



The CANADIAN CANOE MUSEUM
Le MUSÉE CANADIEN du CANOT

ANNUAL REPORT

2015



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.

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.

CHAIR'S MESSAGE

2015 marked the mid-point of our organization's ambitious 10-year strategic plan (2010 to 2020).

The plan, *Onto The National Stage*, charts our course for the future with an ambitious agenda. It articulates reinvention and relocation – a "Two-Row" approach, inspired by the wampum belts of First Nations from whom the canoe originates. As intended, the two threads of our future are being sewn simultaneously, one inextricably linked to the other.

In this Annual Report, you will read about the Canadian Canoe Museum's accomplishments and the ways its people – all those affiliated with the organization – are supporting, and advancing its strategic plan. Our community of contributors carries the threads of our future; and it is for this reason, that we exist and continue to excel as an organization.

In 2015, we furthered our reinvention and relocation agendas and in doing so, fostered a stronger, more sustainable organization. How? In short, we reached out and built relationships with more Canadians, in more places, than ever before. In new and different ways, and through the use of technology, we connected the country to our one-of-a-kind collection and its stories of national significance. And, in partnership, and with strong support from our stakeholders, we advanced the planning process for our new centre – what will become the hub of our organization and the home for the world's largest collection of canoes, kayaks and paddled watercraft. In January 2016, the Board of Directors approved and announced an architectural design for the centre, to be located at the Peterborough Lift Lock National Historic Site on the Trent-Severn Waterway.

The year ahead will see the planning process continue. The Board and the staff will work together to ensure the organization's readiness for the next phases of the redevelopment, which will include capital commitments from the Government of Canada, the Province of Ontario, and the City and County of Peterborough, coupled with an ambitious fundraising campaign.

Without a doubt, these are significant steps, but we believe that the threads of our future – our organization in its function and its form – will serve to connect Canadians not only to their past, but to each other, and to a tomorrow that is more united than today.

On behalf of the Board, I would like to thank the passionate staff of the Museum and our community of Founders, Donors, Members, and Volunteers for their invaluable support and inspiration in 2015. We look forward to working with you and to sharing in the significance of the year ahead.



William O. Morris
Chair, Board of Directors



WILLIAM O. MORRIS
Chair, Board of Directors

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To read more about the Museum's Strategic Plan *Onto the National Stage*, please visit:

canoemuseum.ca/strategic-plan

EXECUTIVE DIRECTOR'S REPORT



RICHARD TUCKER
Executive Director

The canoe and its significance – past, present and future – continued to unite us as Canadians from coast to coast to coast in 2015.

It was an exceptional and extraordinary year for the Canadian Canoe Museum, in which our supporters, Volunteers, Members and staff members worked together to meet the goals we had set for ourselves and to propel the organization forward. Building on the first four years of our two-track strategic plan, we implemented some key initiatives in support of our priorities – a *sustainable organization* and a *new centre*.

A SUSTAINABLE ORGANIZATION:

- As part of our national outreach initiatives, we planned for a series of Silver Canoe events in major cities across Canada commencing in early 2016 (We can now report that we are building relationships and awareness across the country as a result of these well-attended events!).
- The Museum was the first in Canada to join the Microsoft Skype Educators Network, enabling us to bring our award-winning interactive programs to classrooms across Canada and the world.
- Ontario Trillium Foundation funding was utilized to undertake a capital fundraising feasibility study. The funding will also help support for one year, our new Director of Philanthropy position, for which we commenced a search in 2015.

A NEW CENTRE:

The Canadian Canoe Museum is planning for the construction of its new centre at the Peterborough Lift Lock National Historic Site on the Trent-Severn Waterway in close collaboration with Parks Canada.

- We advanced our agreement and our partnership with Parks Canada, allowing us to proceed in the selection of an architectural design for the new centre, and pursue the next phases of planning with Parks Canada and the City of Peterborough.
- A request for expressions of interest for the architectural design of the centre resulted in 97 high-quality submissions from all over the globe. From the submissions, five leading architectural firms were selected to prepare concept designs. The process was of great public interest, and the subject of much community conversation. As you will see in this report, the Architectural Selection Committee consisted of stakeholders, who brought an array of perspectives to the table, and in January 2016, the Board approved and announced an architectural design for the centre.
- As we know, the redevelopment will rely on the success of a capital fundraising campaign, and funding from all levels of government. A new federal government and a new MP for Peterborough-Kawartha, Minister of Democratic Institutions, Maryam Monsef, will offer opportunities to build relationships, cooperation and collaboration.

All the staff members join me in extending special thanks to Bill Morris and the Board of Directors for their devoted leadership and commitment, and to our special dear friends and supporters, whom without, the Canadian Canoe Museum would not be. We look forward to working with you to continue to build *Onto the National Stage*.

A handwritten signature in blue ink, appearing to read 'Richard Tucker'. The signature is fluid and cursive, written over a white background.

Richard Tucker
Executive Director

BY THE NUMBERS

514
VOYAGEUR
CANOE TRIP
PARTICIPANTS

**CANOEES
ADDED
TO COLLECTION:**



927

MEMBERS

718
DONORS

127
VOLUNTEERS

10

**WEDDINGS
WERE HELD
AT THE MUSEUM**

26,634
VISITORS
↑ 11% INCREASE



**STUDENT &
YOUTH
VISITS:
4150**

**ADULT ARTISAN
WORKSHOP
PARTICIPANTS**



120



3,662 FOLLOWERS **↑ 33%**



3,879 FOLLOWERS **↑ 27%**



522 FOLLOWERS **NEW IN 2015**



50,829 UNIQUE VIEWS **↑ 12%**



Be sure to check out our
LinkedIn account and
YouTube channel at:
[/CanadianCanoeMuseum](#)

MUSEUM ON THE MOVE



heneghan peng architects and Kearns Mancini

One of the two strategic priorities under the Museum's ten-year strategic plan, *Onto the National Stage*, is the development of a financially sustainable new home for the Museum that is well aligned with the vision and mission of the Museum. The current home of the Museum has served it well and clearly demonstrates the compelling power and impact of the collection and related cultures, histories and stories.

The average age of the Museum's current buildings is approximately eighty years and they are definitely showing their age. Despite best efforts, the current buildings cannot provide the appropriate environmental conditions for the collection. There are also significant concerns with the building, which will require major funding to properly address - for example, the Museum is not currently located on the water. Therefore, the Museum cannot integrate its leading on-water programming into the visitor experience. Additionally, the Museum lacks the necessary ancillary facilities to generate new sources of revenue and have visitors enjoy a half or full day at the Museum which is key to being an anchor attraction for the province.

Given all of these concerns, a new centre on a new site will allow the Museum to create a financially sustainable attraction of national merit, maximizing the positive effects of new capital investment and allowing for a seamless transition to a new facility. The Museum is planning for the construction of its new facility at the Peterborough Lift Lock National Historic Site on the Trent-Severn Waterway in close collaboration with Parks Canada.

Around this article, you can see the five finalists that were selected to prepare concept designs for the new site, from the 97 high-quality expressions of interest from all over the globe. They are each outstanding designs and the Museum was very fortunate to receive such great work. Each design has its own compelling features.

So how did the Architectural Selection Committee reach its recommendations? The process was of great public interest, and the subject of much community conversation. The Architectural Selection Committee consisted of representatives from a wide range of stakeholders including the City of Peterborough and Curve Lake First Nation. The Committee Chair, Lisa Rochon, was for many years the highly acclaimed architectural critic



Kohn Pedersen Fox Architects



Provencher Roy & NORR



Bing Thom Architects with Lett Architects



468796 and Moryjama Teshima Architects

for the *Globe and Mail* and is a well-respected author on Canadian architecture and a fellow at the University of Toronto. After great consideration and deliberation, in January 2016, the Board approved and announced the team of heneghan peng architects and Kearns Mancini as the winning design for the new centre.

The heneghan peng architects design stands out from the other four great designs as it represents a new and growing approach to architecture in the 21st century. Its apparent simplicity betrays a deep and implicit understanding around the canoe, environmental and financial sustainability and the concerns of 21st century cultures.

While all of the designs are environmentally sustainable and could qualify for LEEDS Gold - designation with green roofs, only the heneghan peng architects design integrates that approach into its form and fabric. Viewed from the north you may not even know that a building is there - 100% of the site area of the national Lift Lock site is landscaped and open to the public. There is no building footprint - you would not see this building if you looked on Google satellite - very much like a canoe on the lake - seen one moment in the early morning mist and then gone the next.

Viewed from the south, it's a sinuous transparent display for the story of the canoe and the kayak. It is also a very flexible design that can adjust internally over time with a minimum of impact and effort. Additionally, it is a design that minimizes construction complexity and financial risk. Envisioned with and for the community, the design embraces aboriginal wisdom to live and build lightly on the land. The design integrates with the natural landscape of the drumlins and hills of the Kawarthas and enhances the Lift Lock rather than overwhelming it.

All such moves carry many risks. The Museum Board and staff actively identify, mitigate and manage these risks. They will expend the absolute minimum in obtaining planning permissions so that the Museum is 'shovel ready' for any available funding opportunities. The design will not advance beyond this point without final funding being in hand. These expenditures are quantified and included in the 2015 accounts and proposed 2016 budget. This is an outstanding leading design on a national site that will be a compelling icon for the City of Peterborough, the Kawarthas, and for Canada. The Museum looks forward to the leadership role that it will play as Canada moves beyond its 150th birthday in 2017.

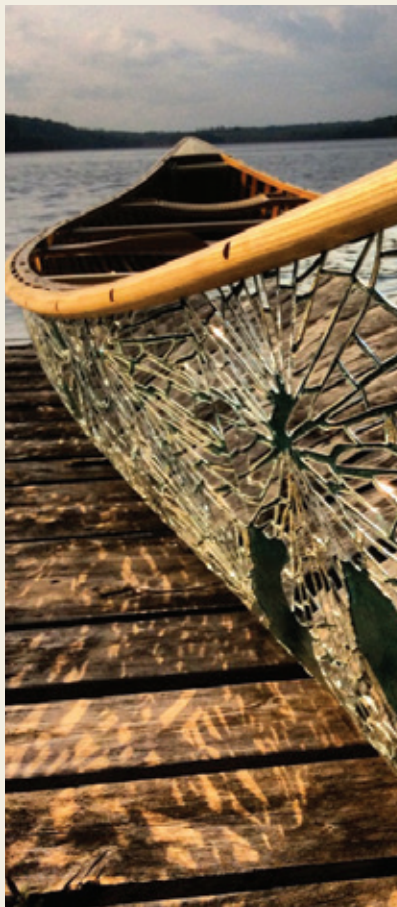
WHAT WE DO

In keeping with its Mission and Values, the Canadian Canoe Museum strives to provide diverse and engaging cultural experiences that are accessible and appealing to multiple audiences. The Museum works to connect culture and heritage to all Canadians from coast to coast to coast.

THE MUSEUM'S FOCUS OF OPERATIONS INCLUDE:

EXCITING NEW EXHIBITIONS

The *Toronto 2015 Pan Am/Parapan Am Games* fuelled much activity for the Museum in 2015. In celebration of the Games, the Museum launched its newest exhibition *Skimming the Surface: The Unfolding Story of Sprint Paddling*. Featuring a range of watercraft that represent 150 years of organized sprint paddling from the Museum's own unparalleled collection, this interactive exhibition explores Canadian achievement and contribution to the sport of Canoe Sprint. Related to the theme of elite sprint paddling, was an unusual collaboration with a *CBC Nature of Things* episode called *The Equalizer*, which explores the role of technology in Olympic sport over the past century. This episode will be broadcast in the spring of 2016. Additionally, the Museum was featured as a torchbearer in the 2015 Pan Am Games Torch Relay, carrying the torch in a voyageur canoe through the historical Peterborough Lift Lock on the Trent-Severn Waterway.



EDUCATIONAL PROGRAMS FOR ALL AGES

To avoid flat transmission of canoe-related knowledge, the Museum offers authentic hands-on programs and experiences for people of all ages to explore canoes and canoeing traditions. These instructional programs are also an important generator of earned revenue for the Museum.

Courses for adults occur throughout the year at the Museum including workshops in canoe paddle carving, canoe restoration, snowshoe weaving, and many more. 2015 saw the addition of 4 new workshops including two amazing felting workshops showing participants how to make a unique, wet-felted scarf that looks like a wearable piece of art, a new Leather Game Bag Workshop, and a Snowshoe Binding Workshop.

Curriculum-linked school programs, overnights in the Museum, PA day camps, March Break camps, summer paddling camps and weekend family programs engage children and youth in the Museum, the collection and its many stories. Award-winning programs for school and youth groups are rooted in the principles of experiential education where participants learn through song, story, role-play, adventure, carving, making, baking and imagining. 2015 saw the successful piloting of a new grade 3 education program called *Bark Skin and Cedar*.

OUTREACH LECTURES & TRAVELLING EXHIBITIONS

In new and different ways, the Museum seeks to connect the country to its one-of-a-kind collection and its stories of national significance by reaching out and building relationships with more Canadians, in more places. In 2015, the Museum took its collection on the road and installed travelling exhibitions at the Parks Canada Visitors Centre in Ottawa, ON; Antique Boat Museum in Clayton, NY; Thousand Islands Boat Museum in Gananoque, ON; Pan Am Games venues in Toronto & Minden, ON; and at the Toronto Sportsmen Show in Toronto, ON.

As well, the Museum team presented several talks to groups including the Wilderness Canoe Symposium in Toronto, ON; the McMichael Gallery in Kleinburg, ON; Pan Am Celebration Zone in Toronto, ON; Carleton and Trent Universities Northern Colloquium in Temagami, ON; Architectural Conservancy of Ontario in Port Hope, ON; and many more.





ARCHIVAL EXPLORATION & DISCOVERY

In late 2014, the Museum acquired a hugely significant collection of archival materials dating from the 1870s to 1970s related to the industry of canoe manufacturing in Canada. This collection represents about 25 years of effort by celebrated canoe historian Roger MacGregor. With the aim of making this collection available to researchers and for use in an upcoming exhibition on the topic of canoe manufacturing, the considerable task of arranging, photographing and providing conservation treatment to this collection began in 2015 and is anticipated to be complete by fall 2016. As well in 2015, the Museum undertook research on managing oral histories and long-term watercraft storage.

ENGAGING COMMUNITY EVENTS & ACTIVITIES

The Museum seeks to connect visitors to heritage and culture in a variety of meaningful ways. The Museum loves to open its doors and invite the community to experience a variety of events, some of which are free of charge and family-oriented such as the annual January Open House and Free Thursday Nights. Other events presented in 2015 included the Wippen Lecture with Chief Mi'sel Joe from Conne River, Newfoundland; Family Fun Day for Family Day; two Date Nights; Spirits and Splatters; the Luste Lecture with David Oleson; Touch a Truck; Books & Brunch with Roy MacGregor; the 2015 Jack Matthews Fellowship Lecture with Wab Kinew; 8th Annual Beaver Club Gala; Métis Nation of Ontario All-Ages, Drop-in Workshops; Adventures in Understanding: The Canoe as a Vehicle for Reconciliation and Reconnection; and many more.

Additionally in 2015, Museum visitors were able to experience firsthand an Umiak (a 25ft multipurpose skin-on-frame boat found across the Arctic) being built in the Living Traditions Workshop by volunteer, Russ Parker. The addition of the Umiak to the Museum's on-water fleet, will allow for increased on-water programming opportunities and for more Canadians to experience and explore canoes and canoeing traditions. Museum visitors were also treated to the experience of speaking with and observing, 2015 Artist in Residence, Brad Copping as he covered a 16ft cedar strip canoe in a stunning mirrored mosaic map of some of the waterways of central Ontario as part of the *Reflections: The Mirrored Canoe Project*.

ENHANCED COLLECTIONS

Each year, many objects are offered to the Museum's collection and, in 2015, its Collections Committee was pleased to acquire two sprint K-1 kayaks by NELO and Plastex from Adam van Koeverden; a birch bark canoe made by William and Mary Commanda from David Finch; a Klepper Aerius II with sailing rig from the Weiskopf Family; a 16' and a 17' Greenwood canvas-covered canoe from Walter Latter and Greg & Suzanne Brown respectively; a 16' Canadian Canoe Co. V-stern Prospector canoe from the Scott family; canoe racing badges from Olga Davidson; a model Greenland kayak with komatik from James Remington; a stone gouging tool from Art Timmerman; and two sprint racing canoe paddles and archival materials from Dean Oldershaw. In accordance with the Museum's values, each of these items will be celebrated, documented, preserved, handled and conserved in ways befitting their uniqueness and value and to make accessible to the Canadian public.

INSPIRING BOUTIQUE

The Museum offers a one-of-a-kind in-house and online shopping experience that provides an important source of earned revenue to keep with the Museum's Mission and Vision. In March 2015, the Museum hosted a contest in search of a fresh name for the Store. The contest was open to everyone and all were encouraged to dig into the history of the Museum, the life of the canoe and the variety of goods available at the Store to create a name that perfectly represents the Museum's Store. With almost 800 submissions, the contest received a great variety of clever and unique names, including the winning entry - Tumblehome.

Additionally, in early 2015, the Museum was fortunate to acquire the historic trademarks of Canadian canoe manufacturers. Acquiring these logos has allowed the Museum to create clothing and memorabilia to honour these authentic and traditional designs. Canoe builders are now able to purchase classic decals as they restore vintage canoes, creating new relationships and wholesale opportunities. The Museum is very grateful to have this amazing collection of imagery to work with, and has big plans for 2016.

INSPIRED RENTAL FACILITY

The Museum provides rental space for a broad spectrum of individuals and organizations, all of whom enjoy the unique setting both in the main event room and in the galleries, and the displays of artifacts and exhibitions they can view while here. This is another important source of earned revenue for the Museum, but also provides an important community service, as the largest numbers of users are non-profit organizations and community groups. In 2015, the Museum was rented to host 10 weddings and 5 Jack and Jills, and many more unique events.

FUNDRAISING ACTIVITIES

2015 DONATIONS & FUNDRAISING REVENUES

GOAL \$385,944

65%

ACTUAL \$635,542

To the 718 Donors and Partners who supported the Canadian Canoe Museum in 2015, thank you for recognizing the meaningful role that culture and heritage play in your community. Each of you has made a difference - from the multitude of Donors who provide ongoing financial support, to the Donors who are helping to grow the collection and national outreach programming and exhibitions, to the many new Supporters that have come on board through new initiatives like the Founders' Circle and the Silver Canoe events - thank you.

FOUNDERS' CIRCLE

The Museum's overall fundraising increased by 20% in 2015, largely due to substantial support from individual donors, many of whom gave through the new Founders' Circle initiative. Building on two decades of philanthropy by the Museum's first generation of generous donors, the Founders' Circle is a new and renewed group of visionaries and philanthropists helping to create the next chapter in the Canadian Canoe Museum's story.

Members of this distinguished group have made a minimum investment of \$50,000 over one to two years to support extraordinary opportunities to increase the Museum's reach across Canada and tell the story of a nation built by canoe. Founders' Circle investments are crucial in charting the necessary transformational changes to cultivate an exciting national and sustainable future for the Museum, and investors have committed to provide their unique perspectives and expertise as the Museum evolves.

With tremendous gratitude and appreciation, the Museum wishes to thank and acknowledge the following Founder's Circle members who have generously contributed as of December 31, 2015. Please refer to page 17 for a complete listing of all Museum Donors, Sponsors, and Partners.

∞ Anonymous (2) ∞

∞ Elizabeth Russ & Bill Buxton ∞

∞ Wendy M. Cecil & Jack Cockwell Family ∞

∞ Curve Lake First Nation ∞

∞ The Dalglish Family Foundation ∞

∞ Judy & Mark McLean ∞

∞ Betty & Bill Morris ∞

∞ The Herbert Orgill Family ∞

∞ Gretchen & Donald Ross ∞

∞ Andrew Stewart ∞

∞ Katie & Jim Stewart ∞

∞ Terry Richmond & Doug Ward ∞

∞ Walrus Foundation ∞

DELIVERING MUSEUM EDUCATION BEYOND THE WALLS OF THE MUSEUM

In 2016, the Museum's Education team is looking forward to participating in the Microsoft Educator Network - regularly used by over 1.5 million teachers worldwide, thanks to critical funding received through the Museum's successful 2015 fall appeal mail out. Participation in the Microsoft Educator Network enables the Museum to bring its award-winning programs, messages and tours interactively to classrooms across Canada and the world - allowing students and teachers from around the globe to engage directly with its collection, staff, and the stories they represent. The Museum would be the first museum partner to offer virtual field trips from Canada.

The goal of the fall appeal mailing was to raise \$20,000 to support virtual project coordination, development and production of content and lesson plans, and the production of the virtual tours for a launch in early 2016. Thanks to the generous support of Museum Donors, over \$36,000 was raised from this campaign and the Canadian Canoe Museum can now provide innovative educational opportunities for many more students and teachers around the world starting in 2016.



TREMENDOUS SUPPORT FOR THE 8TH ANNUAL BEAVER CLUB GALA

Recreating the original fur traders' supper club in Montreal, the Beaver Club Gala is an authentic dining experience with fine food and period music. The annual fundraiser provides key operating revenue to support the Museum's education and public programs, and increases community engagement. This year's event was another tremendous success, raising over \$86,000. Sincere thanks go out to all Sponsors, Donors, Volunteers, everyone who attended, and to the dedicated and motivated members of the Beaver Club Gala Committee - without whom this event would not be possible.

IN 2015, THE MUSEUM SURPASSED MANY OF ITS GOALS SUCH AS:

\$474,396

came from major gifts

73% more than the goal!

\$60,505

came from annual giving

113% more than the goal!

\$86,020

came from the 8th
Annual Beaver Club Gala

7% more than the goal!

... and into 2016

In the coming year, the Museum will continue to lay the path for reinvention and relocation as outlined in the strategic plan *Onto the National Stage*, with key priorities including:

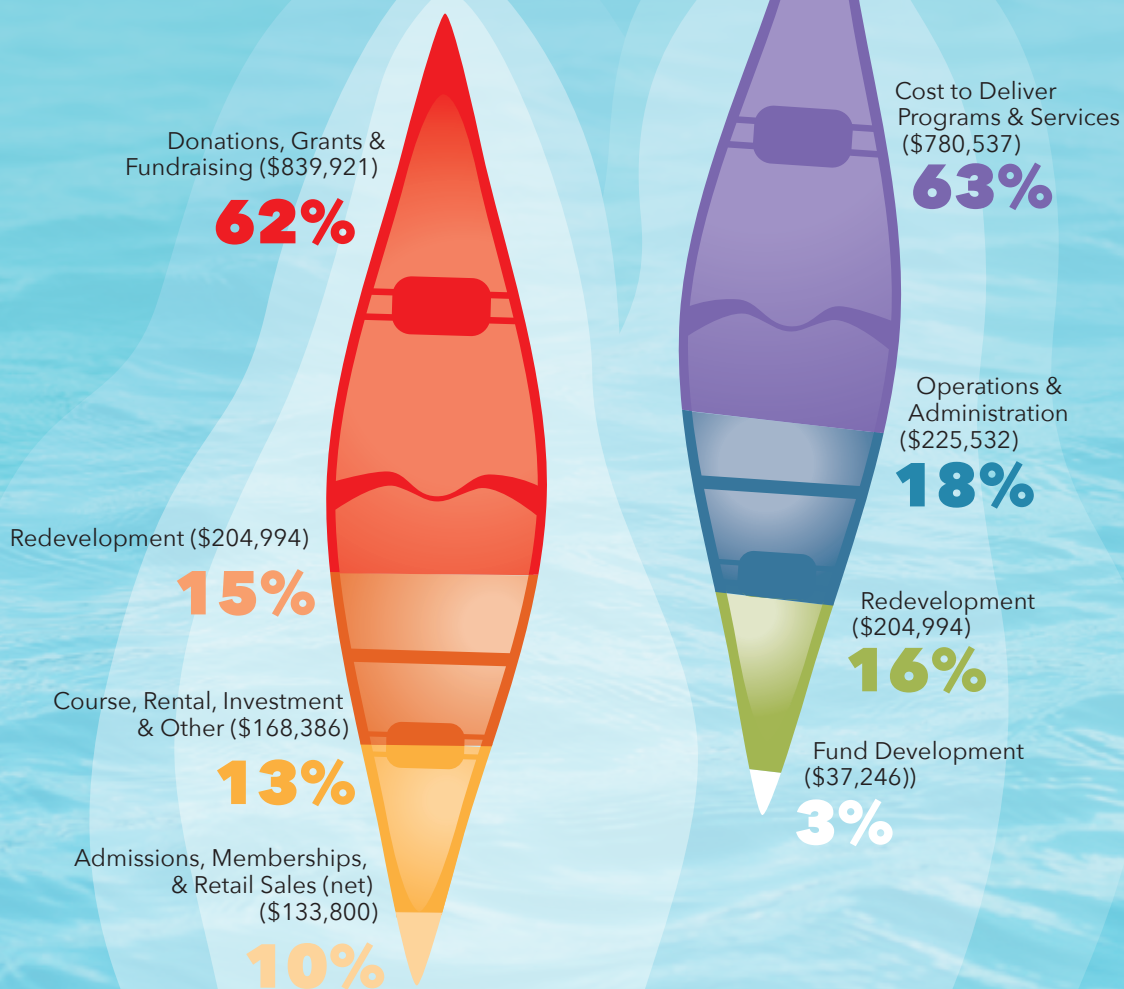
- Fostering more long-term sustainable relationships with Museum investors and adding 12 new Founders' Circle members.
- Thanks to funding from the Ontario Trillium Foundation, hiring a Director of Philanthropy to assist with fostering a stronger and more sustainable organization.
- Reaching out and building relationships and partnerships with more Canadians, in more places, than ever before by hosting Silver Canoe events across the country.
- Continuing to advance and expand the membership program to provide additional levels of engagement and to provide fundamental support for ongoing Museum operations.

USE OF FUNDS

2015 Total Expenditures:
\$1,248,309 (Excludes amortization)

HOW FUNDS WERE RAISED

2015 Total Revenues: \$1,374,782



TREASURER'S REPORT

The year 2015 resulted in an excess of revenue over expenditures of \$12,121 compared to a deficiency of \$34,893 in the previous year.

This improvement was primarily attributable to a Founders' Circle fundraising initiative designed to raise national awareness of the Canadian Canoe Museum in support of further fundraising and redevelopment initiatives. Revenue increases were also realized in admissions, memberships, educational programs and rental income. Expenditures increased during the year as a result of higher staffing levels, and increased marketing, fundraising, facilities and administrative expenses.

Redevelopment revenue and redevelopment expense of \$204,994 reflect funds raised and expenditures incurred with respect to the plans to relocate the Canadian Canoe Museum to the Peterborough Lift Lock National Historic Site.

Cash and short-term investments amounted to \$680,024 as of December 31, 2015, which represents a \$216,733 increase compared to the previous year. The increase in cash and investments mainly reflects the improvements in operating activities described above, as well as the timing of accounts payable. Capital spending in 2015 of \$69,094 includes the acquisition of voyageur canoes in support of water based programs at the Peterborough Lift Lock, as well as certain computer equipment, which was financed through a capital lease.

Robert B. Clark
Treasurer

THE CANADIAN CANOE MUSEUM Year Ended December 31, 2015

SUMMARY STATEMENT OF FINANCIAL POSITION

	2015	2014
CURRENT ASSETS		
Cash	358,169	144,972
Investments - short-term	321,855	318,319
Accounts and grants receivable	26,332	24,661
Inventory and prepaid expenses	72,514	60,702
	<u>778,870</u>	<u>548,654</u>
CAPITAL ASSETS	<u>3,356,336</u>	<u>3,385,446</u>
	4,135,206	3,934,100
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	175,838	39,031
Current portion of loan payable	9,814	3,125
Deferred revenue	122,216	91,783
	<u>307,868</u>	<u>133,939</u>
LONG TERM DEBT	<u>15,056</u>	<u>-</u>
	322,924	133,939
FUND BALANCES		
Unrestricted	-	(45,451)
Internally restricted	480,816	463,291
Invested in capital assets	3,331,466	3,382,321
	<u>3,812,282</u>	<u>3,800,161</u>
	4,135,206	3,934,100

SUMMARY STATEMENT OF OPERATIONS

	2015	2014
REVENUES		
Admissions, memberships and retail sales (net)	133,800	118,795
Donations, grants and fundraising	870,921	647,686
Course, rental, investment and other	199,603	180,750
	<u>1,204,324</u>	<u>947,231</u>
EXPENDITURES		
Wages and contract staff	657,301	560,401
Facilities	142,920	114,556
Operating and administrative	225,532	162,853
Fundraising	37,246	18,408
	<u>1,062,999</u>	<u>856,218</u>
EXCESS OF REVENUES OVER EXPENDITURES BEFORE THE UNDERNOTED	141,325	91,013
Redevelopment revenue	204,994	56,102
Redevelopment expense	(204,994)	(56,642)
Amortization	(129,204)	(125,366)
	<u>12,121</u>	<u>(34,893)</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES FOR THE YEAR	12,121	(34,893)

McCOLL TURNER
CHARTERED ACCOUNTANTS

TO VIEW THE COMPLETE FINANCIAL STATEMENTS, PLEASE VISIT:

canoemuseum.ca/annual-reports-and-financials

WHO WE ARE

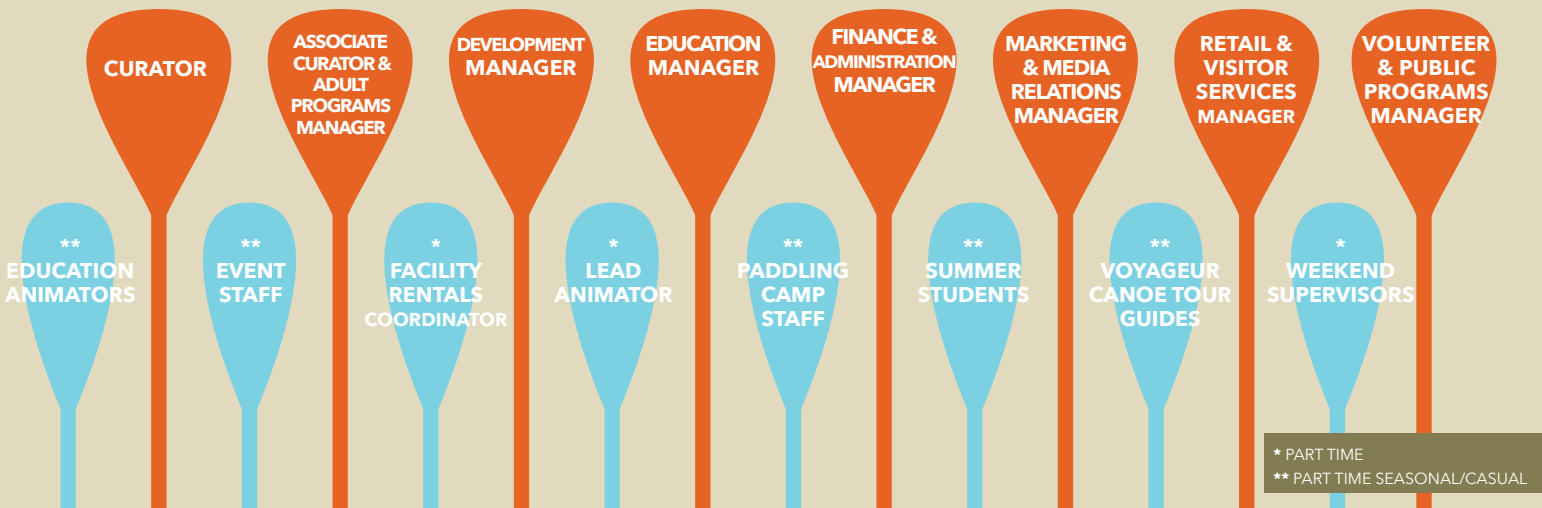
The contribution of time and talents of the Museum's Volunteers, Members, Board, Donors, and Staff is the intangible wealth of the Canadian Canoe Museum. Thank you for this critical gift.

BOARD OF DIRECTORS

EXECUTIVE DIRECTOR

DIRECTOR EMERTIUS

DIRECTOR OF OPERATIONS



BOARD OF DIRECTORS

The Museum's 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 at least quarterly and attend regular committee meetings. The Directors bring a range of skills and experience to their roles and all are residents of Canada. Directors typically hold three consecutive two-year terms and each Director supports the Museum through membership, donations, regular attendance at meetings, committee work, and support of Museum events including the Annual General Meeting which takes place in April of each year.

Five talented and connected new members joined the Board of Directors in 2015 including David Goyette (Media Consultant), Deborah Jacobs (Councillor at Curve Lake First Nation), Hugh Macklin (Developer), Val McRae (Community Advocate and Educator), and Andy Mitchell (Professor at Trent University).

BOARD OF DIRECTORS AT APRIL 23, 2015		BOARD OF DIRECTORS AT DEC 31, 2014	
Chair	William O. Morris	Chair	Ken Powell
Treasurer	Robert B. Clark	Treasurer	Robert B. Clark
Secretary	Carolyn Hyslop	Secretary	Carolyn Hyslop
Past Chair	Ken Powell	Past Chair	Jim Matthews
Director	Wendy M. Cecil	Director	Wendy M. Cecil
Director	Peter Elmhirst	Director	Michael Davies
Director	David Goyette	Director	Peter Elmhirst
Director	Deborah Jacobs	Director	Beverley Haun
Director	Dianne Lister	Director	Dianne Lister
Director	Bill Lockington	Director	Bill Lockington
Director	Hugh Macklin	Director	Vicky Martins
Director	Vicky Martins	Director	Michael Peterman
Director	Val McRae	Director	Tom Reburn
Director	Andy Mitchell	Director	Donald Ross
Director	Donald Ross	Director	Heather Stelzer
Director	Heather Stelzer	Director	Ron Whetung
Director	Ron Whetung		

OUR STAFF

The Museum has a small staff of dedicated, hardworking, and creative individuals who are passionate about their work.

In 2015, the Museum had ten full time professional staff to operate the Museum. The Executive Director (ED) reports directly to the Board, attends all Board meetings and is included in all committee meetings where possible. The ED is responsible to ensure that the directions of the Museum's Strategic Plan, *Onto the National Stage*, are put into action. The operations of the Museum are driven by a unique team environment and an inclusive decision making process where staff are inspired to take on multiple roles and responsibilities to ensure the success of the Museum. In addition, in 2015, over 15 part time and casual/seasonal staff assisted with school visits, summer camps, facility rentals, the new voyageur canoe tours, public events, and visitor services.

The Museum welcomed two new staff members in late fall of 2015. Melissa Nagy joined the Museum's team to redirect and invigorate the Visitor Services and Retail areas of the Museum including the online store. As well, Jessica Fleury joined the team in the much-needed position of Marketing & Media Relations Manager. Additionally, Beth Stanley returned from maternity leave to her position as Associate Curator & Adult Programs Manager, which meant that the Museum said goodbye to Jessica Lapp who was covering Beth's curatorial and collections responsibilities. Thanks to support from the Ontario Trillium Foundation, the Museum will be hiring a Director of Philanthropy in early 2016.

CANADIAN CANOE MUSEUM STAFF AS OF DECEMBER 31, 2015

Executive Director	Richard Tucker
Director Emeritus (PT)	James Raffan
Director of Operations	Carolyn Hyslop
Curator	Jeremy Ward
Associate Curator & Adult Programs Manager	Beth Stanley
Development Manager	Christina Skuce
Education Manager	Karen Taylor
Finance & Administration Manager	Marina VanAmerongen
Marketing & Media Relations Manager	Jessica Fleury
Retail & Visitor Services Manager	Melissa Nagy
Volunteer & Public Programs Manager	Stacey Reynolds
Facility Rentals Coordinator & Weekend Supervisor (PT)	Jacqueline Brown
Lead Animator (PT)	Jen Burnard
Weekend Supervisor (PT)	Kate Reynolds

REMEMBERING MICHAEL DAVIES

It is with great sadness that we acknowledge the passing in 2015 of long-time Canadian Canoe Museum friend, Board member, and donor, Michael Bruce Cook Davies.



Michael's association with the Museum began in 2007, when he spearheaded the initiative to acquire and repatriate to Canada an exquisite canoe made of sterling silver that belonged to the Governor of the Hudson's Bay Company, Sir George Simpson.

Michael's decisive actions along with his written and spoken contributions to Museum projects and discussions, always elevated the discourse, reminding everyone of the value in Canada's rich and diverse canoe heritage but also in the value of time, energy and money spent in pursuit of big dreams in a small museum. Michael will be missed, but his legacy will continue to effervesce into the lives of anyone who beholds the silver canoe at the Canadian Canoe Museum. He will be missed.

FRIENDS OF THE MUSEUM

OUR ROYAL PATRON

**His Royal Highness,
Prince Andrew, Duke of York**

The Duke of York is the official Royal Patron of the Canadian Canoe Museum and has for many years had a strong personal interest in arts and culture.

AMBASSADORS AT LARGE

The Ambassadors help to engage and carry the Museum's story to new audiences.

**Joseph Boyden
Shelagh Rogers
Les Stroud**



COMMITTEES

If you are interested in joining a Committee of the Canadian Canoe Museum, please send a formal request to:

Email: info@canoemuseum.ca

Letter Mail: Governance and Nominating Committee,
c/o The Canadian Canoe Museum, 910 Monaghan Road, Peterborough, ON K9J 5K4.

EXECUTIVE COMMITTEE

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

MEMBERS: Bill Morris (Chair), Rob Clark, Bill Lockington, Ken Powell, Dianne Lister, Richard Tucker.

BEAVER CLUB GALA COMMITTEE

The Beaver Club Gala Committee is a subcommittee within the organizational purview of the Philanthropy & Stewardship Committee. The Gala Committee is responsible for ensuring the Museum's annual signature fundraising event, the Beaver Club Gala, is a successful fundraising initiative - providing key financial support for education and public programs. The Committee's mandate is to plan and implement logistics, sponsorship, ticket sales, marketing, and to coordinate the silent and live auctions. The Committee is co-chaired by two volunteers and meets monthly from April to November.

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

COLLECTIONS COMMITTEE

The Collections Committee is responsible for making determinations on new acquisitions to the Museum's collection of artifacts, recommending deaccessions, exhibitions planning, archives acquisition, and all other activities related to the Museum's collection. The Committee meets at least quarterly and is accountable to the Museum's Board.

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

FINANCE COMMITTEE

The Finance Committee meets quarterly and provides strict monitoring and oversight of the Museum's financial controls and administration to ensure the protection of all assets and ensure responsible fiscal management. The Committee assists the Board in fulfilling its fiduciary responsibilities by managing the fiscal reporting processes and budgets, internal controls, and communicating between the Board and the external auditors.

MEMBERS: Rob Clark (Chair), Peter Elmhirst, Carolyn Hyslop, Bill Morris, James Raffan, Jim Stewart, Richard Tucker, Marina Van Amerongen.



NOMINATING/GOVERNANCE COMMITTEE

The Nominating and Governance Committee is responsible for board recruitment and education including succession planning and evaluating the Board's and its committees' performance. The Committee ensures that the board's composition best represents the community and the needs of the Museum with an appropriate balance of 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 each April.

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

PHILANTHROPY & STEWARDSHIP COMMITTEE

Newly formed in 2015, the Philanthropy & Stewardship Committee represents a merger of the Development and Major Gifts Committees. The Committee takes great care in the stewardship of both Donor trust and Donor dollars. The mandate of the Committee is to provide governance and oversight of the planning and implementation of the Museum's fund development plans and activities to realize and strengthen the Museum's revenue objectives. The Committee meets monthly and reports to the Board.

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

STAGE 2 ARCHITECTURAL SELECTION COMMITTEE

The Stage 2 Architectural Selection Committee was formed in 2015 with the mandate to choose the winning design from a group of 5 finalists from the Stage 1 portion of the architectural selection process for the new Museum to be located at the Peterborough Lift Lock. Committee members included representatives from Parks Canada, the City of Peterborough, Curve Lake First Nation, Volunteers and staff of the Museum, and a well-known architectural critic/writer. The Committee's selection was reported to the Museum's Board for final approval and selection in December 2015.

MEMBERS: Lisa Rochon (Chair), Barry Diceman, Ken Doherty, David Goyette, Carolyn Hyslop, Hugh Macklin, Beth McEachern, Anne Taylor, Richard Tucker, Jeremy Ward, Chief Phyllis Williams.

VOLUNTEER COUNCIL

The Volunteer Council is comprised of a passionate group of volunteers and staff who represent a variety of volunteer departments and positions within the Museum. The Council meets 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: Barry Diceman (Chair), Beverley Bradbury, Jane Breukelaar, Sue Guest, Jo Harris, Russ Parker, David Reeves, Stacey Reynolds.



RISKS & CHALLENGES

The Canadian Canoe Museum faces a number of risks and challenges. The Board and staff of the Museum regularly review risks and mitigation strategies in order to safeguard the Museum. Insurance coverage is reviewed annually to ensure the Museum has adequate coverage. The following key risks are discussed here.

RESOURCES & SUSTAINABILITY

To continue to thrive and grow as a national institution that has local significance it is imperative that the Museum continues to improve its financial sustainability, by building up its development resources and consistently and strategically expanding and improving the scope and depth of its supporters. That said, the challenge of securing and maintaining strong core funding is one shared by most non-profit cultural organizations.

Recognizing this, one of the Museum's main goals is to continue to build strong relationships with its investors and build new relationships across the country. In 2015, the Museum received \$95,000 in funding from the Ontario Trillium Foundation for a fundraising feasibility study, a case for support, printing materials, and to hire a campaign manager. External fundraising consultant KCI conducted the fundraising feasibility study in the summer of 2015 and the campaign manager will be hired in early 2016 to implement the plans and recommendations identified by the study and to continue to build out the funding base of the Museum. All of these actions have already yielded positive results and will continue to strengthen the Museum's financial sustainability.

NATIONAL RELEVANCE & AWARENESS

As the Museum continues to move forward with its strategic plan *Onto the National Stage* and seek the support of all three levels of government, exemplifying to the nation that the Museum's collection, exhibitions and programs have national significance is ever important. The Museum has been involved over the years in cross-Canada speaking tours and travelling exhibitions, however a more deliberate effort is needed in order to work toward sustained long-term solutions.

The Museum is committed to optimizing its national significance and relevance, so in 2015, the Museum team began the foundational planning for a national outreach strategy to be executed in 2016. To raise awareness about the Museum, its stories told through exhibitions and programming, and the ultimate goal to relocate and reinvent as a legacy project of Canada's sesquicentennial, the Museum has planned a number of outreach activities and fundraising events (Silver Canoe events) to be held in major Canadian cities in late 2015 and early 2016. These events will help to build awareness about the Museum's plans for relocation and reinvention and raise funds with a new level of supporters, the Founders' Circle. To further enhance engagement with these new audiences, the Museum is partnering with the *International Sustainability Education Foundation* to deliver paddle making and photography programs with aboriginal youth across Canada.



THANK YOU DONORS!

DONORS

A special thanks to each of the following Donors, Sponsors, and Partners who have generously contributed to the Museum in 2015. With tremendous gratitude and appreciation from all those who are touched on-site and online by the Canadian Canoe Museum, the Museum proudly acknowledges your generous gifts that make it possible:

\$50,000+

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	Ellen & Peter Anderson	Paul Chamberlain	Heather Gorman	
	Anonymous (8)	Charlotte Paint & Wallpaper	Helen & David Goslin	
			The Green House on the River	

GRANTS

In 2015, the Canadian Canoe Museum was fortunate to be chosen as a recipient of grants from the following:

CANADIAN MUSEUMS ASSOCIATION

(Young Canada Works in Heritage Organizations)
\$14,467.16 to create 3 student summer employment opportunities

CITY OF PETERBOROUGH

(Community Service Grant)
\$205,496 to provide programs and services to Peterborough and area residents such as the continuation of FREE Thursday nights at the Museum and assist with the redevelopment of the Museum.

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

\$95,000 for a fundraising feasibility study, development and printing of a case for support, and the creation of a campaign manager position.

REGIONAL TOURISM ORGANIZATION 8

(Partnership Funds)
\$5,000 to enhance the experiential program offerings including creating new artisan workshops, new canoe programs and new tours in 2015.

SUMMER EXPERIENCE PROGRAM 2015

\$2,875 to hire a paddling camp instructor to co-lead the Museum's series of summer paddling day camps and multi-day canoe trips in 2015.

Arlene & Al Ketchum
 Geoff Kettel
 Kirk's Cutting Edge
 Joan & Peter Knapp
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WANT TO ADOPT A CANOE?

ADOPT YOUR PIECE OF HISTORY

You can symbolically 'adopt' a canoe from the Canadian Canoe Museum's vast collection and uniquely support the Museum. It's easy, affordable, meaningful, and makes a great gift. Choose from the great dugouts of the Pacific Northwest, birch bark canoes, cedar-canvas canoes, and more. Adopt a canoe today by visiting canoemuseum.ca, calling toll free 866.342.2663, or by visiting the Museum in person.



TRIBUTES & MEMORIAL GIFTS

During 2015, gifts were received by the Museum in honour or in memory of the following:

IN HONOUR

Angus Doughty
 Michael Johnson
 Verne McKay
 James Raffan
 Jeremy Ward

IN MEMORY

Shirley Algje
 Thomas Edward Bennett
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John Guigues
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 Mike Macklin
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Mary Rose
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MEMBERS

THANK YOU MEMBERS!

A membership to the Canadian Canoe Museum is a passport to unlimited access to everything the Museum has to offer – from unlimited admission to special discounts and exclusive membership events. Members are devoted and passionate individuals, families and corporations that propel and animate the Museum.

The Museum would like to thank and recognize each Member for their commitment and participation – your engagement fosters excellence and determination to be the best for all Canadians and visitors to enjoy.

LIFETIME

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Dick Persson, Buckhorn Canoe Company
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VOLUNTEER HOURS:

11,189

Total hours contributed by 127 volunteers including the Board and Committees.



VOLUNTEERS

Volunteers are an important indicator of community participation at the Museum.

In 2015 the Museum was supported by an extraordinary group of 127 volunteers. It's impossible to know where the Museum would be without their dedication and hard work, which is so evident across all departments of the Museum.

The Museum team is honoured to work alongside a team of volunteers who are passionate about the collection and who help to tell the stories of Canada to all Museum visitors and through each of the education and public programs.

Thank you to this group of incredible volunteers for all that you do, you are truly at the heart of the Canadian Canoe Museum!



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If you would like to volunteer at the Museum's front desk, at events, in the office, or in any other way, please contact the Museum. Send an email outlining your interests to volunteer@canoemuseum.ca or call **705.748.9153 x210**.



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Would you like to visit with your class or learn more about other youth programs rooted in the principles of experiential education?

Contact: education@canoemuseum.ca
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Contact: workshops@canoemuseum.ca
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Would you like to sell your artisan products or other items in the Museum's Tumblehome Store? Or would you like more information on the great products available in the Store?

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We want to hear from you and welcome your feedback!

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