



CANADIAN  
MUSEUM  
OF HISTORY  
-  
MUSÉE  
CANADIEN  
DE L'HISTOIRE



CANADIAN  
WAR  
MUSEUM  
-  
MUSÉE  
CANADIEN  
DE LA GUERRE

Canadian Museum of History

# Annual Report 2017–18

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## Year at a Glance

### Canadian History Hall

- The **Canadian History Hall** — one of the country's premier legacy projects for Canada 150 — was completed on time and on budget.
- Opened on July 1, 2017 by the Prince of Wales and the Duchess of Cornwall.
- An impressive 347,633 visitors since opening day.
- Major funding was provided by outside supporters.
- Generous donations helped create outstanding educational programs and outreach.
- Virtual visitors can now tour the **Canadian History Hall** online.
- Numerous accolades from visitor surveys and sites such as TripAdvisor.
- Cutting-edge technologies bring Canadian history to life.
- A new national narrative.
- Donations of material and expertise by cultural communities from across the country.

### Vimy Commemorations

- **Witness – Fields of Battle Through Canadian Eyes** opened in Arras, France.
- **Vimy – Beyond the Battle** was presented at the Canadian War Museum.

### Exhibitions

- **Hot Wheels™ – Race to Win™** was a hit with families.
- **Canada: Day 1** profiled the experiences of newcomers to Canada.
- **DreamWorks Animation: The Exhibition** encouraged budding animators to think big.
- **Snapshots of Canada** was shown on the Canadian Museum of History's outdoor plaza.
- **Picturing Arctic Modernity** showcased Inuit drawings from 1964.
- **Dieppe** explored Canada's bloodiest day of the Second World War.
- **The Battle of Hill 70** profiled this 1917 action, and the six Canadian soldiers who received the Victoria Cross.
- **St. Louis – Ship of Fate** examined the plight of Jewish refugees during the Second World War.
- **WAR Flowers – A Touring Art Exhibition** took an evocative look at the human side of war.
- **She Who Tells a Story** brought together 85 contemporary images of life in Iran and the Arab world, by women photographers.
- **World Press Photo – Exhibition 2017** featured 152 photographs that represent images of everyday life and headline news, including images by three Canadians.
- **A Little History** looked at Canadian history as experienced by children.

### Partnerships

- Partnerships with other institutions brought exciting content to the Canadian Museum of History and the Canadian War Museum.
- **Death in the Ice – The Mystery of the Franklin Expedition** was produced in partnership with Parks Canada Agency and the National Maritime Museum, and in collaboration with the Government of Nunavut and the Inuit Heritage Trust.

- **Moments From 150 Years Ago**, exploring daily life at the time of Confederation, was produced in partnership with Library and Archives Canada.
- **A Little History** looked at Canadian history as experienced by children and was presented in the new Treasures from Library and Archives Gallery.
- **Canadian Forces Art Program – Group 7** profiled military experiences and was produced in partnership with the Directorate of History and Heritage of the Department of National Defence.

### Acquisitions

- The Barron Victoria Cross medal set was awarded to Corporal Colin Fraser Barron for his heroism at Passchendaele.
- The Strachan Victoria Cross medal set, awarded to Lieutenant-Colonel Marcus Strachan for his courage on the Western Front, also included his service medals from two World Wars and archival material.
- The Mike Wilson and Debra Thuet Ultimate Leafs Fan Collection is one of Canada's most acclaimed private collections of hockey artifacts.
- Rick Hansen's glove from his *Man In Motion World Tour* was donated by the Paralympian, and is on display in the **Canadian History Hall**.
- A pair of miniature Dutch liberation wooden shoes were presented to the Canadian War Museum by the family of James McGinnis, who served in Holland during the Second World War.
- An outstanding collection of Inuit material was bequeathed to the Canadian Museum of History by Dr. Margaret Hess.
- The William James Roué collection explores the history of the made-in-Canada *Bluenose* and *Bluenose II*.

### Fundraising

- Generous support from numerous partners and donors helped support outstanding exhibitions, programming, educational opportunities and outreach.
- The Rossy Family Foundation, the Catherine and Fredrik Eaton Charitable Foundation, and the W. Garfield Weston Foundation made substantial donations in support of the **Canadian History Hall** and education programs.
- The Canadian War Museum welcomed a generous donation from John and Elizabeth Irving for the exhibitions **Vimy – Beyond the Battle** and **Victory 1918 – The Last 100 Days**.
- Two Victoria Cross medal sets were acquired this year with kind support from donors.
- RBC renewed its support for the Aboriginal Training Program in Museum Practices.
- The Shaw Communications School Access Program provided curriculum-linked workshops for students from lower-income neighbourhoods.

### Recognition

- Throughout the year, the Museum of History and War Museum were recognized nationally and internationally for exhibition design, the visitor experience, and the expertise of curators.
- The Canadian War Museum received an Experts' Choice Award from TripExpert, based on reviews by international travel writers and journalists.

- The Canadian Museum of History was presented with an International Design and Communication Award for the **Canadian History Hall**.
- Canadian Museum of History curator, Dr. David Morrison, received the Royal Canadian Geographical Society's prestigious Massey Medal.

## Message From the Chair

This past year has been an important one for our country, as well as for the cultural institutions that preserve and present its history. As Canadians marked 150 years as a nation, museums, galleries and communities from coast to coast to coast rolled out the red carpet for visitors throughout 2017 and into 2018.

The Canadian Museum of History and the Canadian War Museum were certainly front-and-centre throughout this milestone year. Among our many projects of note, we opened the **Canadian History Hall** — a place all Canadians can look to see their stories reflected. We launched initiatives to commemorate the First World War Centenary, and we created major exhibitions and established important partnerships. Each of these accomplishments contributed significantly to the ever-evolving story of Canada and its peoples.

It has been a distinct pleasure to chair the Board of Trustees over the past year. The projects presented by the Museums have been nothing if not ambitious, and have benefited considerably from the guidance, advice and influence of each and every Trustee. I am proud to work with such a distinguished and dedicated Board, as we continue to oversee the work of Museum management and staff towards meeting key objectives.

These objectives are guided by five Strategic Directions, each of which has a practical bearing on our undertakings throughout the year. The first of these involves *establishing the Museum as a hub of Canadian history for Canada and the world*. There is no doubt that this was accomplished to stunning effect by the opening of the new Hall — to say nothing of the outstanding projects produced by the Canadian War Museum to commemorate the 100th anniversary of the Battle of Vimy Ridge.

When it comes to focusing on *connecting Canadians to their history and reflecting this personal connection in all aspects of the Museum experience*, we could, of course, point to the **Canadian History Hall** and the Battle of Vimy Ridge commemorations again. But there was so much more on offer. Exhibitions at the Canadian Museum of History explored subjects ranging from the mystery of the Franklin Expedition to children's experiences of various aspects of our history. Exhibitions at the War Museum examined such wide-ranging topics as Dieppe, wartime refugees and war art.

Our acquisitions over the past year have been equally rewarding, successfully reflecting the Museums' aim to *develop a collection that better reflects Canada's history and distinctiveness*. In addition to acquiring one of the most extensive private collections of Canadian hockey memorabilia in the world, the Museums also acquired a unique collection of Inuit art via a bequest, and a glove used by Rick Hansen during his *Man In Motion World Tour*.

As a national museum, much of what we do would not be feasible without outside support. The Museums continue to work diligently to *engage in dynamic partnerships and networks across Canada and internationally for mutual benefit*. We have partnered with other museums, with foundations and with community groups in myriad ways throughout the year — from producing major exhibitions, to providing educational programming, to developing unique cultural content.

It goes without saying that none of this is possible without *ensuring that the Museum has the financial resources to carry out its mandate*. We were extremely fortunate in attracting major sponsorships,

donations and financial support during the past year. Our sincere thanks go to our many supporters in both the private and public sectors.

The Board, I am proud to say, has played an important role in these activities. It was also a period of considerable change for us, with the departures of Trustees Judith Baxter, Richard Gwyn and Ken Langille. We benefited considerably from their guidance, and we offer our sincere thanks to them all.

We were saddened by the loss of one of our Board members, Michael Bliss, earlier this year. Michael was one of Canada's foremost historians, with 14 books to his credit and numerous awards for his contributions to history. To his fellow Board members, however, he was a much-valued advocate of Canadian history, and a tireless and dedicated Trustee who served on many committees. He is greatly missed.

I would also like to extend a warm welcome to new Trustees Amanda Kingsley Malo, Rodney Nelson, Jennifer Pereira and William Young, as well as to Vice-Chair Dean Brinton.

The two Museums rely on the dedication of management and staff who work tirelessly throughout the year. On behalf of the Board, I would like to extend thanks to all for their continuous dedication and hard work that led to a remarkably memorable and record-breaking year. The Board and I would also like to recognize the President and CEO, Mark O'Neill, for his vision, commitment and leadership since his appointment, and particularly this past year. The success of the **Canadian History Hall** and the programming commemorating the Battle of Vimy Ridge are significant accomplishments in one's career, let alone in a single year!

The Canadian Museum of History also acknowledges and sincerely appreciates the ongoing support of the Government of Canada. Its commitment to Canada's museums, galleries and cultural industries reflects the values of a truly forward-thinking government.

We now look forward to the coming year and all that it brings. From international exhibitions and outstanding programming, to museum training for the Indigenous leaders of tomorrow and the commemoration of the First World War Centenary, our Museums remain committed to exploring the ongoing story of Canada and its peoples.

**Dr. James D. Fleck, C.C.**

Chair of the Board of Trustees

## Message From the President and CEO

This has certainly been a banner year for the Canadian Museum of History and the Canadian War Museum. As the year began, we were already counting down the days to the launch of several projects of national significance, including the official opening of the monumental **Canadian History Hall**, and three exhibitions produced in commemoration of the 100th anniversary of the Battle of Vimy Ridge. The War Museum later announced the acquisition of two First World War Victoria Cross medal sets, and opened a new section of one of its galleries exploring Canadian involvement in recent international conflicts. Throughout the year, vital new partnerships were forged with foundations, Indigenous organizations and various cultural communities.

On July 1, 2017, we marked the opening of the **Canadian History Hall**. The Hall is the largest, most comprehensive and inclusive exhibition about Canadian history ever presented. It is also the largest co-curated exhibition on Canadian history — created in consultation with Indigenous communities, numerous experts from across the country and even members of the public. This ensures that the stories Canadians want to see in their national history museum are told from multiple perspectives, and in their own voices. The approach challenges visitors to think anew about our history and the experiences of our fellow Canadians.

One of our key objectives when developing the Hall was ensuring that we presented Canada's history in an accessible, engaging and relevant way. In this, I believe we have succeeded admirably. Covering a period of some 15,000 years, the Hall explores both the lighter and the darker chapters in our country's past — from the achievements of Canadian heroes such as Terry Fox, Lotta Hitschmanova and Lester B. Pearson, to the tragic legacies of wartime internment and residential schools.

Perhaps the most rewarding aspect of the Hall's development has been the opportunity to work closely with a number of Indigenous groups. Two of the Hall's most arresting displays — reconstructions of a kayaker from Arctic Bay, Nunavut, and of a high-ranking *shishálh* family from present-day Sechelt, British Columbia — would not have been possible without the generous support and guidance of their respective communities and descendants. I am also pleased to note that the human remains that made these forensic reconstructions possible have since been repatriated to their people.

Partnerships and collaborations continue to be essential to the work we do, and our Museums benefit considerably from outside expertise and contribution. At the Museum of History, we opened a new gallery dedicated to exhibitions co-produced with Library and Archives Canada. We also developed the outstanding exhibition **Death in the Ice – The Mystery of the Franklin Expedition** in partnership with Parks Canada Agency and the National Maritime Museum in England, and in collaboration with the Government of Nunavut and the Inuit Heritage Trust.

Exhibitions such as these would simply not be possible without partnerships. And the new Hall would not be the rich resource it is without donations, loans of objects for display, and the generosity of several Canadian foundations. In particular, we would like to thank the Rossy Family Foundation, the Catherine and Fredrik Eaton Charitable Foundation and the W. Garfield Weston Foundation for their generous support.

Partnerships are equally important in enabling us to provide outstanding educational content and programming. They make it possible for us to share our exhibitions and programming with the wider world. Many of our partnerships are international in nature — and this is a source of pride to both our



Museums as we continue to enhance our profile around the world. A perfect example of this is the War Museum's presentation of **Witness – Fields of Battle Through Canadian Eyes** at the Musée des beaux-arts, in Arras, France. This exhibition presented French audiences with experiences of the First World War viewed through a distinctly Canadian lens.

We presented many other important national and international exhibitions this past year, including **DreamWorks Animation: The Exhibition** from Australia; **St. Louis – Ship of Fate**, produced by the Maritime Museum of the Atlantic in collaboration with the Atlantic Jewish Council and Immigration, Refugees and Citizenship Canada; and **Hot Wheels™ – Race to Win™** from Indianapolis.

None of this would be achievable without the work of our outstanding staff, and the guidance of our Board of Trustees. I extend my sincere thanks to all those involved for their dedication to everything that we do. I would also like to thank our many donors, sponsors and partners for their generous and unstinting support, as well as the Government of Canada for providing the ongoing funding that makes it all possible.

**Mark O'Neill**

President and CEO

Canadian Museum of History

## The Canadian History Hall

### *Completion of the Canadian History Hall, a Legacy for All Canadians*

The **Canadian History Hall** traces the history of Canada and its people over some 15,000 years, from the dawn of human habitation to the present day. Through authentic artifacts and compelling stories, the Hall invites visitors to explore the events, personalities and historical currents that have shaped, and continue to shape, this vast country.

The Hall is remarkable for its focus on sharing Canada's story through the experiences of real people, for its presentation of multiple perspectives, and for its willingness to examine all aspects of Canada's story — struggles and achievements alike. Most importantly, perhaps, its focus — how we became the country we are today — is making Canadian history more relevant and meaningful to visitors than ever before.

The exhibition provides a stunning showcase for more than 1,500 artifacts, including many of Canada's most important historical treasures. Notable objects include handcuffs worn to the gallows by Louis Riel, an astrolabe attributed to Samuel de Champlain, Lester B. Pearson's Nobel Peace Prize Medal, and a T-shirt worn by Terry Fox during his Marathon of Hope.

Development of the Hall took five years of intense research, planning and renovation. The process was informed at every stage by unprecedented programs of public outreach and indigenous community consultation, and with input from scholars and other experts across the country.

Occupying 4,000 square metres (40,000 square feet) of exhibition space on two floors, it is the most ambitious exhibition project ever undertaken by the Museum, where cutting-edge technologies bring Canadian history to life.

### *A Royal Opening*

The Hall officially opened to the public following a ribbon-cutting by Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall, then on a Royal Tour of Canada.

On that day, thousands of Canadians filled the Canadian Museum of History to inaugurate the Museum's new signature exhibition. Opening celebrations included colourful performances by more than 300 artists, showcasing the richness and diversity of the Canadian experience.

### *Generous Support*

With funding from more than 440 donors from across the country, ranging from individuals to foundations and corporations, the Museum raised nearly \$9 million for the Hall — a milestone amount, surpassing the original target of \$5 million. Of these donors, nearly 40 were moved to contribute \$1,000 or more.

The Museum of History was fortunate to receive several significant donations from notable philanthropists and foundations. All three galleries of the **Canadian History Hall** have been named for distinguished Canadian families: Gallery 1: The Rossy Family Gallery; Gallery 2: The Fredrik Eaton Family Gallery; and Gallery 3: The Honorable Hilary M. Weston and W. Galen Weston Gallery.

The Canadian Museum of History also acknowledges those who have contributed to the **Canadian History Hall** at a level of \$100,000 or more. These include the Wilson Foundation, Pomerleau, the BCU Foundation, Windfields Farm Limited, the Peter and Melanie Munk Charitable Foundation, the Canadian First World War Internment Recognition Fund, and the Salamander Foundation.

This signature project has been completed, the Museum is proud to report that the stories in the **Canadian History Hall** will extend far beyond its walls through further philanthropic support of education and outreach.

Teachers and students across Canada will benefit from a generous donation from the Rossy Family Foundation, which has provided an additional \$1 million for the Rossy Family **Canadian History Hall** Education Project Fund. In a similar vein, the Wilson Foundation has pledged \$600,000 towards an educational Outreach and Engagement Project linked to the **Canadian History Hall**, and the Salamander Foundation has pledged \$100,000 towards developing additional online learning resources.

In addition, many public and private donors across the country have pledged funding, expertise and in-kind services to education and outreach at the **Canadian History Hall** over several years.

#### *A 360-Degree Tour*

The Museum has also made the Hall available to all Canadians online via a virtual tour, available on the website. The result is a stunning visual experience, showcasing the impact of individual lives on a country's history in a compelling 360-degree adventure.

#### *A True Success*

From the day it opened, the **Canadian History Hall** has been a resounding success. Close to 350,000 people had visited the exhibition by the end of the fiscal year, and public reaction has been deeply gratifying. Accolades have included high ratings on visitor exit surveys, as well as praise on sites such as TripAdvisor.

Media attention has been resounding. Multiple stories covered the opening, and as of the end of the fiscal year, the Hall had generated close to 400 news items, including feature articles in the *Globe and Mail* and the *New York Times*.

The Hall has also earned a number of awards. The most notable of these to date was the bronze award for Best Scenography for a Permanent Collection, at the International Design and Communication Awards. These prestigious awards celebrate excellence in design and communication at museums and art galleries around the world.

It has been an outstanding year for the **Canadian History Hall**. A royal opening, an impressive number of visitors, visitor and media accolades, and awards are all cause to celebrate a legacy project that shares the unfolding story of this country, not only across Canada but around the world.

## Vimy: 100 Years After the Battle

### *Commemorating the Canadian Troops 100 Years Ago, the Canadian War Museum Produced a Suite of Evocative Tributes*

In April 1917, Canadians captured Vimy Ridge in one of the First World War's most costly battles. One hundred years later, the Canadian War Museum explored the battle itself and the many ways it has been commemorated, through compelling upgrades to its existing section on the Battle of Vimy Ridge, as well as two exciting temporary exhibitions.

Together, these initiatives explored the grit and determination of Canadian troops, and the national reputation they helped forge.

### *An International Impact*

Opening on the eve of the anniversary of the battle, the Museum's outstanding art exhibition, **Witness – Fields of Battle Through Canadian Eyes**, was presented at the Musée des beaux-arts in Arras, France. The exhibition was originally presented at the Canadian War Museum in 2014 as **Witness – Canadian Art of the First World War**, and featured more than 50 works of art, including masterpieces by artists such as A.Y. Jackson and Frederick Varley, who later became members of the Group of Seven. It also included poignant personal works made by soldiers for their families back home.

Arras was the site of a pitched battle fought by Canadians, and it was an honour to present the exhibition there. The exhibition was opened on April 7 by His Excellency the Right Honourable David Johnston, Governor General of Canada; Dr. James Fleck, Chair of the Board of Trustees; and Mark O'Neill, President and CEO, the mayor of Arras and 300 guests. Also in attendance was the Right Honourable Adrienne Clarkson. It was the kick-off event to Canada's commemoration of the battle, 100 years later.

During its presentation in Arras, the exhibition welcomed 11,880 visitors.

### *Telling a More Complete Story in Our Galleries*

While the Museum's existing module on the Battle of Vimy Ridge paid due homage to Canadian courage in this seminal battle, the First World War Centenary provided an ideal opportunity review and enhance its content. The revised module goes into greater depth as it explores all aspects of the battle, while also examining the importance of training and aerial reconnaissance, and the battle's ultimate importance within the broader context of the War in 1917.

### *Vimy – Beyond the Battle*

Over the past century, Canadians have remembered and commemorated the Battle of Vimy Ridge in many different ways, and for many different reasons. Developed by the War Museum with the generous support of John and Elizabeth Irving, **Vimy – Beyond the Battle** used the Battle of Vimy Ridge to shed light on how and why we commemorate. The exhibition explored private and collective memories of the battle itself, the First World War, and more recent conflicts.

A resounding success and moving experience, the exhibition also offered educational programming in the **Eaton Activity Hub**, where visitors were invited to sculpt a memorial in clay and contribute to a

commemorative work of art. Visitors could also write a message to a loved one on a paper containing poppy seeds. The messages were later planted in a commemorative garden.

*The Power of Partnerships and Donations*

Each of the Vimy initiatives benefitted considerably from the many contributions of individuals and organizations. **Witness – Fields of Battle Through Canadian Eyes** was made possible, in part, through TD Bank Group.

The newly enhanced Vimy module in the Museum's gallery, and the exhibition, **Vimy – Beyond the Battle** enjoyed the support of the Canadian War Museum's 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 (Ret'd) Sally Horsfall Eaton, S.S.St.J., C.D., R.N., LL.D.; the Friends of the Canadian War Museum; TD Bank Group; VISIT**FLANDERS** and the R. Howard Webster Foundation.

For many Canadians, the Battle of Vimy Ridge helped shape and define the ethos of our young nation. Occurring a mere 50 years after Confederation, Vimy demonstrated to the world that Canadians were ready, willing and able to make important contributions on the world stage, making this a valuable legacy initiative for Canada 150.

## 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 five Strategic Directions, approved in 2014, are essential in fulfilling the corporation's national mandate, while also promoting a high standard of museological excellence.

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

### Results by performance measurement indicator

#### LEGEND

Results within 10% of target or surpassing target

Results within 11–24% of target

Results 25% or more off target

## Establish the Museum as a Hub of Canadian History for Canada and the World

### Priorities

- Complete and launch the new **Canadian History Hall** on July 1, 2017 as a Canada 150 legacy project.
- Present exhibitions and public programs to commemorate the First World War Centenary.
- Establish successful programming of the exhibition space for Library and Archives Canada materials.

### Summary of Performance

The past year has been outstanding with regard to establishing the Museum as a hub of Canadian history. The new **Canadian History Hall**, which opened on July 1, 2017 — the 150th anniversary of Confederation — has catapulted Canada's story into the international spotlight.

As the First World War Centenary draws to a close, the presentation of a war art exhibition in Arras, France, for the 100th anniversary of the Battle of Vimy Ridge, reminded Europeans of the courage of ordinary Canadians in extraordinary times. In addition, numerous exhibitions presented with the support of the Virtual Museum of Canada shared regional stories large and small with people around the world.

<b>Paid attendance (in '000s)</b>	
Result	803
Target	720
2016–17 Result	711
<b>Analysis</b>	
<p>The Museums continued to attract a significant number of visitors in 2017–18, despite the closure of the former Canada Hall. The Museums welcomed a total of 803,000 visitors to the Museums, compared to its target of 720,000. This success can be attributed to the opening of the <b>Canadian History Hall</b>, strong leadership and mitigation strategies such as cross-promotion between the Museums, and a strong exhibition lineup, including <b>Death in the Ice – The Mystery of the Franklin Expedition</b>, <b>DreamWorks Animation: The Exhibition</b> and <b>Vimy – Beyond the Battle</b>. When compared to 2016–17 results, the Museums surpassed every quarterly result. Overall, the Museums surpassed 2016–17 by an average of approximately 13%.</p>	

<b>On-site attendance (in '000s)</b>	
Result	1,997
Target	1,700
2016–17 Result	1,739
<b>Analysis</b>	
<p>The Museums had another exceptional year, attracting 1,997,000 visitors to their grounds, compared to the target of 1,700,000. The Museums were successful due to strong leadership, programming, group attendance and rentals, drawing people to the grounds for annual activities such as group tours, and for events such as Bluesfest and Gatineau’s Beerfest. The Museums always attract a high number of visitors on Canada Day, but 2017–18 was a unique year. Not only were the Museums part of the celebrations for Canada 150, but the Museum opened its long-awaited signature exhibition, the <b>Canadian History Hall</b>, unveiled by Prince Charles and the Duchess of Cornwall, the Minister of Canadian Heritage, the Chair of the Board of Trustees, and the President and CEO. As with paid attendance, the Museums surpassed the quarterly results of 2016–17. On average, the Museums surpassed the 2016–17 results by approximately 15%.</p>	

*If You Build It, They Will Come – Presenting Meaningful and Crowd-Pleasing Exhibitions*

This has been a record year in attendances for both Museums, reaching the two-million mark for the first time in its history. As indicated by this year’s attendance figures, exhibitions at both the Canadian Museum of History and the Canadian War Museum were highly popular. Within its first nine months, the **Canadian History Hall** alone had welcomed 347,633 visitors, exceeding all expectations.

**Death in the Ice – The Mystery of the Franklin Expedition** — developed in association with the National Maritime Museum in England and Parks Canada, in collaboration with the Inuit Heritage Trust and the Government of Nunavut — was a great success during its presentation at the Maritime Museum in 2017, and a runaway hit during its first month at the Canadian Museum of History. Not only was attendance high, but the attention given to the Franklin mystery, both in Europe and here at home, considerably raised the Museum’s international profile.

The Canadian experience was also profiled in popular slice-of-life exhibitions that included **Canada: Day 1**, exploring the experiences of newcomers to Canada over the past 150 years.

Similarly, **Snapshots of Canada** presented iconic Canadian people, places and events to visitors from around the world, while two exhibitions in the new Treasures from Library and Archives Canada Gallery explored Canada and its people at the time of Confederation, as well as Canadian history through the eyes of children. In addition, **Picturing Arctic Modernity – North Baffin Drawings From 1964** showcased Inuit drawings from 1964, introducing international visitors to one of this country’s most vibrant forms of Indigenous art.

<b>Special Exhibitions</b>	<b>*Attendance</b>
<b>Canadian Museum of History</b>	
<b>Hockey</b> March 10 – October 9, 2017	150,308
<b>Horse Power – The Paul Bienvenu Carriage Collection</b> March 24, 2016 – January 7, 2018	116,065
<b>DreamWorks Animation: The Exhibition</b> December 8, 2017 – April 8, 2018	95,019
<b>Moments From 150 Years Ago</b> April 20, 2017 – January 28, 2018	72,189
<b>Hot Wheels™ – Race to Win™</b> September 9, 2017 – January 7, 2018	65,577
<b>Canada: Day 1</b> June 2, 2017 – January 7, 2018	57,621
<b>Kids Celebrate!</b> October 6, 2017 – January 1, 2018	33,989
<b>Death in the Ice – The Mystery of the Franklin Exhibition</b> March 1, 2018 – September 30, 2018	17,939
<b>Picturing Arctic Modernity – North Baffin Drawings</b> February 15, 2018 – September 3, 2018	7,681
<b>Canadian War Museum</b>	
<b>Vimy – Beyond the Battle</b> April 5, 2017 – November 12, 2017	119,729
<b>Canadian Forces Artists Program</b> February 1, 2018 – April 2, 2018	11,744



<p><b>She Who Tells a Story – Women Photographers From Iran and the Arab World</b> December 5, 2017 – March 4, 2018</p> <p><b>St. Louis – Ship of Fate</b> March 20, 2018 – April 29, 2018</p>	<p>11,222</p> <p>2,543</p>
<p>* Total attendance as of March 31, 2018</p>	

*Marking a Sombre Centenary*

During the First World War, Canada began to truly make its presence felt on the world stage. The contribution of Canadian soldiers at Vimy Ridge, Ypres, The Somme, and Passchendaele attracted the attention of friend and foe alike. Throughout the First World War Centenary, the Canadian War Museum has been commemorating key stories, with particularly moving exhibitions this past fiscal year.

In addition to the three Vimy exhibitions described elsewhere in this report, **WAR Flowers – A Touring Art Exhibition** — developed by curator Viveka Melki and les Jardins de Métis/Reford Gardens — offered an unusual museum experience, evoking the human side of war through the Victorian language of flowers, specially designed scents, custom crystal sculptures, and touching letters home from a First World War battlefield.

*Regional Stories With Universal Themes*

Canadian stories were also shared with the wider world through the online Virtual Museum of Canada. Supporting regional projects with funding and online access, the Virtual Museum of Canada greenlights an average 20 to 30 projects each year, on subjects ranging from the history of an iconic Montreal area, to labour movements, to early colour film of Inuit daily life in the High Arctic.

Together, these exhibitions not only explored the international aspects of Canadian events, but also showcased Canada’s story to a global audience.

<b>Number of key research projects that are progressing as planned or completed</b>	
Result	38
Target	34
2016–17 Result	97
<b>Analysis</b>	
<p>The Museum continued to surpass the target related to key research projects. The biggest achievement was the opening of the <b>Canadian History Hall</b>. This research project was the Museum’s most important priority since December 2013. It was scheduled to be opened in time for the Canada 150 celebrations and it opened on time and on budget, attracting thousands of visitors to the Museums. In addition to the <b>Canadian History Hall</b>, the Museums worked and delivered on key research projects such as content for the exhibition <b>Witness – Fields of Battle Through Canadian Eyes</b>, which opened in Arras, France, in March 2017 to coincide with the Vimy anniversary. The Museums worked on other key research projects such as the oral history project, and upcoming exhibitions including <b>Victory 1918 – The Last 100 Days</b>. When compared to 2016–17, there were fewer research projects, but this can be attributed to the focus in 2017–18 on the <b>Canadian History Hall</b> and the Vimy anniversary.</p>	

The overall quarterly results suggest that the Museums continue to be relevant and a choice destination. Results would also suggest that programming is strong, and therefore, the Museums are researching interesting, appealing and important topics in Canadian history. Furthermore, audits of systems, controls and practices are important in identifying strengths and areas of improvement. This enables the Museums to continue to be relevant and appealing, and demonstrate its value to Canadians, but also deliver on the shareholders and stakeholders. Together, these activities help to support the strategic direction of the Board to establish the Museum as a hub of Canadian history for Canada and the world.

*Original Research Informs New Exhibitions and Special Projects*

Original research is key to painting a complete picture of Canadian history. Whether enhancing the content of a travelling exhibition, working with colleagues at partner institutions, or developing content solely in house, our historians and curators work hard to ensure that each exhibition is relevant and engaging to audiences everywhere.

Key projects this fiscal year included exhibition-related research by Canadian War Museum historians for the centenary of the Battle of Hill 70, with a special display highlighting the six Canadian soldiers who received the Victoria Cross. Work continued as well on Dieppe, an exhibition exploring the danger and drama of the tragic raid and its political fallout. Content was also developed for an exhibition on **Armour** from the collection of the Museo Stibbert in Italy, and for an update of the Museum’s Gallery 4, which explores Canadian involvement in international conflicts from the Gulf War on.

The Canadian Museum of History’s curators and historians were similarly busy, finalizing content for the **Canadian History Hall** and **Death in the Ice – The Mystery of the Franklin Expedition**, while also developing additional content for North American presentations of an upcoming British Museum exhibition on medieval Europe. During the same span, important research continues on such subjects as

popular music, coastal archaeology, the Canadian-American border, Indigenous cultures, professional and amateur sports, and children.

#### *Archaeological Research Unearths Lingerin Mysteries*

Archaeological discoveries are big news among international institutions. This past year, summer fieldwork at Fort Severn in Northern Ontario offered some tantalizing clues regarding a 17th century building.

In addition, an innovative summer field institution in Nova Scotia, involving the collaboration and partnership of local Indigenous communities, raised intriguing possibilities about ancient Indigenous use of oceanfront sites.

#### *Repatriation Continues*

For a number of years, the Canadian Museum of History and the Canadian War Museum have been repatriating Indigenous remains and ceremonial objects, developing repatriation protocols that are studied by other countries.

In 2016–17 and 2017–18, the Museum of History worked on two highly successful collaborations with Indigenous communities for the **Canadian History Hall**. The forensic reconstruction of a noble *shishálh* family from 4,000 years ago was undertaken with members of today's *shishálh* community, and the remains of an Arctic Bay kayaker named Nuvumiutaq were interpreted with the assistance of members of the Arctic Bay community. These human remains have all since been repatriated.

In addition, both Museums are working on repatriation requests with Indigenous groups from British Columbia, New Brunswick, Newfoundland and Labrador, the Northwest Territories, and Nunavut.

#### *Travelling Exhibitions*

This past year, 15 exhibitions travelled to 32 venues. All told, they were seen by 418,850 visitors in communities across the country, in Mexico and in France.

#### *Bringing History to Life in an Online World*

From the controversial trial of Louis Riel to the outstanding success of Team Canada in the Summit Series, the [Canadian Museum of History blog](#) reflects key Canadian events to the wider world. The blog's lively posts link to history, museology and popular culture, sharing Canada's story in an accessible anecdotal style.

In addition, the website feature [History in 150 Events](#), ended on July 1, 2017, after 150 individual daily portraits of notable moments in the life of Canada.

#### *And the Award Goes To...*

Over the past year, the Canadian Museum of History and Canadian War Museum were recognized nationally and internationally for exhibition design, the visitor experience, and curatorial expertise. The Canadian Museum of History was presented with an International Design Communication Award for the **Canadian History Hall** in Los Angeles. And Canadian Museum of History curator Dr. David Morrison received the Royal Canadian Geographical Society's prestigious Massey Medal for his accomplishments

during his wonderful career. The Canadian War Museum received an Experts' Choice Award from TripExpert, based on reviews by international travel writers and journalists.

Through exhibitions, programming, research and more, the Canadian Museum of History and Canadian War Museum explore the constantly evolving story of this land and its people. By producing compelling content for presentation in the National Capital Region, across Canada, and around the world, they also demonstrate the many contributions of Canadians to the tides of history, as well as Canada's unique place within the human family.

## Connect Canadians to Their History and Reflect This Personal Connection in All Aspects of the Museum Experience

### Priorities

- Develop exhibitions on themes of personal relevance to Museum visitors, such as the new **Canadian History Hall**.
- Bring exhibitions to the National Capital Region from Canadian partner museums that add community perspectives to the national narrative, such as **Canada: Day 1** and **Vimy – Beyond the Battle**.
- Engage Museum visitors in the use of existing and emerging platforms (e.g. responsive websites, touch and wireless interactions, mixed reality and artificial intelligence).

### Summary of Performance

In addition to sharing Canada's stories with the world, the Canadian Museum of History and the Canadian War Museum ensure that this country's people connect in meaningful ways with their own history. During the past year, this has included developing modules on topics ranging from Indigenous residential schools to LGBTQ rights for the **Canadian History Hall**, along with standalone exhibitions on subjects including immigration, commemoration of the Battle of Vimy Ridge, and daily life 150 years ago.

The Museums also presented numerous exhibitions from other institutions, enhancing community perspectives and regional narratives, while also forging strong personal connections to topics as diverse as history through the eyes of children, Jewish refugees during the Second World War, and the art of animation.

Connecting with audiences via social media also remained a prime focus. The Museums made considerable use of Twitter, Facebook, Instagram, YouTube, Pinterest and more, attracting new followers while providing lively and engaging content.

### *Exploring the Canadian Experience at the Canadian Museum of History*

Special exhibitions remain one of the most effective ways of engaging Canadians in an exploration of their history and its continued relevance to daily life. By offering exhibitions that are thought-provoking, moving, informative, and sometimes just plain fun, the Museum makes learning a compelling and attractive experience.

Each year, the Museum presents a combination of exhibitions developed in-house, developed in partnership, or brought in from outside. This year was no exception, with highlights that included:

- **Hockey** — produced by the Canadian Museum of History — continued to enthrall Canadians with a you-are-there experience of Canada’s Game.
- **Moments From 150 Years Ago** — presented in partnership with Library and Archives Canada in a special gallery — explored Canada and its people at the time of Confederation.
- **Snapshots of Canada** — produced in association with Canada’s History — showcased iconic Canadian people, places and events in 50 carefully selected photographs.
- **Canada: Day 1** — produced by the Canadian Museum of Immigration at Pier 21 and supported by the RBC Foundation — explored the experiences of newcomers to Canada, from Confederation to the present day.
- The stunning new **Canadian History Hall** reflects Canadian history over the past 15,000 years, in 18 stories exploring timeless topics such as wartime internment, family trees, Indigenous ways of life, everyday Canadian heroes, and the lives of refugees.
- **Hot Wheels™ – Race to Win™** — produced by The Children’s Museum of Indianapolis and Mattel — invited children and their families to experiment with speed, power and performance, encouraging the James Hinchcliffes and Jacques Villeneuves of tomorrow.
- **DreamWorks Animation: The Exhibition** — developed by the Australian Centre for the Moving Image (ACMI) in collaboration with Universal Brand Development on behalf of DreamWorks — encouraged budding Canadian filmmakers to enter imaginary worlds through the magic of animation.
- **Picturing Arctic Modernity – North Baffin Drawings From 1964** showcased Inuit drawings from 1964, celebrating one of this country’s most vibrant forms of Indigenous art.
- **Death in the Ice – The Mystery of the Franklin Expedition** — produced in partnership with the National Maritime Museum in Greenwich, England, and Parks Canada Agency, and in association with the Inuit Heritage Trust and the Government of Nunavut — reminded Canadians of the importance of Indigenous know-how, Canadian underwater archaeology, and Canadian conservation and interpretation to solving this enduring mystery.
- **A Little History** — another exhibition presented in partnership with Library and Archives Canada in a special gallery — opened at the end of the fiscal year, presenting Canadian history through the eyes of children.

#### *The Story of War Is the Story of Humankind*

A great deal of Canada’s prestige on the world stage has been earned in times of war. The valour of our young country has been legendary over the past 100 years or more, as has the ability of Canadians to remember, commemorate and make do, while seeking a lasting peace.

During the past year, the War Museum presented numerous thought-provoking and evocative exhibitions exploring the human condition in times of conflict. Highlights included:

- **She Who Tells a Story – Women Photographers From Iran and the Arab World** — organized by the Museum of Fine Arts in Boston — showcased more than 85 evocative images reflecting contemporary life in the Middle East. This is a timely topic for Canadians, who have recently welcomed more than 40,000 Syrian refugees.

- **St. Louis – Ship of Fate** — produced by the Maritime Museum of the Atlantic, in collaboration with the Atlantic Jewish Council and Immigration, Refugees and Citizenship Canada — examines the tragic plight of Jewish refugees, whose ship was turned away by several countries, including Canada.
- **Dieppe** — produced by the Canadian War Museum — explored Canada’s bloodiest day of the Second World War, along with the political fallout.
- **The Battle of Hill 70** — produced by the Canadian War Museum — profiled this 1917 action, and the six Canadian soldiers who received the Victoria Cross.
- **The Canadian Forces Artists Program – Group 7** — produced in partnership with the Directorate of History and Heritage of the Department of National Defence — featured works of contemporary art, profiling Canadian military experiences, at home and abroad.
- **World Press Photo Exhibition 2017** — developed and circulated by World Press Photo, and presented at the Canadian War Museum in partnership with the Embassy of the Kingdom of the Netherlands — featured 152 large-format photographs, including images by three Canadians.

#### *Social Media Links Canadians Everywhere With Their Museums*

The Museums continued to build upon their use of social media to bring the Museums to Canadians, and Canadians to the Museums.

During the past year, all forms of social media used by the Museums increased in numbers of followers. For the Museum of History, English [Facebook](#) “likes” stood at 26,347, and French at 10,646 while [Twitter](#) followers rose to 80,027 in English and 4,626 in French. [Instagram](#) platform rose from 1,120 to almost 4,400 followers in English, and from 325 to 1,100 in French. For the War Museum, [Twitter](#) rose from 98,761 to 110,421 in English, while the French account reached close to 22,000 followers. On [Facebook](#), the English page have 24,218 “likes” while the French page went from 3,959 to 4,528 “likes”. On [Instagram](#), the War Museum had a strong progression, going from 369 to 1455 followers for the English account and from 197 to 357 for the French account. Overall, both Museums had a significant progression to reach Canadians on social media.

#### *Special Events Get Special Results*

The exclusive preview of the **Canadian History Hall** opening was attended by 29 social-media influencers, leading to 140 Instagram posts viewed by more than 72,000 people. The exhibition video achieved a total reach of 98,000.

A glove displayed in the **Canadian History Hall** — presented by Canadian Paralympian and activist Rick Hansen — was also featured on the Facebook page, attracting more than 37,700 views, 1,200 post clicks, and 450 reactions related to the live coverage of the presentation ceremony alone.

Special events on social media were highly successful. Among them was the War Museum’s Facebook livestream of Remembrance Day events from Memorial Hall, which had views within its first week. Canada Remembers shared our Facebook post promoting the webcast, resulting in a total reach of nearly 96 000 persons, and nearly 370 shares.

Multiple social media initiatives undertaken in support of Vimy-related projects in Canada and abroad were also extremely successful and were shared, posted and retweeted with great frequency. There were five Facebook posts related to the opening of the exhibitions at the Museum in Ottawa and in Arras, France, with a potential reach of close to 400,000. Partners and social-media influencers also supported CWM initiatives on multiple channels (Twitter, Facebook and Instagram) drawing further attention to our pages, and increasing our reach and number of followers.

A Facebook Live presentation of the opening for **Death in the Ice – The Mystery of the Franklin Expedition** was well received on social media. Other exhibition openings at both Museums were similarly popular on social media.

The results locally can be attributed to a renewed focus on Canadian history and demonstrates the commitment to reach out to Canadians across the country. These activities support the strategic direction to connect Canadians to their history and feel personally connected to their Museum experience. The results confirm that the Museums have an appealing exhibition line-up locally and are attracting visitors nationally. In some cases, visitors to travelling exhibitions may not otherwise have an opportunity to see and experience a museum exhibition.

<b>Number of new openings for travelling exhibitions that connect Canadians to their history</b>	
Result	<b>25</b>
Target	39
2016–17 Result	25
<b>Analysis</b>	
Although below the target, the Museums opened 25 travelling exhibitions at venues across the country and internationally. There was less interest than anticipated for the exhibition <b>Deadly Skies – Air War, 1914–1918</b> . However, Canadians had an opportunity to see exhibitions such as <b>Hockey, Terry Fox – Running to the Heart of Canada, Fighting in Flanders</b> , and <b>Kids Celebrate!</b> Overall, the same number of exhibitions travelled as in 2016–17.	

*Virtual Museum of Canada Showcases Unique and Unusual Stories*

Each year the Virtual Museum of Canada (VMC) presents an exciting slate of new exhibitions from museums and heritage organizations large and small. This year was no exception, with 33 engaging newly approved projects.

The projects are supported through the VMC’s two investment programs: Virtual Exhibits, which helps museums and heritage organizations develop medium- to large-scale online content exploring Canadian history, heritage and culture; and Community Stories, which helps smaller museums and heritage organizations work with local communities to share important regional stories. Presented in a range of styles, and reflecting institutions from every part of the country, the new projects offer Canadians unique and compelling content, such as small-town histories, fascinating glimpses into cultural traditions, and explorations of local landmarks and institutions.

### *Important Initiatives Strengthen Bonds with Indigenous Peoples*

A relationship between the Canadian Museum of History and Indigenous peoples continues to flourish and helps inform the way we present Indigenous history to Canadians. The Indigenous Advisory Committee for the **Canadian History Hall** played a key role in the selection of Indigenous stories in the Hall, as well as how those stories should be told.

The RBC Aboriginal Training Program in Museum Practices, which celebrated its 25th anniversary this year, also continues to build upon a longstanding collaboration. It trains Indigenous individuals in a wide range of museum operations, and to date participants from 40 different Indigenous communities across Canada have successfully completed the program. The ceremony was webcast to be shared with communities and families across Canada.

<b>Number of special exhibitions that add community perspective to the national narrative</b>	
Result	17
Target	8
2016–17 Result	11
<b>Analysis</b> The Museums presented 17 special exhibitions in the National Capital Region, compared to the annual target of eight. The target was exceeded because several new exhibitions were added to the exhibition calendar following the target-setting. Special exhibitions included <b>Canada: Day 1, Death in the Ice – The Mystery of the Franklin Expedition</b> , <b>WAR Flowers – A Touring Art Exhibition</b> and <b>St. Louis – Ship of Fate</b> . Compared to 2016–17, the Museums surpassed the results by six.	

### *Making Headlines in Traditional Media*

During the past year, both Museums have enjoyed considerable media interest, due in large part to buzz surrounding commemoration of the Battle of Vimy Ridge, opening of the new **Canadian History Hall**, and **Death in the Ice – The Mystery of the Franklin Expedition**. Staff worked tirelessly to engage traditional media, ensuring that Canadians remain informed of offerings at both Museums.

For example, the coverage for the **Canadian History Hall** opening reached every province and territory, and generated 371 news items across all media with an audience of 27 million Canadians. **Vimy – Beyond the Battle**, the upgrade to Gallery 4 and the **Witness** exhibition in France, along with other programs related to VIMY100, generated 546 news items. Through exhibitions, social and traditional media, and through carefully cultivated community relationships, the Canadian Museum of History and Canadian War Museum continue to explore the personal connections between history and everyday life, engaging Canadians directly in their country’s evolving story.

## **Develop a Collection That Better Reflects Canada’s History and Distinctiveness**

### **Priorities**

- Ensure the Museums’ acquisition strategies are focused on collecting objects of historical significance.
- Expand efforts to acquire objects by cultivating relationships with collectors and by actively pursuing donations.



- Position the Museums as the national repository of objects that reflect and have shaped Canada’s history.

*Summary of Performance*

Museums are, by nature, collecting institutions, using their collections to share more comprehensive stories with their audiences. Over the past year, both the Canadian Museum of History and the Canadian War Museum have acquired outstanding objects, as well as full collections, including the Mike Wilson and Debra Thuet Ultimate Leafs Fan Collection, and the Hess Collection of Inuit Art and Ethnographic Material from the estate of Dr. Margaret Perkins Hess.

The Museums also work with donors, partners and other institutions to acquire iconic objects for their national human history and military history collections. Key acquisitions in 2017–18 have included three important Victoria Cross medal sets and related material.

Due in part to a new Collections Plan and the hard work of staff and the Board of Trustees, the Museums’ collections are home to many of Canada’s national treasures, along with hundreds of thousands of objects reflecting the history of Canada and its people.

*New Plan Puts Future Collections on a Solid Footing*

This year, the Canadian Museum of History and the Canadian War Museum finalized a new Collections Development Plan that will guide collections development at both Museums over the next ten years. The plan sets priorities for the development of new collections and the enrichment of existing collections.

It includes guiding principles to ensure the continued preservation of collections, the building of knowledge associated with the collections, accessibility of the collections to Canadians, and the upholding of ethical principles. This vision also addresses issues such as digitization and repatriation of Indigenous artifacts, and establishes guidelines to determine acquisition priorities.

These artifacts joined the millions of other artifacts in the collection that are distinctive and reflect Canada’s history, supporting the strategic direction of the Board to develop a collection that better reflects the country’s history and distinctiveness.

<b>Number of nationally significant acquisitions that reflect Canadian history</b>	
Result	30
Target	36
2016–17 Result	33
<b>Analysis</b>	
Forecasting for this activity is done in the previous fiscal year, and it is often difficult to predict. In 2017–18, the Museums acquired 30 artifacts of national significance compared to the target of 36. Acquisitions included a 19th century argillite recorder, a major collection of Inuit prints and sculptures, and medals and items belonging to Clifford Chadderton, the CEO of the War Amps. Compared to 2016–17, the Museums were below the results by three. Given the challenge with forecasting and after an internal discussion about the usefulness of this performance indicator, the Museum has decided to monitor and report on this activity by another means in future.	

### *Victoria Cross Acquisitions Keep Tangible Recognition of Homegrown Heroes in Canada*

The collection of objects reflecting Canadian courage during the First World War was a major focus this year for the Canadian War Museum, and included the acquisition of two Victoria Cross medal sets.

The first of these was awarded to Corporal Colin Fraser Barron of the Canadian Expeditionary Force for his heroism at Passchendaele. Its acquisition was especially meaningful this year, given the Museum's ongoing commemoration of the First World War Centenary and iconic 1917 battles that include Passchendaele and Vimy Ridge.

Acquisition of the Barron Victoria Cross medal set was made possible with the generous support of Leslie Barron Kerr — Corporal Barron's great-granddaughter — and through the donor-supported National Collection Fund, which helps the Canadian Museum of History and the Canadian War Museum acquire nationally significant artifacts.

The second Victoria Cross medal set belonged to Lieutenant-Colonel Marcus Strachan of the Fort Garry Horse. Strachan earned the Victoria Cross on November 20, 1917, at Masinières, France. After his squadron leader was killed during a cavalry charge, Strachan led the men through machine-gun fire to take the enemy battery. Strachan and his men returned safely, bringing 15 prisoners with them.

Acquisition of the Strachan Victoria Cross medal set was made possible through the support of the Department of Canadian Heritage's Movable Cultural Property Program, the Museum's National Collection Fund, and the generous support of two private donors: Honorary Colonel (Ret'd) Brian Hastings, and Honorary Colonel Robert Williams, both of the Fort Garry Horse.

The third Victoria Cross acquisition by the War Museum this year was the one awarded to Saskatchewan native Lieutenant-Colonel David Vivian Currie of the South Alberta Regiment, for his exceptional leadership and bravery in a decisive battle of the Second World War.

The purchase was made possible by the generous support of the Movable Cultural Property Program of the Department of Canadian Heritage, the Museum's donor-supported National Collection Fund, and generous contributions from the Brownlee Family Foundation, as well as the following honorary members of the North Saskatchewan Regiment and their families: Heather Ryan and L. David Dube, Honorary Lieutenant-Colonel; Sandra Howe and Dallas Howe, Honorary Colonel; Sandra Stromberg and Robert Stromberg, former Honorary Colonel.

### *A Sizeable Acquisition Reflecting Canada's Game*

This year, the Canadian Museum of History acquired The Mike Wilson and Debra Thuet Ultimate Leafs Fan Collection, one of Canada's most acclaimed private collections of hockey artifacts. The collection was built over 50 years by Toronto resident Mike Wilson, earning him the nickname "The Ultimate Leafs Fan" from ESPN and other media.

The collection comprises more than 1,700 items, including rare treasures that belonged to Canadian hockey legends such as Wayne Gretzky, Francis Michael "King" Clancy, Paul Henderson, Tim Horton and Conn Smythe. Deemed to be of "outstanding significance and national importance" by the Canadian Cultural Property Export Review Board, the Collection has been acquired by the Museum in its entirety.

With the acquisition of this large and diverse collection, the Museum has become the keeper of one of the most historically significant and comprehensive collections of hockey artifacts in Canada.

#### *A Glove From Canada's Man in Motion*

This year, Paralympian Rick Hansen presented the Canadian Museum of History with one of the gloves he wore on his famous Man in Motion World Tour. Inspired by Terry Fox's cross-Canada Marathon of Hope for cancer research, Hansen completed the equivalent of two marathons every wheeling day. From March 1985 to May 1987, Hansen wheeled himself through 34 countries on four continents — an immense effort requiring some 15 million strokes of his wheelchair. The glove is now displayed in the **Canadian History Hall**.

#### *Remembering Canadian Participation in the Liberation of Holland*

The family of James McGinnis, a member of the Royal Canadian Army Service Corps (RCASC) during the Second World War, donated a pair of miniature wooden shoes to the Canadian War Museum this year. Known as Liberation Wooden Shoes (*bevrijdingsklompjes*), they were presented to members of the Canadian and Allied Forces during the Second World War, as a way of expressing gratitude for their country's liberation. The shoes were displayed in the War Museum's lobby in July 2017.

#### *Inuit Art from a Passionate and Unique Collector*

A collection of Inuit art and ethnographic material selected from the estate of Dr. Margaret Perkins Hess was acquired by the Canadian Museum of History this year. Perkins Hess, who passed away in 2016, was inspired by the art of the Haida and other Indigenous peoples of Canada's Pacific Northwest. She befriended numerous Indigenous artists, introducing their work to the public through galleries in Calgary, making that city one of Canada's first showcases for aboriginal art and culture.

#### *Developing Exhibitions Around Key Acquisitions*

The Canadian Museum of History and the Canadian War Museum often build vitrines and even full exhibitions around important acquisitions. Over the past year, these have included **Picturing Arctic Modernity – North Baffin Drawings From 1964**, featuring 50 Inuit drawings from the Terrence Peter Ryan Collection, acquired in 2014; **Beyond Bluenose – The William James Roué Collection**, showcasing material related to the iconic Canadian schooner from a collection acquired in 2015; and the McGinnis Liberation Wooden Shoes, acquired this year.

Through practices focused on acquiring objects of national importance and historical significance, and by working closely with collectors and partners, over the past year the Canadian Museum of History and Canadian War Museum have been able to add outstanding collections and individual artifacts to their holdings. Further, by putting these objects on display, loaning them to other institutions, or simply studying them, the Museums continue to cement their reputations as trustworthy repositories and interpreters of Canada's material culture.

## Engage Dynamic Partnerships and Networks Across Canada and Internationally for Mutual Benefit

### Priorities

- Further develop the History Museums Network to include First Nations museums and cultural centers.

- Initiate or participate in partnerships with like-minded institutions, such as large-scale international consortiums and local cultural institutions.
- Continue to establish and build upon international partnerships to enhance Canadians' awareness of world history and cultures.

### *Summary of Performance*

Partnerships and networks are key to ensuring a sharing of ideas, expertise, events and collections among cultural institutions and related organizations. During the past year, the Canadian Museum of History and the Canadian War Museum actively cultivated numerous mutually beneficial partnerships with communities, foundations, corporations, and government and cultural organizations, both across Canada and around the world.

These partnerships — as well as the expanding History Museums Network, originally spearheaded by the Canadian Museum of History — have helped enhance national awareness of Canadian and world history, while also sharing Canadian stories with a global audience.

### *Playing a Central Role in Sesquicentennial Celebrations*

As Canada's national museums of human and military history, the Canadian Museum of History and the Canadian War Museum were key sites for the commemoration of Canada's sesquicentennial, both within the National Capital Region and beyond. Undertakings of this magnitude require considerable cooperation, making key partnerships essential.

This past year, the Museum of History was active on several external committees designed to support government initiatives in 2017, including Canada 150. Part of this process involved hosting partnership events at both Museums. On July 1, the Museum attracted over 20,000 visitors with the opening of the **Canadian History Hall** as well as celebrating the sesquicentennial.

In addition to partnering with the Department of Canadian Heritage and other government departments on important events, the Museum was the designated location for a bronze statue marking the 450th anniversary of the birth of Chief Tessouat, an outstanding Indigenous leader and shrewd trade negotiator.

Canada's sesquicentennial ended at the Canadian Museum of History with a bang on December 31, 2017. In addition to providing an unparalleled view of the region's fireworks display, the Museum hosted Nimidiwin. This showcase of Indigenous culture highlighted the many unique communities of Turtle Island in a brilliant New Year's Eve display of Indigenous dance and music.

These events and related media coverage positioned the Museum as a major site for commemorations of the 150th anniversary of Confederation.

### *Bringing Archival Material to Life*

A partnership between the Museum of History and Library and Archives Canada resulted in the second and third exhibitions in **Treasures From Library and Archives Canada**, a gallery within the Museum. **Moments From 150 Years Ago** explored daily life at the time of Confederation, while **A Little History** looked at Canadian history as experienced by children.

<b>Number of partnerships and collaborations initiated</b>	
Result	53
Target	22
2016–17 Result	78
<b>Analysis</b>	
<p>Although the number of partnerships was not quite as high as in 2016–17, the Museum continued to exceed its target. In 2017–18, the Museums partnered and collaborated with organizations on 53 projects and events, compared its annual target of 22. This can be attributed to exceptional programming, the unveiling of the <b>Canadian History Hall</b>, the exhibition <b>Vimy – Beyond the Battle</b>, and the Museum being a destination of choice. The Museums partnered with organizations such as the National Gallery of Canada on the reinstallation of the Canadian and Indigenous galleries, the Centre for Gender and Sexual Diversity on potential projects, and the National Film Board on the production of multimedia elements for <b>Victory 1918 – The Last 100 Days</b>.</p>	

*Partnerships Bring Economics, History and Geography Together at the Museums*

In addition to events related to the **Canadian History Hall**, the Museum of History hosted numerous partnership events throughout the year, helping to build and strengthen relationships with stakeholder groups, while further cementing the Museum’s reputation as a national hub of human history. Highlights included partnerships with l’Association de la presse francophone, the Canadian Archaeological Association Conference, the Canadian Museums Association Conference, the Federation of Canadian Municipalities, La Grande dictée et la Ligue nationale d’improvisation, the Parliamentary Press Gallery dinner, the Ottawa Regional Heritage Fair, the Global Research Council, the Royal Canadian Geographic Society, and National Indigenous Peoples Day.

The Corporation also developed a partnership with the National Association of Japanese Canadians. During the year, more 200 members of the Association visited the Museum from across the country, representing a new constituency for the Museum and its programs.

The War Museum was similarly active. Partnership events over the past year included the Candlelight Tribute for Veterans, the Knowledge Summit — held in partnership with the Social Sciences and Humanities Research Council of Canada — the Great Canadian Debates, the Chief of Defence Staff Reception, the annual kickoff to the international Nijmegen March, and ceremonies related to the Silver Cross Mother, and West Point Cadets.

*The Press Gallery Dinner Reconvenes at the Canadian Museum of History*

Previously held at the War Museum, the prestigious Press Gallery Dinner took place at the Museum of History this year. Along with journalists from across Canada, attendees included Parliamentarians and other Canadians of note.

*The Importance of Hosting and Outreach*

Many partnerships at the Museums have originated in special events and outreach. Over the past year, both Museums continued to develop key relationships by hosting ceremonies, lectures, dinners, and even a movie night.

Highlights at the Canadian Museum of History included special receptions and events with the Kitigan Zibi and the Nisga’a communities, the National Association of Japanese Canadians, representatives of

Arctic Bay, the *shíshálh* First Nation, the First World War Internment Recognition Fund, and others. In addition, the Museum hosted events such as Black History Month, Winterlude, Movie Night on the Hill, and the Belgian Royal Visit, in partnership with the Department of Canadian Heritage and other federal departments.

The Museum of History also partnered with the Native Women’s Association of Canada to announce the loan of Maxine Noel’s painting *Never Forgotten*. The painting, which depicts missing and murdered Indigenous women and girls, is now on view in the **Canadian History Hall**. Its presentation helps visitors reflect on the difficulties faced by Indigenous communities in Canada.

Highlights at the Canadian War Museum include the visit from Their Excellencies King Filip and Queen Mathilde of Belgium. This is the first visit by the monarchs to Canada in over 41 years, recognizing Canada’s involvement in the liberation of Belgium during the First World War.

It also included a visit from Minister of National Defence Harjit Sajjan, and a group of 20 children of military families and their parents in the lead-up to April and the Month of the Military Child. The Museum was also the site of a commemorative visit by 100 people from the Lord Strathcona’s Horse Association, and of the commemoration of Passchendaele. The Museum also welcomed the Silver Cross Mother in partnership with the Royal Canadian Legion, organized tours with dignitaries from Australia, Brazil, Latvia and Chile, and hosted the Canadian Armed Forces Photography Awards.

The results would suggest the Museums have not only reached out but have strong relationships within the museum community. The partnerships and collaborations initiated during the year are varied in scope, institution and location, and support the strategic direction of the Board to engage in dynamic partnerships and networks nationally and internationally with benefits for all parties.

<b>Number of projects initiated through the History Museums Network</b>	
Result	7
Target	10
2016–17 Result	2
<b>Analysis</b>	
The Museum did not reach its annual target of 10 projects initiated through the network. The Museum initiated a discussion with the Canadian Museum for Human Rights and the Musée de la civilisation for an exhibition partnership on civil liberties. Like last year, there were fewer opportunities to meet when compared to previous years, as well as fewer opportunities through the network. The network has been running since 2013, and it may be time to review and identify areas of improvement. The Museums are five projects ahead of the 2016–17 results.	

*Extending the Reach of Museums Large and Small Through the History Museums Network*

Originated by the Canadian Museum of History in 2013, the History Museums Network continues to expand. This intra-museum partnership allows Canadian museums to share resources and expertise in highly practical ways. Over the past year, the Canadian Museum of History has continued to bring important exhibitions from across Canada to the National Capital Region, while giving Canadians across

the country greater access to exhibitions created by both the Canadian Museum of History and the Canadian War Museum.

#### *International Collaborations Bring Canada to the World, and the World to Canada*

Commemoration of Canadian involvement in the Battle of Vimy Ridge, during the First World War, provided a backdrop for presentation of the Canadian War Museum exhibition, **Witness – Fields of Battle Through Canadian Eyes**, at the Musée des beaux-arts in Arras, France.

The War Museum also worked with the Juno Beach Centre Association, a Canadian charity that operates the Juno Beach Centre in Normandy, France. The Centre pays homage to the 45,000 Canadians who lost their lives on D-Day during the Second World War, and collaborated with the War Museum on the exhibition **From Vimy to Juno**, presented at the War Museum in May 2017, covering both the Battle of Vimy Ridge in 1917 and the D-Day Landings on Juno Beach in 1944.

At the Canadian Museum of History, development of the intriguing exhibition **Death in the Ice – The Mystery of the Franklin Expedition** — in partnership with the National Maritime Museum in England and Parks Canada Agency, and in collaboration with the Inuit Heritage Trust and the Government of Nunavut — was a rewarding experience. The exhibition not only explored the fate of the British expedition and its men, but also highlighted the importance of Inuit knowledge, as well as Canadian archaeological and conservation expertise.

#### *Scholarly Lecture Series Attracts Nearly One Million People*

The inaugural Stursberg War Correspondents Lecture, featuring keynote speaker Lyse Doucet of the BBC, was held at the War Museum, in partnership with the Carleton School of Journalism, and drew a full house of 250 to the Barney Danson Theatre. An additional 800,000 people heard the rebroadcast of the lecture on the CBC's *Ideas* with Paul Kennedy, which aired on Dec 29, 2017.

#### *Remembering the Holocaust*

The Canadian War Museum's relationship with the Jewish-Canadian Community was further strengthened through a partnership with the Department of Canadian Heritage, involving the September 2017 unveiling of the new National Holocaust Memorial near the Museum.

The Museum was also the high-profile venue for two important events related to the launch. The National Holocaust Monument Development Council held its donor reception in the Barney Danson Theatre, and the Department of Canadian Heritage held official federal ceremonies in the LeBreton Gallery. Prime Minister Justin Trudeau and Minister of Canadian Heritage Mélanie Joly were among the 500 guests for the latter event.

#### *Community Festivals Launch New Traditions and Relationships*

The Museum of History played host to Gatineau's Beerfest, a showcase for regional microbreweries, which featured more than 30 exhibitors, more than 350 artisanal beers, and numerous food trucks. Summer and winter versions of the festival attracted more than 35,000 attendees. Beerfest also offers a number of family-focused activities.

In a similar way, the 2017 Christmas Market, an event that has been held at the Museum of History since 2014, featured the work of local artisans.



In the summer of 2017, the Museum of History also welcomed a special Canada 150 edition of the Casino du Lac-Leamy’s spectacular Sound of Light international pyrotechnics competition.

The world of scale plastic models came together at the Canadian War Museum for CAPCON, Ottawa’s long-running premier scale plastic model contest, celebrating Canada’s 150th anniversary in style. The model competition was held in the Museum’s LeBreton Gallery among full-size military artifacts.

Partnerships and the cultivation of enduring relationships remained a key focus at both Museums this year. By combining forces with communities, organizations and associations, cultural institutions, businesses and governments across Canada and around the world, the Canadian Museum of History and Canadian War Museum continue to expand their ability bring outstanding events, exhibitions and programming to Canadians everywhere.

**Ensure the Museum has the financial resources to carry out its mandate**

**Priorities**

- Continue to develop innovative and responsible strategies to diversify revenue streams.
- Continue to implement funding strategies.
- Continue to engage the shareholder in developing a new funding model, which would include inflation protection.

**Summary of Performance**

As national museums, the Canadian Museum of History and Canadian War Museum are financially supported by the Government of Canada. In addition, both Museums actively develop and test new streams of revenue ranging from merchandise to special events, while also seeking and implementing internal economies.

Sponsorships and donations are also key to the Museums’ financial success and viability. This fiscal year has been particularly rewarding in this regard, thanks to the outstanding generosity of sponsors and donors, large and small.

<b>Dollar value of all revenue-generating activities (in ‘000s)</b>	
Result	\$20,000
Target	\$16,357
2016–17 Result	\$19,088
<b>Analysis</b>	
The Museum had an exceptional year, generating \$20,000,000 compared to its target of \$16,357,000. This can be attributed to increased visitation, improved selection at the gift shops, a significant increase in Membership sales, a pricing model change and an increase in rental rates, and being a destination of choice for visitors and events. There was also high demand for facility rentals surrounding the Canada 150 celebrations. This represents an approximately 5% increase in revenue-generating activities compared to 2016–17.	

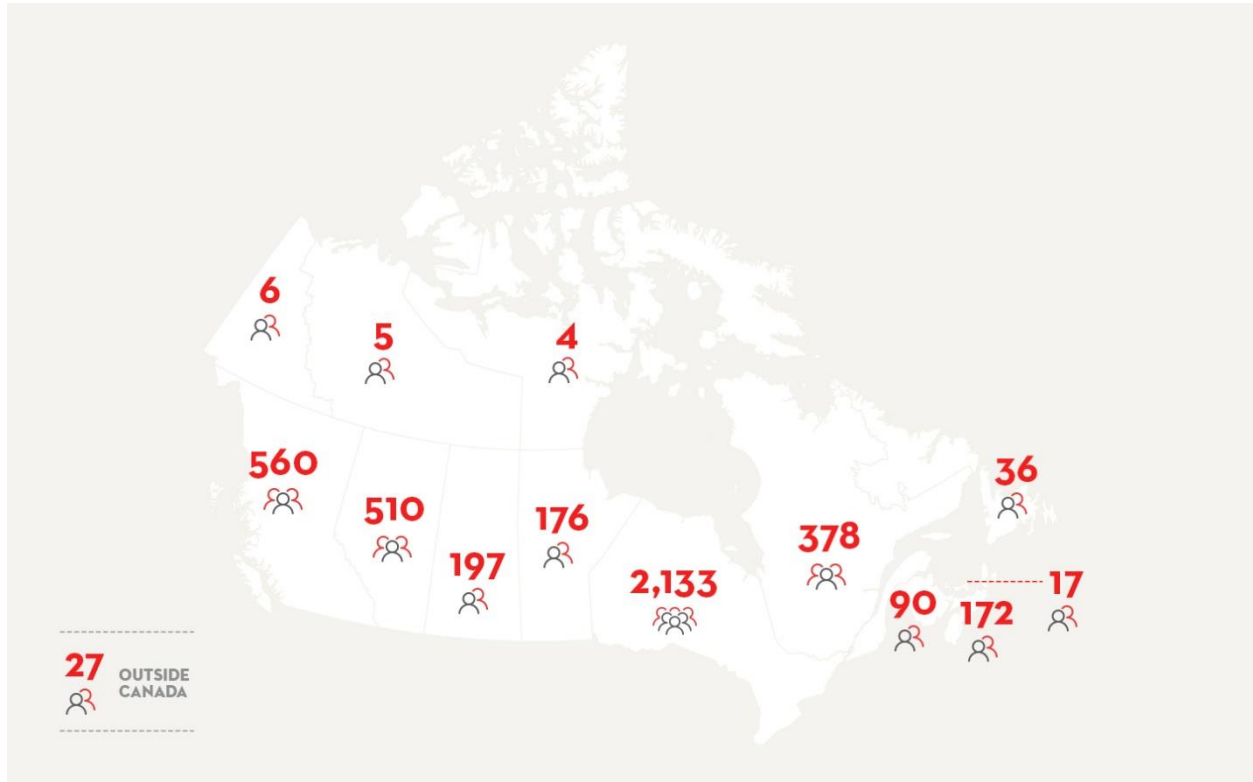


<b>Dollar value of fundraising activities (in '000s)</b>	
Result	\$4,964
Target	\$3,000
2016–17 Result	\$5,475
<b>Analysis</b>	
2017–18 was a financially successful year for the Museum, including in the area of fundraising. The Museum raised \$4,964,496, compared to its target of \$3,000,000. The <b>Canadian History Hall</b> and First World War campaigns generated a significant amount of funds every quarter throughout 2017–18.	

<b>Number of significant capital projects that are progressing as planned</b>	
Result	7
Target	4
2016–17 Result	3
<b>Analysis</b>	
In 2017–18, the Museum had seven capital projects progressing as planned, compared to a target of four. As with activities related to auditing, acquisitions and the network, targets are set in the previous year and can sometimes be difficult to forecast. There can be unplanned capital projects during the year, particularly at the Canadian Museum of History, given that its infrastructure and equipment is aging and approaching the end of its lifecycle. The Museums benefited from additional funding provided by the Government of Canada to address operational pressures, allowing the corporation to address the most pressing needs and use reserved funds for other significant projects such as chillers, air handling units and emergency generator replacements.	

## Financial Support

In 2017–18, 4,311 donors, corporations and foundations from across Canada and abroad contributed \$2,911,343 to the Canadian Museum of History and the Canadian War Museum, as well as artifacts valued at an additional \$2,053,153. The corporation is extremely grateful for their generous support.



### *Record Fundraising in Anticipation of Canada's Sesquicentennial*

The ambitious slate of activities undertaken by both Museums is often dependent upon financial donations. In addition to annual contributions from more than 5,000 supporters, the Museums have received significant donations and pledges this past year.

The previous fiscal year was record-breaking when it came to fundraising. Nearly \$9 million was raised for the **Canadian History Hall** alone. This included support for Hall exhibits, as well as support for educational and outreach initiatives.

This year, a generous gift of \$1 million from the Rossy Family Foundation led to the creation of the Rossy Family Canadian History Hall Education Fund at the Canadian Museum of History. The Fund has already resulted in a suite of new school programs for students and new guided experiences for all visitors, and will continue to support the development of additional educational programming for years to come.

The Wilson Foundation's generous gift of \$600,000 supports an educational outreach and engagement project, leveraging assets at the Canadian Museum of History, while engaging focus groups to provide valuable feedback towards the development of programming with a national reach.

The Salamander Foundation has also supported educational initiatives related to the **Canadian History Hall**, with a \$100,000 gift for online programming aimed at reaching audiences across Canada.

#### *Supporting the Final Year of the First World War Centenary*

The Canadian War Museum welcomed the generous donation of \$125,000 from John and Elizabeth Irving for the exhibition **Vimy – Beyond the Battle**, which raised awareness of the battle, as well as various forms of remembrance and commemoration.

**Victory 1918 – The Last 100 Days**, which will be a significant 2018–19 exhibition on Canada’s contribution to Allied victory during the final months of the First World War, also received support from the Irvings with a donation of \$125,000.

#### *Honouring Canada’s Heroes*

Private donations have played a key role this year in the Canadian War Museum’s acquisition of three Victoria Cross medal sets.

The Barron Victoria Cross purchase was made possible with the generous support of Leslie Barron Kerr, Corporal Barron’s great-granddaughter, and by the donor-supported National Collection Fund, which helps the Canadian Museum of History and the Canadian War Museum acquire nationally significant artifacts.

Acquisition of the Strachan Victoria Cross Medal Set was made possible with the support of the Department of Canadian Heritage’s Movable Cultural Property Program and the Museum’s National Collection Fund, as well as the generous support of two private donors: Honorary Colonel (Ret’d) Brian Hastings and Honorary Colonel Robert Williams, both of Strachan’s regiment, the Fort Garry Horse.

Just as important were donor efforts, with support from the Movable Cultural Property Program, to ensure that the Currie Victoria Cross medal set remain in Canada. Following its sale at auction in September 2017, the buyer announced plans to take the medal set overseas, while federal law gave potential Canadian buyers six months to offer a higher price. The War Museum is deeply grateful to four donors from Saskatchewan who stepped forward to provide their support for this important acquisition: the Brownlee Family Foundation, as well as the following honorary members of the North Saskatchewan Regiment and their families: Heather Ryan and L. David Dube, Honorary Lieutenant-Colonel; Sandra Howe and Dallas Howe, Honorary Colonel; and Sandra Stromberg and Robert Stromberg, former Honorary Colonel.

The three medal sets were exhibited together at the War Museum in May 2018.

#### *A Partnership Benefitting Indigenous Museum Professionals*

This year, the RBC Foundation renewed its support for the RBC Aboriginal Training Program in Museum Practices. Their gift of \$100,000, of this successful one-of-a-kind program, provides eight-month internships to First Nations, Métis and Inuit individuals from across Canada. Interns are offered specialized professional and technical training to enhance their skills in various aspects of museum operations.

#### *Leveling the Playing Field*

Supported by Shaw Media, the Shaw School Access Program provides curriculum-linked workshops for students from lower-income neighbourhoods. Shaw’s sponsorship of \$75,000 makes the program

available to students and educators, and includes transportation. In 2017–18, around 4,100 students from 55 schools in the region took part in 216 programs at both the Museum of History and the War Museum.

*Streamlining Operations and Developing New Revenue Streams*

Aware that Museums are slowly evolving from places of learning to interactive social venues, both Museums have continued to expand their offerings. Special lectures, theme dinners and food-tastings, and other paid events, are providing visitors with new ways of interacting with the Museums and with one another.

The Museums also maintain an active publishing program that produces popular souvenir catalogues for each exhibition, many of which quickly sell out. Theme merchandise related to each major exhibition is also a reliable source of revenue.

In addition, both Museums keep a close eye on fair market value for admission and amenities such as parking, and have raised both admission and parking fees this year. Memberships are up as well, with a combined total of 22,164 memberships at both Museums.

*Maintaining Iconic Facilities*

The buildings housing the Canadian War Museum and Canadian Museum of History are architecturally significant. Maintaining facilities to international standards of conservation, health and safety is costly but essential to the visitor experience, as well as to maintaining priceless artifacts and attracting major travelling exhibitions.

<b>Number of follow-up actions on audit recommendations that have been completed</b>	
Result	1
Target	12
2016–17 Result	4
<b>Analysis</b>	
<p>The analysis for this activity is the same as in 2016–17. The targets set in the previous year, in this case, 2016–17, are based on recommendations that are carried forward and an estimate of the number of recommendations stemming from the scheduled audits. In the second quarter of 2017–18, the Museums, with the support of the Board of Trustees, reset the outstanding 12 deliverables stemming from the Special Examination conducted by the Office of the Auditor General of Canada, the Audit of Collections Management, and the Audit of Systems and Practices for Performance Management, Succession Planning and Staffing. Given the challenge with forecasting and an internal discussion about the usefulness of this performance indicator, the Museum will monitor and report on this activity by other means in future.</p>	

*Responding to Audit Recommendations*

Part of ensuring financial viability involves periodic assessment of an organization’s practices and use of resources. The corporation accordingly maintains an internal audit function, which is guided by a three-year risk-based audit plan. During this second year of the plan, the Museum conducted a corporation-wide review and renewal of the corporate risk profile. A list of risks was developed and validated by the

Board of Trustees, and the risk-based audit plan will be updated accordingly. The Corporation provides reports on a quarterly basis to ensure that the plan unfolds as required.

The Office of the Auditor General of Canada also conducted an Annual Attest Audit of the corporation's financial statements.

This has been an invigorating year for the corporation in financial terms. Donations towards the **Canadian History Hall** and the First World War Centenary have been generous, as have donations towards key acquisitions and educational and training initiatives. Given that we cannot necessarily expect similar fundraising success every year, work continues in seeking internal economies and developing new revenue streams.

In addition, a comprehensive Fundraising Plan is being developed to guide sponsorship and major giving over the next three-to-five years, and both Museums continue to work hard to maintain their value to Canadians by providing stimulating programming in attractive facilities.

## The Corporation and its Governance

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 welcomes 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 close to 4 million artifacts and specimens, including some of Canada's most valued national treasures. It is also home to the Canadian Children's Museum and the new CINÉ+ movie theatre.

### 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 of the profound effect of armed conflict on combatants and civilians alike. Home to an outstanding collection of artifacts and attracting almost 500,000 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 informed discussion of military affairs — past, present and future.

### The Virtual Museum of Canada

The Virtual Museum of Canada (VMC) is an investment program, managed by the Canadian Museum of History, that supports Canadian museums and heritage organizations in developing online projects around their collections. Presented on [virtualmuseum.ca](http://virtualmuseum.ca), these diverse stories and experiences combine trusted content with digital technologies to showcase the history, heritage and culture of Canada. The VMC's current mandate is to continue to invest annually in the museum sector, while endeavouring to be more responsive to the needs of its stakeholders. This involves a new vision and changes to the investment programs and website. The VMC is consulting museums and heritage organizations across the country as it proceeds with this work, and will build on existing partnerships and create new ones.

### 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 Board of Trustees

The Corporation is governed by a Board of Trustees, whose members are appointed by the Minister of Canadian Heritage 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.

### 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 opened on July 1, 2017.

## Members of the Board

### **Dr. James (Jim) Fleck, C.C., Chair**

*Toronto, Ontario*

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 of the University of Toronto and taught at both Harvard and York Universities. In the non-profit sector, Dr. Fleck 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. He chairs the Board of Directors of the University of Toronto Schools, the only high school affiliated with a university and located on campus. In government, he served as Deputy Minister of Industry and Secretary of Cabinet for former Ontario Premier Bill Davis. Dr. Fleck’s many honours include Companion of 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.

*Governance Committee Chair*

*Executive Committee Vice-Chair*  
*Audit Committee Ex Officio*  
*Finance Committee Ex Officio*  
*Development Committee Ex Officio*  
*Canadian War Museum Committee Ex Officio*

**Dean Brinton, M.S.M., M.A., Vice-Chair**  
*St. John's, Newfoundland and Labrador*

Dean Brinton studied Philosophy and Comparative Religion at the universities of Calgary and Toronto, receiving a Master's Degree from the University of Toronto in 1987. He has worked in the arts and culture sector for over thirty years and was appointed CEO of The Rooms Corporation in St. John's, Newfoundland in January 2005. He was appointed to the Board of Directors of the Canada Council in 1997, where he served for six years. For four of these he was the Board's appointee to the Executive Committee and Chair of the Governance Committee. He served on the sectoral committee of the Canadian Commission for UNESCO and as the Council's representative on the Public Lending Rights Commission. Between 2001 and 2008, he was a member of the Board of Governors of the National Theatre School of Canada and the Board of Governors of the Nova Scotia College of Art Design University, where he chaired the Development Committee. He is presently on the Board of Directors of the Salvation Army and is serving as Chair of the Capital Campaign for the Centre of Hope. In the fall of 2017, he was appointed to the Board of Directors of the Governor General's Performing Arts Awards Foundation and the Board of Trustees of the Canadian Museum of History and the Canadian War Museum as Vice-Chair. Mr. Brinton has received the Meritorious Service Medal as well as the Queen Elizabeth II Diamond Jubilee Medal.

*Governance Committee Ex Officio*  
*Executive Committee Ex Officio*  
*Audit Committee Ex Officio*  
*Finance Committee Ex Officio*  
*Development Committee Ex Officio*  
*Canadian War Museum Committee Ex Officio*

**Ms. Andrea T. Bobkowicz, Trustee**  
*Westmount, Quebec*

Andrea Bobkowicz is an Investment Advisor with National Bank Financial, Private Wealth Management. Ms. Bobkowicz previously worked in Global Institutional Equity Sales at RBC Dominion Securities in New York and, as a result, has business experience in 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. Bobkowicz 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, Women in Capital Markets and the Financial Women's Association of New York.



*Finance Committee Chair  
Development Committee member*

**Ms. Jean Giguère, C.M., Trustee**  
*Winnipeg, Manitoba*

Jean Giguère has a long and distinguished record of leadership and achievement within the Canadian cultural community. A founding member of Culture Days, a project committed to making culture a daily habit for Canadians, she is past Vice-Chair of the National Culture Days Board and currently chairs Culture Days Manitoba. She is also a member of the Advisory Board of the Royal Manitoba Theatre Centre. In 2009, Ms. Giguère was elected a Director of Business for the Arts, a national organization dedicated to building partnerships between the arts and the business community. She was first elected to the Board of the Royal Winnipeg Ballet in 1997, later serving as its Chair and, in 2011, was appointed Chair Emeritus. Ms. Giguère has extensive experience in board governance, fundraising and strategic planning in the cultural sector. After serving five years on the Canadian Arts Summit Steering Committee, she chaired the 2009 Summit in Montréal. 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.

*Governance Committee member  
Development Committee member*

**Mr. Richard J. Gwyn, O.C., LL.D., Trustee**  
*Toronto, Ontario*

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 Canada's 100 most important 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, Mr. Gwyn was named an Officer of the Order of Canada in 2002.

*Governance Committee member  
Canadian War Museum Committee member  
Canadian History Hall Working Group member*

**Ms. Amanda Kingsley Malo, Trustee**

*Sudbury, Ontario*

Amanda Kingsley Malo is an elementary school teacher and community organizer. She holds a Bachelor of Arts with a major in history from the University of Ottawa, as well as a Bachelor of Education from Laurentian University. Having long ago discovered that she feels most like herself when giving back to others, Amanda has dedicated herself to the betterment of her community. She is the founder of PoliticsNOW, a grassroots organization that is dedicated to getting women in Northern Ontario more involved in politics in their communities. She has volunteered for several local organizations, including with newly arrived refugees, and organized Sudbury's first Women's March. In recognition of her efforts, Amanda was a Samara Everyday Political Citizen nominee, as well as the winner of CBC's #WeAretheChange contest, which highlighted innovative community changemakers across our country in honour of Canada 150. Amanda lives in her hometown of Sudbury, Ontario with her husband Jeffrey and their newborn daughter.

*Governance Committee member*

**Dr. Christopher McCreery, M.V.O., Trustee**

*Halifax, Nova Scotia*

Dr. McCreery is the Private Secretary to the Lieutenant Governor of Nova Scotia and Executive Director of Government House in 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 2010 advisory committee on the appointment of the Governor General. 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.

*Executive Committee member*

*Finance Committee member*

*Development Committee member*

*Governance Committee member*

*Canadian History Hall Working Group member*

**Dr. Rodney Nelson, C.Dir, PAED, CAPA, Trustee**

*Ottawa, Ontario*

Claude Rodney Nelson is an advocate for economic development within Indigenous communities' worldwide and is passionate about retaining traditional knowledge. He is a professor at Carleton University where he teaches within the Center for Initiatives in Education within the Faculty of Social Science and co-coordinates the Indigenous Enriched Support Program. He is also the current CEO and Principal of Governance for the Global Governance Group. His interests include; board governance, economic development, education, ethics, traditional knowledge and Indigenous relations. Rodney is a

corporate anthropologist with over 25 years' experience working with both the public and private sectors including many Indigenous organizations and communities. He is the current co-chair of Carleton University's Aboriginal Education Council and is the outgoing chair of the Aboriginal Financial Officers Association. Rodney's PhD is in Indigenous/Canadian Studies through Carleton and Trent University with a concentration on economic development and traditional governance. He holds a Master's degree in medical and corporate anthropology and two Bachelor degrees in psychology and anthropology. He is a certified Chartered Director from the Directors College at McMaster's DeGroot School of Business. He is also a Certified Aboriginal Professional Administrator (CAPA) and a Professional Aboriginal Economic Developer (PAED). Rodney is active in the community as a scout leader, traditional teacher, fire keeper and was a professional musician for many years. He is Anishinabe and lives in Ottawa with his wife and two children.

*Audit Committee member*

*Governance Committee member*

**Ms. Jennifer Pereira, Trustee**

*Saskatoon, Saskatchewan*

A partner at Robertson Stromberg LLP, Jennifer's practice focuses on legal disputes that may ultimately end up in court. She has been recognized by Lexpert magazine as a leading Canadian Lawyer under 40 and by Best Lawyers in the area of Insurance Law. Jennifer is an active member of the Court of Queen's Bench Bar Judicial Committee. She is Past President of both the Saskatchewan Trial Lawyers Association and the Saskatoon Bar Association and has sat as the Chair of the Canadian Bar Association's (Sask) Professional Image Committee. She has shared her knowledge of the law as a speaker with many organizations including the College of Law at the University of Saskatchewan. Jennifer's commitment to her profession is mirrored by her commitment to giving back to her community. She is presently the Vice Chair of the board of TCU Place and volunteer with the Children's Discovery Museum and Persephone Theatre in Saskatoon. In 2014, Jennifer was recognized by the CBC as one of Saskatchewan's Top 40 under 40 and the University of Saskatchewan has honoured her with an Alumni Achievement award.

*Development Committee member*

*Audit Committee member*

**Mr. Claude Thibault, Trustee**

*Mont-Royal, Quebec*

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' 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 of directors, including that of the Old Port of Montréal Corporation. He is a Chartered Professional Accountant and Chartered Business Valuator, and

holds an MBA from McGill University. Mr. Thibault recently obtained a certification at the Institute for governance of private and public organizations.

*Audit Committee Chair*

*Finance Committee member*

**Mr. Robert C. Wilband, Trustee**

*Vancouver, British Columbia*

Robert Wilband has over 40 years of 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. 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.

*Development Committee Chair*

*Audit Committee member*

*Finance Committee member*

**Dr. William Young, Trustee**

*Ottawa, Ontario*

Bill Young completed a six-year term as Parliamentary Librarian of Canada in December 2011 with responsibility for research, information, public outreach and education for the Canadian Parliament. He received his Ph.D. in history from the University of British Columbia (1978) and taught at York, Simon Fraser, and McGill universities. He assisted the Rt. Hon. Paul Martin, former Minister of External Affairs and Canadian High Commissioner to the UK, in preparing his autobiography. Bill authored or co-authored four books, conference papers, academic and popular articles. After joining the Library of Parliament in 1987, Bill conducted/directed research, and prepared reports for parliamentary committees dealing with social issues. He served as Director of the Library's Political and Social Affairs Division and in 2004 was seconded to the public service as the senior policy adviser to the Minister of Social Development and Minister of Canadian Heritage.

*Audit Committee member*

## 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, 2018:

**Jean-Marc Blais**, Director General, Canadian Museum of History and Vice-President of the Corporation

**Caroline Dromaguet**, Acting Director General, Canadian War Museum

**Yasmine Mingay**, Acting Vice-President, Corporate Affairs and Development

**Megan Richardson**, Director, Virtual Museum of Canada

**Julie Sylvestre**, Vice-President, Human Resources

## Governance Structure

**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; 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' exhibitions, including special 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 a forum for strategic discussions of corporate planning and management, and for the alignment of resources with corporate priorities. These groups also 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, the governance structure also includes a Managers' Forum. Including all executives, directors and managers in the corporation, the Managers' Forum 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 labour unions to address and resolve issues of concern, and to maintain a meaningful, professional and positive work environment.

In addition, the corporation actively promotes official languages through linguistic evaluation and appropriate second-language training, as well as ensuring high client-service standards to the general public in both official languages. The corporation continues to meet the high standards of client services to the general public in both official languages.

### Employment Equity and Multiculturalism

The corporation is committed to a talent-management culture that recruits, engages and retains a talented workforce by promoting continuous development in an inclusive and engaging environment dedicated to museological excellence. The corporation provides a diverse and inclusive workplace committed to the principles of employment equity and multiculturalism that is complementary to our mandate of preserving, promoting and exploring Canada's rich history and cultural diversity.

There has been significant activity with respect to employment equity at the Museum. The Museum reports annually on its employment equity requirements to Employment and Social Development Canada. These requirements are defined by the *Employment Equity Act*, which requires employers under federal control to engage in proactive employment practices to increase workplace representation of women, people with disabilities, Aboriginal people and visible minorities. The Canadian Human Rights Commission is responsible for conducting equity-compliance audits, and has selected the Museum for audit. The Museum recently approved a three-year Employment Equity Action Plan. A Diversity and Inclusion Consultation Group has been formed, with representatives from management and the Museum's unions.

### The Contribution of Volunteers

Volunteers make an important and valuable contribution, not only to the Museums but also to the hundreds of thousands of visitors each year that benefit directly from their knowledge, enthusiasm and commitment. In 2017–18, about 350 volunteers worked on variety of projects in the areas of research, archives, library services, special events, programs, mailing and administration.

## 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.

### 2017–18 Donations and Pledges

This is a list of donors and sponsors who have made financial donations over \$250, or pledge installments for major gifts, during the fiscal year. The category in which each donor is listed reflects the value of the gift or pledge installment received in the 2017–18 fiscal year, and does not represent the total gift generously offered to the Museum.

#### **\$250,000 to \$499,999**

The W. Garfield Weston Foundation

#### **\$100,000 to \$249,999**

Brownlee Family Foundation

The Fredrik Eaton Family

John and Elizabeth Irving

Peter Munk

RBC Foundation

Heather Ryan and L. David Dube, Honorary Lieutenant-Colonel

The Salamander Foundation

The Wilson Foundation

#### **\$50,000 to \$99,999**

HCol (Ret'd) John C. Eaton, O.Ont., K.St.J., D.Com. and HCol (Ret'd) Sally Horsfall Eaton, S.S.St.J., C.D., R.N., LL.D.

HCol (Ret'd) Brian Hastings

Sandra Howe and Dallas Howe, Honorary Colonel

Pomerleau

Shaw Communications Inc.

Sandra Stromberg and Robert Stromberg, former Honorary Colonel

Honorary Colonel Robert Williams

#### **\$25,000 to \$49,999**

Arthur B. C. Drache, C.M., Q.C. and Judy Young Drache

Friends of the Canadian War Museum

Lesley Barron Kerr

R. Howard Webster Foundation

#### **\$10,000 to \$24,999**

BCU Foundation

Black & McDonald Ltd.

Fleming Foundation

**\$5,000 to \$9,999**

Andrea T. Bobkowicz  
Dr. Frederick J Brooks-Hill  
James Fleck  
Jim Stewart

**\$1,000 to \$4,999**

Athol Murray College of Notre Dame  
Raymond and Audrey Beaulieu  
Brookfield High School  
Sterling Conrad  
Dawne Deeley  
Maurice Dupasquier  
Jean and Dennis Giguère  
Michael J. and Anne Gough  
J. L. Granatstein  
Dr. Linda Grayson  
Kevin B. Higgins  
Norman Hillmer and Susan Whitney  
IODE Walter Baker Chapter  
Geoffrey Joyner  
Paul Kavanagh  
Kuper Academy inc.  
Lower Canada College  
Family and Friends of Rachelle Mair  
Christopher McCreery  
Bill & Doreen Motz  
Nesbitt Family  
Dean F. Oliver  
Janice, Caroline, Patrick and Mark O'Neill  
Elinor Gill Ratcliffe C.M., O.N.L., LLD(hc)  
H. Graham Rawlinson and Catherine E. Salo  
Don and Jean Rutherford  
John and Donna Schwartzburg  
The family of Private Wayne ("Clink") Dean Smith  
St. Elizabeth Catholic High School  
Second Lieutenant Richard Iorweth Thorman, RCA  
Robert G. Tucker  
Chrissie Unterhoffer  
W. A. Waselovich  
Robert C. Wilband  
Donna Lee and J. W. Zaleski

**\$500 to \$999**

Major J. Brodeur  
Shirley Brosseau  
William Young & Philippe Bussy



Michèle Canto  
Maurice Corbett  
Corporation du Fort St-Jean  
Honor and Michael de Pencier  
Frieda Dym  
Murray M. Fisher  
Eleanor Palmer Friesen  
R. Allan Gould  
Christine Haley  
Darren Hines  
Historica Canada  
Audrey Kenny  
Robert J. Killen  
David and Rhonda Loye  
John and Nancy Matthews  
Isabell McDorman  
Arley K. Molloy  
Dr. Rodney Nelson  
Charles B. Nixon  
David and Patricia Noakes  
Orillia Unit 400 ANAVETS in Canada  
Joan Porter  
Karen Rowbottom  
Donald Rutherford  
Selwyn House School  
Donald Francis Smith  
Marg E. Southern  
Stanstead College  
William E. Stavert  
Claude Thibault  
John N. Tilley  
Ronald K. Watts  
Jack Whitmore  
Michael and Amy Wolfe

**\$250 to \$499**

Archbishop Denis O'Connor Catholic High School  
MWO (Ret'd) Carl J. and Dorothy E. Arthurs  
Ian K. Barker  
Douglas Bean  
Robert M. Bennett  
David and Barrie Bercuson  
Vera Besso  
Alan and Sheila Bottomley  
Douglas Boxall  
George A. Bradshaw  
Domenic Bravi  
John Carter

Brian and Lindsay Cuthbertson  
De La Salle Public High School  
Dicky Deumer  
Dr. Robert Drummond  
Leanne Duncan  
Stanley Dunscombe  
Lieutenant-Colonel Reverend Dennis Dwyer  
John P. Evans  
David Finley  
William Flahr  
Capt Peter Forsberg, CD  
Donald B. Foster  
Hugh W. A. Fuller  
Doreen Gabel  
Marielle S. Gagné  
Dr. D. L. Granatstein  
Cathy and David Harbinson  
BGen Sheila A. Hellstrom  
Lawrence and Beatrice Herman  
Marion V. Holmes  
Donald G. Hook  
Thomas P. Hribar  
R. Douglas and Colleen Hunter  
Roy D. James  
Dr. Jean Kavanagh  
Maj Terry B. Kelly  
John G Kersley  
Linda Kincaid  
Lawrance M. Lashkevich  
Lyle Lawson  
Jack F. Layton  
Ms. Karen Clark LeBlanc  
Dwight Logan  
Loyola High School  
B. MacDougall  
Judge Lauren E. Marshall and Archie V. Campbell  
David G. Mast  
Nancy McFadyen  
Col (Ret'd) D. B. McGibbon  
Susan Merry  
Colonel (Ret'd) Alain Pellerin, OMM, CD  
John Douglas Price  
Glenda J. Redden  
A. Kent Robinson  
David Robinson  
LCol Joseph William and Christy M. Robinson  
Muriel Rolfe  
Anthony Rustin

Dr. Brian H. Sabiston  
The Sacred Heart School Of Montreal  
Frank Scott  
Hannah Shannon  
Henry Shannon  
Mark and Pat Shields  
George R. Skinner  
John D. Stewart  
Judy Street  
Gerry and Kathaleen Suek  
James G. Thompson  
Trafalgar School for Girls  
Vernon G. and Beryl A. O. Turner  
John Vujnovic  
West Island College Inc.

### **Legacy Circle**

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.

J. L. Granatstein  
Col (Ret'd) Jarrott W. Holtzhauer  
Ernest Howard  
Paul Kavanagh  
General Paul Manson  
Ann R. Mooney  
John and Donna Schwartzburg  
Second Lieutenant Richard Iorweth Thorman, RCA

### **Artifact Donors**

These individuals and organizations have chosen to be recognized for their artifact donation this year. Their generous donations represent a remarkable acknowledgement of the value of our shared history, culture and identity.

Royal Canadian Legion Kings Branch no 006, Kentville, NS  
MGen (Ret'd) Clive John Addy  
Elizabeth Bollmann  
Dr. Peter E Campos  
Catherine Dermody  
Daniel Dubuc  
Yvon DuFour  
Anne Stanfield, Donald Henderson, Betsey Gudz  
Estate of Margaret (Marmie) Perkins Hess  
Hon. Serge Joyal  
Professor Lubomyr Luciuk and Katharine Wowk  
René J. and Thérèse Marin  
Guy Martel  
Penny Winter

The Rachlis Family  
The Reitberger Family  
Marjorie Sandilands  
Susan Evans Shaw

# Financial Statements

## **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 Directions 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.

### **STRATEGIC DIRECTION**

In June 2014, the Corporation's Board of Trustees unveiled five Strategic Directions that introduced new priorities and broadened the Corporation's scope of activities. A detailed set of goals and objectives addresses each direction. The Corporation's five Strategic Directions are as follows:

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; and

Ensure the Museum has the financial resources to carry out its Mandate.

### **EXTERNAL ENVIRONMENT**

The Corporation is highly dependent on attendance to meet its mandate and generate revenue. Museum attendance is influenced by not only the quality, diversity and appeal of the visitor offer, but also the domestic and international economies and tourism markets.

2017 was a record-setting year for Canadian tourism. International arrivals reached a new all-time high of 20.8 million, increasing by 4% compared to 2016. Canada's 150<sup>th</sup> celebrations, a low Canadian dollar and increased global concern about safety and security were key drivers of the 2017 increase.

### **FINANCIAL OVERVIEW**

The Canadian Museum of History and the Canadian War Museum welcomed a record number of visitors in 2017-18. The opening of the Canadian History Hall, the Commemoration of the Vimy Battle and Canada's 150th anniversary of confederation in 2017 was an opportunity for the Museum to increase the number of visitors and develop partnership and outreach opportunities.

The exceptional attendance in 2017-18 at both museums favourably impacted audience-driven revenues such as admissions, boutique sales, and parking.

The increasing non-discretionary costs to operate the Corporation's buildings have resulted, however, in a fiscal environment that remains challenging.

### **STATEMENT OF OPERATIONS**

The Corporation's net results of operations for fiscal year 2017-18 reflects a surplus of \$0.8 million, compared to a surplus of \$1.1 million in fiscal year 2016-17.

### **Parliamentary Appropriations**

The Corporation received \$80.3 million of parliamentary appropriations in 2017-18, an increase \$2.4 million when compared to the 2016-17 fiscal year.

The Museum welcomed favorably the reinstatement of the economic salary funding, announced in 2017-18. The Corporation received, in 2017-18, economic salary funding covering the current and previous fiscal year.

The 2017-18 parliamentary appropriations also include the second year of a five-year approval for additional capital funding, approved in Budget 2016, to address urgent health and safety related capital projects.

### **Donations and Sponsorships**

Donations and sponsorships increased by \$6.6 million in 2017-18, from \$2.0 million to \$8.6 million. The implementation of new fundraising and stewardship strategies has resulted in record-high donations to the Museum and enabled the Museum to exceed its fundraising goal for the Canadian History Hall.

The donations received towards the Canadian History Hall received in previous fiscal years were presented as deferred contributions in the Statement of Financial Position and were recognized as revenues in 2017-18, upon opening of the Canadian History Hall.

Donations in-kind include a collection of Inuit art and ethnographic material and a collection of military vehicles.

### **Net investment Income**

Net investment income totalled \$1.7 million in 2017-18, \$4.2 million for the comparative year. 2016-17 net investment income included a gain on investments resulting from the principal repayments of Master Asset Vehicle Notes.

### **Operating Revenues**

Operating revenues for the current fiscal year were \$18.3 million compared to \$14.9 million for the previous fiscal year, an increase of \$3.4 million. The twenty-two per cent increase in

operating revenues is explained by exceptional attendance levels in 2017-18 due to the opening of the Canadian History Hall in July 2017, exhibitions to commemorate the Centenary of the First World War and higher numbers of tourists in the National Capital Region in 2017 to celebrate Canada's 150<sup>th</sup> anniversary of Confederation.

### **Expenses**

The Corporation's operating expenses were \$108.0 million in 2017-18, in comparison to \$97.9 million in 2016-17. The increase is mainly explained by higher collection costs in 2017-18 following the acquisition of the Mike Wilson and Debra Thuet Ultimate Leaf Fan Collection and three Victoria Cross medal sets. Amortization expenses also increased due to the completion of the Canadian History Hall.

Personnel costs increased in 2017-18 as a result of salary increases negotiated through collective agreements. In comparison to the previous fiscal year, personnel costs remained stable as the 2016-17 results included one-time costs associated with the amendment of the benefit plan for retirees.

### **STATEMENT OF FINANCIAL POSITION**

The Museum's unrestricted net assets as of March 31, 2018 represent \$10.8 million.

The Museum restricted, in 2016-17, net assets, totalling \$15 million, for the refurbishment of permanent exhibition galleries, including the transformation of the Canadian Children's Museum. In 2017-18, an upgrade to a permanent gallery was completed at the CWM. The decrease of restricted net assets is equivalent to the amortization of this upgrade.

### **CHANGE IN ACCOUNTING POLICY**

As of April 1, 2017, the Corporation reviewed its accounting policy regarding the classification of its portfolio under the Canadian public sector accounting standards applicable to government-not-for-profit organizations to determine if existing classifications remain appropriate based on the nature of the remaining investments held.

Since 2017, the vast majority of investments in its portfolio were fixed income in nature and have an expectation of minimal fluctuations between cost and market value, the Corporation determined that it would no longer manage and evaluate its portfolio on a fair value basis. In this regard, the Corporation is required under PSAS to change its classification of its portfolio and value it at amortized cost whereby all investments and restricted investments will be measured using the effective interest method as of the financial statement date. This change in accounting policy has been applied retroactively.

The impact of this change in accounting policy is explained in note 4 of the financial statements.



## **OUTLOOK**

The Corporation is embarking on a major renewal of the Canadian Children's Museum (CCM). Since its opening in 1989, the CCM has been immensely popular, offering directed and self-directed role-playing, hands-on handling of objects in cultural settings, and exploration of cultural similarities and differences through its concept of *The Great Adventure* – a trip around the world to nineteen destinations. Currently in the planning phase, the renewal is an important opportunity to find new and creative ways to engage with young visitors and their families.

The Corporation continues to be challenged by escalating non-discretionary accommodation costs and capital repairs. It is responsible for two iconic national sites, one of which – the CMH – is almost thirty years old, and therefore many of its components have reached or will soon be reaching the end of their expected life cycle. The Corporation's appropriation remains constant and despite the robustness of recent attendance and revenue generation results, the Corporation will not be able to rely on revenue growth to cover these costs. The Corporation is working with the Department of Canadian Heritage on a long-term solution to escalating non-discretionary costs and aging infrastructure.

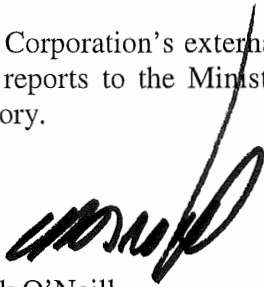
## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

The financial statements contained in this Annual Report have been prepared by Management in accordance with Canadian public sector accounting standards for government not-for-profit organizations, 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*, the by-laws of the Corporation and the directive issued pursuant to section 89 of the *Financial Administration Act*.

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, who is responsible for the Canadian Museum of History.



Mark O'Neill  
President and Chief Executive Officer



Marie-Josée Lacombe, CPA, CGA  
Chief Financial Officer

June 22, 2018

## **INDEPENDENT AUDITOR'S REPORT**

To the Minister of Canadian Heritage

### **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 2018, 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 2018, 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, after giving retroactive effect to the change in the method of accounting for investments and restricted investments as explained in Note 4 to the financial statements, 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, the by-laws of the Canadian Museum of History, and the directive issued pursuant to section 89 of the *Financial Administration Act*.



Riowen Yves Abgrall, CPA, CA  
Principal  
for the Auditor General of Canada

22 June 2018  
Ottawa, Canada

# **CANADIAN MUSEUM OF HISTORY**

Year ended March 31, 2018

# CANADIAN MUSEUM OF HISTORY

## Statement of Financial Position

As at March 31

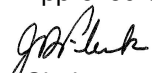
(In thousands of dollars)

	2018	2017 Restated Note 4
<b>Assets</b>		
<b>Current assets</b>		
Cash	\$ 9,376	\$ 4,449
Restricted cash (note 5)	1,821	5,078
Restricted investments (note 5)	1,808	1,002
Investments (note 6)	3,755	3,719
Accounts receivable	2,914	2,847
Inventories	806	843
Prepaid expenses	592	720
	<u>21,072</u>	<u>18,658</u>
Restricted investments (note 5)	10,610	11,488
Investments (note 6)	53,013	53,232
Collections (note 7)	1	1
Capital assets (note 8)	238,727	247,181
	<u>\$ 323,423</u>	<u>\$ 330,560</u>
<b>Liabilities and net assets</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities (note 9)	\$ 16,201	\$ 15,252
Deferred contributions (note 10)	10,157	12,371
Deferred revenues	1,597	1,557
	<u>27,955</u>	<u>29,180</u>
Deferred contributions – National Collection Fund (note 11)	10,295	10,489
Deferred contributions related to capital assets (note 12)	208,963	216,107
Employee future benefits (note 13)	9,571	8,976
	<u>256,784</u>	<u>264,752</u>
<b>Net assets</b>		
Unrestricted	10,813	9,940
Restricted for permanent exhibit renewal	14,958	15,000
Investment in capital assets	40,868	40,868
Accumulated remeasurement gains	-	-
	<u>66,639</u>	<u>65,808</u>
	<u>\$ 323,423</u>	<u>\$ 330,560</u>

*Contingencies and contractual rights and obligations (notes 18 and 19)*

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

Approved by the Board of Trustees

  
Chairperson

  
Trustee

# CANADIAN MUSEUM OF HISTORY

## Statement of Operations

For the year ended March 31

(In thousands of dollars)

	2018	2017 Restated Note 4
Revenues		
Donations and sponsorships (note 14)	\$ 8,617	\$ 2,048
Net investment income (note 15)	1,720	4,120
Operating (schedule 1)	18,280	14,933
	<u>28,617</u>	<u>21,101</u>
Expenses (schedule 2)		
Collect and research	17,993	13,435
Exhibit, educate and communicate	30,527	27,359
Accommodation	40,224	38,894
Corporate management	19,298	18,221
	<u>108,042</u>	<u>97,909</u>
Net result of operations before parliamentary appropriations	(79,425)	(76,808)
Parliamentary appropriations (note 16)	80,256	77,888
Net result of operations	<u>\$ 831</u>	<u>\$ 1,080</u>

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

## Statement of Remeasurement Gains and Losses

For the year ended March 31

(In thousands of dollars)

	2018	2017 Restated Note 4
Accumulated remeasurement gains (losses), beginning of year	\$ -	\$ -
Unrealized gains (losses) attributed to investments	-	-
Amounts reclassified to the Statement of Operations – investments	-	-
Net change in accumulated remeasurement gains (losses) for the year	<u>-</u>	<u>-</u>
Accumulated remeasurement gains (losses), end of year	<u>\$ -</u>	<u>\$ -</u>

*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	Restricted for permanent exhibit renewal	Investment in capital assets	Accumulated remeasurement gains	2018	2017 Restated Note 4
Net assets, beginning of year, restated	\$ 9,940	\$ 15,000	\$ 40,868	\$ -	\$ 65,808	\$ 64,728
Net result of operations	873	(42)	-	-	831	1,080
Accumulated remeasurement gains (losses)	-	-	-	-	-	-
Net assets, end of year	\$ 10,813	\$ 14,958	\$ 40,868	\$ -	\$ 66,639	\$ 65,808

*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)

	2018	2017
Operating activities		
Cash receipts from clients and other receivables	\$ 24,550	\$ 20,387
Cash receipts from parliamentary appropriations	63,648	62,534
Cash paid to and on behalf of employees	(36,690)	(34,905)
Cash paid to suppliers	(56,040)	(54,630)
Restricted contributions and related investment income	2,542	4,968
Interest received	1,568	1,557
Net cash through operating activities	(422)	(89)
Investing activities		
Principal repayments of investments	231	9,964
Increase in investments and restricted investments	(4,897)	(21,522)
Decrease in investments and restricted investments	4,795	4,718
Net cash through investing activities	129	(6,840)
Capital activities		
Acquisition of capital assets	(8,160)	(21,298)
Financing activities		
Parliamentary appropriations for the acquisition of capital assets	10,123	15,431
Increase (decrease) in cash and restricted cash	1,670	(12,796)
Cash and restricted cash, beginning of year		
Cash	4,449	20,481
Restricted cash	5,078	1,842
	9,527	22,323
Cash and restricted cash, end of year		
Cash	9,376	4,449
Restricted cash	1,821	5,078
	\$ 11,197	\$ 9,527

*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, 2018

(In thousands of dollars)

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### 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.

### **Travel, hospitality, conference and event expenditures**

In July 2015, the Corporation, along with other federal Crown corporations, was issued a directive (P.C. 2015-1105) pursuant to section 89 of the *Financial Administration Act* to a) align its travel, hospitality, conference and event expenditure policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with its legal obligations, and b) to report on the implementation of this directive in the Corporation’s corporate plan.

Effective March 31, 2016, the Corporation has aligned its policies and practices to the Treasury Board instruments and reported on its compliance with this directive in the 2017-18 corporate plan.

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

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### 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.

#### (a) Financial assets and financial liabilities

Restricted and non-restricted investments are bonds and guaranteed investment certificates and are measured at amortized cost using the effective interest rate method through the Statement of Operations.

Transaction costs related to the acquisition of investments are added to the amortized cost.

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

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

Accounts receivable, 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) Inventories

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

#### (c) 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 collections 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, 2018

(In thousands of dollars)

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### 2. Significant accounting policies (continued)

#### (d) 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

#### (e) 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, 2018

(In thousands of dollars)

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### 2. Significant accounting policies (continued)

(f) Employee future benefits

(i) Pension benefits

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) Sick leave, severance and post-retirement 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.

Eligible employees were entitled to severance benefits, as provided for under labour contracts and conditions of employment. The cost of these benefits was accrued as the employees rendered the services necessary to earn them. Since April 1, 2013 employees no longer accumulate severance benefits upon resignation or retirement. Consequently, eligible 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. The severance benefit liability represents the portion that employees chose to defer.

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 estimates of future costs and events. 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 benefits.

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

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### 2. Significant accounting policies (continued)

#### (g) Revenue recognition

##### (i) Museum operations

Revenues from Museum operations include the sale of general admissions and programmes, facility rentals, events and concessions, boutique sales, parking, travelling exhibits, memberships and other revenues. They are recognized in the year in which the sale of goods is completed or the services are provided.

##### (ii) Interest on cash and investments

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

##### (iii) Cash donations, sponsorships and contributions

Unrestricted donations, sponsorships and 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.

Externally restricted donations, sponsorships and contributions are deferred on the Statement of Financial Position and recognized as revenue on the Statement of Operations in the year in which the related obligations are fulfilled and the related expenses are recognized. Restricted investment income is recognized as revenue in the year that the related expenses are recognized.

Contributions which are externally 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.

##### (iv) In-kind sponsorships and artifact donations

Revenues and offsetting expenses from goods and services received in-kind are recorded at fair value upon receipt. Artifact donations are recorded as revenue at fair 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 value has been assigned to the artifact donation. The recording of artifact donations results in an offsetting expense to collection acquisitions.

##### (v) Volunteer services

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

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

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### 2. Significant accounting policies (continued)

#### (g) Revenue recognition (continued)

##### (vi) Parliamentary appropriations

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

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.

#### (h) 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.

#### (i) 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, 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.

#### (j) Related party transactions

##### (i) Inter-entity transactions

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

- Inter-entity transactions are measured at the exchange amount when undertaken on similar terms and conditions to those adopted if the entities were dealing at arm's length, or where costs provided are recovered.

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

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### 2. Significant accounting policies (continued)

(j) Related party transactions (continued)

(i) Inter-entity transactions (continued)

- Goods or services received without charge between commonly controlled entities, when used in the normal course of the Corporation's operations and would otherwise have been purchased, are recorded as revenues and expenses at their estimated fair value.

(ii) Other related party transactions

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

### 3. Adoption of new accounting standards

The Public Sector Accounting Board (PSAB) issued new accounting standards effective for fiscal years beginning on or after April 1, 2017.

As a result, the Corporation adopted an accounting policy for Inter-entity transactions (PS 3420). This new Section establishes standards on how to account for and report transactions between public sector entities that comprise a government's reporting entity from both a provider and recipient's perspective. The adoption of this new standard did not result in any financial impact on the Corporation's financial statements. See Note 2(j)(i) for the Corporation's inter-entity transactions accounting policy.

The Corporation also adopted the new accounting standards Related party disclosures (PS 2200), Contingent assets (PS 3320) and Contractual rights (PS 3380). These new accounting standards only impact note disclosures. The adoption of PS 2200 and PS 3320 did not result in a significant impact on the disclosures included in the Corporation's financial statements. The adoption of PS 3380 required additional information to be disclosed, see Note 19 for Contractual rights and obligations disclosure.

### 4. Change in accounting policy

On April 1, 2012, as of PSAS transition, the Corporation elected the fair value classification for its investments and restricted investments, as it was managing and evaluating its portfolio on that basis. Consequently, the unrealized gains or losses arising from changes in the fair value of its portfolio were recognized through the Statements of Remeasurement Gains and Losses at each period end.



# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

### 4. Change in accounting policy (continued)

As of April 1, 2017, the Corporation reviewed its accounting policy regarding the classification of its portfolio under the Canadian public sector accounting standards applicable to government-not-for-profit organizations to determine if existing classifications remain appropriate based on the nature of the remaining investments held.

Since 2017, the vast majority of investments in its portfolio were fixed income in nature and have an expectation of minimal fluctuations between cost and market value, the Corporation determined that it would no longer manage and evaluate its portfolio on a fair value basis. In this regard, the Corporation is required under PSAS to change its classification of its portfolio and value it at amortized cost whereby all investments and restricted investments will be measured using the effective interest method as of the financial statement date. This change in accounting policy has been applied retroactively. Consequently, the Statement of Remeasurement Gains and Losses will no longer exist.

The impact of this accounting policy change on the comparative figures, including reclassification changes to conform to the presentation adopted in the current year, is as follows:

	March 31, 2017 As previously stated	Adjustments	March 31, 2017 Restated
<b>Statement of Financial Position</b>			
Current assets:			
Restricted investments	-	1,002	1,002
Investments	3,770	(51)	3,719
Long-term assets:			
Restricted investments	12,683	(1,195)	11,488
Investments	54,853	(1,621)	53,232
Liabilities:			
Deferred contributions	12,402	(31)	12,371
Deferred contributions – National Collection Fund	10,651	(162)	10,489
Net assets:			
Unrestricted	9,918	22	9,940
Accumulated remeasurement gains	1,694	(1,694)	-
<b>Statement of Operations</b>			
Revenues:			
Net investment income	4,155	(35)	4,120

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

### 4. Change in accounting policy (continued)

#### Statement of Remeasurement Gains and Losses

Accumulated remeasurement gains (losses), beginning of year	3,989	(3,989)	-
Unrealized gains (losses) attributed to investments	(538)	538	-
Amounts reclassified to the Statement of Operations - investments	(1,757)	1,757	-
Net change in accumulated remeasurement gains (losses) for the year	(2,295)	2,295	-
Accumulated remeasurement gains (losses), end year	1,694	(1,694)	-

#### Statement of Changes in Net Assets

Net assets, beginning of year	68,660	(3,932)	64,728
Net results of operations	1,115	(35)	1,080
Net change in accumulated remeasurement gains (losses)	(2,295)	2,295	-
Net assets, end of year	67,480	(1,672)	65,808

### 5. Restricted cash and investments

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

	2018	2017 Restated Note 4
Deferred contributions from non-government sources	\$ 3,944	\$ 7,079
Deferred contributions - National Collection Fund (note 11)	10,295	10,489
	\$ 14,239	\$ 17,568

Restricted cash and investments consist of the following:

	2018	2017 Restated Note 4
Restricted cash	\$ 1,821	\$ 5,078
Guaranteed investment certificates	3,173	3,173
Corporate and government bonds	9,245	9,317
	14,239	17,568
Short-term restricted cash and investments	(3,629)	(6,080)
Long-term portion	\$ 10,610	\$ 11,488

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

### 5. Restricted cash and investments (continued)

At March 31, 2018, the Corporation held guaranteed investment certificates and long-term bonds with a face value of \$12,186 (2017 - \$12,249), annual yield percentages ranging from 1.81% to 2.80% (2017 – 1.81% to 2.80%), and maturity dates ranging from September 8, 2018 to June 15, 2024 (2017 - September 8, 2017 to June 15, 2024). The fair value of restricted investments is \$12,384 (2017 - \$12,683).

Additional assets, included in cash and investments (note 6), totalling \$18,054 (2017 - \$15,256) are related to deferred parliamentary appropriations (notes 10 and 12).

### 6. Investments

	2018	2017 Restated Note 4
Corporate and government bonds	\$ 41,868	\$ 41,815
Guaranteed investment certificates	14,900	14,900
Master Asset Vehicle notes	-	236
	56,768	56,951
Portion maturing in the next fiscal year	(3,755)	(3,719)
Long-term portion	\$ 53,013	\$ 53,232

#### Bonds and guaranteed investment certificates

At March 31, 2018, the Corporation held corporate and government bonds and guaranteed investment certificates with a face value of \$56,310 (2017 - \$56,111), annual yield percentages ranging from 1.29% to 4.1% (2017 - 1.72% to 4.1%), and maturity dates ranging from December 15, 2018 to June 2, 2025 (2017 - June 1, 2017 to June 2, 2025). The fair value of investments is \$57,162 (2017 - \$58,623).

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

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### 7. Collections

The Corporation maintains the material culture collections of artifacts, objects, specimens and their related information. These collections are developed by various research areas within the Corporation. The collections are divided into the following seven discipline-related groups:

**Ethnology** - ethnographic and fine art collections principally related to North American First Peoples in post-European contact

**Folk Culture** - folk culture and fine craft collections illustrating the diversity of cultural influences on Canadian culture

**History** - collections which illustrate the experience of the common person as well as famous Canadians

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

**Living History** - collection of properties, costumes and didactic resources which are used by animators, educators and other staff to promote and enliven the Museum's programming

**Canadian War Museum** - collections of weapons and technological artifacts illustrating the development of military technologies, dress and insignia collections of uniforms, medals, accoutrements and regalia of the Canadian Armed Forces and its allies, and war art collections of paintings, drawings, prints and sculptures from the Canadian War Artist programmes and modern art works illustrating Canadian Peacekeeping efforts

**Archaeology** - archaeological collections of material culture, physical anthropology, flora and fauna recovered from dig sites and principally illustrating indigenous North American culture prior to European contact.

During the fiscal year ended March 31, 2018, the Corporation purchased \$4,311 (2017 - \$466), and acquired through donation \$2,053 (2017 - \$811), of items for this collection.

In the year, the Corporation acquired through purchase the Mike Wilson and Debra Thuet Ultimate Leaf Fan Collection valued at \$1,942. In addition, three Victoria Cross medal sets were purchased for a total of \$1,560.

The Corporation did not record any revenues for the fiscal years ended March 31, 2018 or 2017 related to the sales of collection items.

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

### 8. Capital assets

	Cost	Accumulated amortization	2018 Net book value	2017 Net book value
Land	\$ 40,868	\$ -	\$ 40,868	\$ 40,868
Buildings	356,909	211,359	145,550	154,473
Building improvements	76,173	61,549	14,624	15,821
Technical and informatics equipment	8,275	4,893	3,382	3,064
Office furniture and equipment	1,033	561	472	215
Motor vehicles	373	212	161	220
Permanent exhibits	32,835	2,654	30,181	252
Work in progress	3,489	-	3,489	32,268
	\$ 519,955	\$ 281,228	\$ 238,727	\$ 247,181

The current year amortization expense is \$16,502 (2017 - \$14,192). Most of the expense \$13,629 (2017 - \$13,809) is allocated to accommodation expenses as it relates to the actual amortization of buildings and building improvements. Cost and accumulated amortization at March 31, 2017 amount to \$513,800 and \$266,619 respectively.

During the year, out-of-use assets with an original book value of \$1,893 were removed from this schedule.

### 9. Accounts payable and accrued liabilities

Accounts payable and accrued liabilities are as follows:

	2018	2017
Trade accounts payable	\$ 8,862	\$ 7,436
Government departments, agencies and crown corporations	3,694	2,906
Accrued salaries and benefits	3,511	4,720
Current portion of employee future benefits (note 13)	134	190
	\$ 16,201	\$ 15,252

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

### 10. Deferred contributions

Deferred contributions represent contributions from non-government sources and Parliamentary appropriations received by the Corporation that are restricted for specific purposes.

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

	Non- government sources	Parliamentary appropriations	2018	2017 Restated Note 4
Balance, beginning of year, restated	\$ 7,079	\$ 5,292	\$ 12,371	\$ 7,755
Additions				
Amounts received during the year	1,495	2,465	3,960	7,389
Deferred investment income	107	-	107	80
	1,602	2,465	4,067	7,469
Deductions				
Amounts recognized as revenue	(4,651)	(1,630)	(6,281)	(2,853)
Balance, end of year	\$ 4,030	\$ 6,127	\$ 10,157	\$ 12,371

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

### 11. 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.

Changes in the National Collection Fund balance during the fiscal year were as follows:

	Parliamentary appropriations	Non- government entities	2018	2017 Restated Note 4
Balance, beginning of year, restated	\$ 8,922	\$ 1,567	\$ 10,489	\$ 10,367
Additions				
Amounts received during the year	-	9	9	1
Deferred investment income	180	32	212	214
	180	41	221	215
Deductions				
Amounts recognized as revenue	-	(415)	(415)	(93)
	-	(415)	(415)	(93)
Balance, end of year	\$ 9,102	\$ 1,193	\$ 10,295	\$ 10,489

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

### 12. Deferred contributions related to capital assets

Changes in the deferred contributions related to capital assets balance during the fiscal year were as follows:

	<u>Used for acquisitions</u>		<u>To be used</u>	2018	2017
	Non- government sources	Parliamentary appropriations	<u>for capital</u> <u>asset</u> <u>acquisitions</u> Parliamentary appropriations		
Balance, beginning of year	\$ 1,840	\$ 204,303	\$ 9,964	\$ 216,107	\$ 217,171
Additions					
Capital asset acquisitions	-	7,364	-	7,364	18,995
Parliamentary appropriations deferred for capital asset acquisitions in future years	-	-	4,923	4,923	6,832
	-	7,364	4,923	12,287	25,827
Deductions					
Amount used during the year	(66)	(16,404)	(2,961)	(19,431)	(26,891)
Balance, end of year	\$ 1,774	\$ 195,263	\$ 11,926	\$ 208,963	\$ 216,107



# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

### 12. Deferred contributions related to capital assets (continued)

Deferred capital contributions from non-government sources represent the unamortized portion of donations from non-government sources restricted and used to acquire depreciable capital assets.

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.

### 13. Employee future benefits

Information, measured as at the Statement of Financial Position date, is as follows:

	Other post- retirement benefits	Accumulated sick leave benefit liability	Severance benefits	2018	2017
Balance, beginning of year	\$ 8,235	\$ 355	\$ 576	\$ 9,166	\$ 6,032
Expense for the year	855	346	53	1,254	3,599
Benefit usage and benefit payments	(239)	(263)	(213)	(715)	(465)
Balance, end of year	8,851	438	416	9,705	9,166
Less: current portion	-	-	(134)	(134)	(190)
Long-term portion	\$ 8,851	\$ 438	\$ 282	\$ 9,571	\$ 8,976

#### (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 12.5 years.

On January 1, 2017, the Corporation made an amendment to the post-retirement benefit plan. The cost of this amendment related to prior period employee service is recognised in the period of the plan amendment.

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

### 13. 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 12.5 years.

#### (c) Severance benefits

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 7.7 years.

#### (d) Accrued benefit obligation

The most recent actuarial valuation for other post-retirement benefits, sick leave and severance benefits was completed by an independent actuary as at March 31, 2018. 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:

	2018	2017
Accrued benefit obligation, beginning of year	\$ 11,680	\$ 7,807
Current service cost	774	633
Prior period cost of plan amendment incurred during the year	-	2,646
Interest costs	263	163
Actuarial loss	96	896
Benefits paid	(715)	(465)
Accrued benefit obligation, end of year	12,098	11,680
Unamortized actuarial losses	(2,393)	(2,514)
Accrued benefit liability, end of year	9,705	9,166
Less: current portion of employee future benefits (note 9)	(134)	(190)
	\$ 9,571	\$ 8,976

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

### 13. Employee future benefits (continued)

#### (d) Accrued benefit obligation (continued)

The significant actuarial assumptions used are as follows:

	2018	2017
Discount rate used to determine accrued benefit obligation:		
Post-retirement benefits	2.22%	2.33%
Severance and sick leave benefits	2.10%	1.60%
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 when the employee joined the plan. For plan start dates before January 1, 2013, the Corporation's contribution rate effective at year end was 1.01 times the employee's contribution (2017 – 1.01); and for plan start dates after December 31, 2012, the Corporation's contribution rate effective at year end was 1.00 times the employee's contribution (2017 – 1.00).

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

	2018	2017
Corporation's contributions	\$ 3,112	\$ 3,020
Employees' contributions	2,834	2,531

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

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### 13. 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.

### 14. Donations and sponsorships

Donations and sponsorships revenue is composed of:

	2018	2017
Cash donations and sponsorships	\$ 6,564	\$ 1,225
In-kind sponsorships and artifact donations	2,053	823
	\$ 8,617	\$ 2,048

### 15. Net investment income

Net investment income is composed of:

	2018	2017 Restated Note 4
Interest	\$ 1,725	\$ 1,592
Gain (loss) on investments	(5)	2,528
	\$ 1,720	\$ 4,120

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

### 16. Parliamentary appropriations

Parliamentary appropriations recognized as revenue:

	2018	2017
Main Estimates amount provided		
for operating and capital expenses	\$ 71,601	\$ 66,199
Supplementary estimates and transfers <sup>1</sup>	2,413	11,547
Total Parliamentary appropriations approved in year	74,014	77,746
Less current year Parliamentary appropriations not recognized as revenue:		
Used for capital asset acquisitions	(4,403)	(6,296)
Deferred for future capital asset acquisitions	(4,923)	(6,832)
Restricted for specific purposes	(2,466)	(2,765)
Add prior year Parliamentary appropriations recognized as revenue in current year:		
Amortization of deferred capital funding	16,404	14,126
Restricted amounts used in current year	1,630	1,909
Parliamentary appropriations recognized as revenue	\$ 80,256	\$ 77,888

<sup>1</sup> 2016-17 supplementary estimates and transfers include funding approved under Budget 2016. This included non-recurring funding of \$7.2 million to address the accumulated Payment in lieu of taxes (PILT) payable.

### 17. Related party transactions

The Corporation is related to all Government of Canada departments, agencies and Crown corporations, as well as key management personnel having authority and responsibility for planning, directing and controlling the activities of the Corporation. This includes senior management, all members of the Board of Trustees and immediate family members thereof. The Corporation enters into transactions with these parties 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 \$14,081 (2017 - \$14,032) primarily related to payments in lieu of property taxes and employer contributions to employee benefits. The Museum recorded operations revenue of \$904 (2017 - \$884) with related parties.

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

### 17. Related party transactions (continued)

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:

	2018	2017
Appropriations receivable	\$ 243	\$ -
Refundable taxes	562	962
Other receivables	556	229
Accounts payable and accrued liabilities	3,694	2,906
Deferred revenues	155	34

### 18. Contingencies

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

### 19. Contractual rights and obligations

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

As at March 31, 2018, the Corporation's contractual rights arise due to revenue contracts entered into which include donations and sponsorships, facility rental, events and food concessions and travelling exhibits.

The Corporation's contractual obligations arise due to supplier agreements entered into which include information technology, building operations and maintenance, security and point-of-sale outsource services.

The future minimum annual payments are as follows:

	Contractual Rights	Contractual Obligations
2018-19	\$ 2,407	\$ 16,898
2019-20	1,237	9,684
2020-21	442	5,900
2021-22	623	2,321
2022-23	300	55
2023 +	900	87
	<u>\$ 5,909</u>	<u>\$ 34,945</u>

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

### 20. 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 developed responses to mitigate their impact. 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 and investments and long-term investments.

The maximum exposure to credit risk of the Corporation at March 31, 2018 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.

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

	2018	2017
Government of Canada	\$ 1,366	\$ 1,201
Other governments	701	1,023
Consumers	277	269
	2,344	2,493
Financial institutions	570	354
	\$ 2,914	\$ 2,847

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.

# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

### 20. Financial risk management (continued)

#### (a) Credit risk (continued)

##### (i) Accounts receivable (continued)

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 88% (2017 - 89%) of the Corporation's accounts receivable, excluding interest, and no allowance has been provided for related to these amounts.

An aging of accounts receivable is as follows:

	2018	2017
Less than 30 days past billing date	\$ 2,010	\$ 1,867
30 to 60 days past billing date	296	378
61 to 90 days past billing date	1	208
Greater than 90 days past billing date	37	40
	2,344	2,493
Interest receivable	570	354
	\$ 2,914	\$ 2,847

##### (ii) Cash, investments and restricted cash and investments

The Corporation manages its credit risk surrounding cash, restricted cash and investments 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. The Corporation is not subject to significant price risk.



# CANADIAN MUSEUM OF HISTORY

## Notes to the Financial Statements

Year ended March 31, 2018

(In thousands of dollars)

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### 20. Financial risk management (continued)

#### (b) Market risk (continued)

##### (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.

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, 2018 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 \$2,227 (2017 - \$2,476), approximately 3.20% of the fair value of investments (2017 – 3.46%).

#### (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.

All of the Corporation's financial liabilities have contractual maturities of less than 365 days.

# CANADIAN MUSEUM OF HISTORY

## Schedule 1 - Operating Revenues

Year ended March 31, 2018  
(In thousands of dollars)

	2018	2017
General admission and programmes	\$ 8,864	\$ 6,665
Facility rental, events and concessions	3,387	3,059
Boutique sales	2,570	2,089
Parking	2,168	1,979
Memberships	522	389
Travelling exhibits	443	318
Other	326	434
	<b>\$ 18,280</b>	<b>\$ 14,933</b>

## Schedule 2 - Expenses

Year ended March 31, 2018  
(In thousands of dollars)

	2018	2017
Personnel costs	\$ 39,337	\$ 39,499
Amortization of capital assets	16,502	14,192
Payments in lieu of property taxes	9,565	9,261
Building operations	7,064	6,039
Collection acquisitions (note 7)	6,364	1,277
Professional and special services	4,562	4,202
Exhibit fabrication and rental	4,110	4,302
Online programs assistance	3,717	4,008
Repairs and maintenance	3,311	2,912
Utilities	2,957	3,029
Marketing and advertising	2,869	1,736
IT infrastructure and systems	2,337	2,269
Materials and supplies	1,619	1,771
Cost of goods sold	1,354	1,140
Travel and hospitality	1,313	1,111
Rentals and leases	286	310
Royalties	81	195
Other	694	656
	<b>\$ 108,042</b>	<b>\$ 97,909</b>