



2023 - 2024 Annual Report

FISCAL YEAR ENDING MARCH 31, 2024

MOOSE JAW

NORTH BATTLEFORD

SASKATOON

YORKTON



WDM.CA

ASPIRATION

To embody Saskatchewan's diverse cultural heritage and inspire curiosity in our shared histories.

WHO WE ARE

Established in 1949, the Western Development Museum (WDM) is Saskatchewan's largest human history museum.

MISSION

The Western Development Museum is the keeper of Saskatchewan's collective heritage. The Museum shares the province's unique sense of place with people for their understanding and enjoyment - recognizing that the legacy of the past is the foundation for a sustainable future.

Learn about our mandate at wdm.ca/vision-mission-mandate/

The WDM consists of four exhibit locations and a corporate office – WDM's Moose Jaw and Yorkton located in Treaty 4 territory and WDM's North Battleford, Saskatoon and the Corporate Office in Saskatoon located in Treaty 6 territory. The WDM serves the people of Saskatchewan through exhibits, programs and special events, research and a collection of over 75,000 artifacts.

Treaties 2, 4, 5, 6, 8 and 10 and the Homeland of the Métis are located within the provincial boundaries of Saskatchewan. This is the traditional territory of the Cree, Saulteaux, Dene, Dakota, Lakota and Nakota First Nations and the Métis people. The WDM is committed to working towards a new relationship anchored in the spirit of the Treaties and to educating Saskatchewan people about their shared history of Treaty-making.

STATEMENT OF INTENT

The Western Development Museum affirms the United Nations Declaration on the Rights of Indigenous Peoples as the framework for Reconciliation. We commit to engaging in Reconciliation by responding to the Truth and Reconciliation Commission's Calls to Action in our Strategic Plan. In partnership with Saskatchewan's Indigenous communities, we aim to develop more inclusive operations, programming and exhibits for the Museum.

WHAT WE DO

We believe that people's lives are enriched by connecting with Saskatchewan's diverse histories. We also believe that people experience a sense of place and belonging because their histories are shared through the WDM. This is reflected in our Ends Policy.

ON THE COVER:

Exploring the Railway Gallery, WDM Moose Jaw

MAJOR END

Saskatchewan people own our histories to build the future from our perspectives of the past.

Own is defined as: to understand and take responsibility and accountability for our histories.

SUB-ENDS STATEMENTS:

- Children and families explore Saskatchewan histories and discover how the province was shaped.
- New Canadians acquire an understanding of Saskatchewan histories and connect with their new home.
- Students become engaged and understand Saskatchewan histories.
- Seniors and Elders experiences are shared to enrich our understanding of Saskatchewan histories. Their generational legacy is acknowledged and understood.

LETTER OF TRANSMITTAL

Honourable Laura Ross
Minister of Parks, Culture and Sport
Province of Saskatchewan
Regina, Saskatchewan, Canada

Dear Minister Ross,

I am writing on behalf of the Board of Directors of the Western Development Museum. It is my pleasure to present to you the Annual Report of the Western Development Museum for the period April 1, 2023 to March 31, 2024.

Respectfully submitted,



Chair, Board of Directors
Western Development Museum

JOINT REPORT FROM THE BOARD CHAIR & CHIEF EXECUTIVE OFFICER

As we reflect on the past year, we are filled with immense pride and gratitude for the journey we have embarked on together at the Western Development Museum (WDM). Our accomplishments are not just milestones; they are stories of dedication, passion and shared purpose that resonate deeply within each of us.

Our partnership with Whitecap Dakota Nation was honoured with an Award of Merit from the Museums Association of Saskatchewan. This partnership is a testament to the power of collaboration and the importance of sharing diverse cultural narratives. When we come together with mutual respect and understanding, we create something truly remarkable - a tapestry of stories that weave through the fabric of our shared histories.

The recognition from Heritage Saskatchewan for our Introduction to Blacksmithing Course and partnership with Seniors' Centre Without Walls fills us with immense joy. These initiatives are not just about preserving history; they are about forging connections, bridging generations and ensuring that the heartbeat of our past continues to echo through the corridors of time.

As Board Chair, I want to extend my heartfelt congratulations to our CEO, Joan Kanigan, for her well-deserved recognition as one of the Top 20 Women Leaders for 2023 by The Women's Leader Magazine.

We are profoundly grateful for the ongoing support from the Province of Saskatchewan, Minister Laura Ross and the Ministry of Parks, Culture and Sport. The Government of Canada's assistance through various programs has been invaluable. Special thanks to the City of Saskatoon for their additional support.

We wish to thank Gwen Beitel for her years of service on the Board of Directors as she steps away to pursue new opportunities. We also extend our heartfelt gratitude to our dedicated Board of Directors, staff, volunteers and

supporters whose unwavering commitment and passion fuel the work we do. Together, we will continue to preserve and celebrate Saskatchewan's heritage, ensuring that the stories of our past continue to inspire and enrich the lives of future generations.

Looking ahead, we are excited to be celebrating the WDM's 75th Anniversary. April 2, 2024 is more than just a date on the calendar; it is a celebration of resilience, heritage and community. The declaration of April 2, 2024 as Western Development Museum Day in Saskatchewan filled our hearts with pride. Our plans for the future are not just about exhibits and programs; they are about continuing to touch lives, ignite passions and inspire curiosity. With your unwavering support, the WDM will continue to be a cornerstone of Saskatchewan's heritage for decades to come.

With heartfelt gratitude,



A handwritten signature in black ink, appearing to read 'Orlanda Drebit'.

Orlanda Drebit
Chair, Board of Directors



A handwritten signature in black ink, appearing to read 'Joan Kanigan'.

Joan Kanigan
Chief Executive Officer

WDM By The Numbers

April 1, 2023 -
March 31, 2024

Welcomed
 **195,609**
visitors

192 Public research
inquiries answered



21,372 hours 
contributed by **502**
volunteers

 **21,590**
Followers over four
social media platforms

Visits to wdm.ca 
Sessions: 1,286,012
Users: 413,590
Page Views: 418,186

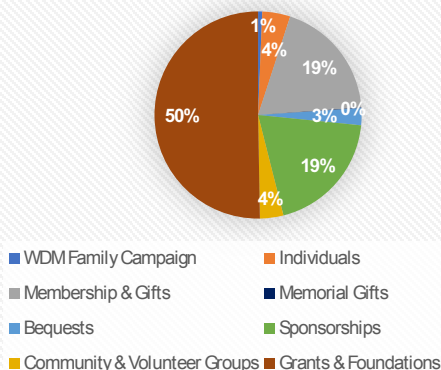
Attendance by location

Moose Jaw	33,730
North Battleford	31,368
Saskatoon	122,918
Yorkton	5,728
Corporate Office	43
Virtual	1,822
Total	195,609

Volunteer hours

	# of hours	# of volunteers
Moose Jaw	1,400	94
North Battleford	4,852	84
Saskatoon	11,512	239
Yorkton	2,318	72
Corporate Office	1,290	13
Total	21,372	502

Financial Support



A photograph of three women walking on a wooden boardwalk. The woman on the left is wearing a blue denim jacket and jeans. The woman in the middle is wearing a black cardigan over a red top and blue jeans. The woman on the right is wearing a light grey hoodie and blue jeans. They are all smiling and looking towards the right. In the background, there is a white building with dark trim and a black lamp post with a white globe. The sky is clear and blue.

2023 – 24 PROGRESS ON OUR STRATEGIC PILLARS

The strategic pillars represent the broad areas that are key to fulfilling the WDM's purpose and achieving our aspiration. They provide organizational focus and are the foundation upon which goals, outcomes and action plans are developed and measured.

SUSTAINABILITY THROUGH EFFECTIVE STEWARDSHIP

The WDM is fortunate to have strong community support from the cities where we are located, from our members across Saskatchewan and beyond, from our dedicated volunteers, from artifact and financial donors, and from so many others. We do not take lightly the privilege we have in safeguarding and sharing the Saskatchewan artifacts and stories we have collected.

Since the beginnings of the WDM, we have had strong volunteer support. No matter what the task or how much time is given, every volunteer contribution is valuable. The addition of a Volunteer Engagement Manager in the Community Engagement department in early 2023, has allowed us to provide more focus on recruiting and supporting volunteers throughout the WDM. A strong and sustainable volunteer program is an important part of the WDM's success.

In 2023 – 24, the WDM continued to build on and renew community partnerships. Our relationships with program partners like the Yorkton Threshermen's Club, Kanawayimik Child and Family Services, Saskatchewan LEGO® Users Group, Central Urban Métis Federation Inc. and the Saskatchewan Environmental Society, continues to be strong. Meeting our commitment to Reconciliation as laid out in the *Inclusivity Report: Reconciliation and Diversity at the WDM*, the Memorandum of Understanding signed with the Office of the Treaty Commissioner is an important step on this journey. Maintaining and building these strong community ties is essential to our future.

SAFEGUARDING SASKATCHEWAN'S DIVERSE CULTURAL HERITAGE

The WDM's Collections Development Plan guides collecting with the goal of creating a collection that better represents Saskatchewan's diverse heritage. Artifacts collected in 2023 – 24 included a Moosomin Downs racing program (WDM-2023-S-5.2.a.b) from 2022, which represents Indigenous culture and entrepreneurial spirit. A wooden sword box (WDM-2024-S-1) used in Professor N.P. Lewchuk's Traveling Midway was added to the Lewchuk artifact collection.

An exhibit under development for the WDM North Battleford is Jakob Marjan's Shoe Repair Shop. To enhance the exhibit, artifacts related to Jakob's North Battleford shoe repair business, which operated from 1932 – 79, were accessioned into the Permanent Collection.

Sometimes artifacts have come to the WDM with little or no history. We seek to find more information from communities who may have a connection to these artifacts. In collaboration with Dr. Cheryl Troupe at the University of Saskatchewan, the WDM seeks to identify the maker of a Métis pad saddle and horse blanket (WDM-1986-Y-6.2.a.b). Display panels were created and are on display at Batoche National Historic Site and the WDM Yorkton in hopes that Métis community members might recognize the beadwork.

Part of a healthy artifact collection is a deaccessioning process to formally remove artifacts from the collection. It is a necessary component of responsible collections management and is used to refine our collection. This allows the WDM to allocate more resources toward safeguarding and developing the remaining collection. In 2023 - 24, 917 artifacts were deaccessioned, including a collection of film reels that were transferred to the Provincial Archives of Saskatchewan.

In February 2024, a project got underway to safeguard artifacts in Room D storage at the Corporate Office. This project will implement upgrades to artifact storage to meet fire code regulations.



MÉTIS PAD SADDLE, WDM-1986-Y-6.2.A.B

CONNECTING WITH SASKATCHEWAN'S DIVERSE HISTORIES

“WHEN I LEFT HERE (SASKATCHEWAN) IN 1976, NEVER IN MY WILDEST IMAGINATION WOULD I EVER HAVE THOUGHT YOU WOULD SEE A PRIDE FLAG AT CITY HALL. . . . I NEVER THOUGHT THAT THE WESTERN DEVELOPMENT MUSEUM WOULD HOST OR BE INVOLVED IN ANYTHING QUEER. SO IT’S REALLY HEARTENING AND ENCOURAGING.”

Peter Lippmann, Saskatoon

The WDM strives to be a safe place to share all kinds of Saskatchewan stories. In collaboration with Saskatoon Pride and OUTSaskatoon, on June 13, 2023 the WDM Saskatoon hosted Spark Your Pride, a festival celebrating the lives of Saskatchewan’s older lesbian, gay, transgender, queer and Two-Spirit people. An Oral History portrait exhibit, *2SLGBTQ+ Seniors: Storytelling on the Prairies* was unveiled as well, funded in part by the Community Initiatives Fund.

As part of the WDM’s Truth and Reconciliation program, Gloria Lee of Leading Mountain Consulting led conversations with Indigenous community members in Moose Jaw, North Battleford and Saskatoon. These discussions will form the basis for renewing our Truth and Reconciliation strategic plan.

On June 15, 2023, the WDM and the Office of the Treaty Commissioner (OTC) signed a Memorandum of

Understanding to work together to advance Treaty education in Saskatchewan. The OTC made their Treaty Timeline History resource available for use by the WDM.

The WDM was the host site for pow wows in Moose Jaw and North Battleford. Kanawayimik Child and Family Services set up their tipis and offered traditional teachings throughout the summer at the WDM North Battleford. The WDM Saskatoon welcomed dancers from Whitecap Dakota Nation at Summer Fun Day.

The WDM Yorkton hosted another successful July 1 Picnic and Celebration with local partners that included the Yorkton Tribal Council and the East Central Newcomers Welcome Centre. The Picnic is an opportunity for people from all backgrounds to come together.

In August, the 65th Threshermen’s Show and Seniors’ Festival was held at the WDM Yorkton and History In Motion took place at the WDM North Battleford. These shows honour the WDM’s legacy of showcasing the province’s agricultural history through demonstrations, activities and entertainment.

In January 2024, the WDM unveiled a new membership program for non-profit organizations. This new category is specifically tailored to support non-profit organizations including group homes, assisted living facilities, advocacy groups and others. Individuals and businesses are invited to sponsor a non-profit organization, providing increased accessibility to the WDM and Saskatchewan’s rich cultural heritage.



PETER LIPPMAN (LEFT) WITH HUSBAND LYLE WEBER FEATURED AT SPARK YOUR PRIDE AT THE WDM SASKATOON, JUNE 13, 2023

BOARD OF DIRECTORS

Orlanda Drebit, Chair
Saskatoon

Robert Linn, Vice Chair
Saskatoon

Bernie Broughton, Secretary
Saskatoon

Gwen Beitel
Spring Valley

Anita Fuller
Saskatoon

Kelsie Stettner
Regina



WDM YORKTON

FOSTERING A CULTURE OF OPERATIONAL EXCELLENCE

Creating outstanding visitor experiences is key to our work. For example, improvements were made at the WDM Saskatoon to make the Boomtown Street exhibit more accessible by adding ramps and safety railings. We will continue to review and refurbish exhibits as we strive to make our spaces more accessible. The WDM Saskatoon extended their hours on Thursday evenings to be open until 8:00 pm, providing more opportunities for visitors.

To better serve the needs of our communities, in late 2022, the Education, Marketing and Fundraising departments were combined to create the Community Engagement Department. Led by the Director of Community Engagement, this department allows the WDM to better engage with audiences and build a strong team across critical functions within the Museum. Through 2023 – 24, new positions were created and filled within this department.

The WDM was honoured to be recognized for our work. On June 10, 2023, our collaboration with Whitecap Dakota Nation received the Museums Association of Saskatchewan Award of Merit for our co-curated exhibit, *Wapaha Skā Oyate: Living Our Culture, Sharing Our Community at Pion-Era, 1955-69*. This award is given to institutions who promote Saskatchewan museums through a significant project and contributions to their community.

On November 8, 2023, the Introduction to Blacksmithing Course and the Heritage Presentations Series partnership with Seniors' Centre Without Walls were recognized at Heritage Saskatchewan's 2023 Heritage Awards in the Living Heritage category. Since 1988, over 1,000 blacksmiths have been trained at the Corporate Office in this heritage skill.

The WDM Moose Jaw was honoured for their part in the Seniors' Centre Without Walls Telephone Program which engages seniors 55+ in activities and conversation from the comfort of their own home. In October 2020, the WDM started as a guest presenter and has since become a program regular.

MANAGEMENT RESPONSIBILITIES

The following financial statements have been prepared by management in accordance with generally accepted Canadian accounting principles. Management is responsible for the reliability and integrity of the financial statements and the other information contained in this Annual Report.

The Board of Directors is responsible for overseeing the business affairs of the Museum, including management's financial reporting responsibilities, and for reviewing and approving the financial statements and other financial information included in this Annual Report. The Board meets with management and the Provincial Auditor to discuss matters related to financial processes, systems of control, and compliance with governing authorities.

Management maintains systems of control to ensure that financial transactions are properly approved, are accurately recorded and result in relevant and reliable financial reports. In establishing systems of control, management weighs the cost of such systems against the anticipated benefits. These systems of control provide reasonable assurance that the assets are properly safeguarded and controlled, that reliable financial records are maintained, and that the Museum has conducted its financial affairs in accordance with the laws,

regulations and policies governing its financial reporting, safeguarding public resources, revenue-raising, spending, borrowing and investing. The Provincial Auditor has audited the Museum's systems of control, compliance with authorities and the Museum's financial statements. Their report to the Members of the Legislative Assembly, stating the scope of this examination and opinion on the financial statements, appears on page 12.



Joan Kanigan,
Chief Executive Officer



Peter Olotu
Financial Controller

INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

Opinion

We have audited the financial statements of the Western Development Museum, which comprise the statement of financial position as at March 31, 2024, and the statement of operations and accumulated surplus, statement of change in net debt, and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Western Development Museum as at March 31, 2024, and the results of its operations, changes in its net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Western Development Museum in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or any knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for Treasury Board's approval, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Western Development Museum's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Western Development Museum or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Western Development Museum's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.



PROVINCIAL AUDITOR
of Saskatchewan

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Western Development Museum's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Western Development Museum's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Western Development Museum to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control identified during the audit.

Regina, Saskatchewan
July 9, 2024

Tara Clemett, CPA, CA, CISA
Provincial Auditor
Office of the Provincial Auditor

Statement 1

**Western Development Museum
Statement of Financial Position
As at March 31, 2024**

	<u>2024</u>	<u>2023</u>
FINANCIAL ASSETS		
Cash	\$ 2,901,081	\$ 3,550,408
Accounts receivable (<i>Note 5</i>)	64,922	62,581
Inventory held for resale	125,932	141,917
	<u>3,091,935</u>	<u>3,754,906</u>
LIABILITIES		
Accounts payable and accrued liabilities (<i>Note 6</i>)	346,455	652,975
Deferred income (<i>Note 7</i>)	230,435	131,723
Asset retirement obligation (<i>Note 8</i>)	3,243,190	3,243,190
	<u>3,820,080</u>	<u>4,027,888</u>
NET DEBT (<i>Statement 4</i>)	<u>(728,145)</u>	<u>(272,982)</u>
NON-FINANCIAL ASSETS		
Tangible capital assets (<i>Note 9</i>)	6,807,416	7,402,362
Inventory held for consumption	40,268	32,576
Prepaid expenses	11,051	5,021
	<u>6,858,735</u>	<u>7,439,959</u>
ACCUMULATED SURPLUS (<i>Statement 2</i>) (<i>Note 10</i>)	<u>\$ 6,130,590</u>	<u>\$ 7,166,977</u>
Contractual obligations (<i>Note 11</i>)		
Contingency (<i>Note 19</i>)		

(See accompanying notes to the financial statements)

Western Development Museum
Statement of Operations and Accumulated Surplus
For the Year Ended March 31, 2024

	<i>Budget 2024</i>	<i>Actual 2024</i>	<i>Actual 2023</i>
	<i>(Note 16)</i>		<i>(Note 20)</i>
REVENUE			
SELF-GENERATED			
Rentals, concessions, and souvenir sales	\$ 2,266,050	\$ 2,104,279	\$ 1,932,564
Less: Cost of sales	<u>2,160,921</u>	<u>2,001,811</u>	<u>1,893,824</u>
Gross profit	105,129	102,468	38,740
Admissions	847,000	671,392	649,266
Donations and memberships	200,000	210,823	193,400
Interest	65,000	115,978	83,220
Other income	<u>152,000</u>	<u>213,582</u>	<u>197,660</u>
TOTAL SELF-GENERATED REVENUE	<u>1,369,129</u>	<u>1,314,243</u>	<u>1,162,286</u>
GRANTS			
Province of Saskatchewan - general revenue fund (Note 12)	4,286,000	4,286,000	4,180,999
Federal wage subsidy (recovery)	-	-	(126,738)
Other grants	<u>348,778</u>	<u>221,633</u>	<u>549,559</u>
TOTAL GRANTS	<u>4,634,778</u>	<u>4,507,633</u>	<u>4,603,820</u>
TOTAL REVENUE	<u>6,003,907</u>	<u>5,821,876</u>	<u>5,766,106</u>
EXPENSES (Note 13)			
Curatorial programs	2,170,344	2,057,478	1,991,612
Visitor services	1,085,172	1,028,740	995,806
Support programs and services	<u>3,978,963</u>	<u>3,772,045</u>	<u>3,651,288</u>
TOTAL EXPENSES	<u>7,234,479</u>	<u>6,858,263</u>	<u>6,638,706</u>
Deficit for the year	(1,230,572)	(1,036,387)	(872,600)
ACCUMULATED SURPLUS, beginning of year		<u>7,166,977</u>	<u>8,039,577</u>
ACCUMULATED SURPLUS, end of year (Note 10)		<u>\$ 6,130,590</u>	<u>\$ 7,166,977</u>

(See accompanying notes to the financial statements)

Statement 3

**Western Development Museum
Statement of Cash Flows
For the Year Ended March 31, 2024**

	<u>2024</u>	<u>2023</u>
Operating Activities		
Cash (used in) from operating activities:		
Deficit for the year	\$ (1,036,387)	\$ (872,600)
Add back items not requiring cash:		
Amortization	<u>848,136</u>	<u>820,735</u>
	<u>(188,251)</u>	<u>(51,865)</u>
Changes in non-cash working capital items:		
(Increase) decrease in accounts receivable	(2,341)	291,914
Decrease in inventory held for resale	15,985	6,589
(Decrease) increase accounts payable and accrued liabilities	(306,520)	228,412
Increase in deferred income	98,712	12,237
(Increase) in inventory held for consumption	(7,692)	(18,180)
(Increase) in prepaid expenses	<u>(6,030)</u>	<u>(3,536)</u>
	<u>(207,886)</u>	<u>517,436</u>
	<u>(396,137)</u>	<u>465,571</u>
Capital Activities		
Purchase of tangible capital assets	(253,190)	(1,026,431)
Decrease in cash position	<u>(649,327)</u>	<u>(560,860)</u>
Cash, beginning of year	<u>3,550,408</u>	<u>4,111,268</u>
CASH, END OF YEAR	\$ <u>2,901,081</u>	\$ <u>3,550,408</u>

(see accompanying notes to the financial statements)

**Western Development Museum
Statement of Change in Net Debt
For the Year Ended March 31, 2024**

	<i>Budget 2024</i>	<i>Actual 2024</i>	<i>Actual 2023</i>
	<i>(Note 16)</i>		
Deficit for the year	\$ (1,230,572)	\$ (1,036,387)	\$ (872,600)
Amortization of tangible capital assets	750,000	848,136	820,735
Acquisition of tangible capital assets	(330,000)	(253,190)	(1,026,431)
	<u>420,000</u>	<u>594,946</u>	<u>(205,696)</u>
Changes in inventories held for consumption	-	(7,692)	(18,180)
Changes in prepaid expenses	-	(6,030)	(3,536)
(Increase) in net debt	<u>(810,572)</u>	<u>(455,163)</u>	<u>(1,100,012)</u>
Net financial assets (debt), beginning of year	<u>(272,982)</u>	<u>(272,982)</u>	827,030
NET DEBT, END OF YEAR	<u>\$ (1,083,554)</u>	<u>\$ (728,145)</u>	<u>\$ (272,982)</u>

(see accompanying notes to the financial statements)

WESTERN DEVELOPMENT MUSEUM
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2024

1. Status

The Western Development Museum Board (the "Board") is continued under *The Western Development Museum Act*. The Western Development Museum is a registered charity under the *Income Tax Act*.

The primary purpose of the Board is to procure objects of historical value and importance to the economic and cultural development of Western Canada and to collect, preserve, restore, and exhibit the objects to the public. The Act also established The Western Development Museum Fund (the "Museum"), through which all of the Board's financial transactions are conducted.

2. Significant accounting policies

Pursuant to the standards established by the Public Sector Accounting Board of CPA Canada, the Museum is classified as a "government not-for-profit organization".

a) Tangible capital assets and amortization

Tangible capital assets costing more than \$1,000 are recorded at cost net of accumulated amortization. Normal maintenance and repairs are expensed as incurred. Tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Office furniture and equipment	10 years
Computer equipment and software	5 years
Shop equipment	10 years
Automotive equipment	10 years
Buildings	40 years
Land Improvements	20-25 years

b) Revenue

Revenues are recognized in the period earned. Government transfers are recognized in the period the transfer is authorized and any eligibility criteria are met.

c) Financial Instruments

The Museum's financial assets and liabilities include cash, accounts receivable, accounts payable and accrued liabilities, and deferred revenue. Cash and investments are recorded at fair value. The carrying amount of these instruments approximates fair value due to their immediate or short-term maturity.

2. Significant accounting policies *(continued from previous page)*

d) Inventory

Inventory held for resale and inventory held for consumption is valued at the lower of cost and net realizable value as reported in the Statement of Financial Position.

e) Donated materials and services

The value of donated materials and services is not recorded.

f) Artifacts

Artifact acquisitions are expensed in the year of purchase. Normal maintenance, restoration, and repairs of the Museum's collection of artifacts are expensed as incurred.

g) Use of estimates

These statements are prepared in conformity with Canadian public-sector accounting standards. These standards require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from those estimates. Differences are reflected in current operations when identified.

h) Remeasurement gains and losses

The Museum does not have any remeasurement gains and losses; therefore, a statement of remeasurement gains and losses has not been provided.

i) Asset retirement obligation

The Western Development Museum recognizes a liability for the estimated future expenses for removal of asbestos in multiple buildings owned by the Museum.

The estimated asset retirement obligation ("ARO") is recorded as a liability with a corresponding increase to the related asset. The amount capitalized is depreciated on the same basis as the underlying asset. The liability amount is reviewed yearly and may be adjusted for revisions to the estimated cost of the liability, and the increase is recognized in the respective tangible capital asset. The Museum does not consider discounting or inflation in the measurement of AROs. The uncertainty regarding the timing and ultimate amount to settle an ARO makes it unlikely that discounting and inflation would significantly improve the measurement of AROs.

j) Expense recognition

Expenses are recognized in the period in which the goods are acquired or services are rendered.

3. Artifacts

The Museum displays its collection of artifacts at its four branches in Saskatchewan. These locations are North Battleford, Moose Jaw, Saskatoon, and Yorkton. Artifacts are not recognized as tangible capital assets because a reasonable estimate of the future economic benefits associated of such property cannot be made.

Each of the branches tells a Saskatchewan story from a unique perspective. They are: The Story of Agriculture at North Battleford; The History of Transportation at Moose Jaw; Industry and Commerce at Saskatoon; and The Story of People at Yorkton.

The Museum is well known for its collection of agricultural equipment and transportation artifacts that were used in the development of Saskatchewan. In addition, the collection contains domestic and commercial artifacts, clothing and textiles, and a wide variety of artifacts relating to life in Saskatchewan. A portion of the collection is used for demonstration of farm technology, historic skills, and crafts.

4. New accounting standards

The following new accounting standards came into effect as of the date indicated below:

- PS 3400 Revenue – April 1, 2023
- PS 3160 Public Private Partnerships – April 1, 2023
- PSG-8 Purchased Intangibles – April 1, 2023

The adoption of these standards do not have a material impact on the Museum's financial statements

5. Accounts receivable

	2024	2023
Accrued grants receivable	\$ 36,324	\$ -
Trade accounts receivable	25,766	56,384
Provincial Sales Tax receivable	2,832	-
Goods and Services Tax receivable	-	6,197
	\$ 64,922	\$ 62,581

Of the trade accounts receivable balance, \$2,843 (2023 - \$13,785) is aged over 90 days. The Museum expects to collect this balance; therefore, no provision was recorded in an allowance account.

6. Accounts payable and accrued liabilities

	2024	2023
Trade accounts payable	\$ 134,907	\$ 339,939
Vacation payable	79,180	81,035
Accrued wages payable	78,603	85,571
Accrued payables	35,906	70,614
Other payables	17,852	11,439
Goods and Services Tax payable	7	-
Provincial Sales Tax payable	-	64,377
	\$ 346,455	\$ 652,975

7. Deferred income

	2024	2023
Restricted contributions	\$ 125,335	\$ -
Memberships	77,324	79,343
Event deposits	22,689	37,034
External fund (Note 10)	5,087	5,087
Deferred income	-	10,259
	\$ 230,435	\$ 131,723

During the year, the Museum received an external restricted contribution related to operational effectiveness and digital transformation. Funding received in excess of eligible expenses incurred has been deferred at year-end.

8. Asset retirement obligation

The Museum owns multiple buildings that are known to have asbestos and there is a legal obligation to remediate any asbestos upon demolition or disposal of the building. Following the adoption of PS 3280 – Asset Retirement Obligations, the Museum recognized a liability relating to the removal of the asbestos in the buildings. The buildings have estimated useful life of 40 years, with a remaining useful life ranging from 2 to 9 years.

Change to the asset retirement obligation in the year is as follows:

	2024	2023
Asset retirement obligation, opening	\$ 3,243,190	\$ 3,243,190
Change in estimate	-	-
Accretion charge	-	-
Asset retirement obligation, ending	\$ 3,243,190	\$ 3,243,190

9. Tangible capital assets

2024	Land	Land Improvements	Office Furniture & Equipment	Computer Equipment & Software	Automotive & Shop Equipment	Buildings	Buildings ARO	Total
Cost								
Balance, beginning of year	\$ 155,900	\$ 2,229,227	\$ 399,615	\$ 980,799	\$ 1,288,830	\$ 18,754,170	\$ 3,243,190	\$ 27,051,731
Additions	-	-	31,036	30,424	3,927	187,803	-	253,190
Balance, end of year	155,900	2,229,227	430,651	1,011,223	1,292,757	18,941,973	3,243,190	27,304,921
Accumulated amortization								
Balance, beginning of year	-	504,651	328,987	882,129	1,085,858	14,033,459	2,814,285	19,649,369
Amortization expense	-	111,787	19,469	33,608	40,534	561,658	81,080	848,136
Balance, end of year	-	616,438	348,456	915,737	1,126,392	14,595,117	2,895,365	20,497,505
Net book value, end of year	\$ 155,900	\$ 1,612,789	\$ 82,195	\$ 95,486	\$ 166,365	\$ 4,346,856	\$ 347,825	\$ 6,807,416

2023	Land	Land Improvements	Office Furniture & Equipment	Computer Equipment & Software	Automotive & Shop Equipment	Buildings (Note 20)	Buildings ARO (Note 20)	Total
Cost								
Balance, beginning of year	\$ 155,900	\$ 2,229,227	\$ 395,323	\$ 947,267	\$ 1,263,633	\$ 17,790,760	\$ 3,243,190	\$ 26,025,300
Additions	-	-	4,292	33,532	25,197	963,410	-	1,026,431
Balance, end of year	155,900	2,229,227	399,615	980,799	1,288,830	18,754,170	3,243,190	27,051,731
Accumulated amortization								
Balance, beginning of year	-	392,864	310,768	851,565	1,044,144	13,496,088	2,733,205	18,828,634
Amortization expense	-	111,787	18,219	30,564	41,714	537,371	81,080	820,735
Balance, end of year	-	504,651	328,987	882,129	1,085,858	14,033,459	2,814,285	19,649,369
Net book value, end of year	\$ 155,900	\$ 1,724,576	\$ 70,628	\$ 98,670	\$ 202,972	\$ 4,720,711	\$ 428,905	\$ 7,402,362

The write-down of tangible capital assets during the year was \$nil (2023 - \$nil).

Tangible capital and other non-financial assets are accounted for as assets by the Museum because they can be used to provide services in future periods. These assets do not normally provide resources to discharge the liabilities of the Museum unless they are sold.

10. External restrictions and designated assets

a) External Restrictions

The Museum had one External Fund at March 31, 2024. Although the Museum follows the direction of donors for usage of fund monies and maintains records of receipts and payments for each fund, it does not maintain separate bank accounts for each fund. Total net assets of externally restricted fund equal \$5,087 (2023 - \$5,087). Refer to Note 7 regarding the external restriction of \$125,335.

b) Endowment Fund

During the 2014 fiscal year, the WDM Legacy Fund was established with the Saskatoon Community Foundation. There is one Endowment Fund remaining at the Museum. In accordance with donor-imposed restrictions, the net assets of these Funds are to be held in perpetuity and only the interest earned is used for the intended purpose. Total net assets of Endowment Fund equal \$1,069 (2023 - \$1,069).

c) Designated Assets

The Museum maintains several internally restricted funds which are used for capital expenditures. Other funds are set up for specific projects. These funds are under the direction of managers in terms of usage. The Museum does not maintain separate bank accounts for these funds. Total net assets consisting of cash of internally restricted funds equal \$2,123,462 (2023 - \$1,784,311).

11. Contractual obligations

As of March 31, 2024, the Museum has outstanding contractual obligations of \$101,432 (2023 - \$285,886). The Museum is required to make lease payments on a mailing machine and photocopiers. Other obligations are relating to long-term utility agreements.

12. Grant revenue

Grant revenue from the General Revenue Fund totalling \$4,286,000 (2023 - \$4,180,999) is from the Ministry of Parks, Culture and Sport for operating purposes.

13. Expenses by object

	<i>Budget 2024</i>	<i>Actual 2024</i>	<i>Actual 2023 (Note 20)</i>
Salaries and benefits	\$ 4,244,879	\$ 4,194,227	\$ 3,770,636
Building maintenance and utilities	1,021,130	947,607	886,965
Amortization of tangible capital assets	750,000	848,136	820,735
General and administrative	682,220	600,431	739,438
Community engagement	353,400	190,071	281,554
Exhibits and collections	182,850	77,791	139,378
	<u>\$ 7,234,479</u>	<u>\$ 6,858,263</u>	<u>\$ 6,638,706</u>

14. Leases

The museums operated by the Board are situated on leased land. The Saskatoon, Moose Jaw, and Yorkton properties are leased from the respective city for \$1 per year. These leases expire in 2071, 2025, and 2029 respectively. The North Battleford property is leased from the Ministry of SaskBuilds and Procurement (formerly the Ministry of Central Services) for \$10 per year expiring in 2034. It is not practicable to estimate the fair value of the leases. Accordingly, contributions in respect of these facilities are not recognized in the financial statements.

15. Pension costs

The employees participate in the Public Employees Pension Plan, a defined contribution plan. Pension costs of \$270,680 (2023 - \$265,043) are included in salaries and benefits and comprise the cost of employer contributions for current service of employees during the year. Contributions levels are 7.5% of salary. The Museum's liability is limited to the required contributions.

16. Budget for operations

The 2024 fiscal budget was approved by the Board on July 19, 2023.

17. Related party transactions

Included in these financial statements are transactions with various Saskatchewan Crown corporations, ministries, agencies, boards and commissions related to the Museum by virtue of common control by the Government of Saskatchewan (collectively referred to as “related parties”). Related parties also include key management personnel of the museum and close family members.

Routine operating transactions with related parties, priced at prevailing market rates and settled under normal trade terms, are as follows:

	2024		2023
<i>Statement of Financial Position</i>			
Accounts receivable	\$ 4,310	\$	4,485
Prepaid expenses	10,884		4,624
Accounts payable and accrued liabilities	607		24,944
Deferred income	1,207		-
<i>Statement of Operations and Accumulated Surplus</i>			
Salaries and benefits	\$ 430,119	\$	443,543
Building maintenance and utilities	261,164		250,375
Cost of sales	-		17,400

In addition, the Museum pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

Other transactions with related parties and amounts due to/from them are described separately in the financial statements and notes thereto.

18. Financial risk management

The Museum’s risks are as follows:

a) Credit risk

The Museum is exposed to minimal credit risk from the potential non-payment of accounts receivable.

b) Liquidity risk

The Museum is at risk of encountering difficulty in meeting obligations associated with financial liabilities. The Museum enters into transactions to purchase goods and services on credit. The value subject to risk is \$576,890 (2023 - \$784,698).

c) Interest risk

The Museum is exposed to minimal interest risk exposure as there are no current investments at this time.

19. Contingency

In the normal conduct of operations, there is a pending claim against the Museum by a former employee seeking an additional severance payment. The claim has been referred to the Museum's insurer and their legal counsel. In the opinion of management, based on the advice and information provided by legal counsel, the amount has not been accrued for in the financial statements at this time because it cannot be reasonably estimated.

20. Comparative figures

Certain comparative figures have been reclassified to conform with current year presentation.



WDM Saskatoon



WDM North Battleford



WDM Moose Jaw



WDM Yorkton

WESTERN DEVELOPMENT MUSEUM

