



2016 Annual Report

"...Valour Canada has had an incredibly successful year with awards being presented for our Forgotten Fallen documentary along with a renewed focus on our Museum education programmes. At the heart of Valour Canada is our emphasis on educating youth about their proud military history.

We thank our members and corporate sponsors for all the support that they provide to us in order that Valour Canada can continue to connect Canadians with their military heritage from coast-to-coast-to-coast."

Gordon Wong
Chair
Valour Canada

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2016 Chair's Report

2016 was a continuation of the success that Valour Canada has experienced over the past years. Our school programmes continue to be effective with large numbers of students experiencing our programme within The Military Museums in Calgary. Our online education programme expanded with the initiation of The Road to Vimy, a website designed to educate Canadian youth about the Battle of Vimy Ridge while aligning with the Battle's centenary. Large numbers of students nationwide visited the website and participated in the contests.

Our annual Flame of Remembrance event moved to the Sky Garden of the Bow Tower, a spectacular location which allowed us to view the lighting of the flame from above. This year's event commemorated the first Canadian action of the Somme campaign at Courcellette in September of 1916; it was well attended by veterans and supporters of the organization.

This year, we were delighted to announce that the General Sir Arthur Currie award for 2017 would be presented to the Royal Canadian Legion for their longstanding and dedicated work to veterans' welfare and being the guardians of Remembrance for the nation. The Legion exists in almost every community in the country and encourages all Canadians to remember the sacrifices of their veterans.

Our accomplishments for the year could not have been achieved without the dedicated work of the Valour Canada sponsors, members and staff. I would like to thank everyone for their efforts in supporting Valour Canada and helping us grow to be a national institution for providing military history education to youth.

With the conclusion of 2016, Valour Canada is poised for continued growth and expansion in 2017 with new education programmes becoming available across the country as well as sustaining our key programmes like the Monumental Canadian documentary series. 2017 will also mark the 30th year that Valour Canada and its antecedent organization have existed, hence the coming year is a major milestone in the history of the organization. I look forward to another thirty years of connecting Canadians to their military heritage.

Gordon Wong
Valour Canada's Chair

President's Report: 2016 in Review

2016 has been a very successful year for Valour Canada with a continued expansion of our programmes as well as increased national promotion of our goals and accomplishments. As you read this report, you will see that there is continued momentum in our goal of connecting Canadians to their military history, with a renewed focus on youth education in particular. While we sustained our programmes in Calgary with the continued in-museum programme that focussed on events in Iraq and Syria, our Education team initiated work on *The Road to Vimy Ridge* online education programme, launching the website in the Fall of 2016. With modules released monthly, the programme will culminate on the centenary of the Battle of Vimy Ridge in the Spring of 2017. As of the end of 2016, *The Road to Vimy Ridge* has already been accessed by youth from coast-to-coast who are interested in learning about Canada's important role at Vimy and in the Great War.

Valour Canada has continued its community programmes in Calgary with a number of speakers' engagements. We were also delighted to work with Cenovus this year for the annual *Flame of Remembrance* event, held at the Bow Tower's Sky Garden. The lighting of the Calgary Tower, the concurrent call to remembrance, and the commemoration of the Canadian achievements at the Battle of Courcellette, as experienced from the vantage point of the Bow, was enjoyed by all who attended.

2016 also saw some staff changes with Valour Canada bidding farewell to Tom Leppard and Maxx Lapthorne. I thank them both for their years of dedication to the organization and wish them the best in their new endeavours. A new Education Manager was brought on board and Aaron Curtis has initiated some great momentum in his first six months with Valour Canada.

Overall, 2016 has been a fantastic year with increased attendance at our programmes along with significant increases in traffic to our website and social media platforms.

I thank the Board, the staff and the membership of Valour Canada for their outstanding support to our goal of connecting Canadians with their military heritage.

Sincerely,

Peter Boyle
Valour Canada's President

Who are we

Board of Directors Executive Directors

| | |
|------------|-------------------------------|
| Chair | Cdr (ret'd) Gordon Wong |
| Vice Chair | Dr. Greg Stone |
| Treasurer | Mr. Stuart Crichton |
| Secretary | LCol (ret'd) Richard Williams |
| Past Chair | Mr. Brad Pierce |

Directors

| | | |
|-----------------------------|-------------------|--------------------|
| Mr. Mike Black | Ms. Jean Merriman | Ms. Teri McKinnon |
| Mr. Sean McMaster | Mr. Murray Harris | Ms. Karen Storwick |
| MGen (Ret'd) Robert Meating | | |

New Directors:

| | | | |
|----------------|---------------------|------------------|-------------------|
| Mr. Steve Dunn | Mr. Rod Hoffmeister | Mr. James Morton | Ms. Lauren Webber |
|----------------|---------------------|------------------|-------------------|

Departed Directors:

Valour Canada thanks the following Directors for their contribution.

| | | |
|------------------|----------------------------|--------------------|
| Mr Brian Brake | Mr. Stuart Chalmers | Mr. Chris Fairhead |
| Mr. Allan Lennox | BGen (ret'd) Robert Millar | |

Valour Canada Staff

| | | | |
|--------------|------------------------|---------------|--------------------|
| President | Mr. Peter Boyle | Lead Educator | Mr. Aaron Curtis |
| Admin Coordr | Ms. Denise Cruickshank | Educator | Ms. Leanna Darling |
| Social Media | Mr. Tim Choi | | |

Valour Canada thanks the following departed staff for their contributions during 2016.

| | | | |
|-----------------|--------------------|----------------|--------------------|
| Education Coord | Mr. Thomas Leppard | Educator | Ms. Maxx Lapthorne |
| Summer Student | Mr. Cody Crawford | Summer Student | Ms. Shannon Pruden |

Our office is located at
Her Majesty's Canadian Ship Tecumseh site
1820 24 Street Southwest, Calgary Alberta T2T 0G6
(403) 685-2660 Visit our website: www.valourcanada.ca

What we've accomplished

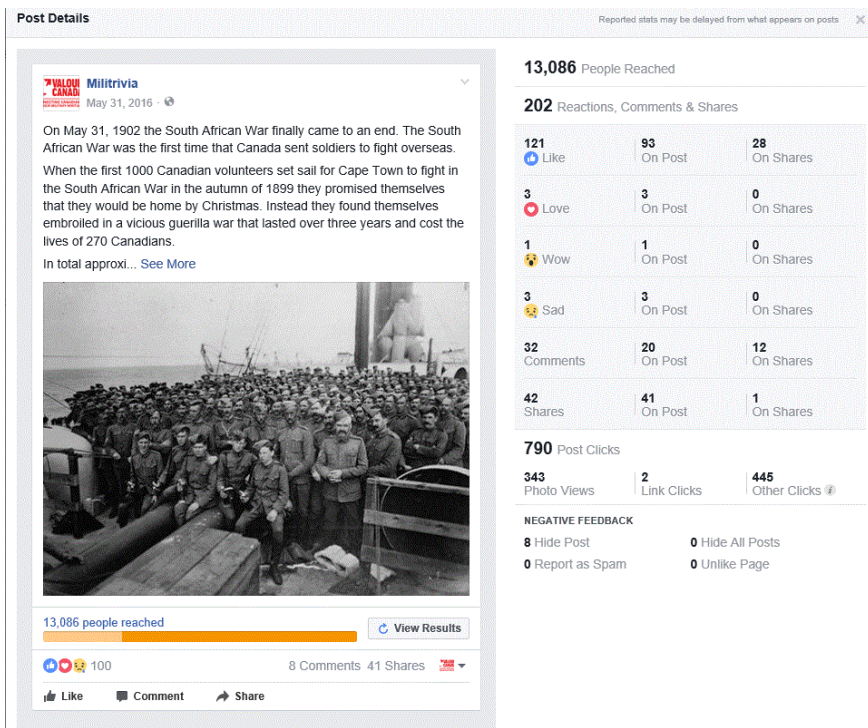
Our Video "Forgotten Fallen" Wins Bronze!

The New York-based Telly Awards is one of the top awards in the film and video industry, honouring the best works from around the world. In 2016, Lamplight Productions and Valour Canada were honoured to receive Bronze in the categories of "TV - History/Biography" and "TV - Documentary" for our first feature-length documentary, **"Forgotten Fallen: The Untold Story of Canada's 19,000 Great War Fallen with No Known Graves."**



Social Media: Militrivia

Valour Canada's popular Facebook page "Militrivia" and our YouTube channel allow us to promote our brand and a portion of Valour Canada's educational resources to the public. We continue to attract thousands of views with its mix of historical and contemporary topics. We have yet to beat the October 20, 2015, post on the Battle of Medak Pocket detailing the Liberal government's cover-up. That post, attracting over 74,000 viewers, made it the most popular post in Militrivia's history. Our best 2016 post, on the South African War, reached 13,480 people and generated 202 reactions. Militrivia definitely gives Valour Canada an opportunity to build and maintain a base of public supporters.



The South African War reached 13,480 people and generated 202 reactions.

Social Media: Twitter



Our Twitter account continues to attract followers from around the world. In 2016 we have increased our following by 20%. Our account has 700 followers despite only following 166 accounts. This ratio indicates the importance and tweet relevance that resonates with our followers. We use Twitter to promote Militrivia posts and other important Valour Canada developments and events, notably the Flame of Remembrance ceremony and our school programs.

...increased our following by 20%, up to 700 followers. This should enable us to more easily reach donors in both public and private campaigns

It is during these occasions that we receive the most interaction and “retweets.” During the Flame of Remembrance event, for example, multiple tweets generated over 250 views. Most notable were the tweets from Calgary’s Mayor Naheed Nenshi and Members of Parliament, Mr. Darshan Kang, MP and Mr. Tom Kmiec, MP.

Social media allows us to create instant access and interest, and we are witnessing a significant growth in followers. This online presence should enable us greater ease of access to donors in both public and private campaigns, such as Canada Helps.

Valour Canada’s Website



Valour Canada team and our partners at ZGM collaborated to launch our new site that is responsive, delivering a professional and crisp experience regardless of viewing screen size - e.g. smartphone, tablet, laptop, or even large external monitors. As well, it provides a greater design capability which allows for smooth updates and edits. Our site has had over 4,800 users with 26% considered returning visitors.

Education Programme - 2016

Our Philosophy

Valour Canada’s educational philosophy combines dynamic student engagement, academic rigour, teacher professional development, innovative teaching practices, and effective learning strategies, to explore the connection between curriculum, our military heritage, and identity. Ultimately, our aim is to provide educational opportunities for students which foster a deeper understanding of who we are as a nation and who we might become as individuals. Valour Canada also ensures that its programme aligns with various provincial curricula while seeking to

facilitate opportunities, events, and on-going support for our educational efforts while collaborating with various stakeholders.

Conventions and Conferences:

During 2016, we exhibited our Education Programme at two major teacher conferences. In February 2016, we had a display at the Calgary City Teachers' Convention, and in October 2016 we attended the Alberta Social Studies Conference held in Edmonton. Both events allowed educators to explore pedagogy, connect with peers, discuss issues, participate in workshops, and travel new paths towards lifelong learning. We made connections and promoted our product with approximately 200 education professionals in the Calgary area, and several others from the Edmonton area.

Web-Based Initiatives:

Llandovery Castle

With the creation of the Forgotten Fallen video in 2015, the ground was first prepared for Valour Canada to enter the world of online education. In 2016, the Llandovery Castle: Was Justice Served? bilingual website was designed and linked to one of the Forgotten Fallen, Matron Marjory Margaret Fraser. This allowed students to access our programming nationally and beyond.



In terms of online views, the Llandovery Castle site saw increasing numbers during the fall of 2016. This aligned with the high school calendars. In 2016, the site had over 2,156 viewers - from Burnaby to Ottawa, with 35.9% returning visitors. Nearly 30% of all viewers were from Alberta and a surprising number, 15%, came from Ontario.

The Road to Vimy Ridge

The newest addition to our online education program is The Road to Vimy Ridge. This project explores Canada's experience in the Great War with a specific focus on our success at Vimy Ridge in April of 1917. The initiative was in partnership with Royal Roads University and EF Educational Tours, who were sharing our unilingual website page with school groups participating in an overseas educational tour to Vimy. The quiz and scholarship contests drew consistent, wide-spread interest from viewers and the trend was definitely positive throughout the fall of 2016. We are expecting good things to come in 2017!



School Programme:

Valour Canada's in-school program shifted from an Iraq/Syria focus in the spring to a Syria/Model United Nations focus in the fall. Each of the two programmes were developed around specific input received from teachers who attended our teacher professional development days. In both programmes, the students arrived at The Military Museums prepared after having already worked through a series of Valour Canada-designed activities that were completed in their classrooms.



In 2016, our school programme reached more than 850 students!

The focus of the spring high school programme was on evaluating potential foreign policy options (such as military intervention, humanitarian aid, etc.) which the students would pursue if they were the Prime Minister of Canada. The junior-high spring programme centered on the causes of the conflict in Iraq and Syria and how Canada as a nation can help mitigate the effects of this conflict. In our fall session, students participated in The Ottawa Treaty. In that activity, the students were asked to first, research the current crisis in Syria, and second, to focus their investigation one of eight specific countries and/or political groups that have an interest in how the conflict is resolved. Then, one representative from each of the eight countries/political groups presents their case to the other interested parties. Once everyone has spoken, negotiations will begin that attempt to end the conflict and commence reconstruction. The activity culminates with each group endeavoring to create, then sign, a treaty document that is acceptable to all (or most) participants: The Ottawa Treaty.

Additionally, the event days presented students with an opportunity to explore and take tours through the many exhibits at The Military Museums. Students also listened to guest speakers from our military community and/or volunteers from the Calgary Refugee Support Group.

Teacher feedback after each of the event days was overwhelmingly positive. Most students walked away having practiced key communication and critical thinking skills; almost all departed with a deeper understanding of Canada's foreign policy options and a new appreciation of the complexities of global geopolitics, the intricacies of foreign intervention, and the importance of respectful dialogue between distinct and competing views.



Valour Canada's Events

2016 Flame of Remembrance:

At the fourth annual November 10th Flame of Remembrance ceremony event, we connected with John McRae's iconic poem, In Flanders Fields. McRae tells us "To you from failing hands we throw The torch; be yours to hold it high" and we remembered those who have fallen for Canada by lighting the flame atop the Calgary Tower as a call to Remembrance for all Calgarians.

The Flame of Remembrance event was hosted by Cenovus Energy on the 54th floor of The Bow which provided our guests with a spectacular view overlooking the Calgary Tower and



the city's skyline. Mr. Boyle gave a presentation that commemorated the centenary of The Battle of Courcellette, the Somme, and the Canadian Forces Expeditionary Force. We were honoured to have Calgary's Mayor in attendance, many city council members, and representatives from different levels of Government. Dr. Gregory Stone was the master of ceremonies and did a fabulous job. We were also pleased to have Lieutenant Colonel Mike Vernon, from 41 Canadian Brigade Group, give a speech on his insightful experience with interviewing veterans from recent conflicts. Aspen Properties and The Calgary Tower staff lit the flame on top of the tower while The Commanding Officer of the Calgary Highlanders, Lieutenant Colonel Kyle Clapperton eloquently recited In Flanders Fields. Our guests loved the venue and the atmosphere; they also raved about learning something new every time they attend one of our events.

The Flame of Remembrance was a huge success! Thank you to Cenovus Energy, Aspen Properties Ltd, The Fairmont Palliser, and of course, the Calgary Tower for helping us create another truly memorable event. We also thank Vocal Vortex and the Calgary Highlanders' Piper, Alf Millar, for providing their musical expertise.

General Sir Arthur Currie Award

We cancelled our 2016 General Sir Arthur Currie Award Gala due to Alberta's economic downturn. It was a difficult decision however sound and financially prudent.

Battle of Vimy Ridge Lecture



Dr. Holger Herwig,
Professor Emeritus
University of Calgary

We hosted the Second Annual Battle of Vimy Ridge Lecture at Mewata Armoury, April 8, 2016, marking the battle's 99th anniversary. Dr. Holger H. Herwig, Professor Emeritus at the University of Calgary and an internationally acclaimed expert on the German Army during the First World War, presented the Battle of Vimy Ridge from the German perspective. He was an enthusiastic and entertaining speaker, prompting much diverse conversation around examining the battle from the German trench line. Despite the significance placed upon the battle by Canadians today, it is important to remember that Vimy was a limited tactical victory and was also the bloodiest day in Canadian history - grim testament to the tenacity, skill, and élan of the German army. Nonetheless, German commanders were caught off-guard and the devastating reports cast a dark shadow over the 52nd birthday celebrations for Erich Von Ludendorff, co-Commander of the German Army.

Road to Vimy Ridge Speakers Series



Dr. Geoffrey Bird is an Associate Professor at Royal Roads University and the Chair of the Master of Arts in Tourism Management program.

Valour Canada and EF (Education First) Tours were honoured to co-host the Road to Vimy Ridge Speaker Series on April 12, 2016, at The Military Museums. Valour Canada and members of the community heard from Dr. Geoffrey Bird, who reflected on the battle at Vimy Ridge and its impact on our shared history and sense of identity. Dr. Bird's presentation on the importance of experiential education, as well as the future of commemoration, was heartfelt. He shared with us his personal stories from his time working in Malaysia, Vietnam, and France when he worked as a summer guide at the Canadian National Vimy Memorial. During that time, he experienced first-hand the power of place and the story it can convey.

We thank Dr. Geoffrey Bird for sharing this important relationship between tourism, remembrance, and landscapes of war. It was a truly memorable event for our community.

War Memories across Canada Documentary



Valour Canada and Royal Roads University are pleased to announce a partnership to collaborate on a number of Canadian military history projects. Both organizations share an interest in educating Canadians about their history and heritage through experiential learning, online education, documentaries, and public events. In particular, we look forward to working with Royal Roads University as we approach the centenary of the Battle of Vimy Ridge. Much like Valour Canada's Monumental Canadians documentary series, Royal Roads University has also embarked upon a similar venture as part of their War Heritage Research Initiative, specifically the completion of 26 'conversation starter' kits (PDFs) for use by the general public. The University also has 26 vignettes in production, six to ten minutes each, that commemorate aspects of Canada's involvement in the world wars. The prospective programming will involve a summary of the vignettes, their respective discussion starter questions and recommended war heritage locations, as well as additional resources.

To view Episode One: Sites of the First World War and Episode Two: Sites of the Second World War please follow this link: <http://warheritage.royalroads.ca/war-memories-across-canada/>.

2017 Outlook:

As we look to the sesquicentennial of Canada and the centenary of the Battle of Vimy Ridge, there is great excitement about how Valour Canada will connect Canadians to their military heritage in the coming year. With the foundation that has been set over the past years, Valour Canada is poised to take great steps forward in 2017 towards being a national institution. Our expanding education programmes will see the culmination of The Road to Vimy Ridge programme in the spring of 2017 and a new and expanded Museum programme being rolled out towards the end of that year.

In mid-2017, we will also present The Royal Canadian Legion with the General Sir Arthur Currie award for their outstanding work in taking care of Veterans and for being the guardians of Remembrance in Canada.

I look forward to seeing our members at the General Sir Arthur Currie award dinner and at other Valour Canada events scheduled throughout the year.

INDEPENDENT AUDITOR'S REPORT ON THE SUMMARIZED FINANCIAL STATEMENTS

To the Members of Valour Canada:

The accompanying summarized financial statements, which comprise of the summarized statements of financial position as at December 31, 2016 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, 2016. We expressed an unmodified audit opinion on those financial statements in our report dated May 29, 2017. 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, 2016 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.



Chartered Professional Accountants

June 8, 2017
Calgary, Alberta, Canada

Summarized Statement of Financial Position

VALOUR CANADA

Statement of Financial Position

As at 31 December 2016

| | | 2016 | 2015 |
|----------------------|---------------------------|--------------------|--------------------|
| Assets | | \$ | \$ |
| | Cash and Cash Equivalents | 248,343 | 651,426 |
| | Investments | 1,047,777 | 1,013,546 |
| | Capital Assets | 2,187 | 4,981 |
| | Other | 46,430 | 69,786 |
| | | <u>\$1,344,737</u> | <u>\$1,739,739</u> |
| Liabilities | | \$ | \$ |
| | Current Liabilities | <u>30,672</u> | <u>127,268</u> |
| Fund Balances | | | |
| | Invested Capital Assets | 2,187 | 4,981 |
| | Externally Restricted | 39,752 | 3,415 |
| | Unrestricted | <u>1,272,126</u> | <u>1,604,075</u> |
| | | <u>\$1,344,737</u> | <u>\$1,739,739</u> |

Summarized Statement of Operations

VALOUR CANADA

Statement of Operations

For the year ending 31 December 2016

| | 2016 | 2015 |
|--|--------------------|--------------------|
| Revenue | \$ | \$ |
| Grants | 44,206 | 322,472 |
| Donations and Foundations | 7,971 | 60,725 |
| Event Income | - | 94,357 |
| Endowment Income | 40,872 | 38,050 |
| Casino | 72,208 | - |
| Membership | 1,418 | 1,380 |
| Student Fees | 690 | - |
| | <u>167,365</u> | <u>516,984</u> |
| Expenses | | |
| KUG Project | 46,981 | 300,427 |
| Administration | 242,656 | 135,581 |
| Education | 168,685 | 156,355 |
| Event | 9,856 | 103,170 |
| Educational Video | - | 64,578 |
| Marketing and Branding | 5,183 | 22,045 |
| Amortization | 2,795 | 12,051 |
| Fundraising and Other | 22,846 | 19,800 |
| | <u>499,002</u> | <u>814,007</u> |
| Deficiency of revenue over expenses before other items | (331,637) | (297,023) |
| Investment Income | 33,231 | 11,397 |
| | <u>\$(298,406)</u> | <u>\$(285,626)</u> |

Special “Thank you” to our Supporters

| | |
|-------------------------------------|---|
| ARC Financial Corp | Isabel Evelyne Hardwich Calow Fund |
| Aspen Properties | Kolias Family Private Boardwalk |
| Banff Trail Riders | Charitable Trust Fund |
| BDO | Lamplight Productions Inc. |
| BMO Financial | Little Rock Printing |
| Borden Ladner Gervais LLP | Mancal Corporation |
| Brewsters | Mawer Investment Management |
| Brookfield Asset Management Inc. | Netherlands Investment Company of |
| Calgary Economic Development | Canada |
| Calgary Flames Foundation | Norton Rose Fulbright |
| Calgary Foundation | Pierce Family |
| Calgary Health Trust | Princess Patricia Canadian Light Infantry |
| Calgary Highlanders | Edmonton |
| Calgary Highlanders Regimental Fund | Royal Road University |
| Regimental Pipes and Drums of the | Scotiabank |
| Calgary Highlanders | Shane Holmes Ltd |
| Calgary Stampede | SNC Lavalin O & M |
| Canadian Heritage Government of | The King's Own Calgary Regiment |
| Canada | The King's Own Calgary Regimental |
| CBRE | Band |
| Cenovus Energy Inc. | The Shooting Edge |
| Cenovus Employee Foundation | TransAlta |
| Commonwealth War Grave Commission | TransCanada Pipeline |
| DRS Resource Investments Inc. | United Way |
| Fairmont Palliser | University of Calgary |
| Fiera Capital | Veteran's Affairs Canada |
| Fortress Engineering | Western Canadian Industries Group |
| Global Public Affairs | WestJet |
| GreatWest Kenworth | Young & Haggis Insurance Services Ltd |
| HMCS Tecumseh | And, numerous individual donors. |