



*The CANADIAN CANOE MUSEUM*  
*Le MUSÉE CANADIEN du CANOT*

ANNUAL REPORT

2014

## OUR VISION

The Canadian Canoe Museum is a family-friendly museum that explores the canoe's enduring significance to the peoples of Canada, Turtle Island and the World.

## OUR MISSION

To provide for all who encounter the collection, virtually or in person, a unique national heritage centre that explores and communicates the enduring significance of canoes, kayaks and related self-propelled craft to the peoples of Canada.

## OUR CORE VALUES

C

**COLLECTION** - We value the stewardship of our collection: the craft, artifacts and research materials related to canoes, kayaks and self-propelled water travel—striving to be known as the destination for “all things canoe” by celebrating, documenting, preserving, handling and conserving the collection in ways befitting its uniqueness and value;

A

**ABORIGINAL ROOTS** - We value the origins of the collection—celebrating where possible and appropriate the people and places, cultures and traditions, the faces and the stories, of First Nations, Métis and Inuit peoples from which the Canadian canoeing tradition has grown;

N

**NATIONAL PERSPECTIVE** - We are committed to connecting the collection and related activities (exhibits, research, education, outreach) to all Canadians in a context that honours the full historic continuum of builders, building traditions and stories of self-propelled watercraft from coast to coast to coast;

O

**ORGANIZATION** - We value the nurturing of board, staff, volunteers, membership and the Museum itself as a robust community, as well organization, as in being organized, meaning commitment to acting respectfully & responsibly, striving for excellence, order; and environmental sustainability in all things;

E

**EXPERIENCE** - We value collaborative experience, meaning we seek where possible and appropriate to avoid flat transmission of canoe-related knowledge, opting instead to create in our exhibits and programs hands-on experiences in which visitors can actively explore canoes and canoeing traditions.

# MEET OUR EXECUTIVE DIRECTOR

In late April of 2014, The Canadian Canoe Museum concluded its search for a new Executive Director by appointing Richard Tucker. While new to the museum sector, Richard has extensive senior management experience in small and large enterprises and with the non-profit sector having successfully served as a Lakefield College School Board member and trustee for many years. Richard trained as an Architect and has spent decades focusing on change management for small and large organizations supported by innovative and sustainable architecture, engineering and interior design. He founded his own company in 1992 and has worked with organizations such as Bell Mobility, Bell Canada, Pfizer Canada, Maritz Canada, TransCanada Pipelines, EnCana and Cenovus. Richard also has a Master's in Business from the London Business School.

The Board selected Richard based on implementing the Museum's long term Strategic Plan *Onto the National Stage* that has the Museum moving from a successful, regional attraction to one that is more nationally focused. The story, culture and history of the canoe is about how we became who we are as Canadians and inevitably carries with it all the interactions between French and English and the First People's. Implementing *Onto the National Stage* will inevitably include a lot of change emblematic of which is a proposed new museum on a Parks Canada National Historic Site.

Many of the goals and objectives for 2014 were on hold until after the arrival of Richard in late April. Richard was forced to hit the ground running and within five weeks of arriving had developed and submitted a business plan to Parks Canada for the new museum. The remainder of the year was spent assessing the current state of the museum and laying the groundwork for the Museum to start developing the necessary resources to provide credibility and capability to deliver on the Strategic Plan including capital funding for a new museum.



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READ MORE ABOUT THE  
MUSEUM'S STRATEGIC PLAN  
'ONTO THE NATIONAL STAGE'

[www.canoemuseum.ca/strategic-plan](http://www.canoemuseum.ca/strategic-plan)

# FROM OUR CHAIR & EXECUTIVE DIRECTOR



**RICHARD TUCKER**  
*Executive Director*

Approaching our 20th anniversary next year, the Museum is in an extraordinary stage in a wonderful history - we're finally headed for the water. 2014 was the year that we started to put the necessary fundraising and staff infrastructure in place for this next stage.

In parallel with our Parks Canada negotiations, we revamped our museum management structure and sought and hired a full time Executive Director to lead this museum through the next critical stages. The selection committee's choice, Richard Tucker, brings strong project and senior management skills and is well suited to the challenges ahead. James Raffan who has so ably steered this museum over the past eight years, much of it in a part time capacity, has assumed the position of Director of Development.

We expect that in 2015, things will really start to move along including further agreements with Parks Canada, selecting an architect and design, recruitment of a campaign manager and embarking on a national fundraising campaign with the goal of commencing construction by Canada's 150<sup>th</sup> year anniversary.

Two board members retired. Dr. Beverly Haun, completed her six years and Councillor Bob Hall, the City of Peterborough's designate on our board retired from the City. The Board and staff is saddened by the recent passing of a long time Board Member Michael Davies, who was a strong supporter of the Museum and was instrumental in bringing the Silver Canoe to the Museum. Dianne Lister formerly president and CEO of the ROM Governors and Vicky Martins, VP Corporate Affairs of Aonix Advanced Materials Corp were both confirmed at the 2014 AGM.



**KEN POWELL**  
*Chairman of the Board*

We have been redesigning our fundraising strategies and activities to make them more responsive, efficient and productive. We began seeking support from all levels of government, individuals, corporations and from the First Peoples. One early success is the City of Peterborough supporting our transition needs in the amount of \$100,000 for each of 2015 and 2016.

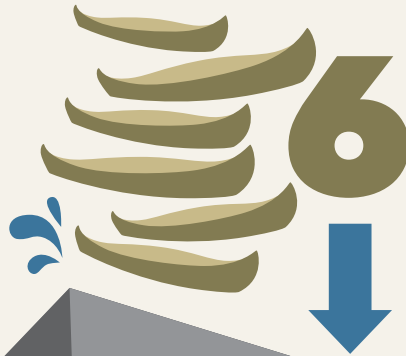
To increase revenue and our profile, we recruited a Retail Manager and a Digital Media Manager to improve our website and presence on social media.

We received an Ontario Trillium Foundation grant of \$95,000 to assist with a fundraising campaign feasibility study, preparation of a case for support and hiring of a campaign manager. As part of our focus on fundraising, the Major Gifts Committee is setting higher targets emphasizing transitional costs and building our cash reserve.

All these efforts focus on our strategic direction, *Onto the National Stage*. The board and staff are determined to offer a museum that is exciting, relevant and visionary to all Canadian's - coast to coast to coast.

# BY THE NUMBERS

**CANOES  
ADDED**  
TO COLLECTION:



**843**

**MEMBERS**

**499**

**DONORS**

**128**

**VOLUNTEERS**

**ARCHIVAL &  
REFERENCE  
DONATIONS  
ADDED TO THE  
COLLECTION**



**3m**

**24,048  
VISITORS**

↑ 14% INCREASE



**SCHOOL &  
YOUTH GROUPS  
VISITS:**

**4462**

↑ 68% INCREASE

**ADULT ARTISAN  
WORKSHOP  
PARTICIPANTS**



2761 FOLLOWERS ↑ **53%**



3049 FOLLOWERS ↑ **46%**



45,327 UNIQUE VIEWS ↑ **74%**



Be sure to check out our NEW  
Instagram and UPDATED  
YouTube channel at:  
[/CanadianCanoeMuseum](https://www.youtube.com/CanadianCanoeMuseum)

# THE MUSEUM'S 4 KEY

## CHALLENGES & OPPORTUNITIES

### RELEVANCE

#### CHALLENGE

The advent of the Internet age has irrevocably altered what museums are going to be in the years ahead. The preservation, interpretation, display and research of artifacts is no longer a viable prime role. Google and other search engines have replaced much of this role being much broader and deeper in scope and reach than any one museum could hope to achieve. How are museums to adapt and stay relevant? The much touted "virtual museum" concept while valuable for research and access to artifact images is often dry and only accelerates the redundancy of the museum as a physical space.

#### OPPORTUNITY

Richard Tucker and James Raffan have been working on a new concept and role for the Canoe Museum in today's digital age that ties into our goal of being national in scope. They are working to turn the Museum inside out, not just the keeper of the artifacts but the place where artifacts, knowledge and experience are the credibility that allows the Museum to form partnerships and relationships across Canada that offer unique, relevant and compelling dialogues and experiences to Canadians about what it means to be Canadian and how to think about the issues and challenges of today - sustainability, reconciliation, relevancy, reciprocity and mutual respect. James has identified partner groups coast to coast as well as a potential funding partner to help commence realization on this mutual vision in 2015.

### AWARENESS

#### CHALLENGE

In 2014, Reader's Digest voted The Canadian Canoe Museum as one of Canada's best kept secrets. The Museum, on a very limited budget, needs to raise its presence and profile across Canada to meet the goals of the Strategic Plan.

#### OPPORTUNITY

The Museum made the decision to focus on digital and social media as the most cost-effective solution that offered highly quantifiable and measurable results in the short term while we continued to implement longer term initiatives. The Museum commenced a search and hired a Digital Media Manager in September of 2014 which resulted in immediate rebuilding of the website and ongoing improvements in traffic and social media benchmarks.





## FUNDING

### CHALLENGE

To ensure the sustainability of our buildings, exhibitions and programs over economic cycles the Museum wants to increase development and financial reserves. As such, it is imperative that the Museum continue to improve its development resources and skills and begins to consistently, strategically and methodically expand and improve the breadth and depth of its supporters.

### OPPORTUNITY

The Museum appointed to the Board the former President and CEO of the ROM Governors who will bring more skills to the Board in addressing the above challenge. Further, the Treasurer and Finance Committee have set a medium term goal of doubling our current cash reserves to approximately one year's operating budget (+/- \$1,000,000) James Raffan, Director of Development, and Christina Skuce, Development Manager, are reworking the fundraising pyramid, benefits matrix and membership program to support a cohesive and targeted drive for new donors and supporters to meet the above challenge. As part of this work, the Museum launched a new investment recognition level, the Founders' Circle, seeking not only significant funding for transitional activities under the strategic plan but also the Founders insight and guidance in implementing the strategic plan, the new museum and improving development. In less than two months at the end of 2014, four Founders committed to our new program. Based on the improvements we have put in place in 2014, the development goal for 2015 is 50% higher than what we achieved in 2014.

## ENGAGEMENT

### CHALLENGE

The Museum's collection stands on the culture and history of the First Peoples. It is imperative that as a national museum, the Museum improve the scope and depth of its relationships with the First Peoples.

### OPPORTUNITY

The Museum has engaged with the Nogojiwanong Friendship Center in Peterborough, Curve Lake First Nation, Hiawatha First Nation, Alderville First Nations, Mississaugas of the New Credit First Nation, Pikwakanagon First Nation and other regional First Nations bands and is continually improving First People's content in program and exhibition offerings at the Museum.

These are four leading challenges that The Canadian Canoe Museum identified and took steps to start addressing in 2014. In 2015 we will need to follow up on these challenges and opportunities, and continue to build on our early successes to become a leading organization in each. There are many risks to the successful realization of the above opportunities most of which relate to adequate resources - funding and manpower which is in itself one of the four key challenges to implement our Strategic Plan. Overlaid on this we will also have the challenge of beginning the process to design and raise capital funding for a new museum that is the physical embodiment of our strategic plan.

# WHAT WE DO

In keeping with the Museum's mission and values, we strive to provide diverse and engaging cultural experiences that are accessible and appealing to multiple audiences.

## THE MUSEUM'S FOCUS OF OPERATIONS INCLUDE:

### ENHANCED COLLECTIONS & EXHIBITION

From research to exhibition, the Canoe Museum has made great strides in 2014. Research into our Arctic collection has resulted in fascinating details emerging around the provenance of some of our kayaks. The Museum undertook its first carbon dating project on one of our dugout canoes thanks to the generous support from Archaeological Services Inc. ([www.iasi.to](http://www.iasi.to)). The Romance and the Canoe was one of our most 'viral' exhibitions yet with many visitors contributing their canoe love stories to our exhibit over social media, adding a very special collaborative and participatory element. The Museum honoured the passing of Canadian author and environmentalist Farley Mowat by installing a temporary exhibition showcasing Farley's sailing canoe built by the Peterborough Canoe Company. As well the Museum continues to enhance its efforts in archives and library rationalization as well as undertaking a highly successful small artifact inventory project with Fleming College's Museum Studies students.

### EDUCATIONAL PROGRAMS FOR ALL AGES

Authentic hands-on programs for people of all ages are an important generator of earned revenue for the Museum. Courses for adults occur throughout the year at the Museum including workshops in canoe paddle making, canoe restoration, wanigan building, snowshoe weaving, finger weaving and many more. Curriculum-linked school programs, overnights in the Museum, PA day camps, March Break camps, summer paddling camps and weekend family programs engage the children and youth in the Museum, the collection and its stories.

### ENGAGING COMMUNITY EVENTS

We love opening our doors to the community at the Museum! We organize a variety of events, some of which are free of charge like the annual January Open House, Small Craft Rendezvous, Free Thursday Nights and the On the Map initiative, to name just a few.

Other events that are important for revenue generation include the annual fundraising event The Beaver Club Gala, Touch A Truck fundraising events, and a Books and Brunch event.

### COMMUNITY LECTURES & TRAVELLING EXHIBITIONS

The Canoe Museum hosted a number of community lectures this year including the Luste Lecture in partnership with the Wilderness Canoe Association, the Wipper Lecture, the Matthews Fellowship Lecture in partnership with Trent University and Lakefield College School and the Ashley Fellowship Lecture in partnership with Trent University. When communities abroad want to engage with the Canoe Museum, we send our travelling exhibition on the road. This year it travelled to Moncton, NB and the Toronto International Boat Show.

### INSPIRED RENTAL FACILITY & RETAIL

The Canoe Museum provides rental space for a diverse spectrum of individuals and organizations, all of whom enjoy the unique setting both in the Event Room and in the Galleries. In 2014, the McLean-Matthews Gallery became a new location for weddings, receptions and special events and it is proving to be a popular and memorable event space. This is an important source of earned revenue for the Canoe Museum and provides an important community service as community groups and non-profit organizations make up the largest number of users of the space. The Museum also provides both an in-house and online Store for visitors to the Museum. The Canoe Museum Store offers a wide selection of canoe themed clothing, artisan crafts, jewelry, books and housewares and provides visitors and community members with a unique shopping experience unlike anything else in the area. We launched a new online store in 2014 and are in the process of regenerating the in-house store, both stores are important sources of earned revenue for the Museum.



# MOVING ONTO THE NATIONAL STAGE

This exciting new partnership between The Canadian Canoe Museum and Parks Canada will animate and revitalize the Peterborough Lift Lock and add to the overall draw of the Trent-Severn Waterway—an already busy summer location.

This partnership will allow the Museum to expand its on-water programming and grow its visitorship with all of the programming, retail sales, new business and partnership opportunities that the increased traffic and new location will bring. With the signing of a Letter of Intent in April 2014 to work together toward an agreement to partner at the Peterborough Lift Lock site, Parks Canada and The Canadian Canoe Museum began the work of engaging all levels of government in the collaborative realizing of the economic possibilities that can and will emerge for the City of Peterborough, Peterborough County, the Province of Ontario and, indeed, for Canada as a whole.



TO READ MORE ABOUT THIS PROJECT VISIT

[www.canoemuseum.ca/museum-on-the-move](http://www.canoemuseum.ca/museum-on-the-move)

## COLLECTION HIGHLIGHTS

The Museum's permanent collection is the starting point from which all other museum functions stem. Our unique collection of paddled watercraft informs the types of programs we offer our visitors, the exhibits we display, the partnerships we form and the relationships we build. Every effort made to deepen our understanding of this remarkable collection in turn supports our outreach goals and ability to engage with our community. As we strive to meet our goal of moving to a new purpose-built facility it will be our collection that guides our efforts and solidifies our vision.

## NEW ACQUISITION! R.H MACGREGOR ARCHIVAL COLLECTION

In 2014, this remarkably significant collection of manufacturing records, patents, catalogues and promotional materials produced by the leading canoe manufacturing companies in Canada during the 19<sup>th</sup> and 20<sup>th</sup> centuries was acquired by the Museum.

Acquisition of this collection would not have been possible without crucial support from Roger MacGregor and Wendy M. Cecil. The care of this collection and preparation for research has been made possible with generous support from Doug Ward.

Canoes: APPROX **503**

Kayaks: APPROX **51**

Other Boats: APPROX **40**

Building Forms: APPROX **38**

Paddles: APPROX **440**



# FUNDRAISING ACTIVITIES

The Canadian Canoe Museum is fortunate to have a growing base of generous donors and partners who support its efforts to encourage all Canadians to think about what being Canadian means and to celebrate and preserve the canoe and its place in Canadian heritage and culture.

Over the past year, the Museum acted upon a number of exciting opportunities to more fully engage donors and partners, leading to increases in the impact of its programming and setting the path for transformational changes over the next two years to cultivate an exciting national and sustainable future for the Museum.

In 2014, the Museum was fortunate to be chosen as a recipient of grants from:

- Canadian Museums Association (Young Canada Works in Heritage Organizations)  
- \$14,127 to create 3 student summer employment opportunities.
- City of Peterborough (Community Service Grant)  
- \$103,428 to provide programs and services to Peterborough and area residents such as the introduction of FREE Thursday nights.
- Community Futures Development Corporation (Eastern Ontario Development Program)  
- \$9,000 for a marketing and communications plan, and strategic planning.
- The Lloyd Carr-Harris Foundation  
- \$10,000 to develop new school programs and enhance capacity for the Museum's canoe camps.
- Ministry of Tourism, Culture and Sport (Community Museum Operating Grant)  
- \$47,505 to strengthen the Museum's role as custodians and interpreters of an irreplaceable heritage collection.
- Ontario Trillium Foundation (funding to be received in 2015/16)  
- \$95,000 for a fundraising feasibility study, a case for support and printing materials, and a campaign manager.
- Peterborough Foundation  
- \$6,500 for a new contact management database.

## 2014 DONATIONS & FUNDRAISING

GOAL \$315,039

68%

ACTUAL \$529,828

## 2014 DONATIONS & FUNDRAISING EXPENSES

BUDGET \$20,000

EXPENSES \$18,408

8%



IN 2014, THE MUSEUM  
SURPASSED MANY OF  
ITS GOALS SUCH AS:

**\$207,530**

came from major gifts  
**240%** more than the goal!

**\$40,750**

came from annual giving  
**20%** more than the goal!

**\$83,070**

came from Beaver Club Gala  
**4%** more than the goal!

... AND INTO  
**2015**

In the coming year, the Museum will continue to lay the path for transformational changes. Key philanthropic priorities for the Museum include:

- Launching the Founders' Circle program and fostering more long-term sustainable relationships with Founders' Circle donors.
- Thanks to funding from the Ontario Trillium Foundation, conducting a fundraising feasibility study and hiring a campaign manager.
- Continuing to invest in the expansion and growth of its membership program to provide additional levels of engagement and to best reflect the essential role members play in sustaining the work of the Museum.



## FOUNDERS' CIRCLE

The Museum softly launched its new Founders' Circle program in late 2014. Building on two decades of philanthropy by the Museum's first generation of major donors, the Founders' Circle is a new and renewed group of visionaries and philanthropists helping to create the next big chapter in the Museum's story with minimum pledges of \$50,000 between now and Canada's sesquicentennial in 2017. Founders' Circle investments are pivotal in charting the necessary transformational changes to cultivate an exciting national and sustainable future for the Museum. The Museum thanks and acknowledges the following donors who have made their first Founders' Circle pledges of \$25,000 or more prior to December 31, 2014.

### ANONYMOUS (1)

### JUDY & MARK MCLEAN

### BETTY & BILL MORRIS

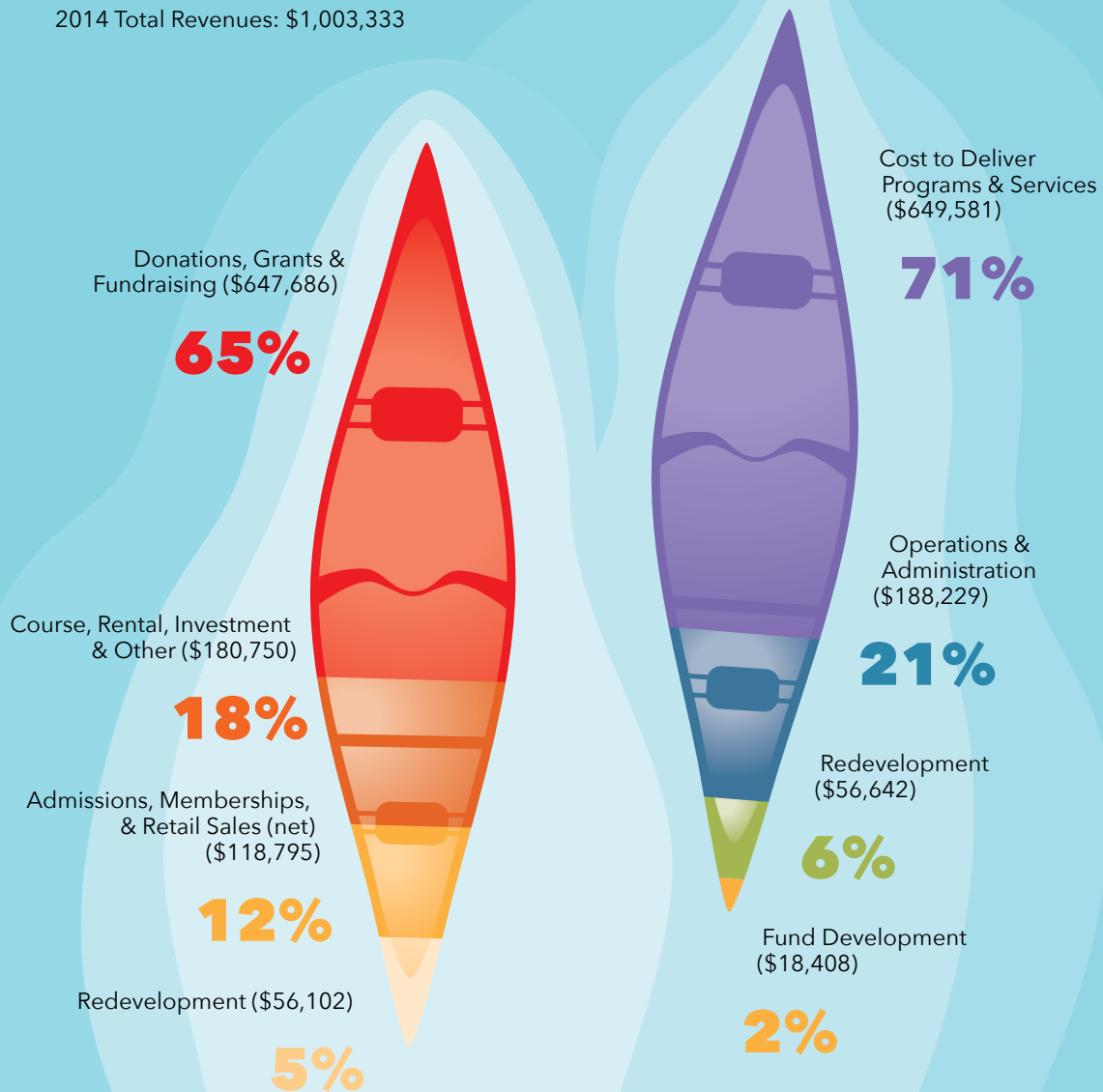
Please refer to page 17 for a complete listing of all 2014 Museum donors, sponsors, and partners.

# USE OF FUNDS

2014 Total Expenditures: \$912,860  
(Excludes amortization)

## HOW FUNDS WERE RAISED

2014 Total Revenues: \$1,003,333



## TREASURER'S REPORT

The year 2014 resulted in an excess of revenue over expenditures before amortization and redevelopment activities of \$91,013 compared to \$7,562 in the previous year.

This improvement was attributable to a significant increase in revenue from private donations and educational programs, partially offset by slightly lower revenue in admissions, memberships, and retail sales (net) and expiry of funding from the Ontario Trillium Foundation. Expenditures were also lower in 2014 reflecting certain cost efficiencies and lower repair and maintenance requirements.

Redevelopment revenue and redevelopment expense reflect funds raised and consulting expenses incurred with respect to potentially relocating The Canadian Canoe Museum.

Cash, short term investments and long-term investments amounted to \$463,291 as of December 31, 2014, which represents a \$28,954 reduction compared to the previous year. The reduction in cash and investments mainly reflects capital spending in 2014 of \$113,277 and debt repayments of \$12,500 partially offset by non-cash working capital changes and the excess of revenue over expenditures. The capital spending in 2014 mainly reflects the acquisition of the MacGregor Collection.

**Robert B. Clark**, *Treasurer*

### THE CANADIAN CANOE MUSEUM

Year Ended December 31, 2014

#### SUMMARY STATEMENT OF FINANCIAL POSITION

	2014	2013
<b>CURRENT ASSETS</b>		
Cash	144,972	81,170
Investments - short-term	318,319	242,597
Accounts and grants receivable	24,661	24,390
Inventory and prepaid expenses	60,702	87,117
	<u>548,654</u>	<u>435,274</u>
<b>INVESTMENTS - LONG-TERM</b>	-	168,478
<b>CAPITAL ASSETS</b>	<u>3,385,446</u>	<u>3,397,535</u>
	<u>3,934,100</u>	<u>4,001,287</u>
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	39,031	26,243
Current portion of loan payable	3,125	12,500
Deferred revenue	91,783	124,365
	<u>133,939</u>	<u>163,108</u>
<b>LOAN PAYABLE</b>	-	3,125
	<u>133,939</u>	<u>166,233</u>
<b>FUND BALANCES</b>		
Unrestricted	(45,451)	41,951
Internally restricted	463,291	411,193
Invested in capital assets	<u>3,382,321</u>	<u>3,381,910</u>
	<u>3,800,161</u>	<u>3,835,054</u>
	<u>3,934,100</u>	<u>4,001,287</u>

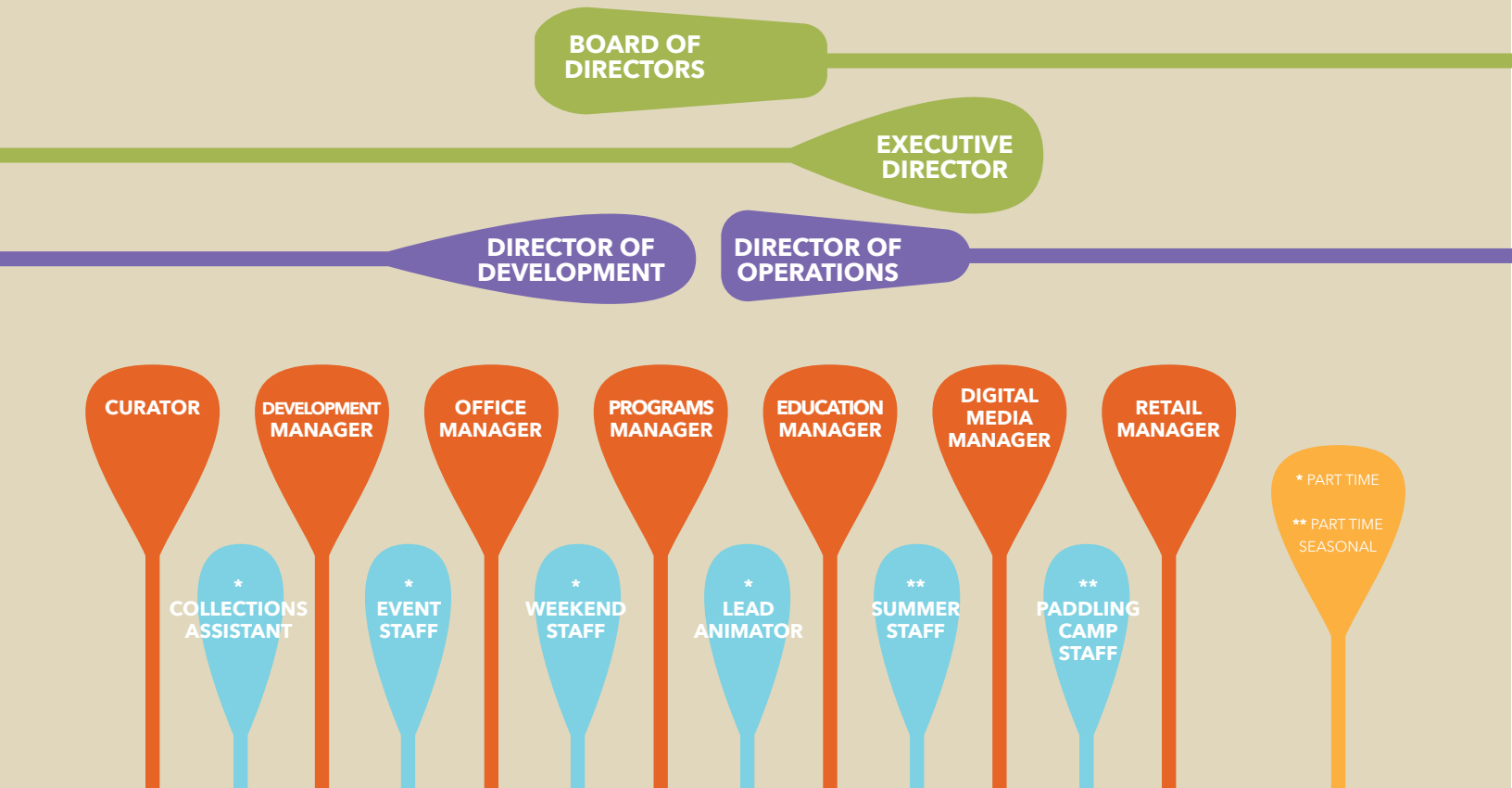
#### SUMMARY STATEMENT OF OPERATIONS

	2014	2013
<b>REVENUES</b>		
Admissions, memberships and retail sales (net)	118,795	151,680
Donations, grants and fundraising	647,686	584,775
Course, rental, investment and other	180,750	146,544
	<u>947,231</u>	<u>882,999</u>
<b>EXPENDITURES</b>		
Wages and contract staff	560,401	556,899
Facilities	114,556	130,044
Operating and administrative	162,853	167,854
Fundraising	18,408	20,640
	<u>856,218</u>	<u>875,437</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES BEFORE THE UNDERNOTED</b>	91,013	7,562
Redevelopment revenue	56,102	90,733
Redevelopment expense	(56,642)	(90,733)
Amortization	<u>(125,366)</u>	<u>(123,921)</u>
<b>EXCESS OF EXPENDITURES OVER REVENUES FOR THE YEAR</b>	<u>(34,893)</u>	<u>(116,359)</u>

**TO VIEW THE COMPLETE FINANCIAL STATEMENTS, PLEASE VISIT:**

[canoemuseum.ca/annual-reports-and-financials](http://canoemuseum.ca/annual-reports-and-financials)

# WHO WE ARE



## OUR DIRECTORS

Our volunteer Board of Directors have worked, and continue to work, tirelessly to create the strong governance foundation that guides the growth and sustainability of The Canadian Canoe Museum. Directors meet quarterly and attend regular committee meetings. Our Directors bring a range of skills and experience to their roles as Directors. Directors typically hold 3 consecutive 2-year terms and each Director supports the Museum through membership, donations, regular attendance at meetings, committee work, and Museum events. Our public Annual General Meeting takes place in April of each year.

BOARD OF DIRECTORS AT DECEMBER 31, 2013		BOARD OF DIRECTORS AT APRIL 22, 2014	
Chair	Ken Powell	Chair	Ken Powell
Vice Chair	William O. Morris	Vice Chair	William O. Morris
Treasurer	Robert B. Clark	Treasurer	Robert B. Clark
Secretary	Beverley Haun	Secretary	Carolyn Hyslop
Past Chair	Jim Matthews	Past Chair	Jim Matthews
Director	Wendy M. Cecil	Director	Wendy M. Cecil
Director	Michael Davies	Director	Michael Davies
Director	Peter Elmhirst	Director	Peter Elmhirst
Director	Bob Hall	Director	Bob Hall
Director	Bill Lockington	Director	Dianne Lister
Director	Michael Peterman	Director	Bill Lockington
Director	Tom Reburn Sr.	Director	Vicky Martins
Director	Donald Ross	Director	Michael Peterman
Director	Heather Stelzer	Director	Tom Reburn Sr.
Director	Ron Whetung	Director	Donald Ross
		Director	Heather Stelzer
		Director	Ron Whetung

## OUR STAFF

We have a small staff of dedicated, hardworking and creative individuals who are passionate about their work.

After the Annual Meeting in April 2014 we had 7 full time staff to operate the Museum including a new full-time Executive Director. Previously the ED position was a part-time position. The Executive Director reports directly to the Board, attends all Board meetings and is included in committee meetings where possible. The ED is responsible for executing the Strategic Plan. A unique team environment and inclusive decision-making guide the day-to-day operations of the Museum where staff are inspired to take on multiple roles and responsibilities to ensure the success of the Museum. All of this would not be possible without the support and efforts of over 15 part-time staff that assist with development, school visits, camps, weekend visitor services, and facility rentals.

Past Executive Director, James Raffan remains heavily involved with the Museum in a newly created Director of Development position. James is often 'on-the-road' fostering relationships, building networks and supporting government relations work.

In August of 2014, Beth Stanley, long-time Collections and Artisan workshops staff member, took a maternity leave and is the proud mom of Scarlett Ann Moose. Stacey Reynolds stepped in and took over Beth's artisan workshops and tours in addition to her own responsibilities for volunteers, events and rentals. Jessica Lapp rejoined the staff team to work with the collection and assist the Curator. In the late fall, Evan Holt and Greg Saul joined the team as Digital Media Manager and Retail Manager, respectively.



## FRIENDS OF THE MUSEUM

### AMBASSADORS AT LARGE

- Shelagh Rogers
- Joseph Boyden
- Les Stroud

Our Ambassador-at-Large initiative grew out of broadcaster Shelagh Rogers' interest in the Museum. Following her donation of Sir George Simpson's mourning ring to the Museum and her hugely successful hosting of our Beaver Club Gala, she asked how she might stay involved with the Museum. In that one question, a new way to promote the Museum was born. Following the example of our first Ambassador-at-Large, Joseph Boyden and Les Stroud help to carry the Museum's story to new audiences, each in their own way.

### OUR ROYAL PATRON

His Royal Highness,  
Prince Andrew, Duke of York

The Duke of York supports a significant range of not-for-profit and charitable organizations in both the United Kingdom and overseas. The Duke of York has for many years had a strong personal interest in arts and culture and is the official Royal Patron of The Canadian Canoe Museum.

### CANADIAN CANOE MUSEUM STAFF AS OF DECEMBER 31, 2014

Executive Director	Richard Tucker
Director of Development	James Raffan
Director of Operations	Carolyn Hyslop
Curator	Jeremy Ward
Office Manager	Marina Van Amerongen
Development Manager	Christina Skuce
Education Manager	Karen Taylor
Programs Manager	Stacey Reynolds
Retail Manager (PT)	Greg Saul
Digital Media Manager (PT)	Evan Holt
Lead Animator (PT)	Jen Burnard
Weekend Supervisors (PT)	Jacqueline Brown, Tessa Fortier
Collections Assistant (PT)	Jessica Lapp

# COMMITTEES

## EXECUTIVE COMMITTEE

The Executive Committee is responsible for the oversight of the Museum's strategic, business and risk management planning processes. In addition, the Executive Committee conducts the annual performance review of the Executive Director. This committee meets quarterly and as-needed reports to the entire Board.

**MEMBERS:** Ken Powell (Chair), Bill Morris, Bill Lockington, Rob Clark, James Raffan, Richard Tucker.

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## COLLECTIONS

The Collections Committee is responsible for making determinations on new acquisitions; recommending deaccessions, collections planning and other activities related to the collection. The committee meets at least quarterly and is accountable to the entire Board.

**MEMBERS:** Jeremy Ward (Chair), Vernon Doucette, Bill Buxton, Ken Brown, Dick Persson, John Jennings, Beth Stanley.

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## FINANCE

The Finance Committee meets quarterly and provides strict oversight by closely monitoring the Museum's financial state. The committee assists the Board in fulfilling its fiduciary responsibilities by managing the financial reporting processes, internal controls and communicating between the Board and the external auditors.

**MEMBERS:** Rob Clark (Chair), Ken Powell, Peter Elmhirst, Bill Morris, Jim Stewart, James Raffan, Richard Tucker, Marina VanAmerongen, Carolyn Hyslop.

## DEVELOPMENT COMMITTEE

The Development Committee takes great care in the stewardship of both donor trust and donor dollars. The mandate of the Committee is to oversee the planning and implementation of fundraising activities and events, sponsorship and donor opportunities to realize the long-term operational and capital funding needs of the Museum. The Committee reports to the Board of Directors and works in collaboration with the Director of Development and Development Manager. The committee meets a minimum of four times a year and is chaired by the Museum's Director of Development. In 2014, meetings were held in March, June, November, and September.

**MEMBERS:** James Raffan (Chair), Terry Guest, John Jennings, Bill Morris, Ken Powell, Christina Skuce, Richard Tucker, and Ann Wipper.

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## MAJOR GIFTS COMMITTEE

The Major Gifts Committee is a subcommittee within the organizational purview of the Development Committee. The Committee focuses on building the Museum's fundraising capacity and strengthening its sources of revenue by engaging prospective donors to make personally significant contributions to the organization. The committee meets a minimum of four times a year and is chaired by a member of the Museum's Executive Committee; in 2014 this was the Vice Chair. The Committee works in collaboration with the Chair of the Development Committee, Director of Development, and Development Manager. In 2014, meetings were held in July, September, October, and November.

**MEMBERS:** Bill Morris (Chair), Wendy Cecil, Michael Davies, Terry Guest, Dianne Lister, Vicky Martins, Ken Powell, James Raffan, Tom Reburn, John Ronson, Donald Ross, Christina Skuce, Heather Stelzer, Richard Tucker, and Ron Whetung.



## BEAVER CLUB GALA COMMITTEE

The Beaver Club Gala Committee is a subcommittee within the organizational purview of the Development Committee. The Committee is responsible for ensuring the Museum's signature fundraising event the Beaver Club Gala is a successful event - providing crucial financial support and raising the profile of the Museum locally and nationally. The committee's mandate is to plan and implement logistics, sponsorship, ticket sales, marketing, and to coordinate the auction. The Committee is Co-Chaired by two volunteers and works in collaboration with the Development Manager. The Committee meets monthly from April to October.

**MEMBERS:** Anne Marshall (Co-Chair), Val McRae (Co-Chair), Joan Barrett, Beverley Bradbury, Marg Broadfoot, Mollie Cartmell, Sally Chenoweth, Penny Culverson, Sue Hadden, MaryAnne Irwin, Anne Leavens, Linda Lloyd, Gail Lockington, Joyce Mackenzie, Penny Rush, Christina Skuce, Katie Stewart, and Ann Wipper.

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## NOMINATING/GOVERNANCE COMMITTEE

The Nominating Committee is responsible for recruiting new Board members and ensuring that the board members represent the community and the needs of the organization with an appropriate balance in diversity and expertise. The committee meets at least annually and often more in preparation for the Annual General Meeting when new board members are elected.

**MEMBERS:** Jim Matthews (Chair), Terry Guest, Ken Powell, Michael Peterman, James Raffan.

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## MARKETING, PR & RETAIL

The Marketing, PR & Retail Committee is responsible for oversight of the marketing, communications and retail efforts at the Museum. The committee provides support and expertise to the management team and the Executive Director. The committee meets quarterly or on an as-needed basis.

**MEMBERS:** Tom Reburn (Chair), Ken Powell, Heather Stelzer, Marina VanAmerongen, Richard Tucker, Judy Willmott, Carolyn Hyslop



# VOLUNTEERS

In 2014, the Museum was supported by a dedicated group of 128 volunteers. It's impossible to know where we would be without their support and over 12,000 hours of hard work throughout the year! Our volunteers assist in every department of Museum operations and they are truly at the heart of our Museum. We can't overestimate their contribution. Thank you to this group of incredible volunteers for all that you do!

The Volunteer Council is comprised of a passionate group of volunteers and staff who represent a variety of Museum departments. We meet quarterly to review important Museum news and changes and to plan a series of volunteer appreciation and social events. The Council serves as a critical liaison between the volunteer community at large and Museum staff and board members.

This year we formed a new local partnership with the Katimavik Canadian Youth Leadership Program. Katimavik collaborated with Rupertsland Institute, a sub-section of the Métis Nation of Alberta to bring a group of Métis youth from Alberta to Peterborough. Through a work partnership agreement, we were so lucky to have one of these youth participate in a 4 month volunteer placement at the Museum.

TOTAL VOLUNTEER HOURS:

**12310**

## 2014 VOLUNTEER COUNCIL

- Barry Diceman (Chair)
- Sue Guest
- Beverley Bradbury
- Jane Breukelaar
- Mary Timms
- Basia Baklinski
- David Reeves
- Jo Harris
- Stacey Reynolds

*"I love my volunteer role at The Canadian Canoe Museum. As an Artisan, I have the opportunity to meet the visitors as they tour the exhibits. I love hearing their stories and also their amazement at all this "Canoe Museum" has to offer. I especially love seeing and talking with the children and instructors during the school programs. Each class is different and they love their scavenger hunt. The children often stop by to see what I am doing. They are full of questions and energy. All of this is possible though the support of the excellent museum staff. Not only do they value and respect all the guests that pass through the Museum; they are so respectful and supportive of all the volunteers. This means a lot to me and makes it such a wonderful place to spend my Thursdays." – Jo Harris*



# DONORS

## THANK YOU DONORS!

Donors, partners, and sponsors play a crucial role in the success of The Canadian Canoe Museum. Financial and in-kind contributions (including the donation of artifacts) enhance the Museum's ability to maintain the collection, exhibitions, and programs that enrich the lives of Canadians through culture and history, and help to create community through shared experience.

To the many donors who wished to remain anonymous, the Museum extends its sincere gratitude and many thanks!

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#### \$25,000+

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Wendy M. Cecil  
Roger MacGregor  
Judy & Mark McLean  
Betty & Bill Morris  
The Ross Family  
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### INDIVIDUALS

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Memory of HW Sherin  
Katie & Jim Stewart

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Barrie Canoe  
& Kayak Club  
Bella's Bazaar  
Beta Sigma Phi Sorority  
Bridgenorth Art Centre  
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Cerro Designs  
CHEX Television  
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CIBC Wood Gundy

## GEORGE LUSTE FUND:

This fund appeals to donors interested in building on long-standing ties between the Wilderness Canoe Association, the Wilderness Canoe Symposium and The Canadian Canoe Museum, to support an annual George Luste Lecture.

- Robin Butler
- Bill King
- Fred Promoli
- Alexander Richardson



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## TRIBUTE AND MEMORIAL GIFTS:

During 2014 gifts were received by the Museum in honour or in memory of the following individuals:

Bill Buxton	George Luste
Dr. Paul Caldwell	Roderick A. Macdonald
Bill Dibble	Krysta & Matt MacKinnon
Joan V.M. Duncan	Robert Martindale
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Achim Eberhard	Verne McKay
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David Journeaux	Ben Taylor
Allan W. Kendall	Jeremy Ward
Jean L. Kinnear	Kirk Wipper
Bruce Littlejohn	



## WIPPER LEGACY FUND:

Honouring the important legacy of the Museum's founder Kirk Wipper, these valuable funds help to support on-going operational needs of the Museum so that this national treasure can endure as a place to discover, research, create, and to teach and inspire our children.

- Johnathan Berger
- Inner Journey to Peace Retreat
- Marilyn MacLoughlin
- Robert Mee
- Fred Promoli
- Brian Seath

# MEMBERS

## THANK YOU MEMBERS!

With over 840 members, members are a key constituency for The Canadian Canoe Museum – membership matters. The Museum is deeply grateful to these dedicated individuals, families, and corporations who have demonstrated their support of the Museum through membership. Membership support helps sustain and nurture the Museum and all of its programs in countless ways, continuing excellence in teaching and learning, and the continuation of an exceptional collection.

### LIFETIME

Carl Doughty  
David Houghton  
Donald Ross  
Ann Whipper

### CANOE ADOPTERS

Mark Adams  
In Memoriam of Tom Allen  
Bryan Bowers & Family  
Brockhoff-Macdonald Family  
In Memory of  
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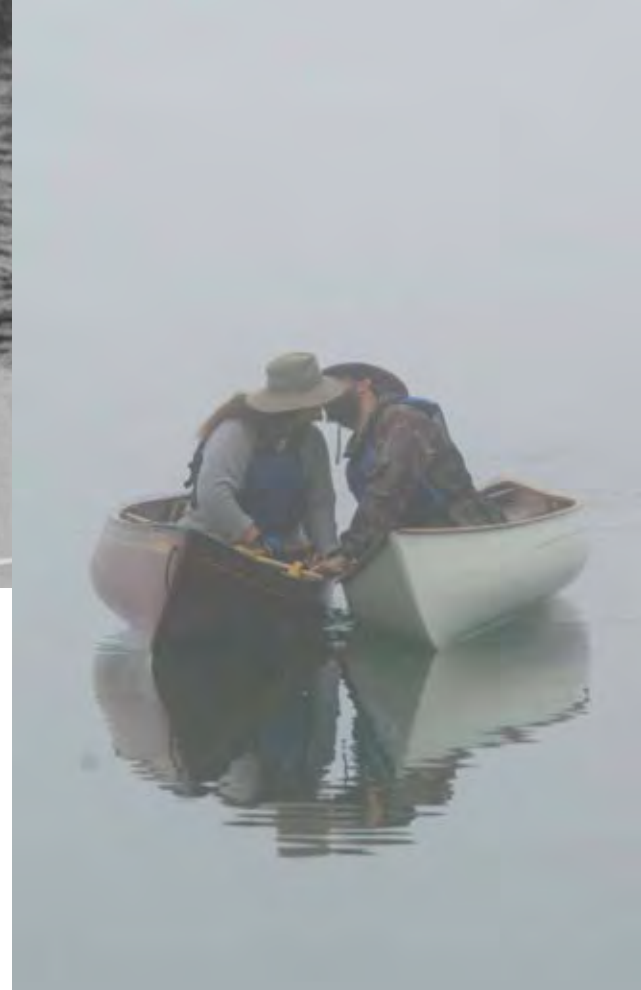
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## #CANOELOVE CONTEST

From first dates and first kisses to weddings, proposals, and honeymoons, love was definitely in the air in the spring of 2014. For the month of April, the Museum ran a contest looking for 'canoe love' stories, images, or videos for a chance to win a pair of Badger paddles and to be featured in the latest Museum exhibition *Can I Canoe You Up the River? The Story of Paddling and Romance*.

The Museum received more than 60 entries from across Canada, the USA and even an entry from England. Through a random drawing; Elisabeth and Jim Bacque were selected as the contest winners. The romance of love found in a boat made just for two is clearly not just something popular a hundred years ago. To view more #CanoeLove, visit [canoemuseum.ca/canoe-love/](http://canoemuseum.ca/canoe-love/).



*"...Ray took me on a canoe trip to make sure I could 'hack' it in the wilderness. Passing this relationship test was a deal breaker..."* – Jenn McCullough

*"...when I saw Jay paddling the stunning red cedar canvas canoe around the bend with my beautiful wife-to-be, I had to catch my breath..."* – David Lee

*"...when Tim finally popped the question, instead of a traditional ring, he gave me a beautiful red 16ft Langford engagement 'ring'..."* – Kate Llennef

# WE TO HEAR FROM YOU!

Would you like to discuss ways to support the Museum through donations, planned giving, memorial gifts, fundraising events, or sponsorships?

Contact: Christina Skuce, Development Manager  
christina.skuce@canoemuseum.ca

Are you interested in renting space for your next meeting/event/conference?

Contact: Stacey Reynolds, Programs Manager  
stacey.reynolds@canoemuseum.ca

Are you interested in volunteering with us?

Contact: Stacey Reynolds, Programs Manager  
stacey.reynolds@canoemuseum.ca

Are you keen to join our Board of Directors?

Contact: Carolyn Hyslop, Director of Operations  
carolyn.hyslop@canoemuseum.ca

Would you like to visit with your class, learn more about Paddling Camps and other youth programs?

Contact: Karen Taylor, Education Manager  
karen.taylor@canoemuseum.ca

Are you interested in taking a hands-on Artisan Workshop like paddle-carving or booking an experiential tour?

Contact: Stacey Reynolds, Programs Manager  
stacey.reynolds@canoemuseum.ca

Are you interested in selling your artisan items or other merchandise in our Store, or want more information on the great products available in the Store?

Contact: Greg Saul, Retail Manager  
greg.saul@canoemuseum.ca

We want to hear from you and welcome your feedback!

Contact: Richard Tucker, Executive Director  
richard.tucker@canoemuseum.ca





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