



2014

Our Year in Review

“...Valour Canada is looking to expand across the country with its initiatives and is adding strength and depth to the board and marshalling resources to successfully transition from an investment stage to this next stage of growth and expansion.

We hope that you, our members, will continue to support and encourage us as we look to build Valour Canada into a truly national commemoration organization that connects all Canadians to their military heritage.”

A handwritten signature in black ink, appearing to read 'BP', is located below the quote.

Brad Pierce

Chair Valour Canada

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Chair's Report

This past 12 months was another period of growth, investment and success for Valour Canada. Our school programs grew significantly and expanded to Edmonton. Our interactive website and social media garnered more traffic and were enriched by new and expanded content. The Monumental Canadians library and series saw three new additions of three new videos with the Doc Seaman and Bill Wilson D-day videos and, most recently, the Jody Mitic and Alannah Gilmore story. As well, our signature Flame of Remembrance event was held November 10 at the Calgary Tower, which saluted D-Day; the Sir Arthur Currie Award Gala was held this past month at the Palliser, honouring Jody and Alannah, with Ret. Gen. Lewis McKenzie presenting. These were again hailed as tremendous successes and for setting a high standard for commemoration and remembrance. Valour Canada was also humbled and honoured to receive from Joan Crockatt, Member of Parliament for Calgary Centre, a grant cheque from the Government of Canada to produce a half-hour television documentary in English and in French to be aired on the Shaw network this upcoming Remembrance Day for those Canadian soldiers who perished in WWI and for whom there is no known resting place.

These many accomplishments could not have been possible without the support, commitment and effort of our sponsors, volunteers and staff to whom I and the rest of the Valour Canada board and membership owe a huge debt of gratitude. In particular I want to thank the granting organizations and significant donors and sponsors for their continued support of our programming and objectives. Also thank you to our teachers, volunteers and supporting organizations, including the education boards in Calgary and Edmonton for supporting our school programs, and our military and veterans' organizations who regularly attend and graciously provide support and pageantry at our events.

We recognize that competition for charitable dollars amongst organizations that recognize and honour the service of our military personnel is significant and often confusing. At Valour Canada we try to make plain our objective of educating and making Canadians, and more specifically young Canadians, aware of Canada's rich military history and heritage and its nexus to current world events and its importance to them. We do this by being innovative in the delivery of our message and by being current so that this connection is made both relevant and exciting.

Going forward, with our first step toward national exposure with the Remembrance Day program, Valour Canada is looking to expand across the country with its initiatives and is adding strength and depth to the board and marshalling resources to successfully transition from an investment stage to this next stage of growth and expansion.

We hope that you, our members, will continue to support and encourage us as we look to build Valour Canada into a truly national commemoration organization that connects all Canadians to their military heritage.

Sincerely



Brad Pierce
Chair

President's Report

Growth, Development and Recognition

In 2014 we experienced significant growth. Demands for our education programs rose steadily and our signature events increased our brand recognition which is becoming synonymous with connecting Canadians to their military heritage. While this is a welcome trend it also presents challenges: notably, funding, staffing and managing growth.

Funding: Acquiring new sources of funding and balancing the budget were a major challenge. The financial goals in 2015 will be to attract major donors and balance the budget.

Staffing: Valour Canada's staff levels have remained unchanged despite the growth. Assessing the current staffing model to ensure it will meet our future needs will be important.

Growth: By the last quarter of 2014 we were receiving more requests for service and partnerships than we could fulfil. On the plus side, this indicates we are connecting with Canadians. The challenge in 2015 will be to carefully manage our growth based on our strategic direction, fiscal realities and staff allocations.

In the Fall of 2014, the Board adopted a strategic vision to become a nationally recognized organization. We are confident the goal is attainable and sustainable and will be working closely with our Board of Directors, members, partners, donors, and sponsors to create a nationally recognized brand.

2014 was a year of tremendous growth and 2015 holds similar promise. What we have learned in the last three years is that Valour Canada has an important role to play because Canadians are proud of their military heritage.

Thank you to our sponsors for their financial and moral support of our events and programs; to the major donors who, through their gifts and grants, allow us to create and grow our programs and brand; and to the teachers who have been instrumental in our school programs, which continue to grow locally and provincially; to our Board of Directors, all of whom are volunteers deeply dedicated to our mission; to our members who are the bedrock of what we do; and finally, to the Canadian Forces who continue to be a source of pride. Their service and sacrifice inspires our work daily to connect Canadians to this heritage.

"connectens ad nostra military hereditatem"

Sincerely,



Thomas Leppard
President

Who are we

Board of Directors

Executive Directors

Chair	Mr. Brad Pierce
Vice Chair	Ms. Jean Merriman
Treasurer	Mr. Chris Fairhead
Secretary	LCol (Ret'd) Richard Williams
Past Chair	BGen (Ret'd) Robert Millar

Directors

Mr. Peter Bishop	Mr. Mike Black	Mr. Stuart Chalmers
Mr. Allan Lennox	Ms. Teri McKinnon	MGen (Ret'd) Robert Meating
Ms. Karen Storwick	Cdr (Ret'd) Gordon Wong	

Departed Directors

Valour Canada thanks the following Directors for their contribution

Mr. Bill Macdonald
Ms. Patti O'Connor

Valour Canada Staff

President	Mr. Thomas Leppard
Education Program Manager	Ms. Mary-Frances (Maxx) Lapthorne
Administrative Coordinator	Ms. Denise Cruickshank
Bookkeeper	Ms. Gemma Marjoribanks
Researcher and Social Media	Mr. Tim Choi

Our office is located at
Her Majesty's Canadian Ship Tecumseh site
1820 24 Street Southwest,
Calgary Alberta T2T 0G6
(403) 685-8550
Visit our website
www.valourcanada.ca

What we've accomplished

Social Media



52,480 people reached and 2,224 likes/comments/shares

Page Likes increased from 4,509 on January 1 to 4,667 on December 31.

The screenshot shows a Facebook post titled "Militrivia added 2 new photos" by Tim Choi, dated September 2, 2014. The post text describes the actions of Sgt. Tommy Prince on September 1, 1944, during Operation Dragoon. It includes two black and white photographs: one of Prince in a combat setting and another of him in a military uniform. The engagement statistics are as follows:

Reported stats may be delayed from what appears on posts		
52,480 People Reached		
2,224 Likes, Comments & Shares		
1,617 Likes	540 On Post	1,077 On Shares
198 Comments	42 On Post	156 On Shares
409 Shares	409 On Post	0 On Shares
9,043 Post Clicks		
496 Photo views	144 Link clicks	8,403 Other Clicks
NEGATIVE FEEDBACK		
44 Hide Post	6 Hide All Posts	
0 Report as Spam	0 Unlike Page	

At the bottom of the post, it shows "52,480 people reached" with a progress bar and "View Results" button. The interaction bar at the very bottom shows "Like · Comment · Share" with counts: 540 likes, 42 comments, and 409 shares.

The most popular post was on September 2, 2014, which reached 52,480 viewers. The topic was Sgt. Tommy Prince, the aboriginal sniper and scout who fought with First Special Service Force (Devil's Brigade) in the Second World War and in Korea. He was one of the most decorated soldiers in our history

By way of comparison, top post in 2013 had 19,928 viewers.



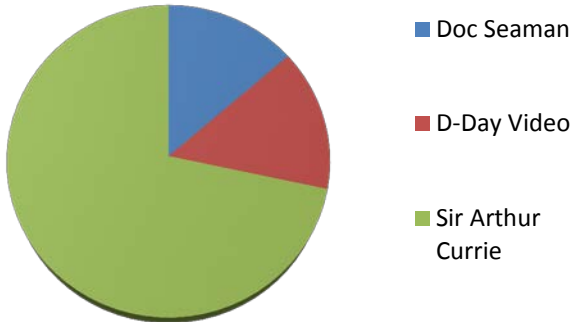
Our engagement on Twitter has increased significantly, gathering followers from as far away as Ankara, Turkey.

Our engagement on Twitter has increased significantly, gathering followers from as far away as Ankara, Turkey. We have 425 followers, while we ourselves follow only 145 – the higher this ratio, the more “fame” or importance our account is viewed by others on Twitter. We use it to promote for Militrivia posts and also other important events and development, notably the General Sir Arthur Currie Award and Gala and the Flame of Remembrance ceremony. Social media allows us to create instant access and interest and we are witnessing a significant growth in followers as evidenced above.



The website continues to be the main portal through which people access our Monumental Canadians videos, as well as a source of news regarding our school programs, meetings, fundraising efforts, and events. There are some drawbacks to the existing design, however, both in terms of what the webmaster can do as well as the visitor’s experience. As a result, we are engaging in a website revamp, which should alleviate many of the existing problems as well as provide a format more compatible with the latest modes of web access, such as mobile phones and tablets.

Monumental Canadian Videos



Monumental Canadian Videos

Sir Arthur Currie Video has spiked in popularity, having over 330 viewers from our website.

What we did – Growing our Community Support

As 17-year-old Spencer Stevens from Centennial High School said: “I feel that it’s very important for people of my generation to hear from people who’ve seen war, and to hear what they have to say about future conflict engagements. Only they know the real cost of going to fight in other countries. The only drawback to the day was that it wasn’t long enough...we needed more time to debate the issue – we were even talking about it on the bus ride home!”

Education

2014 was a year of unprecedented growth for education programming at Valour Canada. The number of student and teacher participants grew by 57%, and we are expanding to Edmonton! Our greatest challenge is to balance an expanding program with fiscal sustainability. This resulting dialogue with schools has created commitments by schools to provide their own transportation, cover substitute teacher costs and lunch. In one case, the school made a donation. These changes will insure that students in the future will access our programs and connect them to Canada’s military heritage.

Our educational philosophy continues to espouse student engagement, academic rigour, teacher professional development, innovative teaching and learning practices, and the connection between curriculum and identity. Valour Canada seeks to collaborate with practising classroom teachers to create unique and creative curriculum-based learning experiences that capture and engage the interest and enthusiasm of young Canadians to inquire into Canada’s military heritage. Despite the fact the current Alberta Social Studies

curriculum contains little about our military heritage, Valour Canada has found a way to align our programs with the curriculum. We will strive to engage with schools who share our vision of education and to connect their students to Canada's military history and heritage.

Senior High School Programming

Over 2 days in April and May and 6 days in November and December 2014, over 1300 Calgary and area students gathered at The Military Museums to discuss, debate and deliberate over options for Canada (humanitarian, diplomatic, and military) in regards to the Islamic State (IS) conflict. Before attending the forum, students had engaged in two weeks of classroom studies. They arrived equipped with the skills and knowledge to address the complicated decision making environment confronting our policy makers.

Students unanimously praise the Gulf and Afghan War veterans who have powerful stories to tell about the Canadian military's history in international interventions; As 17-year-old Spencer Stevens from Centennial High School said: "I feel that it's very important for people of my generation to hear from people who've seen war, and to hear what they have to say about future conflict engagements. Only they know the real cost of going to fight in other countries. The only drawback to the day was that it wasn't long enough...we needed more time to debate the issue – we were even talking about it on the bus ride home!"

Teachers repeatedly tell us that Valour Canada's curriculum breathes life into the textbook and that attending the forum enhanced their intellectual life outside of the school building

Junior High School Programming

Valour Canada launched the inaugural Junior High School, held over 2 days with over 250 students from 3 Calgary and area schools. The topic was 'Women and War'. Students studied the lives of several prominent female soldiers of the modern Canadian Force, Captain Nichola Goddard and Major Eleanor Taylor. They also debated the participation of women in the infantry and compared and contrasted the



MCpl Angela Clark, Calgary Highlanders, shares her experiences in Afghanistan with spell bound Junior High students

Canadian and American cases in which the US Army only allowed women to join combat units in 2012. In the final stage, students were invited by The Founders' Gallery curator Lindsey Sharman to examine the impact of war on civilian females around the world by engaging with the gallery's exhibition entitled 11 Women Facing War. As students worked through the Valour Canada curriculum and attended the TMM field trip, they were asked to represent their newly formed, deeper understandings of the interplay between conflict, gender, and citizenship.

As Father Lacombe's Kimberley Soares wrote:

"Thank you for this eye-opening opportunity. I look forward to catching up on my summer reading on these topics!"

Alberta Social Studies Conference and Edmonton Pilot Program

From our meeting at the Social Studies Conference two years ago in Jasper and then again at the Conference in Lethbridge October 2014, Sturgeon Composite's Social Studies Curriculum Leader, Ken Stanski, has been eager to bring Valour Canada's programming to his students.

The high school is adjacent CFB Edmonton and many students' parents are serving soldiers. They share our belief that ALL students (people!) in a democracy should be discussing matters of military significance, we endeavoured to pilot the Valour Canada high school programming around Intervention and Internationalism on 26 May 2015.

Our programs and reputation are flourishing beyond Calgary. Three schools, from Edmonton and district have committed to attend the program in the spring of 2015. Valour Canada is on the march!

2014 General Sir Arthur Currie Award and Gala



Bob Seaman accepting the General Sir Arthur Currie Award on behalf of his father – presented by Don Taylor.

General Sir Arthur Currie Award and Gala, March 15th 2014: Following a five year hiatus, the General Sir Arthur Currie award was presented posthumously to legendary Calgary businessman and philanthropist, Daryl “Doc” Seaman. The award is annually presented to a Canadian who in their lifetime connected Canadians to their military heritage. “Doc” flew 82 combat missions and was badly wounded. The Gala was

held at the Calgary Telus Convention Centre with over 500 guests and it was an outstanding success.

Previous recipients: Dr. J.L. Granatstein, Col (Hon) Fred Mannix, Capt (Hon) Bill Wilson, and Mr. Stanley Milner

2014 Flame of Remembrance

Flame of Remembrance – November 10th, 2014: This unique ceremony, held on the Observation Deck of the Calgary Tower, commemorated two important anniversaries: the 100th anniversary of the First World War and the 70th anniversary of D-day including a video on the D-day landings was premiered. D-day veteran, Navy Captain (retired) Bill Wilson was the honorary flame lighter. The 2015 ceremony will commemorate the liberation of Holland. Thanks to the Calgary Poppy Fund, Aspens Properties, The Calgary Tower, The Calgary Foundation and Veterans Affairs Canada for their financial support.



Honourary Navy Captain Bill Wilson gives the order to light the flame to symbolically remember Canada's fallen.

Whom we supported

Air Force Museum Society of Albert (AFMSA)



Col (Ret'd) Gerry Morrison (left) received a \$250,000.00 cheque from Valour Canada's President, Tom Leppard. These funds assisted the Air Force Museum Society of Alberta (AFMSA) with their capital expenditures for Sprung hangars at The Military Museums. The new hangars will house three Cold War fighter aircraft: a CF-104 Starfighter, F-86 Sabre, and CF-18 Hornet.

The Military Museums Foundation (TMMF)

The Valour Canada provided financial support to ensure the continuation of the education programming at The Military Museums until the end of the year through a one-time donation for this purpose to the TMMF in the amount of \$35,200.

What did we raise

Awareness: Through the Flame of Remembrance ceremony, the General Sir Arthur Currie Award and Gala, Militrivia, Twitter, Monumental Canadians series and school programs, more Canadians know about Valour Canada.

Raising funds through donations, sponsorships, government and foundation grants, casinos and fund raising events we intend to insure our long term financial stability. In 2014 we received several generous donations and grants and the casino was very successful. We fell short, however, of fundraising targets for the General Sir Arthur Currie Gala and Flame of Remembrance events.

Partnerships through relationships built with different corporations and foundations , military units in Calgary and Edmonton, the University of Calgary, Glenbow Museum, Members of Parliament and schools throughout Alberta we have found many willing partners to join us in our work.

Memberships increased by 50% in 2014 to over 160.

Where we're going

Valour Canada's three year goal is become a nationally recognized brand. To do this we will aggressively fundraise, manage our investments and grow our programs incrementally based on our budget and strategic objectives.

Financial Summary

INDEPENDENT AUDITOR'S REPORT ON THE SUMMARIZED FINANCIAL STATEMENTS

To the Members of Valour Canada (Formerly Calgary Military Museums Society):

The accompanying summarized financial statements, which comprise of the summarized statements of financial position as at December 31, 2014 and the summarized statement of operations for the year then ended, are derived from the audited financial statements of Valour Canada for the year ended December 31, 2014. We expressed an unmodified audit opinion on those financial statements in our report dated June 3, 2015. Those financial statements, and the summarized financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summarized financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations (ASNPO). Reading the summarized financial statements, therefore, is not a substitute for reading the audited financial statements of Valour Canada.

Management's responsibility for the summarized financial statements

Management is responsible for the preparation of a summarized of the audited financial statements in accordance with the information needs of the members of the Valour Canada in the preparation of this annual report.

Auditor's responsibility

Our responsibility is to express an opinion on the summarized financial statements based on our procedures, which were conducted in accordance with Canadian auditing standards (CAS) 810, "Engagements to report on summary financial statements."

Opinion

In our opinion, the summarized financial statements derived from the audited financial statements of Valour Canada for the year ended December 31, 2014 are fair summaries of those financial statements, in accordance with the information needs of the members of the Valour Canada in the preparation of this annual report.

June 9, 2014
Calgary, Alberta, Canada

Professional Accountants

Summarized Statement of Financial Position

As at 31 December 2014

	2014	2013
Assets	\$	\$
Cash and Cash equivalents	1,783,348	1,425,290
Investments	106,887	865,071
Capital Assets	17,032	20,602
Other	36,059	7,672
	<u>1,943,326</u>	<u>2,318,635</u>
Liabilities		
Current Liabilities	<u>45,229</u>	<u>11,754</u>
Fund Balances		
Invested in Capital Assets	17,032	20,602
Externally Restricted	115,081	1,747,009
Unrestricted	1,765,984	539,270
	<u>1,898,097</u>	<u>2,306,881</u>
	<u>1,943,326</u>	<u>2,318,635</u>

Summarized Statement of Operations

For the year ended 31 December 2014

	2014	2013
Revenue	\$	\$
Donations and Foundations	123,335	277,437
Interest and Other	23,954	27,145
Bequeath	0	132,769
Event Income	273,950	24,550
Endowment Income	19,299	18,148
Casino	78,483	0
Memberships	1,480	1,890
	<u>520,501</u>	<u>481,939</u>
 Expenses		
Administration	141,883	156,746
Casino	2,227	0
Education	201,651	162,335
Event	258,892	43,663
Quick Response Code	12,268	53,705
Fundraising and Other	27,164	29,898
	<u>644,085</u>	<u>446,347</u>
 Excess of Revenue (expenses) before contributions	<u>(123,584)</u>	<u>35,592</u>
 Contributions		
Capital Donation to Other Charities	250,000	0
To The Military Museums	35,200	0
To the University of Calgary	0	102,000
	<u>(285,200)</u>	<u>(102,000)</u>
 Deficiency of Revenue over Expenses	<u>(408,784)</u>	<u>(66,408)</u>

Thank you to our Supporters

Air Force Museum Society of Alberta
ARC Financial Corp
Aspen Properties
ATCO
BDO
Bonfire Pictures
Borden Ladner Gervais LLP
Brookfield Asset Management Inc.
Calgary Economic Development
Calgary Flames
Calgary Health Trust
Calgary Highlanders Regimental
Foundation
Calgary Poppy Fund
Calgary Stampede
Camcor Partners
Can Elson Drilling Inc.
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CBRE
Cenovus Energy Inc.
Chieftain Financial Ltd.
CKR Global
DRS Resource Investments Inc.
Emergo Canada
Empire Custom Homes
Engineered Air
Fairmont Palliser
Fiera Capital
Fortress Engineering
Global Public Affairs
Great West Kenworth
HMCS Tecumseh
Homes by Avi (Canada) Inc.
Hotchkiss Family Foundation
Husky Energy
John Moreau Professional Corporation
Kolias Family Private Boardwalk
Charitable Trust Fund

Lamplight Productions Inc.
Mancal Corporation
MATCO
Mawer
Mirchell Eye Centre
National Public Relations
Norton Rose Fulbright
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for the Republic of Korea
Oscar Fech Construction Ltd
Peters & Company
Pierce Family
Pure Technologies Ltd.
Raytheon Canada
RGO
Scotiabank
Scott Seaman Foundation
Shane Holmes Ltd
Shell Canada
The King's Own Calgary Regiment
The Shooting Edge
TransAlta
Trimac
True Patriot Love
U of C Libraries & Cultural Resources
US Oil Sands Inc.
Veteran's Affairs Canada
View West Foundation
Western Canadian Industries Group
George Bookman
Woodridge Ford
Young & Haggis Insurance Services Ltd.
ZGM

And numerous individual donations
Thank you for your support.