revenue. In fiscal 2014-2015, the corporation concluded that permanent exhibitions should be capitalized. Consequently, the corporation amended its capital assets, deferred contributions and deferred revenues as well as deferred contributions related to capital assets, resulting in a retroactive restatement of prior years' balances of \$2.06 million.

This restatement had no impact on the net result of operations or the corporation's net assets.

FINANCIAL STATEMENTS

Year ended March 31, 2015



MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The financial statements contained in this annual report have been prepared by Management in accordance with Canadian public sector accounting standards, and the integrity and objectivity of the data in these financial statements is Management's responsibility. Financial information presented throughout the annual report is consistent with the financial statements.

In support of its responsibility, Management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the reliability of financial information, that assets are safeguarded and controlled, and that transactions are in accordance with the *Financial Administration Act* and regulations as well as the *Museums Act* and the by-laws of the corporation.

The Board of Trustees is responsible for ensuring that Management fulfills its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Audit Committee, which includes a majority of members who are not officers of the corporation. The Committee meets with Management and the independent external auditor to review the manner in which these groups are performing their responsibilities, and to discuss auditing, internal controls and other relevant financial matters. The Audit Committee has reviewed the financial statements with the external auditor and has submitted its report to the Board of Trustees. The Board of Trustees has reviewed and approved the financial statements.

The corporation's external auditor, the Auditor General of Canada, examines the financial statements and reports to the Minister of Canadian Heritage and Official Languages, who is responsible for the Canadian Museum of History.



Mark O'Neill
President and Chief
Executive Officer



David Loye
Chief Operating Officer
and Senior Vice-President

INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage
and Official Languages

Report on the Financial Statements

I have audited the accompanying financial statements of the Canadian Museum of History, which comprise the statement of financial position as at 31 March 2015, and the statement of operations, statement of remeasurement gains and losses, statement of changes in net assets and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Canadian Museum of History as at 31 March 2015, and the results of its operations, its remeasurement gains and losses, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

**Report on Other Legal
and Regulatory Requirements**

As required by the *Financial Administration Act*, I report that, in my opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Canadian Museum of History that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part X of the *Financial Administration Act* and regulations, the *Museums Act* and regulations and the by-laws of the Canadian Museum of History.



Maurice Laplante, CPA, CA
Assistant Auditor General
for the Auditor General of Canada

23 June 2015
Ottawa, Canada

CANADIAN MUSEUM OF HISTORY

Statement of Financial Position

As at March 31
(In thousands of dollars)

	2015	2014 Restated Note 3
Assets		
Current assets:		
Cash	\$ 4,070	\$ 2,627
Restricted cash and investments (note 4)	1,129	3,961
Investments (note 5)	7,384	4,435
Accounts receivable	1,769	4,013
Inventories	880	981
Prepaid expenses	527	438
	<u>15,759</u>	<u>16,455</u>
Restricted cash and investments (note 4)	12,894	9,048
Investments (note 5)	44,249	38,720
Collections (note 6)	1	1
Capital assets (note 7)	<u>243,493</u>	<u>252,770</u>
	<u>\$ 316,396</u>	<u>\$ 316,994</u>
Liabilities and Equity		
Current liabilities:		
Accounts payable and accrued liabilities (note 8)	\$ 16,540	\$ 15,039
Deferred contributions and deferred revenue (note 9)	8,291	4,903
Current portion of employee future benefits (note 12)	251	240
	<u>25,082</u>	<u>20,182</u>
Deferred contributions – National Collection Fund (note 10)	10,759	10,417
Deferred contributions related to capital assets (note 11)	210,947	217,841
Employee future benefits (note 12)	5,454	5,329
	<u>252,242</u>	<u>253,769</u>
Net assets:		
Unrestricted	18,721	19,490
Investment in capital assets	40,868	40,868
Accumulated remeasurement gains	4,565	2,867
	<u>64,154</u>	<u>63,225</u>
	<u>\$ 316,396</u>	<u>\$ 316,994</u>

Contingencies and contractual obligations (notes 16 and 17)
The accompanying notes and schedules form an integral part of the financial statements.

Approved by the Board of Trustees


Interim Chairperson


Trustee

CANADIAN MUSEUM OF HISTORY

Statement of Operations

For the year ended March 31
(In thousands of dollars)

	2015	2014
		Restated Note 3
Revenues:		
Donations and sponsorships (note 13)	\$ 2,090	\$ 2,680
Loss on investments	(131)	(146)
Interest	1,448	1,342
Operating (schedule 1)	13,183	12,906
	<u>16,590</u>	<u>16,782</u>
Expenses (schedule 2):		
Collect and research	12,771	13,203
Exhibit, educate and communicate	21,234	16,593
Accommodation	38,392	38,900
Corporate management	17,795	18,412
	<u>90,192</u>	<u>87,108</u>
Net result of operations before government funding	(73,602)	(70,326)
Parliamentary appropriations (note 14)	72,833	70,397
Net result of operations	<u>\$ (769)</u>	<u>\$ 71</u>

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

CANADIAN MUSEUM OF HISTORY

Statement of Remeasurement Gains and Losses

For the year ended March 31
(In thousands of dollars)

	2015	2014
Accumulated remeasurement gains, beginning of year	\$ 2,867	\$ 2,666
Unrealized gains (losses) attributed to:		
Long-term bonds (note 5)	1,507	(646)
Master asset vehicle notes (note 5)	76	714
Amounts reclassified to the Statement of Operations:		
Long-term bonds (note 5)	115	132
Master asset vehicle notes (note 5)	-	1
Net change in accumulated remeasurement gains (losses) for the year	1,698	201
Accumulated remeasurement gains, end of year	\$ 4,565	\$ 2,867

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

CANADIAN MUSEUM OF HISTORY

Statement of Changes in Net Assets

For the year ended March 31
(In thousands of dollars)

	Unrestricted	Investment in capital assets	Accumulated remeasurement gains	2015	2014
Net assets, beginning of year	\$ 19,490	\$ 40,868	\$ 2,867	\$ 63,225	\$ 62,953
Net result of operations	(769)	-	-	(769)	71
Net change in accumulated remeasurement gains (losses)	-	-	1,698	1,698	201
Net assets, end of year	\$ 18,721	\$ 40,868	\$ 4,565	\$ 64,154	\$ 63,225

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

CANADIAN MUSEUM OF HISTORY

Statement of Cash Flows

For the year ended March 31
(In thousands of dollars)

	2015	2014 Restated Note 3
Operating activities:		
Cash receipts from clients	\$ 18,270	\$ 17,554
Cash receipts from parliamentary appropriations	65,820	58,937
Cash paid to and on behalf of employees	(32,582)	(36,363)
Cash paid to suppliers	(44,173)	(42,841)
Restricted contributions and related investment income	1,387	1,369
Interest received	1,429	1,325
Net cash through operating activities	10,151	(19)
Investing activities:		
Principal repayments of investments	53	55
Increase in restricted cash and investments	(16,927)	(10,034)
Decrease in restricted cash and investments	6,363	3,076
Net cash through investing activities	(10,511)	(6,903)
Capital activities		
Acquisition of capital assets	(6,005)	(6,902)
Financing activities		
Parliamentary appropriations for the acquisition of capital assets	4,976	3,420
Decrease in cash and restricted cash	(1,389)	(10,404)
Cash and restricted cash, beginning of year:		
Cash	2,627	12,396
Restricted cash	3,961	4,596
	6,588	16,992
Cash and restricted cash, end of year:		
Cash	4,070	2,627
Restricted cash	1,129	3,961
	\$ 5,199	\$ 6,588

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

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

1. Mission and mandate:

The Canadian Museum of History (the "Corporation"), formerly named the Canadian Museum of Civilization, was established on December 12, 2013 through an amendment to the *Museums Act*. The Canadian Museum of History is an agent Crown corporation named in *Part I of Schedule III to the Financial Administration Act* and is not subject to income tax under the provisions of the *Income Tax Act*. The Canadian Museum of History includes the Canadian War Museum.

The mission, as stated in the *Museums Act*, is as follows:

"to enhance Canadians' knowledge, understanding and appreciation of events, experiences, people and objects that reflect and have shaped Canada's history and identity, and also to enhance their awareness of world history and cultures."

The Canadian Museum of History's operations are divided into four mutually supportive activities which work together to meet all aspects of its mandate. These activities are:

Collect and research:

Manages, develops, conserves, and undertakes research on the collections to enhance program delivery and augment the scientific knowledge base.

Exhibit, educate and communicate:

Develops, maintains, and communicates exhibits, programs and activities to further knowledge, critical understanding, appreciation and respect for human cultural achievements and human behaviour.

Accommodation:

Managing and maintaining all facilities and related security and hosting services.

Corporate management:

Governance, corporate management, audit and evaluation, fund raising, commercial activities, finance and administration, human resources and information systems.

2. Significant accounting policies:

The financial statements have been prepared in accordance with Canadian public sector accounting standards. The Corporation has elected to apply the Section 4200 series for government-not-for-profit organizations, and the deferral method of accounting for contributions. Significant accounting policies are as follows.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

2. Significant accounting policies (continued):

(a) Financial assets and financial liabilities:

Cash, restricted cash and investments in bonds are classified in the fair value category and investments in Master Asset Vehicle notes are designated in the fair value category. The unrealized gains or losses arising from changes in the fair value of investments in bonds and in Master Asset Vehicle notes are recognized through the Statement of Remeasurement Gains and Losses at each period end. Unrealized gains or losses arising from changes in the fair value of investments with restricted cash are reflected in the value of restricted cash.

Fair value is determined for Master Asset Vehicles using a discounted cash flow, using market assumptions. All other financial assets in the fair value category are marked-to-market by reference to their quoted bid price. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are expensed.

Accounts receivable: After the initial fair value measurement, they are measured at amortized cost using the effective interest rate method through the Statement of Operations.

Accounts payable and accrued liabilities: After their initial fair value measurement, they are measured at amortized cost using the effective interest rate method through the Statement of Operations.

(b) Cash:

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

(c) Inventories:

Inventories, which consist of materials for the boutiques and publications, are valued at the lower of cost and net realizable value.

(d) Collections:

The artifact collections form the largest part of the assets of the Corporation and are presented in the Statement of Financial Position at a nominal value of \$1, due to the practical difficulties of determining a meaningful value for these assets.

Objects purchased for the collection of the Corporation are recorded as an expense in the year of acquisition.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

2. Significant accounting policies (continued):

(e) Capital assets:

Capital assets owned by the Corporation are recorded at cost, net of accumulated amortization. Buildings owned by the Government of Canada, which are under the administrative control of the Corporation, are recorded at their estimated historical cost, less accumulated amortization. Lands owned by the Government of Canada, which are under the administrative control of the Corporation, are recorded at their estimated historical cost with a corresponding amount credited directly to the net assets of the Corporation.

Permanent exhibits represent costs that are directly attributable to the exhibit and meet the definition of a capital asset. They may include employee salaries and benefits, professional service fees, permanent exhibit and building structures as well as images and copyright.

Work in progress represents the costs incurred to date on a capital project that is incomplete and not in use, or for system implementations, when the system is not in production at the end of an accounting period. Incomplete capital projects are not amortized.

Amortization is calculated using the straight-line method, over the estimated useful lives of assets as follows:

Asset	Useful life
Buildings	40 years
Building improvements	10 years
Technical and informatics equipment	5 and 8 years
Office furniture and equipment	8 years
Motor vehicles	5 years
Permanent exhibits	10 years

(f) Foreign currency translation:

Transactions involving foreign currencies are translated into Canadian dollar equivalents using rates in effect at the time of those transactions. Monetary assets and liabilities denominated in foreign currencies are translated using rates at March 31. Realized gains and losses resulting from foreign currency translation are reported on the Statement of Operations.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

2. Significant accounting policies (continued):

(g) Employee future benefits:

(i) Pension benefits:

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

(ii) Other post retirement benefits:

The Corporation provides unfunded defined benefit health and dental care plans for eligible retirees and employees. The cost of the accrued benefit obligations earned by employees is actuarially determined using the projected benefit method prorated on service and management's best estimate of salary escalation, discount rate, retirement ages and expected health care and dental costs.

Actuarial gains (losses) on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. Actuarial gains (losses) are recognized on a systematic basis over the remaining service life of active employees covered by these post retirement benefits.

(iii) Sick leave benefits:

The Corporation provides sick leave benefits for employees that accumulate but do not vest. The Corporation recognizes a liability and an expense for sick leave in the period in which employees render services in return for the benefits. The cost of the accrued benefit obligations related to sick leave entitlement earned by employees is actuarially determined using the projected benefit method prorated on service and management's best estimate of inflation, discount rate, employee demographics and sick leave usage of active employees. Actuarial gains (losses) are recognized on a systematic basis over the remaining service life of active employees covered by these sick leave benefits.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

2. Significant accounting policies (continued):

(g) Employee future benefits (continued):

(iv) Severance benefits:

Employees are entitled to severance benefits, as provided for under labour contracts and conditions of employment. The cost of these benefits is accrued as the employees render the services necessary to earn them. As of April 1, 2013 employees no longer accumulate severance benefits upon resignation or retirement. Consequently, employees were given the choice to receive their severance benefit payment immediately, defer the payment until retirement or a combination of the two options, based on their continuous years of service with the Corporation as of March 31, 2013.

For periods ending after March 31, 2013, current service costs for these benefits ceased. For employees who have elected to defer payment, management determined the accrued benefit obligation using an actuarial accrued benefit method based upon assumptions and best estimates relating to factors such as discount rate, inflation, wage increases, anticipated turnover, retirement and mortality rates. These benefits represent an obligation of the Corporation that entails settlement by future payments. Actuarial gains (losses) are recognized on a systematic basis over the remaining service life of active employees covered by these severance benefits.

(h) Revenue recognition:

(i) Museum operations:

Revenues from Museum operations include the sale of general admissions and programmes, IMAX, facility rentals, food concessions, parking, boutique sales, publications and royalties from boutique product reproduction and film distribution. They are recognized in the year in which the sale of goods is completed or the services are provided.

(ii) Memberships:

Revenue from the sale of memberships is recognized over the length of the membership eligibility period.

(iii) Travelling exhibits:

Revenue from the rental of travelling exhibits is recognized over the length of the exhibition period for each venue.

(iv) Interest on cash and investments:

Interest on cash and investments is recognized in the year it is earned.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

2. Significant accounting policies (continued):

(h) Revenue recognition (continued):

(v) Cash sponsorships

Unrestricted cash sponsorships are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Externally restricted cash sponsorships are deferred and recognized as revenue in the year in which the related obligations are fulfilled.

(vi) Cash donations:

Cash donations are comprised of contributions received from non-government entities that are not part of the federal government reporting entity, such as individuals, foundations and corporations.

Unrestricted contributions are recognized as revenue on the Statement of Operations when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions which are externally or internally restricted for the purchase of depreciable capital assets are deferred and recognized as revenue on the same basis and over the same periods as the related capital assets acquired.

Contributions externally restricted for specific purposes are deferred on the Statement of Financial Position and recognized as revenue on the Statement of Operations in the period in which the related expenses are recognized. Restricted investment income is recognized as income in the Statement of Operations in the year that the related expenses are recognized.

(vii) In-kind sponsorships and artifact donations

Revenues and offsetting expenses from goods and services received in-kind are recorded at fair market value upon receipt. Artifact donations are recorded as revenue at fair market value in the period when the last of three specific criteria are met i) the artifact donation has been approved by the Corporation's Collections Acquisition Committee ii) legal transfer has taken place between the donor and the Corporation and iii) a fair market value has been assigned to the artifact donation. The recording of artifact donations results in an offsetting expense to collection acquisitions.

(viii) Parliamentary appropriations:

The Government of Canada provides contribution funding to the Corporation through Parliamentary appropriations.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

2. Significant accounting policies (continued):

(h) Revenue recognition (continued):

(viii) Parliamentary appropriations (continued):

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

Parliamentary appropriations restricted for specific projects are deferred on the Statement of Financial Position and recognized as revenue on the Statement of Operations in the period that those expenses are incurred. Parliamentary appropriations that are not restricted to a specific purpose are recognized as revenue in the Statement of Operations in the period for which the appropriation is authorized.

(ix) Other revenues:

Other revenues mainly consist of library and photographic reproduction services, conservation services, special event production coordination services and gain on disposal of assets. They are recognized in the year in which the sale of goods is completed or the services are provided.

(x) Volunteer services:

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

(i) Contingencies:

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

(j) Measurement uncertainty:

The preparation of financial statements in accordance with Canadian public sector accounting standards applicable for government not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of income and expenses for the year. Employee future benefits, contingent liabilities, valuation of Master Asset Vehicle notes, artifact donations and the estimated useful lives of capital assets are the most significant items where estimates are used. Actual results could differ significantly from those estimated.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

3. Accounting changes and restatement:

During the year, the Corporation reviewed its approach for the capitalization of permanent exhibition costs as assets. In the past, the Corporation expensed the costs related to permanent exhibitions and recognized any related government funding as revenue. In fiscal 2014-2015, the Corporation concluded that permanent exhibitions should be capitalized. Consequently, the Corporation amended its capital assets, deferred contributions and deferred revenues as well as deferred contributions related to capital assets, resulting in a retroactive restatement of prior years' balances.

The Corporation also revised its approach to calculating cash amounts in the various sub-components of its Statement of Cash Flows. This resulted in the adjustment of certain comparative figures.

Finally, other comparative figures in the financial statements have also been reclassified to conform to the presentation adopted in the current year.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

3. Accounting changes and restatement (continued):

While there was no impact on the net result of operations or net assets, the financial statements for the year ended March 31, 2014 have been restated as follows:

	2014 Restated	Adjustments: Permanent Exhibitions	Adjustments: Cash Flow and Other	2014 As previously stated
Statement of Financial Position				
Capital assets	\$ 252,770	\$ 2,063	\$ -	\$ 250,707
Deferred contributions and deferred revenue	4,903	(2,307)	-	7,210
Deferred contributions related to capital assets	217,841	4,370	-	213,471
Statement of Financial Operations				
Expenses:				
Collect and research	13,203	-	143	13,060
Exhibit, educate and communicate	16,593	(1,269)	(143)	18,005
Accommodation	38,900	(87)	(800)	39,787
Corporate management	18,412	-	800	17,612
Net result of operations				
before government funding	(70,326)	1,356	-	(71,682)
Parliamentary appropriations	70,397	(1,356)	-	71,753
Statement of Cash Flows				
Operating Activities:				
Cash receipts from clients	17,554	-	3,986	13,568
Cash receipts from parliamentary appropriations	58,937	(1,294)	374	59,857
Cash paid to and on behalf of employees	(36,363)	1,002	(9)	(37,356)
Cash paid to suppliers	(42,841)	292	(2,720)	(40,413)
Restricted contributions and related investment income	1,369	-	(174)	1,543
Interest received	1,325	-	(2)	1,327
Capital Activities:				
Acquisition of capital assets	(6,902)	(1,294)	(1,081)	(4,527)
Financing Activities:				
Parliamentary appropriations for the acquisition of capital assets	3,420	1,294	(374)	2,500

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015

(In thousands of dollars)

4. Restricted cash and investments:

Restricted assets reflect the Corporation's practice to designate assets required for future obligations, as follows:

	2015	2014
Deferred contributions from non-government sources (note 9)	\$ 3,264	\$ 2,592
Deferred contributions - National Collection Fund (note 10)	10,759	10,417
	\$ 14,023	\$ 13,009

Restricted cash and investments consist of the following:

	2015	2014 Fair value
Cash	\$ 1,129	\$ 3,961
Guaranteed investment certificate	1,000	-
Corporate and government bonds	11,894	9,048
	\$ 14,023	\$ 13,009

At March 31, 2015, the Corporation held guaranteed investment certificates and long-term bonds with a face value of \$12,271 (2014 - \$8,838), annual yield percentages ranging from 1.95% to 2.8% (2014 - 2.1% to 2.8%), and maturity dates ranging from October 16, 2015 to June 15, 2024.

Additional assets, included in investments (Note 5), totalling \$11,976 (2014 - \$6,673) are designated for deferred parliamentary appropriations (notes 9 and 11).

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

5. Investments:

	2015	2014 Fair value
Long-term bonds	\$ 38,045	\$ 33,590
Guaranteed investment certificate	4,000	-
Master Asset Vehicle notes	9,588	9,565
	51,633	43,155
Portion maturing in the next fiscal year	(7,384)	(4,435)
Long-term portion	\$ 44,249	\$ 38,720

(i) Long-term bonds and guaranteed investment certificates:

At March 31, 2015, the Corporation held long-term corporate and government bonds and guaranteed investment certificates with a face value of \$38,770 (2014 - \$32,210), annual yield percentages ranging from 1.5% to 4.1% (2014 - 2.4% to 4.1%), and maturity dates ranging from June 1, 2015 to March 15, 2025 (2014 - June 15, 2014 to September 1, 2023).

An unrealized gain on investments of \$1,507 (2014 – unrealized loss of \$646) was included in the Statement of Remeasurement Gains and Losses. A loss of \$115 (2014 - \$132) was reclassified to the Statement of Operations from the Statement of Remeasurement Gains and Losses.

(ii) Master Asset Vehicle Notes:

At March 31, 2015 the Corporation held the following Master Asset Vehicle (MAV II) notes:

Face value	2015	2014
Class A-1	\$ 6,653	\$ 6,653
Class A-2	2,574	2,574
Class B	467	467
Class C	300	300
Other Classes	918	971
	\$ 10,912	\$ 10,965

At March 31, 2015 the MAV II notes were recorded at their estimated fair value of \$9,588 (2014 - \$9,565), resulting in a fair value adjustment of \$23 (2014 - \$659). Principal repayments of \$53 (2014 - \$55) were received in the period and an unrealized gain on investments of \$76 (2014 - \$714) was included in the Statement of Remeasurement Gains

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

5. Investments (continued):

(ii) Master Asset Vehicle Notes (continued):

and Losses. An amount of \$0 (2014 - \$1) was reclassified to the Statement of Operations from the Statement of Remeasurement Gains and Losses.

The assumptions used in the discounted cash flow valuation model include:

Criteria	2015	2014
	Assumptions	
<u>MAV II Notes</u>		
Expected term to maturity	1.78 years	2.78 years
Discount rates	2.51%, 4.35%, 4.10% and 10.58% for the A1, A2, B and C notes	1.70%, 2.47%, 3.15% and 4.68% for the A1, A2, B and C notes
Coupon rates	A1 and A2 notes: 3 month BA rate less 50 basis points	A1 and A2 notes: 3 month BA rate less 50 basis points
<u>MAV II IA Notes</u>		
Expected term to maturity	21.93 years	22.93 years
Discount rate	10.96%	12.15%
Coupon rate	3 month BA rate plus 50 basis points	3 month BA rate plus 50 basis points

Since the fair values of the MAV II notes are determined using the foregoing assumptions and are based on the Corporation's assessment of market conditions as at March 31, 2015 the fair values reported may change materially in subsequent periods which would have a direct impact on the amounts recorded in the Statement of Remeasurement Gains and Losses. A 1.0% increase in the discount rate will decrease the fair value of the MAV II notes by approximately \$184 (2014 - \$269).

Further information on the fair value measurement of the Corporation's investments can be found in note 18(d).

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

objects, specimens and research areas within the related groups:
 related to North American First Nations and the diversity of cultural person as well as famous intercultural understanding sources which are used by museum's programming
 al artifacts illustrating the ns of uniforms, medals, l its allies, and war art re Canadian War Artist ing efforts
 al anthropology, flora and s North American culture
 ed \$1,485 (2014 - \$399), lection.
 sland Drawing Collection l Farms Collection valued
 March 31, 2015 or 2014

6. Collections:

The Corporation maintains the material culture collections of artifacts their related information. These collections are developed by various Corporation. The collections are divided into the following seven discipli

Ethnology - ethnographic and fine art collections principally relate Peoples in post-European contact

Folk Culture - folk culture and fine craft collections illustrating influences on Canadian culture

History - collections which illustrate the experience of the common Canadians

Canadian Children's Museum - collections which emphasize ir and experience, as well as supporting a rich animation programme

Living History - collection of properties, costumes and didactic res animators, educators and other staff to promote and enliven the Mus

Canadian War Museum - collections of weapons and technologic development of military technologies, dress and insignia collectio accoutrements and regalia of the Canadian Armed Forces and collections of paintings, drawings, prints and sculptures from t programmes and modern art works illustrating Canadian Peacekeep

Archaeology - archaeological collections of material culture, physic fauna recovered from dig sites and principally illustrating indigenou prior to European contact.

During the fiscal year ended March 31, 2015, the Corporation purchas and acquired through donation \$887 (2014 - \$2,412), of items for this co

In the year, the Corporation acquired the Terrence Peter Ryan Baffin valued at \$997. In 2014, the Museum acquired the E.P. Taylor – Winfiel at \$1,774.

The Museum did not record any revenues for the fiscal years ended related to the sales of collection items.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

7. Capital assets:

	Cost	Accumulated amortization	2015 Net book value	2014 Net book value Restated Note 3
Land	\$ 40,868	\$ -	\$ 40,868	\$ 40,868
Buildings	356,909	184,590	172,319	181,241
Building improvements	85,694	64,231	21,463	25,496
Technical and informatics equipment	26,571	24,331	2,240	2,339
Office furniture and equipment	8,901	8,739	162	235
Motor vehicles	138	120	18	33
Permanent exhibits	439	99	340	384
Work in progress	6,083	-	6,083	2,174
	\$ 525,603	\$ 282,110	\$ 243,493	\$ 252,770

The current year amortization expense is \$14,317 (2014 - \$14,578). Most of the expense \$13,444 (2014 - \$13,669) is allocated to accommodation expenses as it relates to the actual amortization of buildings and building improvements. Restated cost and accumulated amortization at March 31, 2014 amount to \$520,563 and \$267,793 respectively.

8. Accounts payable and accrued liabilities:

Accounts payable and accrued liabilities are as follows:

	2015	2014
Trade accounts payable	\$ 7,151	\$ 5,726
Government departments, agencies and crown corporations	7,361	7,431
Accrued salaries and benefits	2,028	1,882
	\$ 16,540	\$ 15,039

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

9. Deferred contributions and deferred revenue:

Deferred contributions represent contributions from non-government sources and Parliamentary appropriations received by the Corporation that are restricted for specific purposes. Deferred revenues represent funds received by the Corporation from museum operations, memberships, travelling exhibits or cash grants and sponsorships that are not yet earned through the provision of goods and services.

Deferred contributions and deferred revenues are as follows:

	2015	2014 Restated Note 3
Deferred contributions from non-government sources (note 4)	\$ 3,264	\$ 2,592
Deferred Parliamentary appropriations (note 4)	3,453	533
Total deferred contributions	6,717	3,125
Deferred revenues – goods and services	1,079	1,363
Deferred revenues – grants and sponsorships	495	415
Balance, end of year	\$ 8,291	\$ 4,903

Changes in the deferred contributions balance during the fiscal year were as follows:

	2015	2014 Restated Note 3
Balance, beginning of year	\$ 3,125	\$ 2,234
Additions:		
Restricted contributions received from non-government sources	1,082	976
Restricted Parliamentary appropriations received (note 14)	3,216	20
Deferred investment income	45	17
	4,343	1,013
Deductions:		
Amounts recognized as revenue	(751)	(122)
Balance, end of year	\$ 6,717	\$ 3,125

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

10. National Collection Fund:

The National Collection Fund represents funds for the acquisition of artifacts by the Canadian Museum of History and the Canadian War Museum. Funds are removed from the National Collection Fund upon acquisition of selected artifacts.

Deferred contributions for the National Collection Fund consist of the following:

	2015	2014
Deferred Parliamentary appropriations	\$ 8,920	\$ 8,438
Contributions from non-government entities	1,839	1,979
Balance, end of year (note 4)	\$ 10,759	\$ 10,417

Changes in the deferred contributions balance during the year were as follows:

	2015	2014
Balance, beginning of year	\$ 10,417	\$ 8,971
Additions:		
Parliamentary appropriations restricted for the National Collection Fund (note 14)	-	1,000
Contributions from non-government entities received in the year	39	244
Deferred realized investment income	292	229
Unrealized gain (loss) on investments	255	(27)
	586	1,446
Deductions:		
Amounts recognized as revenue	(244)	-
Balance, end of year	\$ 10,759	\$ 10,417

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

11. Deferred contributions related to capital assets:

Deferred contributions related to capital assets is composed of:

	2015	2014 Restated Note 3
Used for acquisitions:		
Deferred capital contributions from non-government entities (note 11 (a))	\$ 1,972	\$ 2,037
Deferred capital funding through Parliamentary appropriations (note 11 (b))	200,452	209,664
	<u>202,424</u>	<u>211,701</u>
To be used for future acquisitions:		
Deferred capital funding through Parliamentary appropriations (notes 4 and 11 (b))	8,523	6,140
	<u>\$ 210,947</u>	<u>\$ 217,841</u>

- (a) Deferred capital contributions from non-government entities represent the unamortized portion of donations from non-government entities restricted and used to acquire depreciable capital assets.
- (b) Deferred capital funding through Parliamentary appropriations represents the unamortized portion of Parliamentary appropriations restricted and used to acquire depreciable capital assets or restricted to be used for future acquisitions of depreciable capital assets.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015

(In thousands of dollars)

11. Deferred contributions related to capital assets (continued):

Change in the deferred contributions related to capital assets is composed of:

	2015	2014 Restated Note 3
Balance, beginning of year	\$ 217,841	\$ 226,476
Add:		
Capital asset acquisitions	5,040	5,927
Capital asset disposals	-	(1)
Funded by prior year Parliamentary appropriations	(1,029)	(3,482)
Funded by current Parliamentary appropriations	4,011	2,444
Parliamentary appropriations deferred for capital asset acquisitions in future periods	3,412	3,499
Parliamentary appropriations (note 14)	7,423	5,943
Less amounts recognized as revenue:		
Deferred capital contributions	(65)	(69)
Parliamentary appropriations	(14,252)	(14,509)
	(14,317)	(14,578)
Balance, end of year	\$ 210,947	\$ 217,841

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

12. Employee future benefits:

	2015	2014
Other non-pension post-retirement liability (note 12(a))	\$ 4,792	\$ 4,592
Accumulated sick leave benefit liability (note 12(b))	269	258
Severance liability (note 12(c))	644	719
Employee future benefits liability	\$ 5,705	\$ 5,569

(a) Other post-retirement benefits:

On July 1, 2006, the Corporation introduced defined benefit post-retirement health care and dental benefit plans for eligible employees. The cost of this plan is charged to income as benefits are earned by employees on the basis of service rendered. The plans are unfunded resulting in a plan deficit equal to the accrued benefit obligation. Actuarial gains (losses) are recognized on a systematic basis over the remaining service life of active employees covered by these post retirement benefits which is 11.1 years.

Information, measured as at the balance sheet date, is as follows:

	2015	2014
Accrued benefit liability, beginning of year	\$ 4,592	\$ 4,337
Expense for the year	316	367
Benefits payments	(116)	(112)
Accrued benefit liability, end of year	\$ 4,792	\$ 4,592

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015

(In thousands of dollars)

12. Employee future benefits (continued):

(b) Accumulated sick leave benefit liability:

The cost of the accrued benefit obligations related to sick leave entitlement earned by employees is actuarially determined using the projected benefit method. Actuarial gains (losses) are recognized on a systematic basis over the remaining service life of active employees covered by these sick leave benefits which is 11.1 years.

Information, measured as at the balance sheet date, is as follows:

	2015	2014
Accrued benefit liability, beginning of year	\$ 258	\$ 261
Expense for the year	34	33
Benefit usage	(23)	(36)
Accrued benefit liability, end of year	\$ 269	\$ 258

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015

(In thousands of dollars)

12. Employee future benefits (continued):

(c) Severance benefits:

As of April 1, 2013 employees no longer accumulate severance benefits upon resignation or retirement. Consequently, employees were given the choice to receive their severance benefit payment immediately, defer the payment until retirement or a combination of the two options, based on their continuous years of service with the Corporation as of March 31, 2013. This benefit is unfunded and thus has no assets, resulting in a deficit equal to the accrued benefit obligation. Actuarial gains (losses) are recognized on a systematic basis over the remaining service life of active employees covered by these severance benefits which is 8.5 years.

Information, measured as at the balance sheet date, is as follows:

	2015	2014
Accrued benefit liability, beginning of year	\$ 719	\$ 3,443
Expense for the year	68	103
Benefits payments	(143)	(2,827)
Accrued benefit liability, end of year	\$ 644	\$ 719
Short-term portion	\$ 251	\$ 240
Long-term portion	393	479
	\$ 644	\$ 719

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015

(In thousands of dollars)

12. Employee future benefits (continued):

(d) Accrued benefit obligation:

The most recent extrapolated actuarial valuation for other post-retirement benefits, sick leave and severance benefits, was completed by an independent actuary as at March 31, 2015. The Corporation measures its accrued benefit obligation for accounting purposes as at March 31 of each year.

A reconciliation of the accrued benefit obligation and liability is as follows:

	2015	2014
Accrued benefit obligation, beginning of year	\$ 5,835	8,936
Current service cost	222	244
Interest costs	161	179
Actuarial loss (gain)	1,700	(549)
Benefits paid	(282)	(2,975)
Accrued benefit obligation, end of year	7,636	5,835
Unamortized actuarial losses	(1,931)	(266)
Accrued benefit liability, end of year	5,705	5,569
Less: current portion of employee future benefits	(251)	(240)
	\$ 5,454	\$ 5,329

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

12. Employee future benefits (continued):

(d) Accrued benefit obligation (continued):

The significant actuarial assumptions used are as follows:

	2015	2014
Discount rate used to determine accrued benefit obligation:		
Post retirement benefits	1.95%	2.93%
Severance and sick leave benefits	1.40%	2.35%
Inflation	2.0%	2.0%
Rate of increase in dental benefit costs	8% every 4 years	8% every 4 years
Rate of increase in health care benefit costs	8% every 4 years	8% every 4 years
Real wage increase	1% for the first 10 years	1% for the first 10 years

(e) Pension benefits:

All eligible employees of the Corporation are covered by the public service pension plan (the "Plan"), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Corporation. The Government of Canada sets the required employer contributions based on a multiple of the employees' required contribution. The required employer contribution rate is dependent on the employee's employment start date. For employment start dates before January 1, 2013, the Corporation's contribution rate effective at year end was 1.28 times (2014 – 1.45) the employee's contribution; and for employment start dates after December 31, 2012, the Corporation's contribution rate effective at year end was 1.28 times (2014 – 1.43) the employee's contribution.

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

	2015	2014
Corporation's contributions	\$ 3,208	\$ 3,250
Employees' contributions	2,086	1,885

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

12. Employee future benefits (continued):

(e) Pension benefits (continued):

The Government of Canada holds a statutory obligation for the payment of benefits relating to the Plan. Pension benefits generally accrue up to a maximum period of 35 years at an annual rate of 2 percent of pensionable service times the average of the best five consecutive years of earnings. The benefits are coordinated with Canada/Québec Pension Plan benefits and they are indexed to inflation.

13. Donations and sponsorships:

Donations and sponsorships revenue is composed of:

	2015	2014
Cash donations and sponsorships	\$ 1,120	\$ 268
In-kind sponsorships and artifact donations	970	2,412
	\$ 2,090	\$ 2,680

14. Parliamentary appropriations:

Parliamentary appropriations recognized as revenue:

	2015	2014 Restated Note 3
Main Estimates amount provided for operating and capital expenses	\$ 63,430	\$ 57,419
Supplementary estimates and transfers	5,494	5,432
Total Parliamentary appropriations approved in year	68,924	62,851
Less current year Parliamentary appropriations not recognized as revenue:		
Restricted for capital asset acquisitions (note 11)	(7,423)	(5,943)
Restricted for the National Collection Fund (note 10)	-	(1,000)
Restricted for specific purposes (note 9)	(3,216)	(20)
Add prior year Parliamentary appropriations recognized as revenue in current year:		
Amortization of deferred capital funding (note 11)	14,252	14,509
Restricted amounts used in current year	296	-
Parliamentary appropriations recognized as revenue	\$ 72,833	\$ 70,397

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

15. Related party transactions:

The Corporation is related to all Government of Canada departments, agencies and Crown corporations. The Corporation enters into transactions with these entities in the normal course of business. These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties. During the year, the Corporation incurred expenses totalling \$14,056 (2014 - \$14,013) primarily related to property taxes and employer contributions to employee benefits. The Museum recorded operations revenue of \$241 (2014 - \$268) with related parties.

As at March 31, the Corporation had the following balances on the statement of financial position related to transactions with this category of related party:

	2015	2014
Appropriations receivable	\$ 95	\$ 1,970
Refundable taxes	557	429
Other receivables	4	368
Accounts payable and accrued liabilities	7,361	7,431
Deferred revenues	250	305

Greek Consortium:

In the year, the Corporation entered into a consortium agreement, with other collaborating partners, related to the production and display of the *"The Greeks – Agamemnon to Alexander the Great"* exhibition. Based upon the Corporation's joint control relationship with the Consortium this agreement would meet the definition of a related party transaction for the Corporation.

As at March 31, 2015, cash administered by the Corporation on behalf of the Consortium was \$428 (2014 - \$0). The proportionate amount of the Consortium's assets due to the Corporation at period end was \$50 (2014 - \$0).

16. Contingencies:

No amount has been included in the Statement of Financial Position for contingent liabilities.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

17. Contractual obligations:

As at March 31, 2015, the Corporation has entered into agreements which include informatics, building operations and maintenance, security and point-of-sale outsource services. The future minimum annual payments are as follows:

2015-16	\$	16,966
2016-17		7,718
2017-18		2,906
2018-19		2,508
2019-20		2,502
2020 +		289
	\$	32,889

18. Financial risk management:

The Corporation has exposure to the following risks from its use of financial instruments: credit risk, market risk and liquidity risk.

The Board of Trustees ensures that the Corporation has identified its major risks and ensures that management monitors and controls them. The Audit Committee oversees the Corporation's systems and practices of internal control, and ensures that these controls contribute to the assessment and mitigation of risk. The Audit Committee reports regularly to the Board of Trustees on its activities.

(a) Credit risk:

Credit risk is the risk of financial loss to the Corporation if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held by the Corporation consisting of accounts receivable, cash, restricted cash, restricted cash and investments, Master Asset Vehicle notes and long-term investments.

The maximum exposure to credit risk of the Corporation at March 31, 2015 is the carrying value of these assets.

(i) Accounts receivable:

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

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

18. Financial risk management (continued):

(a) Credit risk (continued):

(i) Accounts receivable (continued):

The maximum exposure to credit risk for accounts receivable by type of customer as at March 31 is as follows:

	2015	2014
Government of Canada	\$ 656	\$ 2,808
Other governments	499	418
Consumers	343	510
Financial institutions	271	277
	\$ 1,769	\$ 4,013

The Corporation seeks to reduce its credit exposure by performing credit checks on customers in advance of providing credit and obtaining deposits or prepayments where deemed appropriate.

The Corporation establishes an allowance for doubtful accounts that reflects the estimated impairment of accounts receivable and is based on specific accounts considering the Corporation's knowledge of the financial condition of its customers, the aging of accounts receivable, and other applicable factors. Accounts receivable from governments comprise more than 65% (2014 - 80%) of the Corporation's accounts receivable, and no allowance has been provided for related to these amounts.

An aging of accounts receivable not impaired is as follows:

	2015	2014
Less than 30 days past billing date	\$ 1,417	\$ 3,669
30 to 60 days past billing date	141	152
61 to 90 days past billing date	184	114
Greater than 90 days past billing date	27	78
	\$ 1,769	\$ 4,013

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

18. Financial risk management (continued):

(a) Credit risk (continued):

(ii) Cash, restricted cash, restricted cash and investments, Master Asset Vehicle notes and long-term investments:

The Corporation manages its credit risk surrounding cash, restricted cash, restricted cash and investments, Master Asset Vehicle notes and long-term investments by dealing solely with reputable banks and financial institutions, and utilizing an investment policy to guide their investment decisions. The Corporation invests surplus funds to earn investment income with the objective of maintaining safety of principal and providing adequate liquidity to meet cash flow requirements.

Credit risk is minimized substantially by ensuring that assets are invested in instruments that are securities of or guaranteed by the Canadian federal and provincial governments and Canadian Schedule 1 Banks.

(b) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

(i) Currency risk:

The Corporation operates primarily within Canada, but in the normal course of operations is party to exchange of exhibits and collections on an international basis, as well as holding cash and investments denominated in foreign currencies. Foreign exchange risk arises from exhibit and collection related transactions denominated in a currency other than the Canadian dollar, which is the functional currency of the Corporation. The currencies in which these transactions primarily are denominated are the Canadian dollar, the US dollar and the Euro.

The Corporation believes that it is not subject to significant foreign exchange risk from its financial instruments due to relatively low frequency and dollar value of foreign currency denominated transactions.

(ii) Interest rate risk:

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

Financial assets and financial liabilities with variable interest rates expose the Corporation to cash flow interest rate risk. The Corporation's investments include both fixed rate bonds and floating rate notes.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

18. Financial risk management (continued):

(b) Market risk (continued):

(ii) Interest rate risk (continued):

Although management monitors exposure to interest rate fluctuations, it does not employ any interest rate management policies to counteract interest rate fluctuations.

As at March 31, 2015 had prevailing interest rates increased or decreased by 1%, assuming a parallel shift in the yield curve, with all other variables held constant, the Corporation's financial instruments would have decreased or increased by a net amount of approximately \$2,047 (2014 - \$1,432), approximately 3.96% of the fair value of investments (2014 - 3.32%).

(c) Liquidity risk:

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

The Corporation manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing, capital and financing activities.

At March 31, 2015 the Corporation has a cash balance of \$4,070 (2014 - \$2,627). All of the Corporation's financial liabilities have contractual maturities of less than 365 days.

(d) Fair value of financial instruments:

The following tables summarize information on the fair value hierarchy of the Corporation's assets as of March 31. The fair value hierarchy prioritizes the valuation techniques used to determine the fair value of a financial instrument based on whether the inputs to those techniques are observable or unobservable:

- Level 1 – Financial instruments are considered Level 1 when valuation can be based on quoted prices in active markets for identical assets and liabilities.
- Level 2 – Financial instruments are considered Level 2 when they are valued using quoted prices for similar assets and liabilities, quoted prices in markets that are not active, or models using inputs that are observable.
- Level 3 – Financial instruments are considered Level 3 when their values are determined using pricing models, discounted cash flow methodologies or similar techniques and at least one significant model assumption or input is unobservable.

Transfers are made between the various fair value hierarchy levels due to changes in the availability of quoted market prices or observable market inputs due to changing market conditions.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015

(In thousands of dollars)

18. Financial risk management (continued):

(d) Fair value of financial instruments (continued):

		2015		
		Quoted prices in active markets (Level 1)	Significant other observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Total				
Investments – long-term bonds	\$ 38,045	\$ 38,045	\$ -	\$ -
Investments – guaranteed investment certificate	4,000	4,000	-	-
Investments – MAV II notes	9,588	-	9,372	216
Total	\$ 51,633	\$ 42,045	\$ 9,372	\$ 216

		2014		
		Quoted prices in active markets (Level 1)	Significant other observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Total				
Investments – long-term bonds	\$ 33,590	\$ 33,590	\$ -	\$ -
Investments – MAV II notes	9,565	-	9,346	219
Total	\$ 43,155	\$ 33,590	\$ 9,346	\$ 219

There is a significant amount of uncertainty in estimating the amount and timing of cash flows associated with MAV II. The Corporation estimates the fair value of its MAV II using Level 2 and 3 hierarchy inputs by discounting expected future cash flows considering the best available data at March 31, 2015.

In 2014 and 2015, MAV II notes under classes A1, A2, B and C were at Level 2 and the MAV II IA notes were at Level 3. There were no purchases, sales and issues in the year.

CANADIAN MUSEUM OF HISTORY

Notes to the Financial Statements

Year ended March 31, 2015
(In thousands of dollars)

18. Financial risk management (continued):

(d) Fair value of financial instruments (continued):

A reconciliation of all changes in Level 3 financial instruments is as follows:

MAV II notes	2015	2014
Balance, beginning of year	\$ 219	\$ 241
Principal repayments	(53)	(55)
Unrealized gain	50	34
Realized gain (loss)	-	(1)
Balance, end of year	\$ 216	\$ 219

CANADIAN MUSEUM OF HISTORY

Schedule 1 - Operating Revenues

Year ended March 31, 2015

(In thousands of dollars)

	2015	2014
General admission and programmes	\$ 4,916	\$ 4,849
Facility rental, events and concessions	2,452	2,649
Boutique sales	1,923	1,801
Parking	1,694	1,684
IMAX	1,165	1,158
Travelling exhibits	390	234
Memberships	265	258
Publications	126	38
Other	252	235
	\$ 13,183	\$ 12,906

Schedule 2 - Expenses

Year ended March 31, 2015

(In thousands of dollars)

	2015	2014 Restated Note 3
Personnel costs	\$ 33,547	\$ 33,846
Amortization of capital assets	14,317	14,578
Property taxes	9,560	9,649
Building operations	6,852	6,926
Professional and special services	3,785	3,442
Exhibit fabrication and rental	3,569	2,500
Utilities	2,895	2,983
Repairs and maintenance	2,872	2,996
IT infrastructure and systems	2,507	2,033
Collection acquisitions (note 6)	2,372	2,811
Marketing and advertising	1,757	1,488
Materials and supplies	1,522	1,088
Online programs assistance	1,422	-
Cost of goods sold	1,130	952
Travel and hospitality	939	762
Royalties	305	305
Other	841	749
	\$ 90,192	\$ 87,108

PHOTO CREDITS

COVER

(top left) Dix in Uniform, 24 September 1918 (detail)
Unknown photographer
Courtesy of the Kunstsammlung Gera Archiv
(Gera Art Collection Archive), Gera, Germany
Otto-Dix Sammlung (Otto Dix Collection)

(bottom left) Canadian War Museum
CWM2013-0053-0013-Dm

(middle) Hypo Helmet
The Rooms Corporation of Newfoundland and Labrador,
Canada, Provincial Museum Division / 980.222

(middle right) Fabric Poppy
United Kingdom
1920s
Courtesy of Linda Granfield

(top right) Augustus John (1878-1961)
A Canadian Soldier, Marching, undated
Graphite on paper
51 x 33 cm
Canadian War Museum
19860118-004 / Beaverbrook Collection of War Art

(bottom right) A. Y. Jackson (1882-1974)
Lake Rouvière, 1961
Oil on canvas
81.8 x 101.9 cm
Ottawa Art Gallery, Ottawa, Ontario
Firestone Collection of Canadian Art
Donated to the City of Ottawa
by the Ontario Heritage Foundation
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Philippe Beaudry Collection
- p. 3 **(4)** Mark Holleron / CWM2014-0057-0001-Dm
- p. 3 **(6)** Steven Darby / IMG2015-0003-0016-Dm
- p. 4 Marie-Andrée Blais / IMG2014-0029-0004-Dm
- p. 7 Marie-Andrée Blais / IMG2014-0029-0005-Dm
- p. 10 Steven Darby / IMG2012-0169-0003-Dm
- p. 11 Mathieu Girard / IMG2011-0064-0015-Dm
- p. 13 Steven Darby / CWM2012-0013-0010-Dm
- p. 15 Steven Darby / IMG2012-0227-0010-Dm
- p. 17 Norman Vorano / IMG2015-0157-0001-Dm
- p. 18 **(top)** William Kent / CWM2014-0034-0006-Dm
- p. 18 **(bottom)** 20110146-001, 20090066-001, 20090121-001 /
Tilston Memorial Collection of Canadian
Military Medals
- p. 20 CWM20080079-011
- p. 22 **(top)** CWM19670070-009
- p. 22 **(bottom)** Steven Darby / IMG2014-0132-0014-Dm
- p. 27 **(left)** Frank Wimart / IMG2012-0281-0002-Dp1 /
Philippe Beaudry Collection /
Purchased with the assistance of a Movable
Cultural Property grant accorded by the
Department of Canadian Heritage under
the terms of the *Cultural Property
Export and Import Act*
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George Metcalf Archival Collection
- p. 28 **(left)** 19780188-003-39 /
George Metcalf Archival Collection
- p. 28 **(right)** Steven Darby /
IMG2015-0037-0002-Dm
- p. 30 CWM20130069-001
- p. 31 **(left)** 19930012-586 /
George Metcalf Archival Collection

- p. 32 Cover, ISBN 978-0-660-20309-6
- p. 34 Steven Darby / IMG2014-0152-0150-Dm
- p. 37 William Kent / CWM2015-0001-0036-Dm
- p. 38 Mark Holleron / CWM2014-0015-0114-Dm
- p. 42 Marie-Andrée Blais / IMG2014-0029-0001-Dm
- p. 43 Marie-Andrée Blais / IMG2014-0029-0002-Dm
- p. 50 Mark Holleron / CWM2014-0015-0022-Dm
- p. 59 **(top)** Steven Darby / IMG2013-0099-0017-Dm
- p. 59 **(bottom)** Marie-Louise Deruaz /
CWM2012-0013-0001-Dm

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SC345, Page 1, Image 3

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