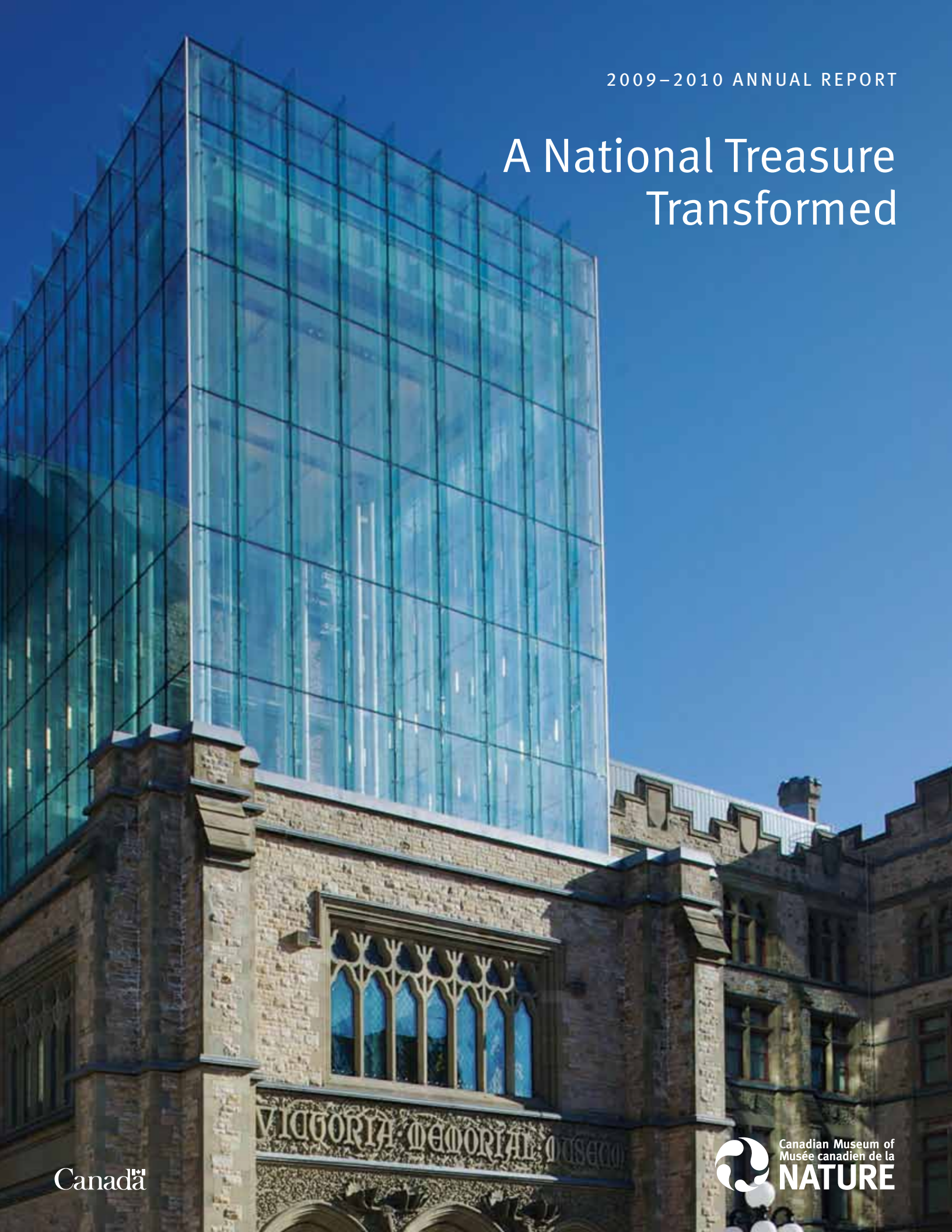
2009–2010 ANNUAL REPORT

A National Treasure Transformed



Canada

Canadian Museum of Nature
Musée canadien de la Nature

Beacon of Renewal

▷ Construction of the lantern used **160 panes** of face glass and **136,000 kg** of steel.

Perhaps the most evident symbol of the renewed Museum is the newly installed glass lantern above the front entrance of the Victoria Memorial Museum Building. Constructed of 97,000 kg of glass, the lantern greets visitors as they arrive at the freshly renovated building, now more than ever one of Canada's great national historic treasures.

The Canadian Museum of Nature has undergone a major rehabilitation since 2004. Last year marked the final stretch of a fundamental renewal that included far more than a series of renovations. Renewal has also brought a major shift in strategic focus as the Museum embraces state-of-the-art digital technologies and works to expand its reputation as Canada's touchstone for knowledge about our natural environment.

The lantern itself is more than a pleasing and distinctive ornament. It is also a stunning design solution to an important functional issue for the Museum. To circulate visitors with greater efficiency, the lantern encloses a butterfly staircase, allowing people to move with ease from the second to fourth floors.

Designed to emphasize lightness and transparency, the lantern fulfills the vision of the Victoria Memorial Museum Building's architect David Ewart, whose original tower at the Museum's entrance was removed in 1915–1916 due to unstable soil conditions. Significantly, the new lantern encompasses gothic and contemporary architectural influences, marrying the old and the new in the true spirit of a renewed Canadian Museum of Nature.

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▷ MESSAGE FROM THE CHAIR

New directions

I am deeply honoured to have been named Chair of the Board of Trustees of the Canadian Museum of Nature on February 11, 2010. For some 150 years, the Museum has been a cherished federal institution with a significant role in broadening our understanding and appreciation of the natural world.

The Government of Canada has made a major investment in this institution through providing capital of $216 million in order that the Museum could carry out a complete rebuilding of the historic Victoria Memorial Museum Building. The building, now at a par with its international counterparts, reopened to great acclaim on May 22, 2010 marking International Biodiversity Year, and the building's 100th anniversary.

The future holds exciting possibilities. As Canada's national natural history museum, it must remain first and foremost, a scientific institution, capable of undertaking vital collections-based research on plants, animals, minerals and fossils and in communicating this research to the public. The recent investment by the federal government of $3 million in operational funding for the 2010–2011 year is gratefully acknowledged and will provide the necessary seed funding to develop new initiatives and resources in the scientific area.

As part of its mandate, and the strategic directions set by the Museum, it is committed to creating greater public education, outreach and partnership activities. It is important that Canadians across the country benefit from and learn about the vast treasures of the Canadian Museum of Nature. The institution is committed to developing a digital presence that will help it reach this goal.

We are indebted to the former President Joanne DiCosimo for the expertise, diligence, and vision she displayed over her thirteen-year term with the Museum. She has guided the Museum through an important evolution.

I would like to thank the Board of Trustees of the Museum for their ongoing contributions and for welcoming me to the Museum.

It is also important to acknowledge the generosity of the private sector support for the new signature galleries. In particular, Vale who supported the Vale Earth Gallery and the Royal Bank of Canada which funded the RBC Blue Water Gallery, each with $1 million title sponsorships.

Finally, the Museum would like to express its appreciation to the Government of Canada for their ongoing support of the Museum. The capital funding enabled the Museum to restore a historically important building at the same time as creating a facility for a 21st century museum. We look forward to a productive partnership with the government and are committed to ensuring that the investment by the Government enables all Canadians to benefit from the investment in the Canadian Museum of Nature.

Florence Minz
Chair, Board of Trustees

▷ MESSAGE FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

I respectfully submit this my final Annual Report on the renewed Canadian Museum of Nature. I will leave the position of President and CEO on July 5, 2010 after an extraordinary thirteen years of working to renew, rebuild and refocus the Museum on its national role and service to Canada and to Canadians in all regions. I came to Ottawa from Manitoba in July 1997 because I wanted the opportunity of national service. I will leave forever grateful for that opportunity and for the opportunity that I have had to work with colleagues who share my belief in the public value of our museums as major instruments for social good.

2009–2010 was a pivotal year in which the Museum realized the results of more than a decade of concerted work to renew this national museum of natural science. Pursuing the path charted in the Strategic Plan for 2009–2014, progress was evident and measurable on three fronts, as follows.

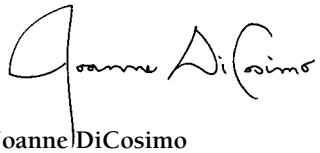
Firstly, the Museum completed an institutional collection development strategy that supports a new shared vision of what constitutes the national collection of Canada's natural heritage. As a sustaining member of the dynamic Alliance of Natural History Museums of Canada, the Canadian Museum of Nature will now work with colleagues across Canada to complete by the end of 2010 the enabling framework for all member institutions' future collections development. Our common goal is to establish a physical specimen record of all species in Canada over historical and geological time.

Secondly, the ongoing work to restore and extend the scientific capacity and credibility of the Museum was evident in the many successes registered by our scientists. The decision to establish two specific areas of scientific expertise – the Arctic and Species Discovery – will underpin the new emphasis placed on communicating the results of this research to the public.

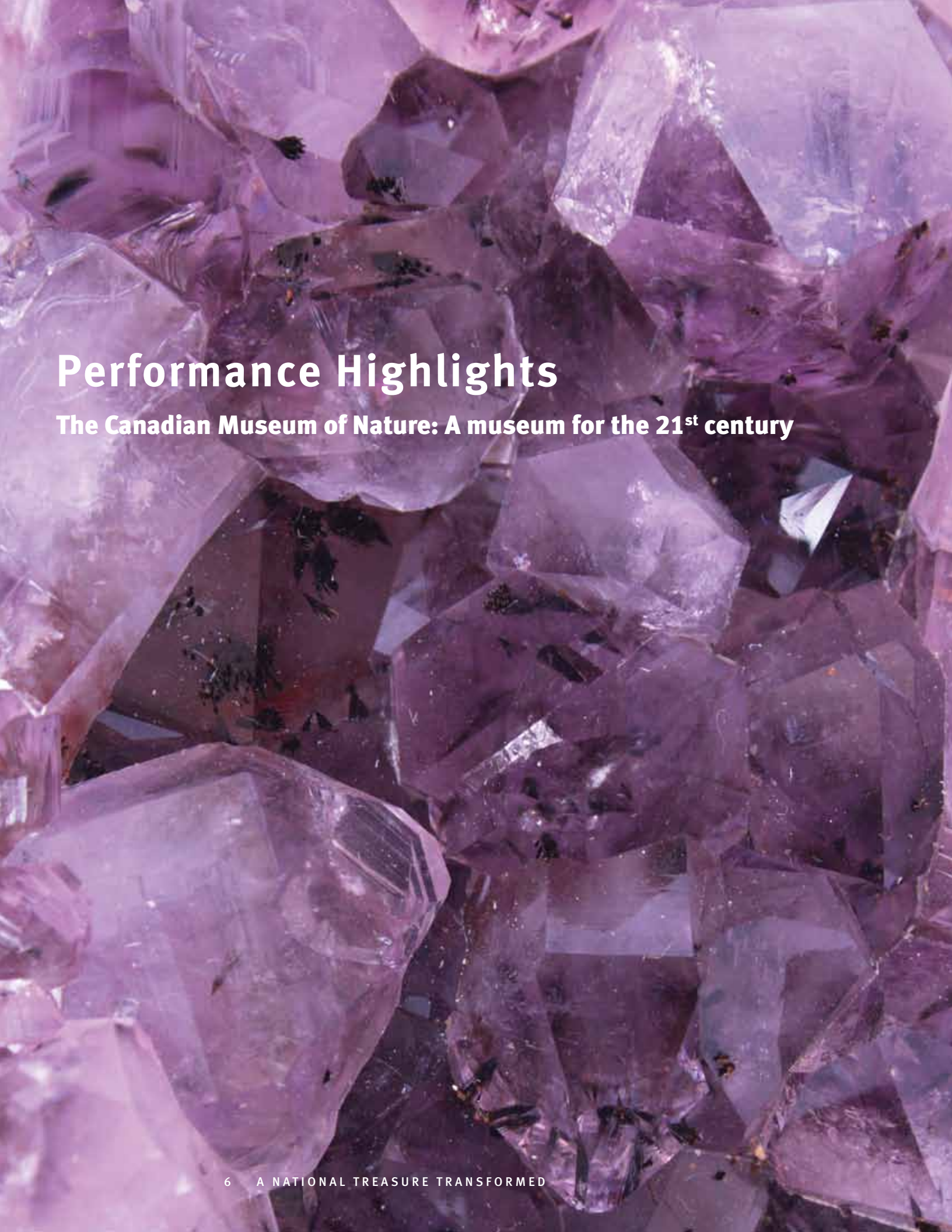
And thirdly, all of the work to recreate the Victoria Memorial Museum Building, the Museum's public site, as a vital centre for public education about Canada's remarkable natural world was realized. As a result, the Museum's enhanced public value and benefit to Canada and to Canadians will be very evident once the Museum fully reopens in May. Significantly, the Museum will celebrate the culmination of this massive renewal of the institution during 2010, the International Year of Biodiversity and the 100th anniversary of the Victoria Memorial Museum Building.

I am very proud of all that we have achieved together. In closing, I wish to thank the Government of Canada for the honour of serving as President and CEO of the Canadian Museum of Nature. I also wish to thank current and past members of the Board of Trustees for the opportunity of national service. I will leave with deep gratitude for the professionalism, expertise and dedication of all Museum staff in achieving the renewal, and with much excitement for the bright future ahead for the Canadian Museum of Nature.

Respectfully,



Joanne DiCosimo
President and CEO



Performance Highlights

The Canadian Museum of Nature: A museum for the 21st century

Several years of careful planning, determined fundraising, and meticulous renovation and reconstruction came to a near conclusion last year as the Canadian Museum of Nature (CMN) prepared for its Grand Reopening in May 2010. With plans on budget and schedule, and an unprecedented marketing campaign in full swing, staff readied for the unveiling of the revamped Victoria Memorial Museum Building (VMMB).

Preparations for the Grand Reopening, however, were about far more than presenting a beautifully renovated Victoria Memorial Museum Building. During 2009–2010, the Museum also continued to redefine its role in scientific research, in conserving the physical natural world and in training new experts so that the Museum's focus and areas of expertise better reflect the emerging concerns of Canadians.

Natural Partnerships Campaign

By the end of March 2010 the Museum was close to achieving its $10 million fundraising goal under the *Natural Partnerships* Campaign. This goal was effectively surpassed a few weeks later with the announcement of a $1 million title sponsorship by Vale for the Vale Earth Gallery and a $1 million title sponsorship from the Royal Bank of Canada for the RBC Blue Water Gallery.

Vale Earth Gallery

As part of the Grand Reopening, the Museum designed and built Phase 1 of its new Vale Earth Gallery, which offers visitors a journey through geological time. The gallery covers such topics as how the Earth formed, the powerful forces that have shaped and changed our planet, and how geology and mineralogy connect with everyday life. The gallery's world-class collection displays meteorites, samples from the Earth's core, mantle and crust, a dizzying array of Canada's rocks and minerals and animations on a new two-metre HD video globe.

RBC Blue Water Gallery

Another stunning new feature of the renovated VMMB is the Museum's new RBC Blue Water Gallery, where visitors enjoy interactive displays, observe live water-dwelling specimens, learn about tides and get a taste of what it is like to work on board an Arctic research vessel. A central component of the Water Gallery is a specially mounted 19.8-metre skeleton of a blue whale. The whale was found beached in Newfoundland in 1975 after a possible collision with a ship and its skeleton was painstakingly installed in the gallery in early spring.

Arctic research

Critical work continued last year to document natural history information on Arctic plants and mineralogy. Museum scientists continued their research on the Beaufort Shelf Project, a five-year environmental assessment in preparation for oil and gas exploration. As research continued on International Polar Year Projects, Museum marine experts assembled the first comprehensive list of marine phytoplankton and ice algae for the oceans around Canada.

Also on the subject of Arctic discovery, the CMN and the Canadian Museum of Civilization partnered to develop a travelling exhibition about the Canadian Arctic Expedition of 1913–1918. The partners agreed to share their expertise to develop an exhibition for display at the Canadian Museum of Civilization in 2011 before touring other cities in Canada and abroad.

Travelling exhibitions

The Museum's popular travelling exhibition programme continued to grow in the last year, providing Canadians with more opportunities to learn about diverse topics, from water issues and missing link discoveries to wildlife photography. Three new travellers were added to the existing tour:

- *Canada's Waterscapes*, an exhibition highlighting the beauty and ecological importance of Canada's waters and wetlands and the need to protect them, opened in November 2009 at the Museum, then moved to its first stop on the national tour at the Biosphere in Montreal in January 2010. The exhibition was produced in partnership with Parks Canada, the Natural Sciences and Engineering Research Council of Canada (NSERC), the RBC Blue Water Project and the Canadian Water Network, with support from Canadian Geographic.

- *Extreme Mammals*, an international traveller and exhibition, features the biggest, smallest and most amazing mammals of all time – including *Puijila darwini*, the new missing link discovery by museum palaeontologist Dr. Natalia Rybczynski. The exhibition is organized by the American Museum of Natural History in collaboration with the California Academy of Sciences, and Cleveland Museum of Natural History. It opened in New York City and is scheduled to open at the Canadian Museum of Nature in 2011.
- *The Canadian Wildlife Photography of the Year* travelling exhibition displays the 30 winning submissions of the 2008 national contest. It was launched in partnership with Canadian Geographic and the Alliance of Natural History Museums of Canada in June 2009. This exhibition is the first of three annual touring exhibitions planned.

Existing touring exhibitions continued to circulate throughout Canada. Highlights include the following:

- *The Geee! in Genome*, an exhibition on the science of genomics opened at Science World in Vancouver in October 2009 and is expected to tour throughout Canada until Fall 2011.
- *Ice Age Mammals*, an exhibition on climate change and the last Ice Age, was produced in partnership with the Montreal Science Centre, the Yukon Beringia Interpretive Centre and the Royal Tyrrell Museum of Palaeontology. It opened at The Rooms museum in St. John's, Newfoundland in July 2009 and in La Baie, Quebec in January 2010 and will continue to tour Canada until Summer 2012.

A New National Collections Strategy

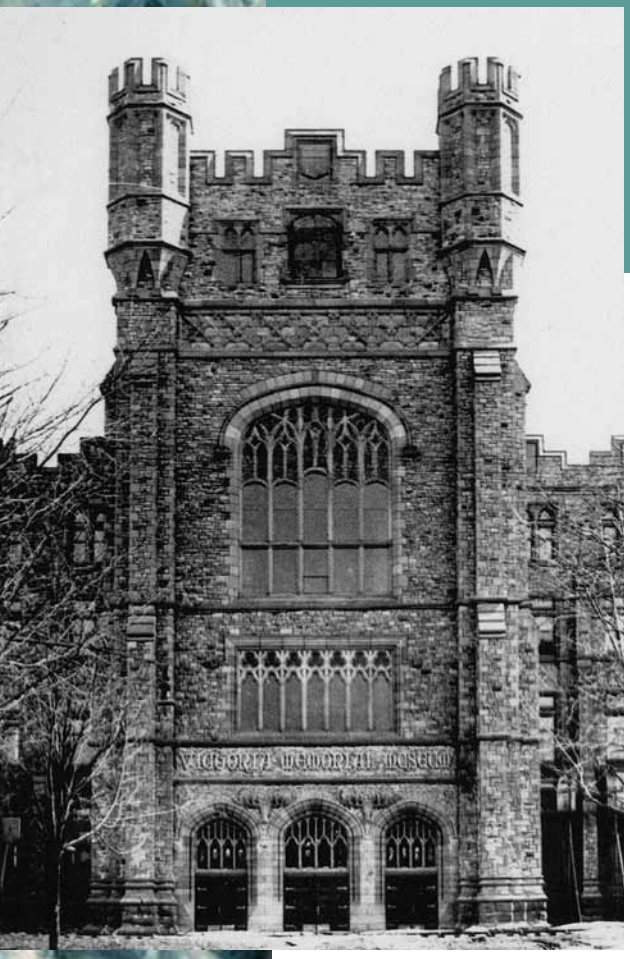
The Museum led the development of a comprehensive strategy for the natural history collections held by the 16 members of the Alliance of Natural History Museums of Canada. This strategy documents the 19 million specimens under the combined stewardship of Alliance members and will facilitate an informed assessment of collections management strategies for each institution.

To prepare for this work, the Museum completed an overall assessment of its own collections, which number over 10.5 million specimens. The Museum's collection grew in 2009–2010 by 6,753 collection lots, the most notable acquisitions being 19 mineral and gem specimens, new lichens, more than 200 bird eggs, tropical mollusk shells, and taxidermic mounts of a dall sheep and Mumba, an eastern lowland gorilla from the Granby Zoo.

History

A Long and Proud History

The Canadian Museum of Nature originated in the Geological Survey of Canada, formed in 1842 by Sir William Logan. In 1843, Sir William and his assistant, Alexander Murray, returned from their first field expedition, a geological survey of Southern Ontario and Quebec, with hundreds of specimens and nowhere to store them. Sir William's brother, a businessman, let him store the specimens in a room above a warehouse in Montreal. There, he and Mr. Murray spent the rest of the year unpacking, labelling, cataloguing, and re-packing the specimens in numbered boxes, creating the Museum's first collection.



In 1851, Sir William developed a beautiful display of Canadian minerals of economic interest for the Great Exhibition of 1851 in London, England. The Survey's first exhibition work was enormously successful. "Of all the British colonies," the Exhibition Committee declared, "Canada is that whose exhibition is the most interesting and the most complete." Sir William's enormous success in London strengthened public support for the Survey, and set a precedent for the Museum's popular travelling exhibitions.

In 1852, Sir William, his assistants and his collections were temporarily housed in various warehouses in Montreal. Then, in 1856, Parliament mandated the Geological Survey to publicly display its growing natural science collections. The collections moved into a mansion on St. Gabriel Street, which had been owned by Peter McGill, President of the Bank of Montreal. This building became the Museum's home for the next 30 years until it moved to George Street in Ottawa's Byward Market in 1881.

The years 1867–1907 were an exciting period of growth for the Geological Survey of Canada. The field officers studied, collected and reported on the country's topography, climate, flora and fauna, geology and mineral resources, as well as on Canada's Aboriginal peoples.

First purpose-built national museum

Commissioned by Sir Wilfrid Laurier, the Victoria Memorial Museum Building commemorates Queen Victoria, who died in 1901. The building opened its doors to the public in 1912 with spectacular exhibits of Canadian minerals, birds and fossils in beautiful new display cases. The skeleton of *Edmontosaurus* was the first dinosaur mounted for public display in Canada in 1913 and is now on view in the new Talisman Energy Fossil Gallery. The bulk of the Museum's collections of dinosaurs were discovered by Charles M. Sternberg in southwestern Alberta.

Parliamentary connections

After a fire destroyed the Centre Block of the Parliament Buildings in 1916, the seat of government moved temporarily to the Victoria Memorial Museum Building. The House of Commons sat in the Auditorium for four years while the Senate occupied the East Wing. Sir Wilfrid Laurier never returned to the Hill. He died in 1919 and his body lay in state surrounded by flags and flowers in the Museum's Auditorium.

New beginnings

The Canadian Museum of Nature became a Crown corporation on July 1, 1990, with a new mandate to increase interest in, knowledge of, and appreciation and respect for, the natural world throughout Canada and internationally.

At that time, the Museum's operations were scattered over 13 buildings throughout the National Capital Region and its

▷ The new South Addition, housing the Museum's shipping and receiving and back-of-house facilities, added **2,700 square metres** of space.

natural science collections were kept in uncontrolled environments. A long-term project was initiated to consolidate all collection-related operations into one purpose-built facility.

The Natural Heritage Building in Gatineau was inaugurated in May 1997. With its leading-edge technology, the new collections and research facility was designed according to advanced collection management and protection requirements in order to safeguard Canada's natural history collection.

Ten million specimens, including tiny dried flowers, delicate arrays of pinned insects and two-ton dinosaur fossils, were carefully packed and moved from different locations around the National Capital Region to the new facility. The Museum received a Canadian Museums Association Achievement Award for the successful consolidation project in 1998.

Public Works and Government Services Canada completed extensive stonework restoration at the Victoria Memorial Museum Building in 1997. This work was undertaken to preserve the façade of this historic building and to ensure the safety of staff and visitors. The City of Ottawa acknowledged this achievement with its Heritage Award in 1999.

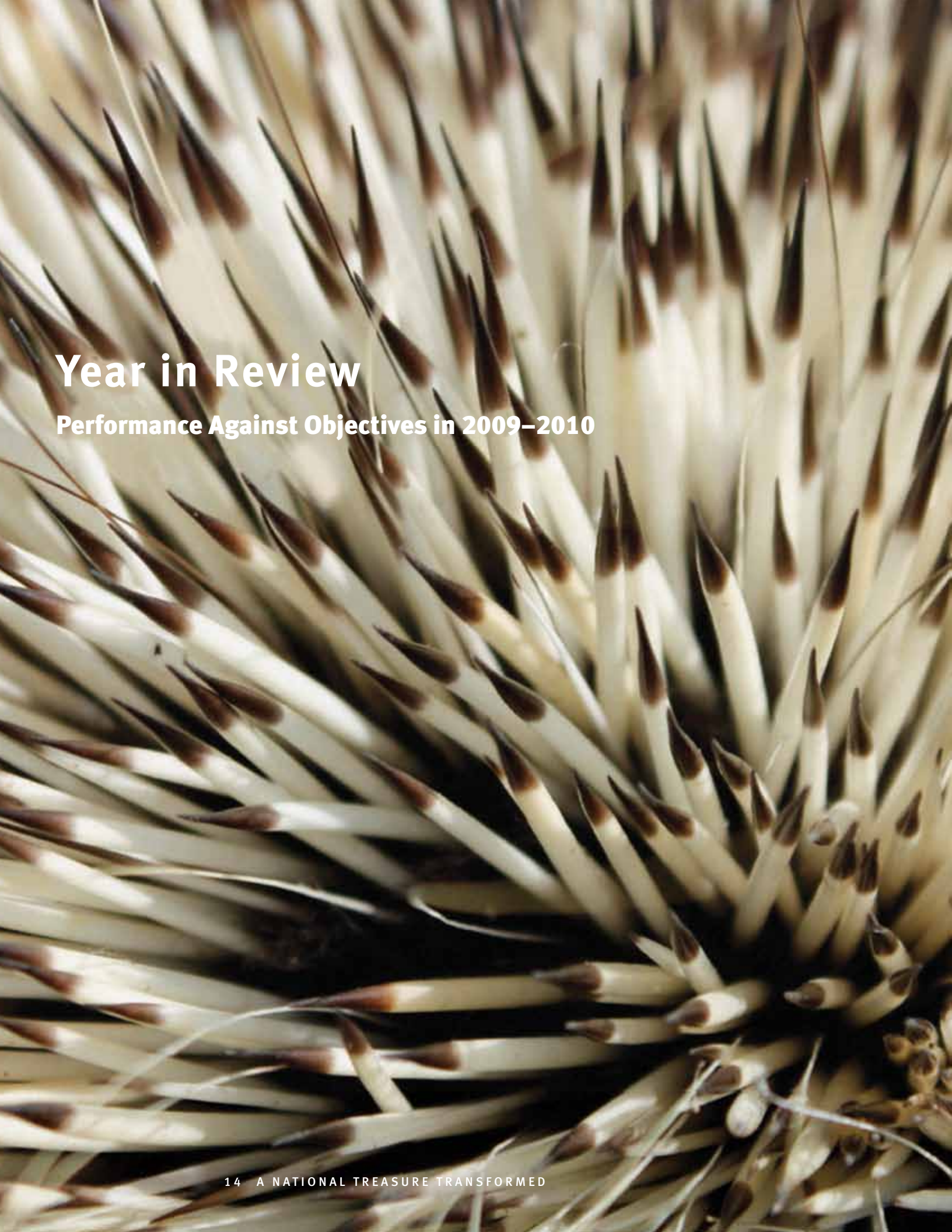
A fresh face

Cross-Canada consultations and a comprehensive strategic planning process resulted in a new vision of the national role and service of the Canadian Museum of Nature. The Museum is working to realize this vision in tandem with the renewal of its exhibition site, the Victoria Memorial Museum Building, which was nearly complete by the end of fiscal 2009–2010.

The rehabilitation work began in spring 2004, and proceeded in phases. The Museum reached a milestone in October 2006, when the West Wing reopened with new galleries about fossils, birds and mammals and a special exhibitions hall as part of celebrations to mark the Museum's 150th anniversary.

Another significant anniversary, the Victoria Memorial Museum Building's 100th, coincided with the completion of extensive rehabilitation during which the building was radically transformed and a new strategic plan for the CMN marked a new phase of the organization's evolution. A magnificent glass lantern was installed at the building's entrance and renovated facilities throughout the VMMB have enhanced not only the visitor experience, but also the Museum's opportunity to capitalize on modern technology and increase revenues by renting the venue for special occasions. Several new exhibitions, including renewed Earth and Water galleries were constructed to complement the building's Grand Reopening in May 2010.

With a fully renovated Victoria Memorial Museum Building and a fresh strategic plan, now in its second year, CMN is poised for a promising future.



Year in Review

Performance Against Objectives in 2009–2010

Throughout fiscal year 2009–2010, the Canadian Museum of Nature continued to build on a strong foundation of national service, fiscal responsibility, and scientific investigation. The Museum initiated the year with the launch of a new Corporate and Strategic Plan and made significant progress toward meeting its objectives.

OBJECTIVE ▷ 1

Develop innovative approaches that increase awareness of Canada's natural environment based upon research and collections programmes.

Canadians need and want trusted and reliable information to help them fulfill their environmental responsibilities, and the Canadian Museum of Nature is uniquely positioned to provide knowledge about the Canadian environment. Through its role in research, in conserving the physical record of the natural world and in training new experts, the CMN wishes to be seen by scientists and the public as a respected and important source of natural history information and expertise.

Our accomplishments

Addressing key natural history issues of relevance for Canadians

The Museum identified last year that one of the most important issues of relevance for Canadians is concern for the health of the environment – a concern driven by unease about climate change and waste. It was determined that Canadians wish to be engaged in the environmental debate and are seeking ways to make positive contributions.

To ensure its activities address Canadians' concerns, the Museum now has a process in place for ongoing monitoring of issues of relevance to Canadians. Under this system, every fifth year of a strategic plan requires a national survey and every third year requires a "pulse check" through consultations with key stakeholder groups. The first year defines the key issues based on the national survey results and other elements of that comprehensive planning process.

Focusing Museum leadership

Generating new knowledge

The Museum refined its role in research, in conserving the physical natural world and in training new experts, so that its focus and areas of expertise reflect the emerging concerns of Canadians.This extensive policy review, including an external assessment of its research programme, has resulted in a decision to emphasize two specific areas of scientific excellence and leadership, involving Arctic Research and Species Discovery.

The scientific work done by our experts is collections-based, often starting with the discovery of new specimens in the field. As such, species discovery is at the foundation of natural history museum work. Moreover, much of our species discovery occurs in the Arctic. The Museum has a long tradition of well-respected terrestrial and aquatic research there, including expertise in systematics research that is an essential component in large-scale environmental studies attempting to understand the changing Arctic environment.

Specific activities in 2009–2010 included the successful conclusion of year four of the *Flora of the Arctic* Project led by the Museum, with contributions from university, government and museum-based researchers from many countries. The project seeks to establish baseline natural history information about all plants in the Arctic. Notable laboratory research last year included DNA barcoding, a field in which the Museum has become a key player – in particular, through its work carrying out barcoding for Arctic plants.

Making research results available

The Museum identified new ways to share its knowledge across its network, with scientists, students and the public. New and existing communications channels, including travelling exhibitions, video-conferencing and the internet, were used. An example of new and innovative ways to share scientific information involved the use of Web 2.0 and new communications approaches to reach 53 million people worldwide about the discovery in the High Arctic of *Puijila darwini*, a "missing link" carnivore that provides evidence of the transition of mammals from land to water. The discovery was made by Dr. Natalia Rybczynski. Her results were published in 2009 in the prestigious journal *Nature*.

In addition, Museum scientists contributed to the growing body of scientific knowledge by publishing 57 articles in science journals, serving in an editorial capacity for 12 journals, as technical reviewers for 37 journals and organizations and by regular participation in radio and TV broadcasts and newspaper interviews.

Training new experts

The CMN continued to host postdoctoral fellows, and supervise graduate and undergraduate students in an ongoing effort to pass leading-edge knowledge on to a new generation of researchers.

Developing a national collections strategy

The Museum completed an extensive policy review and a comprehensive collections management strategy for the 10.5 million specimens under its direct stewardship and care as a national museum.

Equally important, it is leading a comprehensive review of natural history collections held by its partners in the Alliance of Natural History Museums of Canada (ANHMC). By formulating a collections strategy that taps into the wealth of information across the country, a truly national collection will be established that acknowledges the collective stewardship of more than 19 million natural history specimens among Alliance members. The ANHMC's National Collections Development Strategy is scheduled for completion in 2011.

Through such partnerships and collaborations the Museum is serving as an information hub for collecting and disseminating information, and identifying and implementing new and efficient ways to share knowledge assets across its network with scientists, students and the public.

▷ The large panel mount of *Edmontosaurus* was moved from one side of the Museum to the other. It weighs 6,800 kg.

In 2009–2010 the CMN acquired an additional 6,753 collection lots, focused primarily upon requirements for the new permanent galleries being installed at the Victoria Memorial Museum Building and specimens serving specific research programmes. The most notable acquisitions included:

- 19 mineral and gem specimens,
- new lichens,
- a well-documented collection of more than 200 bird eggs,
- tropical mollusk shells, which are important teaching and interpretive resources for public programming, and
- taxidermic mounts of a dall sheep and Mumba, an eastern lowland gorilla from the Granby Zoo.

Creating new ways to share scientific information

Last year, Museum staff worked to find new and better ways to tell the stories that emanate from the Museum's collections and investigations. We also used technology to open the treasures in the national collection to schools, individuals and the broader scientific community. The Museum forged stronger links with educators, communities, organizations and partners to create new avenues of access to scientific knowledge.

Leveraging digital technology

The CMN took advantage of the monumental discovery of the skeletal remains of *Puijila darwini* in the High Arctic to launch a new approach to distributing news through its website and Web 2.0 technologies. Almost 53 million people worldwide viewed or became aware of the collection-based research at the Museum through media relations activities, and learned how these findings help us to understand Arctic habitats and the evolution of this species.

Coupled with the reopening of the fully renovated Victoria Memorial Museum Building in May 2010 were plans to redesign the **nature.ca** website. The launch of the new website is scheduled for early April 2010. The redesigned site promises far greater levels of interactivity and electronic commerce opportunities for users. As well, CMN continued to capitalize on new 3-D imaging technology to produce models and materials in support of public education initiatives in the Museum's new Water and Earth Galleries.

The digitization of Museum collections remained a cornerstone of the overall renewal strategy, with the goal of making collections and scientific knowledge more available to Canadians. Work to support the electronic import of existing data into digital form yielded major dividends with almost 44,000 new records created in the fiscal year (our objective for the year was 27,000). This import utility holds great promise for efficiently processing future acquisitions with accompanying electronic data.

Publications

Last year, the Museum embarked on an analysis of its publishing activities to determine the most effective way forward. Major publications included the *Beginner's Guide to Minerals and Rocks*. Work was also completed for a landmark Museum publication titled *Mammals of Canada*, which will be published in 2011.

Productive partnerships and collaborations

Celebrating International Biodiversity Year through productive partnerships

The United Nations designated 2010 as the International Year of Biodiversity (IYB). In honour of this, several innovative initiatives that reinforce the Museum's contributions to understanding and preserving biodiversity will be showcased.

The renovated Victoria Memorial Museum Building will reopen to the public on May 22, 2010, which is International Biodiversity Day. The signature Earth and Water galleries will explore issues affecting these natural elements. Many special exhibitions will also be featured:

- *Canada's Waterscapes – Yours to Enjoy, Explore and Protect*, is a travelling exhibition produced by the Museum in partnership with Parks Canada, the Natural Sciences and Engineering Research Council of Canada (NSERC), the RBC Blue Water Project and the Canadian Water Network, with support from Canadian Geographic. The exhibition opened in November 2009 and explores Canada's diverse, complex and beautiful aquatic ecosystems and the ecological importance of our waters and wetlands;
- *AQUA*, an exhibition produced by the Cirque du Soleil's One Drop Foundation, will be hosted by the Museum; and
- *A Chorus of Frogs*, produced by the American Museum of Natural History, will be hosted by the Museum.

The Museum continued its partnership work with the Alliance of Natural History Museums of Canada, an organization created to establish a network of natural history museums for the exchange of information on issues dealing with collections, research and education. The Museum is very pleased that 13 Alliance members will be able to partner to deliver Nature Fest, a key programming element for the Museum's Grand Reopening celebrations that will give visitors a cross-Canada perspective on biodiversity.

The Museum has also been involved in key work with the Council of Canadian Academies (CCA) to address issues of biodiversity. In collaboration with the Alliance of Natural History Museums, the CCA has been asked to assess and report upon the status and trends of biodiversity sciences in Canada. The CCA launched this study in November 2009, assisted by a 14-member panel of scientific experts from North America. The report is expected to provide an authoritative review that will help guide future biodiversity science planning.

The CMN values the ongoing work of the Federal Biodiversity Information Partnership, a multi-partner initiative in biodiversity science that includes many federal government departments and agencies. The Memorandum of Understanding was signed in 2009–2010 and a pilot project proposal to increase access to Arctic biodiversity data was being formulated.

A symposium on biodiversity in the Arctic is planned for November 2010. Based on interdisciplinary research programmes undertaken by public and private sector organizations as part of International Polar Years (2007–2009), the conference will frame Canadian understanding about Arctic biodiversity.

	Target	Results Achieved
▷ **1.1** **PERFORMANCE MEASURE** **Impact:** Innovative approaches to sharing studies and analyses that increase awareness of Museum collections and research.	Create dialogue with scientific experts about the natural environment to be shared with the public. Increase our online presence.	In 2009–2010, CMN researchers published 57 articles in refereed journals and 30 in non-refereed publications. Seven, or 11 percent, were published in open-access journals, and others provided open access to the science community and others. CMN completed scientific research that involved the communities, museums and schools in southern Saskatchewan as part of the Frenchman River Biodiversity Project. The results of that work were presented electronically on **nature.ca** The CMN developed plans for a major Arctic Biodiversity Symposium, to be held November 18–19, 2010. The key criteria for achieving a successful dialogue will include: • extensive participation of the International Scientific Community; • broad dissemination of proceedings through traditional means (i.e. summary publications) and online applications; and • successful engagement of senior official leaders and policy makers. The Museum piloted the use of 2.0 media and developed a new website feature to communicate the discovery of *Puijila darwini*. The website had 70,060 page views in 2009–2010 and over 53 million people worldwide were made aware of the discovery through related media relations activities.
▷ **1.2** **PERFORMANCE MEASURE** A representative national collection is developed and sustained.	Collections Development Plan/Strategies ensure the representativeness of the national collection. Collections were preserved and documented according to professional standards and displayed and stored in appropriate conditions.	Collections policies were revised in January 2010 and procedures for acquisitions and deaccessions were revised and implemented. CMN continued to develop an action plan for the National Collections Development Strategy in concert with member institutions of the Alliance of Natural History Museums of Canada. There were no requests for deaccession of specimens due to loss or deterioration. Environmental conditions required to preserve our collections were generally met. Work has continued at the Museum to improve the stability of temperature and relative humidity in collections areas.

OBJECTIVE ▷ 2

Present the natural world through public education programmes that increase understanding of Canada's changing natural environment.

The Canadian Museum of Nature has a mandated responsibility to help Canadians understand nature and the environment. As Canada's national natural history institution, the Museum will provide Canadians with information and options that relate to their responsibilities with respect to the natural world.

The renewed Victoria Memorial Museum Building will be used as a venue for scientific debate and display. New and existing communication channels will be used to extend the Museum's service to every corner of Canada. Working with its Alliance partners and educators across the country, a strong national education programme about the environment will be designed to address issues of concern to Canadians.

The goal is to inspire Canadians to improve their understanding of how to become better stewards of the natural environment, through public education and scientific programmes delivered by the Museum in collaboration with partners.

Our accomplishments

An education strategy for issues of concern to Canadians

Typically, a national public education project will include a signature gallery at the Victoria Memorial Museum Building supported by public programming that is national in scope. This can include a related travelling exhibition, school and public programmes, extensive information posted on the Museum website, **nature.ca**, a lecture series and scientific publications.

Signature galleries

Two permanent galleries were under development during 2009–2010 in preparation for the Grand Reopening of the VMMB in May 2010. These two galleries, the RBC Blue Water Gallery and the Vale Earth Gallery, provide informative and interactive experiences that explore some of the key environmental issues affecting water and earth. The RBC Blue Water Gallery showcases water in all its forms and explores its importance in sustaining the natural habitat. The Vale Earth Gallery focuses on Canada's rocks and minerals. Through an interactive globe of the Earth, the Gallery will also have the capacity to display significant research and survey findings; an early feature will be the display of the Geological Survey of Canada's ongoing mapping of the Canadian Arctic.

Travelling exhibitions

During the fiscal year, travelling exhibitions reached 29 museums and science centres across the country and were attended by more than 316,500 visitors. The number of visitors served was less than anticipated but this is due to the number of smaller host venues and communities involved throughout the tour.

The travelling exhibition programme extends CMN's public-education services into museums, science centres, schools and community facilities across Canada. The travelling exhibitions also met the museum's important objective of providing access and educational content to under-served communities in Canada.

▷ **12.7 million kg** of concrete was poured for new floors, walls and foundations.

Public programming

The Museum actively participated in key initiatives of the Alliance of Natural History Museums of Canada. Of particular note was the production and co-ordination by the Museum of a national lecture series in honour of International Polar Year. The series reached over 13 communities and over 1,500 participants, with presentations by renowned Arctic experts and scientists in polar studies. As part of this initiative, five ANHMC educators traveled to the Arctic with the Students on Ice programme. These educators from museums across Canada now have the direct experience and the enthusiasm to teach Canadians about the wonders of the Arctic environment.

A new National Education Strategy, under development during the fiscal year, will underpin the new public programming initiatives. The Strategy will be finalized in 2010.

Special education programming for International Biodiversity Year

Four new public education initiatives were under development in 2009–2010 to mark International Biodiversity Year. These initiatives include the following activities:

- The organization, in partnership with the Natural Sciences and Engineering Research Council (NSERC) and Parks Canada, of a comprehensive symposium on Arctic Biodiversity to be held November 18–19, 2010;
- A celebration of Earth Day in April 2010 that will become a signature piece of the Museum's national education programme;
- Public interpretation programming to support the national Water and Earth Projects and signature galleries installed in the VMMB in 2009–2010; and
- The development of new programming for schools, to be introduced in September of 2010. Programmes will include *Introduction to the Environment* (Grade 1); *Water in our Lives* (Grade 2); and *Soils in the Environment* (Grade 3).

	Target	Results Achieved
▷ **2.1** **PERFORMANCE MEASURE** **Impact:** Public education and efforts deepen understanding and sense of responsibility for Canada's changing natural environment.	High degree of satisfaction as measured through surveys, focus groups and other means.	Surveys and other means of collecting data are being developed for implementation in 2010–2011.

OBJECTIVE ▷ 3

Create unique experiences and increase value for visitors through the renewal of the Victoria Memorial Museum Building and associated programming and services.

The Museum's primary focus for 2009–2010 was to complete the renewal of the Victoria Memorial Museum Building. In doing so, the Museum prepared itself to open the doors not only to a beautiful new facility but also to its future success.

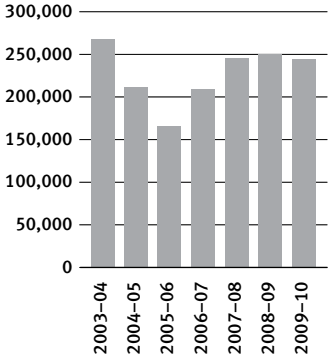
The goal is to transform the 100-year-old Victoria Memorial Museum Building into a Museum for the 21st century, with a revitalized building capable of delivering the new programmes and services that support its new strategic directions and vision of national service.

Our accomplishments

Completed renovations

Substantial completion of this complex, $216 million construction project was achieved in February 2010. The overall construction was completed in phases, so that the Museum could remain open to the public. The first three phases of the construction project, involving renewal of the West Wing and building the new South Addition, were completed in October 2006. Attention then shifted to completing Phases four and five, involving the Central Core and East Wing areas, and the construction of the new lantern feature. The construction project was within budget in 2009–2010 and was on track to meet the May 2010 Grand Reopening of the new Museum.

Local Attendance (after-hour, open-hour, NHB, NCR)

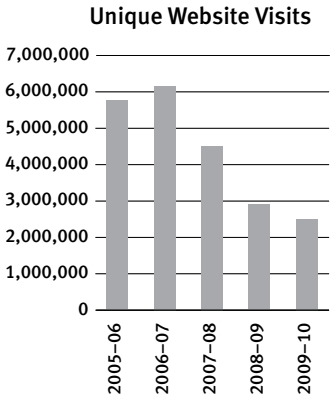


Re-establishing a strong public presence

The Museum remained open over 95 percent of the time during construction and base-level programming and visitor services were maintained. As evidence of this achievement, attendance levels over the past year were sustained at pre-renovation levels, although only half of the building was open to the public. Over 245,000 visitors viewed the public galleries and attended special exhibitions and events.

Significant planning continued to prepare for the Grand Reopening of the Victoria Memorial Museum Building in May 2010. The Museum completed a strategic review of its overall positioning strategy for the VMMB: a key element of plans to increase awareness, raise attendance levels, improve revenues and create a strong and positive brand. The plans also acknowledge the significant investment by the Government of Canada and donors.

▷ **14,000 metric tonnes** of soil was excavated and recycled during the renovation. In total, **94 percent** of waste materials were recycled throughout the process.



An online home

The Museum completely redesigned its website to enrich the user experience, better meet its business and marketing needs and complement the reopening of the VMMB. Computer users will be able to purchase admission tickets, purchase memberships and rent venues for special events online. Visitors to the Museum's website will also learn about events and buy items from the Museum's online catalogue.

Like many other Museums, the CMN has experienced a decline in the number of unique site visits to its website over the past few years (see chart at left), as new Web 2.0 applications such as Wikipedia, modifications to Search Engine ranking methods, and other changes have reduced the traditional visitation base. The recent site redesign work and other initiatives currently underway are aimed at stabilizing and expanding audiences as well as establishing a more balanced and reliable set of metrics to measure site performance and impact. In spite of the recent decline in numbers, **nature.ca**, with 2.5 million annual visitors, remains one of the most popular Museum websites in Canada. Visit durations have also been steadily growing over the past couple of years, an indicator that those who come to the site are increasing pleased with and engaged in what they experience.

	Target	Results Achieved
▷ **3.1** **PERFORMANCE MEASURE** **CMN Attendance:** Total number of visitors to the CMN during the period.	250,000 visits in 2009–2010 and 315,000 visits in 2013–2014.	245,089 visitors in 2009–2010.
▷ **3.2** **PERFORMANCE MEASURE** **Value:** The value of the Museum's programmes and services, as perceived by its customers.	High degree of satisfaction measured through customer surveys.	Surveys are being developed for implementation in 2010–2011.
▷ **3.3** **PERFORMANCE MEASURE** **Impact of National Service and Outreach:** The ability to reach Canadians and increase access to the programmes of the Museum through its national service role.	Increase reach through travelling exhibitions. Improve web reach through the redesign of **nature.ca** and other internet services.	Travelling exhibitions reached 29 museums and science centres across the country and were attended by 316,500 individuals. Surveys were conducted at the VMMB for *Canada's Waterscapes* exhibition. Eighty percent of the respondents said they were extremely satisfied, very satisfied or satisfied. Redesigned **nature.ca** (phase one) which will be launched in April 2010.

OBJECTIVE ▷ 4

Establish leading edge governance practices and corporate systems that support and help finance the Museum's strategic directions and objectives.

As a steward of Canada's natural history and as a public institution, the Canadian Museum of Nature has a responsibility to Canadians to be a viable, successful organization.

To fulfill this responsibility, the Museum will identify and implement governance practices that strengthen its performance and provide stability for the future. It will promote efficiency of operations to protect its physical assets; it will fulfill the public trust through effective and transparent reporting; and it will compare its performance with that of other leading institutions. Through an increased emphasis on performance measurement, the Museum will also seek to evaluate its intended objectives and programmes and meet the expectations of its stakeholders.

Avenues for increasing earned revenues will continue to be pursued. Through its fundraising efforts, the Museum will also seek to secure new funding for investment in its scientific and public education programmes. It will work with the Government of Canada and others to confirm the parameters of federal financing and will exercise fiscal responsibility in the use of its funding from all sources.

As a result, the Museum will continue to be recognized as a consistently well managed public institution. Through earned revenues and the support of individuals, corporations and the people of Canada, the Museum will establish its financial sustainability.

Our accomplishments

Achieving financial sustainability

The Grand Reopening and full operation of the renovated VMMB will introduce new expenses to the Museum's bottom line, amounting to $2.2 million per year in incremental costs for 2010–2011 and $2.5 million in 2011–2012. To manage these new expenses, the Museum developed a two-year financial plan to reduce costs and achieve financial sustainability while testing the full potential of the Museum's revenue-generation strategies.

In March 2010, the Government of Canada confirmed that the Canadian Museum of Nature will receive $3 million in additional "one-time" funding in 2010–2011, in recognition of the operating pressures it is managing. These additional funds are most appreciated. As they are for one year only, the Museum will keep in place the elements of the two-year financial plan. A portion of the additional funds will be used to restore reductions that presented a high risk to the overall integrity of the operations of the Museum. The balance will be used to restore programme funds that have been diverted to cover the additional costs of maintaining the two buildings. Special attention has been taken to look at ways to invest in delayed or under funded initiatives, keeping in mind the four major priorities for the coming year.

A second, critical initiative last year involved improving revenue generation prospects. The Museum established a target of generating revenue equivalent to 15 percent of base operating costs by 2011–2012. Results for 2009–2010 are about 10 percent lower than forecast, due in large part to the considerable decline in interest rates during the period under review. Nevertheless, the Museum made significant inroads into restructuring its revenue stream and making up the shortfall. Strong revenue results from partnership agreements and admissions have reduced the potential gap by 50 percent.

▷ **1.8 million kg** of seismic steel was installed to reinforce the structure of the Victoria Memorial Museum Building so that it meets seismic codes.

By the end of 2009–2010, the *Natural Partnerships* Campaign was very close to achieving its fundraising objectives and effectively surpassed this goal by April 2010. Because of this success, the Museum will conclude the campaign in May 2010 and introduce a new, multifaceted Development programme early in 2010.

The Museum forecasts that it will achieve revenues of 10 percent of base operating costs in 2010–2011, due in large part to the careful attention paid to the renovation of the VMMB, the development of new galleries and public education programming, and robust business development and marketing strategies. This target is prudent, given the uncertainties associated with forecasting revenues for the first year of operation of the new Museum and the difficult economic recovery.

Benchmarking governance practices

Last year, the Museum participated in a benchmarking exercise undertaken by the International Association of Museum Facilities Managers. The exercise demonstrated that the Museum is one of the most efficient in managing its facilities. The Museum's janitorial costs, grounds maintenance and building maintenance costs placed it in the lowest percentile compared to similar-sized facilities. Furthermore, steps taken to streamline and outsource facility management resulted in considerable savings. By year's end, Museum staff reviewed opportunities to further maximize organizational efficiencies and streamline operations. Funded capital projects, to be implemented in the coming years, will result in significant energy savings and lower mechanical system operating costs.

Raising our public profile

Work in support of this goal last year generally mirrored the work done to advertise the programme offerings at the Victoria Memorial Museum Building and communicate the results of scientific research. The Museum's accomplishments were significant and extended its reach and presence.

In 2009–2010, communications and marketing activities transitioned from ongoing renewal and programming communications to Grand Reopening priorities. Museum staff completed work on an unprecedented scope to support the key areas of advertising, promotion, public relations and media relations in three phases: pre-opening ramp-up efforts, the official Grand Reopening, and post opening. In addition to traditional means, the Museum initiated a social media promotion through travel media bloggers, partner sites and other vehicles.

In addition to Grand Reopening media exposure, the Museum garnered significant local and national media coverage, including profiles of research, collections and exhibitions. Highlights included:

- a regular series of interviews with Radio-Canada's morning show, *Bernier et Cie*, featuring interviews with Museum researchers and linked to International Biodiversity Year;
- comprehensive coverage of the installation of the blue whale skeleton in March 2010;
- coverage in support of the Museum's travelling exhibition programme, which featured the work of Museum scientists and included regional coverage for *Ice Age Mammals* in La Baie, Quebec; and
- coverage for the new travelling exhibition produced by the CMN, titled *Canada's Waterscapes – Yours to Enjoy and Protect*. This travelling exhibition opened at the Victoria Memorial Museum Building in November 2009 and is currently on a national tour.

Delivering effective and efficient corporate strategies

In 2009–2010, the Museum updated its Environmental Stewardship Framework and policy. Through the Museum's Environmental Monitoring Programme, a cadastral and plant survey was undertaken of the 76 hectares surrounding the Natural Heritage Building property in Gatineau, Quebec and our Osgoode site. The Museum's waste and recycling management programme redirected 0.5 metric tons of paper fibres, 0.4 metric tons of corrugated-cardboard fibres and 0.12 metric tons of other recyclable fibres such as plastic, glass and metals.

New human resources strategy

The Museum developed a new human resources plan focused on supporting leadership employee development, a sustainable workforce and well being. Work also continued on the management of succession plans. The Museum is fortunate to have dedicated Volunteers, many of whom have been serving for over 15 years. Efforts to increase participation resulted in a 20 percent increase in Volunteers during the fourth quarter.

In 2009–2010, the Museum underwent an audit of its employment equity policies and practices by the Canadian Human Rights Commission. The audit deemed the Museum to be completely in compliance with the legislative requirements required by the *Employment Equity Act*.

Measuring performance

Another key initiative under development during the year was the elaboration of a new Performance Measurement Framework that will be outcomes based in keeping with the new strategic directions in the Museum's Corporate Plan. This framework was to be finalised by April 2010.

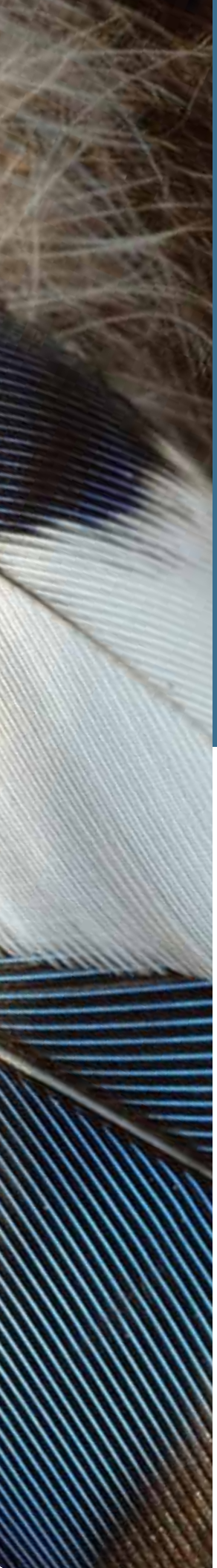
An IT infrastructure to embrace the future

During the first two months of 2009–2010, Museum staff completed a major overhaul of the underlying core technologies that operate the CMN local area networks. The Museum undertook the work to improve the security and reliability of the Museum's network and to lay the groundwork for future technologies and projects. In total, the overhaul encompassed more than 15 major systems including: active directory and domain controllers, exchange, network authentication services, antivirus, and the entire network switching infrastructure.

The Museum also deployed several new and upgraded corporate applications to build technological capability and completed much of the VMMB's new IT infrastructure. The infrastructure includes an extensive integrated network of enabling technologies and systems.

	Target	Results Achieved
▷ **4.1** **PERFORMANCE MEASURE** **Self-generated Revenue:** Revenue from earned and contributed sources as a percentage of base operating costs.	Self-generated revenues of 15 percent of base operating costs by 2011–2012.	Self-generated revenues were 7 percent in 2009–2010. Although the Museum was able to sustain its revenue related to commercial operations, it was not able to offset a significant decrease in interest income as a result of lower cash balances and a drastic drop in interest rates.
▷ **4.2** **PERFORMANCE MEASURE** **Resource utilization** facilitated the achievement of the Museum mandate.	Operating and maintenance costs per gross square metre for both the VMMB and the NHB. Fifteen global performances standards and metrics are measured in the IT/IM Systems Scorecard.	The NHB operate at a cost of $98.83 per square metre – 34 percent of the cost of similar facilities as benchmarked by the International Association of Museum Facility Administration (IAMFA). Eighty-eight percent of the quarterly IT performance metric targets were met during 2009–2010. Areas at risk are being addressed.

Our People



The Board of Trustees is the Museum's governing body, responsible to Parliament through the Minister of Canadian Heritage and Official Languages. The 11 members are Governor-in-Council appointees from all regions of Canada. Through accountability and strategic policy and planning frameworks, the Board provides corporate direction and delegates authority to the President for the management of the Museum. In 2009–2010, the Board met four times and held eight special meetings through conference calls. Twenty meetings of the Committees of the Board were held either in person or by conference call.

▷ BOARD OF TRUSTEES

STANDING COMMITTEES

Executive Committee
Florence Minz, Chair

Mandate: *The Executive Committee is responsible for maintaining an overview of the activities of the Board of Trustees and its Standing Committees and for conducting the President's annual performance review. The Executive Committee acts on behalf of the Board between meetings in accordance with Board policy.*

Audit and Finance Committee
Martin Joanisse, Chair

Mandate: *The Audit and Finance Committee is responsible for overseeing the Canadian Museum of Nature's standards of integrity and behaviour, the integrity and credibility of the Museum's financial reports, and the systems and practices of internal control.*

Community and Government Relations Committee
Chris Nelson, Chair

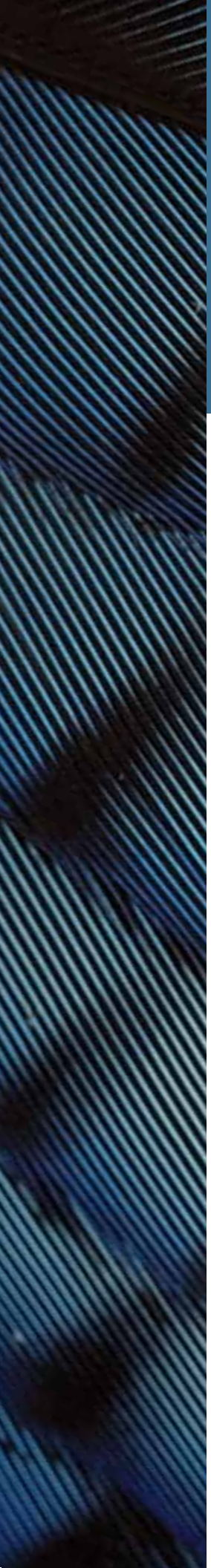
Mandate: *The Community and Government Relations Committee is responsible for raising and sustaining in the national community a positive awareness of the Canadian Museum of Nature, its services and its contributions, and for developing a strategy to support the Museum's efforts to generate revenue.*

Nominating Committee
Dr. Dana Hanson, Chair

Mandate: *The Nominating Committee is responsible for Board and Trustee assessment and training, and for recommending individuals to be nominated for appointment or reappointment as Trustees, in accordance with the Treasury Board appointment process for Crown corporations.*

Committee of the Whole Board
Erin Rankin Nash, Chair

Mandate: *The purpose of the Committee of the Whole is to provide an opportunity for all Board members to be involved in presentations, discussions and decisions with respect to the Victoria Memorial Museum Building Renewal Project.*



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Barbara J. Barry
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London, Ontario

Chris Nelson
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Harold Robinson
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Irene Byrne
Corporate Secretary

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Maureen Dougan
Vice-President,
Corporate Services and Chief Operating Officer

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Marc Chrétien
Director, Facilities Management Services

Kim Curran
Director, Development and Fundraising Services

Mark Graham
Director, Research Services

Michel Houle
Director, Financial Management Services
and Chief Financial Officer

Denyse Jomphe
Director, Human Resources Services

Marie Lasnier
Director, Community Services

Elizabeth McCrea
Director, Communications Services

Greg Smith
Director, Information Technology and Library Services

Maria Somjem
Project Director, VMMB Renewal Project

Carol Thiessen
a/Director, Exhibition Services

▷ STAFF

The following list includes all employees who have contributed to the Museum's achievements in 2009–2010.

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Roger Baird
Micheline Beaulieu-Bouchard
Paul Bloskie
Nancy Boase
Maggie Case
Luci Cipera
Wilda Corcoran
Margaret Currie
Kathryn Davis
Jennifer Doubt
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Dr. Jean-Marc Gagnon
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Marcie Kwindt
Sylvie Laframboise
Carolyn Leckie
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Laura Smyk
Michele Steigerwald
Alexander Tirabasso
PakYau Wong

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Caroline Genet
Carole Leblond
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Davina Pearl
Pierre Poirier
Lorna Sierolawski
Daniel Smythe
Laura Sutin

COMMUNITY SERVICES

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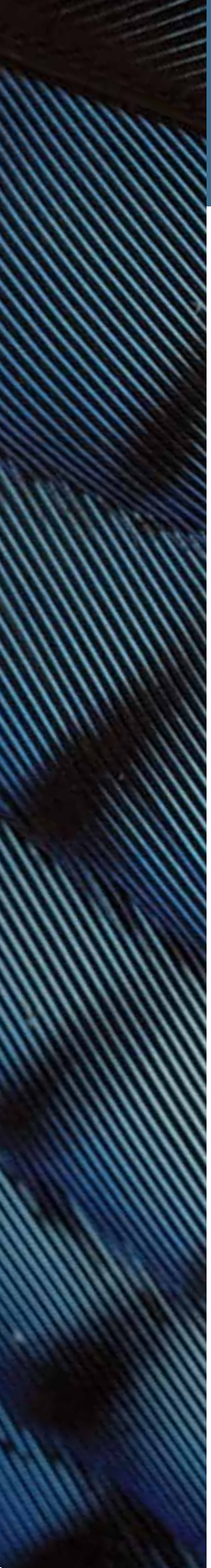
Claire Banville
Luc Barbe
Nathalie Benoît
Kate Beresford
Anik Boileau
Nathalie Boulet
Mara Bouse
Christina Carnovale
Nathalie Carter
Nathalie Cellard
Adam Clough
Tara Conroy
John Constantinesco
Jason Coyle
Annick Deblois
Marc Diotte
Ashraf El-Arabaty
Cindy Fedoryk
Laetitia Habimana
Cynthia Iburg
Maggie Kilian
John Kubicek
Annie Langlois
Guy Larocque
Marie Lasnier
Doris Launier
Claire MacArthur
Jennifer Mason
Diane Mongrain
Joanna Northover
Lyanne Payette
Diane Picard
Gilles Proulx
Johanne Robin
Nathalie Rodrigue
Katja Rodriguez
Jacky Rollin
Louis-René Sénéchal
Samantha Somers
Stephanie Tak
Stephanie Webb



DEVELOPMENT AND FUNDRAISING SERVICES

Debra Beattie
Kim Curran
Linda Kincaid
Sophie Poirier

DIRECTORATE

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Josée Damboise
Joanne DiCosimo
Maureen Dougan
Annie St-Jean
Louise Winter

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Daniel Boivin
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Gerben Gazendam
Rachel Gervais
Jennifer Kwong
Mariana Lafrance
Caroline Lanthier
Robert Leuenberger
Alan McDonald
Monty Reid
Joanne Sparks
Susan Swan
Annie Thérien
Carol Thiessen
Stacey Eliza Tidman

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Darrell Daniels
André Fortier
Alain Gendron
Heather Hutt
Mario Lacasse
Martin Leclerc
Patrick Minns
Laura Rhodes
Martin Roussel
Pascale Sénéchal

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Alain Bélanger
France Fabien
Diane Faucher
Michel Houle
Max Joly
Samir Khaloua
Lynne Ladouceur
Thérèse Mitrow
Liane Monette
Lise Rochon
France Roy

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Katherine Day
Kim de Grandpré
Roger Demers
Denyse Jomphe
Antoinette Martin
Suzanne Sauvé
Lucille Thomas

IT & LIBRARY SERVICES

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Andrée Bisson
Anne Marie Botman
Francine Bouvier-Goodman
Anie Carrière
Dominique Dufour
Julie Dugas
Chantal Dussault
Janice Gillis
André Lapointe
Richard Martin
Nicole Paquette
Kathleen Quinn
Barbara Rottenberg
Steven Russell Brooks
Gregory Smith
Patrice Stevenson
Ted Sypniewski
Judith Tomlin
Luc Villeneuve
Michael Wayne

RENEWAL

Joanne Desnoyers
Franziska Dubach
Junrong Jia
Samia Messaoudi
Xavier Rankin
Maria Somjen

RESEARCH SERVICES

Noel Alfonso
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Lory Beaudoin
Anne Breau
Roger Bull
Dr. Brian W. Coad
Dr. Kathleen Conlan
Dr. Laurie Consaul
Dr. Stephen Cumbaa
Richard Day
Dr. Scott Ercit
Marisa Gilbert
Dr. Lynn Gillespie
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Jacqueline Madill
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Glenn Poirier
Dr. Michel Poulin
Dr. Claude Renaud
Ralph Rowe
Dr. Natalia Rybczynski
Dr. Jeffery Saarela
Wayne Sawtell
Dr. Andrew Smith
Dr. Kathlyn Stewart
Dr. Xiao-chun Wu

▷ VOLUNTEERS

Volunteers continue to play an important role for the Canadian Museum of Nature. Their ongoing support, enthusiasm and countless hours of dedication are greatly appreciated. This year, 186 volunteers have contributed over 3,351 hours of service.

Nagad Ahmed
Frances Anderson Graff
Colet Anfossi
Melba Angell
Beverley Armstrong
Susan Barker
Amy Jo Bartlett
Dennis Bason
Lynda Beaudoin
Michèle Béique
Stéphanie Bellefeuille
Philippe Belley
Jean-Marie Bergeron
Nancy Binnie
Chelsea Bisson
Richard Boisclair
Irène Boucher
Alexander Bourassa
Colin Bowen
Pat Bowen
Laura Bradley
Carole Brown
Doug Bryce
Suzette Burns
Emma Calder
Annie Carbonneau
Laurence Carbonneau
Christina Carnovale
Maggie Case
Kamil Chadirji-Martinez
Nakul Chandan
Camelia Chiujdea
Kathy Chow
Stéphanie Chrétien
Adam Clough
Heather Coffey
Katie Compton
Christiane Cooper
Linda Coté
Catherine Coughlan
Dale Crichton
Verna Crossman
Thomas Cullen
Claire Cyr
Marie D'Aoust
Yemisi Dare
Kate Davis
Guillaume de Brouwer
Cielo De Castro
Suzanne de Sève
Danielle Denisko
Anthony Denton
Mireille Deussing
Val Ducross
Larry Dyke
Sheila Edwards
Alaina El-Bouchi
Karen Finstad
Colin Freebury
Andy Fytche
Huguette Gavrel
Gilles Gélinas
Carol German
Ian Gorlick
Virginia Grant
Kelly Gregoire
Merry Guo
Ashley Hale
Adeline Hardie
Gail Harington
Kathryn Henley
Alex Hui
April Hurst
Colleen Hyslop
André Jauvin
Callan Jessiman
Catherine Jomphe-Tremblay
Sol Kaiman
Lynn Kaplansky
Kaitlin Kharas
Thamila Khidas
Ruth Koch-Schulte
Atsushi Koyanagi
Geoffrey Lachapelle
Jacqueline Lafontaine
Marc Lalande
David Lamperd
Lorraine Larabie
Majella Larochelle
Anne Laybolt

Judy Leeson
Stéphanie Lefebvre
Lyse Lemay
Diane Lemieux
Miriam Lemoine
Melanie Lerner
Gabriel Levac
Hao Li
Barbara Liddy
Monika Lieberenz
Megan Lindeman-Kelly
Heather Lindsay
Martin Lipman
Dmitry Lisitsyn
Karl Loeffler-Henry
Nicole Lupien
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Sarah Mader
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Philip Martin
Sara Martin
Tamara Martinez
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Jérémie Ning
Martha B Olvera
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Sierra Palaniyandi
Michel Paradis
Yvette Paskovich
Dale Patten
Emma Peacocke
Frances Pearl
Kishu Pharasi
Amélie Picard
Kellie Piché
Anne Piuze-Paquet
Lise Plamondon
Brigitte Potvin
Pauline Poulin
Ronald Racicot
Sabihar Rahman
Barry Read
Anke Reppchen
Ruben Rodriguez
Tessa Roselli
Donna Roszell
Geoff Rowe
Joan Rowed
Yvon Roy
Susan Rust
Jessie Sadler
Eric Saulnier
Sid Savage
Beverly Sawchuk
Barbara Schulman
Lisa Schur
Emily Schwager
Ruth Secunda
Olivia Seillier
Kanika Sharma
John Sharpe
Andrea Simard
Elizabeth Skoll
Jennifer Small
Tim Smiglicki
Kristen Soo
Peder Soras
Madura Sornarajah
Emily Standen
Jamie Stewart
Alice Szymanski
Pragati Taran
Catherine Temple
Ted Tozer
Irene Utovac
Wayne Van De Graaff
Crystal Vincent
Melissa Wachter
Clare Wang
Nicole Wang
Kyle Weinkauf
Kaitlin Wilson
Paul Wise
Roy Wood
Elizabeth Woodbury

Communicating Research Results

Museum staff published 57 articles in refereed journals – which have other scientists review all articles submitted before they are accepted for publication – and 30 in non-refereed publications. Museum staff also published a selection of books, reports and other papers. A complete list follows (names in boldface are Museum staff members). Publications are listed in the language in which they were written.

▷ RESEARCH SERVICES AND COLLECTIONS SERVICES STAFF

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Managing Our Financial Resources

The Canadian Museum of Nature's (CMN) primary objective is to fulfill its national mandate as described in the *Museums Act*, within the context of the governance and accountability regime established in Part X of the *Financial Administration Act*. To this end, the Museum's Board of Trustees and Management are committed to managing the public and private funds invested in the Museum in a transparent, accountable manner and to optimizing the value of the contribution the Museum makes to Canadians and to Canadian society.

Management Discussion and Analysis – Overview 2010

2010 was the first year of implementation of the new, five-year strategic plan for 2009–2010 to 2013–2014. The plan confirmed interest in seeing the Museum undertake a role in educating and inspiring people about natural history and the environment, by sharing with the public in a more proactive way the results of its scientific research.

Over the past year, the CMN has focused much of its energies and resources on two critical priorities: completion of the Victoria Memorial Museum Building (VMMB) rehabilitation and the development of financial strategies to deal with emerging financial pressures.

The rehabilitation of the VMMB was declared substantially complete in February 2010. The $216 million rehabilitation project remains on budget, on schedule and within scope for the grand reopening of the renovated VMMB on May 22nd, 2010. Of the $216 million, approximately 88 percent of the construction cost has been spent to ensure the integrity of the building and compliance with building code standards. The renovation has also included a comprehensive restoration of the heritage elements and finishes, determined in consultation with the Federal Heritage Building Review Office, in keeping with the building designation as an important heritage structure and a national historic site. Also, the VMMB has been rendered functional as a contemporary museum resulting in climate controls for gallery spaces, an enclosed loading dock and appropriate visitor amenities. The *Natural Partnerships* fundraising campaign was launched in 2002 to finance the installation of the new galleries and the new public education programmes associated with this project. The campaign is expected to come to a successful conclusion in May 2010 and new fundraising strategies will be explored to meet future requirements.

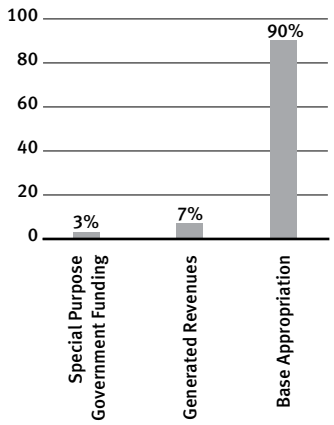
Achieving financial sustainability by continuing to tackle the emerging financial pressures facing the Museum continued to be a critical priority. The Government's five-year commitment in Budget 2008 of additional funds primarily for infrastructure pressures has provided some welcome, interim relief. These measures will not be sufficient, however, to manage the significant deficit projected for 2011 once the restored VMMB is commissioned and opens to the public in May 2010. New equipment installed during the rehabilitation project will increase the effectiveness and the efficiency of the building's systems, lowering the per square meter operating costs. However, the lack of inflation protection for fixed facility costs, the new museum-standard environmental control systems and additional space that must now be maintained at the renovated VMMB have placed an additional severe pressure on the Museum's operating budget. Significant steps have been taken over a number of years to reduce costs across all areas of programme and administration in order to reallocate funds to meet the annually rising costs of the VMMB and the Natural Heritage Building (NHB), the CMN's two facilities. The additional

expense of the renewed facility is well beyond CMN's budget capacity and this was recognized by the Government in Budget 2010, through its $3 million in additional "one time" funding for the CMN for 2011. The investment is very much appreciated and will be used to offset risks to the operations of the VMMB; strengthen revenue generation; and invest in promotion and programme elements. The Museum will continue to work closely with the Government of Canada and others to establish a long-term funding solution.

Significant progress was achieved in assessing the revenue generation potential of the Museum. Revenues from commercial operations are expected to increase in the future with the reopening of the renovated VMMB in May 2010. The Museum has established a target of generating revenue equivalent to 15 percent of base operating budget by 2012. The result for 2010 was 7 percent. The Museum made significant inroads in restructuring its revenue stream due in large part to the careful attention paid to the renovation of the VMMB, the development of new galleries and public education programming and strong business development, fundraising and marketing strategies.

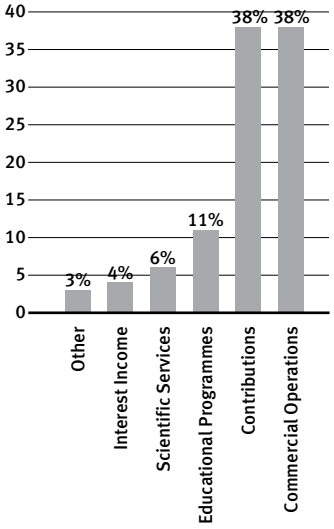
The Museum anticipates consecutive years of deficiencies of revenue over expenses in the future, because of depreciation charges for its NHB facility located in Gatineau which is shown on the Museum's Balance Sheet as a capital lease. This accounting treatment will keep the Corporation's Equity in a deficit position for many years. The situation will begin to reverse near the mid-point of the lease term and will completely rectify itself over the full term of the lease. This does not impact the Corporation's cash flow or financial stability in any way. For 2010, $596,000 of the $1,556,000 deficit from operations is attributable to the accounting treatment related to the capital lease of the facility in Gatineau. The remaining $960,000 deficit from operations is attributable to a timing difference between the recognition of parliamentary appropriation for operating expenditures that is recognized in the fiscal year for which it is approved and expenses that are recognized in the fiscal year they are incurred. These funds were used in 2010 to manage a comprehensive programme to install the new permanent galleries associated with the planned grand reopening of the renovated VMMB on May 22nd, 2010.

Sources of Funds



*** Amortization of deferred capital funding is excluded from base appropriation.**

Revenue



Sources of Funds

Sources of funds include Parliamentary appropriation (the portion recognized as revenue) and generated revenues. Base Parliamentary appropriation represented 90 percent of the Museum's source of funds in 2010. In 2010, sources of funds amounted to $37,845,000 compared with $33,704,000 in 2009. The year over year increase is mainly attributable to the amortization of deferred capital funding.

Parliamentary Appropriation

The Museum's approved Parliamentary appropriation decreased to $33,436,000 in 2010 from $62,339,000 in 2009. The difference is due to a decrease of $28,400,000 in the cash flow requirements of the Renewal Project as approved by the Treasury Board Secretariat.

On an accrual basis, however, Parliamentary appropriation increased to $35,476,000 in 2010 from $30,241,000 in 2009. The difference is due mainly to the amortization of deferred capital funding.

Revenue

The Museum is always looking for ways to grow its revenues in order to increase self sufficiency. For natural history museums the best prospects for generating revenues are from its commercial operations and fundraising efforts. The renovation and reopening of the VMMB is the launch pad to strengthen our opportunities for revenue generation. For example, the Museum will be working with the Government of Canada and others for enhanced parking capacity at the VMMB which will both improve the visitor experience and generate additional revenues for the Museum. With the proper conditions in place the Museum is well positioned to achieve its target of 15 percent of generated revenue over base operating budget by 2012. The result for 2010 was 7 percent due mainly to the fact that only half of the Museum was opened to the public, with limited visitor amenities available.

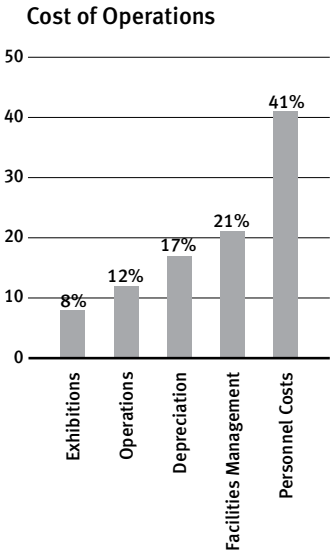
Although generated revenues from commercial operations in 2010 was essentially the same as in 2009, overall revenues decreased by $1,094,000 as a result of interest income decreasing due to fewer funds available for investment purposes and a drastic drop in interest rates.

Cost of Operations

The Museum's total cost of operations in 2010 was $39,401,000 compared to $33,308,000 in 2009. The year over year increase is mainly attributable to increases in costs related to depreciation, exhibitions and facilities management.

Depreciation

Depreciation of capital assets increased to $6,756,000 in 2010 from $3,149,000 in 2009. The increase is attributable to the depreciation on the renovated VMMB as it was declared substantially complete in February 2010.



Exhibitions

The cost of exhibitions rose to $3,326,000 in 2010 from $960,000 in 2009 as a result of a "one time" investment in the installation of two new galleries and special exhibition programming for the grand reopening of the renovated VMMB, scheduled to reopen on May 22nd, 2010.

Facilities Management

The costs of facilities management for the Museum's two buildings have increased since 2004 and will continue to climb as the renovated spaces at the VMMB come on stream. The costs rose to $8,436,000 in 2010 from $7,636,000 in 2009. New equipment installed during the rehabilitation project will increase the effectiveness and the efficiency of the building's systems, lowering the per square meter operating costs. However, the lack of inflation protection for fixed facility costs, the new museum-standard environmental control systems and additional space that must now be maintained at the renovated VMMB have placed an additional severe pressure on the Museum's operating budget. Significant steps have been taken over a number of years to reduce costs across all areas of programme and administration in order to reallocate funds to meet the annually rising costs of the VMMB and the NHB, the CMN's two facilities.

Balance Sheet

Assets

The level of cash and cash equivalents decreased significantly in 2010 due to the funds used for the Renewal Project.

Accounts receivable from government departments and agencies have decreased in 2010 as the 2009 balance included Parliamentary appropriation related to the Long-Term Capital Plan to address infrastructure pressures.

The increase in capital assets reflects the capitalization of Renewal Project expenses and other capital costs.

Liabilities

Accounts payable and accrued liabilities from Trade have decreased in 2010 from 2009 mainly as a result of lower amounts associated with the Renewal Project.

Deferred revenue and Parliamentary appropriation have decreased due spending of appropriation received for the Renewal Project in prior years that was deferred until future spending.

The deferred capital funding increased because of the Renewal Project. These appropriations will be recognized as revenues on the same basis as the depreciation of the renovated building.

Summary

The Museum now stands on the edge of great things. In May 2010, the VMMB will be officially reopened to the public. The VMMB restoration was a huge effort and a huge accomplishment, providing the Museum with an occasion for launching its own renewal. The strategic directions for the Museum acknowledge the intent to be a leading source of natural history knowledge and scientific inquiry for scientists and the public, thus contributing a distinctly Canadian perspective to the global body of knowledge. The Museum will disseminate the results of this scientific inquiry, thus helping inspire Canadians to act conscionably about the natural environment. As a public institution, the Museum also wishes to continue to demonstrate accountability, value and fiscal effectiveness through achieving measurable, meaningful results.

Achieving financial sustainability has been, and will continue to be, one of the main priorities of the Museum. The issue of rising facility costs, including a permanent resolution for the operating costs of the Victoria Memorial Museum Building, remains without a definitive answer. The Museum will continue to work with the Government of Canada to seek a long-term solution to its shortfall in facilities operating funds. The Museum has in place a number of strategies designed to manage both known and anticipated pressures. An enterprise risk management approach is being used to manage these strategies and pressures in support of the vision to be a national institution providing maximum value and service to the public.

The Museum will concentrate on the following priorities for 2011:

- Maintain a Balanced Budget;
- Maximize Revenue;
- Position the VMMB as a "destination of choice"; and
- Promote, Highlight and Expand the Museum's Scientific Leadership, Knowledge and Expertise.

These measures, combined with the continuing support of the Government of Canada and a highly motivated and skilled team, will allow the Museum to continue to fulfill its mandate to *"…increase throughout Canada and internationally, interest in, knowledge of and appreciation and respect for the natural world…"*

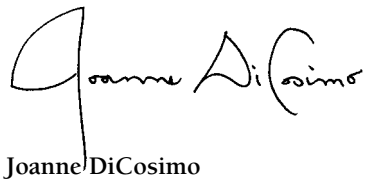
▷ MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

Management is responsible for establishing and maintaining a system of books, records, internal controls and management practices to provide reasonable assurance that: reliable financial information is produced; the assets of the Corporation are safeguarded and controlled; the transactions of the Corporation are in accordance with the relevant legislation, regulations and by-laws of the Corporation; the resources of the Corporation are managed efficiently and economically; and the operations of the Corporation are carried out effectively.

Management is also responsible for the integrity and objectivity of the financial statements of the Corporation. The accompanying financial statements were prepared in accordance with Canadian generally accepted accounting principles. The financial information contained elsewhere in this annual report is consistent with that in the financial statements.

The Board of Trustees is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Audit and Finance Committee, which includes a majority of members who are not officers of the Corporation. The Committee meets from time to time with management, the Corporation's internal auditors and the Office of the Auditor General of Canada to review the manner in which these groups are performing their responsibilities and to discuss auditing, internal controls, and other relevant financial matters. The Board of Trustees has reviewed the financial statements with the Office of the Auditor General of Canada and has approved them.

The financial statements have been audited by the Auditor General of Canada. Her report offers an independent opinion on the financial statements to the Minister of Canadian Heritage and Official Languages.



Joanne DiCosimo
President and Chief Executive Officer

Maureen Dougan
Vice President, Corporate Services and Chief Operating Officer

May 28, 2010

▷ AUDITOR'S REPORT

To the Minister of Canadian Heritage and Official Languages

I have audited the balance sheet of the Canadian Museum of Nature as at March 31, 2010 and the statements of operations and comprehensive income, changes in equity and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Corporation that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part X of the *Financial Administration Act* and regulations, the *Museums Act*, and the by-laws of the Corporation.

John Rossetti, CA
Assistant Auditor General
for the Auditor General of Canada

Ottawa, Canada
May 28, 2010

Balance Sheet as at March 31, 2010

(in thousands of dollars)	**2010**	2009
Assets		
Current		
Cash and cash equivalents (note 3)	**19,181**	43,467
Accounts receivable		
Trade	**249**	311
Government departments and agencies (note 13)	**755**	3,965
Prepaid expenses	**593**	403
	20,778	48,146
Restricted cash, cash equivalents and receivables (note 4)	**1,927**	1,892
Collections (note 5)	**1**	1
Capital assets (note 6)	**211,579**	191,687
	234,285	241,726
Liabilities		
Current		
Accounts payable and accrued liabilities		
Trade	**5,088**	8,343
Government departments and agencies (note 13)	**441**	762
Current portion – obligation under capital lease (note 7)	**437**	396
Deferred revenue and parliamentary appropriation	**11,353**	34,313
Employee future benefits (note 8)	**486**	444
	17,805	44,258
Obligation under capital lease (note 7)	**30,605**	31,042
Deferred capital funding (note 9)	**189,584**	168,691
Employee future benefits (note 8)	**2,295**	2,287
	240,289	246,278
Equity		
Deficit	**(7,590)**	(6,034)
Accumulated other comprehensive income	**1,586**	1,482
	(6,004)	(4,552)
	234,285	241,726

Commitments and Contingencies (notes 14 and 15).
The accompanying notes form an integral part of the financial statements.

Approved by the Board of Trustees:

Florence Minz
Chairman of the Board of Trustees

Martin Joanisse
Chairman of the Audit and Finance Committee

Recommended by Management:

Maureen Dougan
Vice President, Corporate Services and Chief Operating Officer

Michel Houle, CMA
Director of Finance and Chief Financial Officer

Statement of Operations and Comprehensive Income for the year ended March 31, 2010

(in thousands of dollars)	**2010**	2009
Revenue		
Commercial operations (note 11)	**896**	897
Contributions	**900**	764
Educational programmes	**258**	387
Scientific services	**134**	165
Interest income	**103**	1,218
Other	**78**	32
	2,369	3,463
Expenses (note 18)		
Public education programmes	**6,421**	6,286
Collection management	**2,058**	2,241
Research	**4,420**	4,437
Corporate management	**6,908**	7,196
Accommodation	**12,838**	9,999
Depreciation of capital assets	**6,756**	3,149
	39,401	33,308
Net result of operations before government funding	**(37,032)**	(29,845)
Parliamentary appropriation (note 12)	**35,476**	30,241
Net result of operations for the year	**(1,556)**	396
Other comprehensive income		
Restricted contributions from non-owners received	**361**	315
Net investment income attributed to restricted contributions from non-owners	**4**	28
Restricted contributions from non-owners recognized	**(261)**	(285)
Total of other comprehensive income for the year	**104**	58
Comprehensive income (loss) for the year	**(1,452)**	454

The accompanying notes form an integral part of the financial statements.

Statement of Changes in Equity for the year ended March 31, 2010

(in thousands of dollars)	2010	2009
Deficit		
Balance, beginning of year	**(6,034)**	(6,430)
Net results of operations for the year	**(1,556)**	396
Balance, end of year	**(7,590)**	(6,034)
Accumulated Other Comprehensive Income		
Restricted contributions from non-owners (note 10)		
Balance, beginning of year	**1,482**	1,424
Other comprehensive income	**104**	58
Accumulated Other Comprehensive Income, end of year	**1,586**	1,482
Equity, end of year	**(6,004)**	(4,552)

The accompanying notes form an integral part of the financial statements.

Statement of Cash Flows for the year ended March 31, 2010

(in thousands of dollars)	2010	2009
Operating activities		
Cash receipts – customers	**2,822**	3,283
Cash receipts – parliamentary appropriation	**9,811**	23,522
Cash disbursements – suppliers and employees	**(33,518)**	(26,755)
Interest received	**134**	1,299
Interest paid	**(3,104)**	(3,141)
	(23,855)	(1,792)
Financing activities		
Appropriation used to purchase depreciable capital assets	**26,648**	35,727
Obligation under capital lease	**(396)**	(359)
	26,252	35,368
Investing activities		
Acquisition of capital assets	**(26,648)**	(35,727)
(Increase) decrease in restricted cash, cash equivalents and receivable	**(35)**	140
	(26,683)	(35,587)
Decrease in cash and cash equivalents	**(24,286)**	(2,011)
Cash and cash equivalents, beginning of year	**43,467**	45,478
Cash and cash equivalents, end of year	**19,181**	43,467

The accompanying notes form an integral part of the financial statements.

Notes to the Financial Statements for the year ended March 31, 2010

1. Authority and Mission

The Canadian Museum of Nature (the "Corporation") was established by the *Museums Act* on July 1st, 1990, and is an agent Crown corporation named in Part I of Schedule III of the *Financial Administration Act* and is not subject to the provisions of the *Income Tax Act*.

The Corporation's mission is to increase, throughout Canada and internationally, interest in, knowledge of and appreciation and respect for the natural world by establishing, maintaining and developing for research and posterity a collection of natural history objects, with special but not exclusive reference to Canada, and by demonstrating the natural world, the knowledge derived from it and the understanding it represents.

2. Significant Accounting Policies

A) Basis of Accounting

The financial statements are prepared in accordance with Canadian generally accepted accounting principles and reflect the following policies.

B) Use of Estimates

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses for the year. Employee future benefits and the estimated useful lives of capital assets are the most significant items for which estimates are used. Actual results could differ significantly from those estimated.

C) Collections

The Canadian Museum of Nature holds and preserves invaluable collections of natural history specimens for the benefit of Canadians, present and future. The collections form the largest part of the assets of the Corporation. The collections are shown as an asset on the balance sheet at a nominal value of $1,000 due to practical difficulties in determining a meaningful value for these assets. Objects purchased for the collections are recorded as an expense in the year of acquisition. Objects donated to the Corporation are recorded as assets at the nominal value.

D) Capital Assets

Capital assets are recorded at cost. Assets recorded as capital leases are initially recorded at the present value of the minimum lease payments at the inception of the lease. Land and building owned by the Government of Canada and that are under the control of the Corporation are recorded at their estimated cost. Depreciation is calculated on the straight-line method using rates based on the estimated useful life of the assets.

Material and equipment acquired for the purpose of the design, development and maintenance of exhibits are charged to operations in the year of acquisition.

40 years	Victoria Memorial Museum Building
35 years	Property under capital lease
35 years	Collection cabinets and compactors
10 years	Research equipment
10 years	General equipment
10 years	Furnishings and office equipment
5 to 25 years	Building improvements
5 years	Motor vehicles
3 to 5 years	Leasehold improvements
3 years	Computer equipment

E) Employee Future Benefits

i) Pension benefits

All eligible employees participate in the Public Service Pension Plan administered by the Government of Canada. The Corporation's contribution to the plan reflects the full cost as employer. This amount is currently based on a multiple of the employee's required contributions, and may change over time depending on the experience of the Plan. These contributions represent the total pension obligations of the Corporation and are charged to operations during the year in which the services are rendered. The Corporation is not currently required to make contributions with respect to actuarial deficiencies of the Public Service Pension Plan.

ii) Severance benefits

Employees are entitled to severance benefits, as provided for under labor contracts and conditions of employment. The cost of these benefits is accrued to operations as the employees render the services necessary to earn them. Management determined the accrued benefit obligation using a method based upon assumptions and its best estimates. These benefits represent the only obligation of the Corporation that entails settlement by future payment.

F) Revenue Recognition

Revenues from commercial operations, educational programmes, scientific services and other revenues are recognized when persuasive evidence of an arrangement exists between the two parties, goods have been delivered or services have been provided to the customers, price is fixed and determinable and collection is reasonably assured. The Corporation also records deferred revenue when amounts are received in advance of providing goods and services.

G) Parliamentary Appropriation

The parliamentary appropriation for operating expenditures is recognized as revenue in the fiscal year for which it is approved. The portion of the parliamentary appropriation used to purchase depreciable capital assets is recorded as deferred capital funding and amortized on the same basis and over the same period as the related capital assets. Parliamentary appropriations for specific projects are deferred and then recognized on the Statement of Operations and Comprehensive Income in the year in which the related expenses are incurred.

H) Restricted Contributions from Non-owners

Restricted contributions from non-owners received during the year, and related investment income, which includes realized and non-realized gains and losses, are recorded in Other Comprehensive Income and recognized as revenue in the net result of operations in the year in which the related expenses are recognized.

Restricted contributions include an endowment consisting of restricted donations received by the Corporation. The endowment principal is required to be maintained intact, and is included in Accumulated Other Comprehensive Income. The investment income generated from the endowment is recorded in the Other Comprehensive Income and recognized as revenue in the net result of operations in the year in which the related expenses are recognized. Investment income must be used in accordance with the purpose established by the donors.

Contributions received in a form other than cash are recorded at their fair value at the date they are received by the Corporation. Volunteers contribute a significant number of hours per year. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

I) Financial Instruments

After initial recognition at fair value, the measurement of financial instruments depends on their classification. The Corporation's financial assets and financial liabilities are classified and measured as follows:

Asset/Liability	Classification	Measurement
Cash and cash equivalents	Held for trading	Fair value
Restricted cash and cash equivalents	Held for trading	Fair value
Accounts receivable	Loans and receivables	Amortised cost
Restricted receivables	Loans and receivables	Amortised cost
Accounts payable and accrued liabilities	Other financial liabilities	Amortised cost

All financial instruments measured at fair value must be classified in fair value hierarchy levels prioritizing the valuation techniques used to determine the fair value of a financial instrument based on whether the inputs to these techniques are observable or unobservable:

- Level 1 – Financial instruments are considered Level 1 when valuation can be based on quoted prices in active markets for identical assets and liabilities.
- Level 2 – Financial instruments are considered Level 2 when thay are valued using quoted prices for similar assets and liabilities, quoted prices in markets that are not active, or models using inputs that are observable.
- Level 3 – Financial instruments are considered Level 3 when their values are determined using pricing models, discounted cash flow methodologies or similar techniques and at least one significant model assumption or input is unobservable.

The required disclosures are included in Note 17.

J) Changes in Accounting Standards

Section 1000, "Financial Statement Concepts"

Effective April 1, 2009, the Corporation adopted the amended Canadian Institute of Chartered Accountants ("CICA") Handbook Section 1000, "Financial Statement Concepts". This amendment virtually eliminates the matching principle and provides guidance to clarify the distinction between assets and expenses. The Corporation has reviewed its assets and liabilities to ensure they meet the clarified criteria of amended Section 1000 and has determined that there is no impact on its financial statements.

Section 3064, "Goodwill and Intangible Assets"

In November 2007, the CICA issued a new accounting standard, Section 3064, "Goodwill and Intangible Assets", which replaces Section 3062, "Goodwill and Other Intangible Assets". The standard defines the recognition and measurement criteria for intangible assets and, in particular, for intangible assets that are internally generated. Section 3064 became effective for the Corporation on April 1, 2009. There was no impact on its financial statements from the adoption of this standard.

Section 3862, "Financial Instruments – Disclosures"

In June 2009, the CICA issued amendments to Section 3862, "Financial Instruments – Disclosures". These amendments enhance disclosure requirements about liquidity risk and fair value measurements of financial instruments consistent with new disclosure requirements made under International Financial Reporting Standards. The standard now requires the use of a three-level hierarchy for financial instruments measured at fair value, based on the transparency of inputs used to measure the fair values. The new requirements became effective for the Corporation on April 1, 2009 however, comparative information is not required for the first fiscal year of application. The enhanced disclosures are included in Note 17.

K) Future Accounting Change

In February 2008, the Accounting Standards Board (AcSB) confirmed that Publicly Accountable enterprises will be required to adopt International Financial Reporting Standards (IFRS) effective for years beginning on or after January 1, 2011. As well, in February 2008, the Public Sector Accounting Board (PSAB) amended the Introduction to Public Sector Accounting Strandards to deem Government Business Enterprises (GBE) and Government Business-Type Organizations (GBTO) as Publicly Accountable enterprises. The Corporation is currently classified as a Government Business-Type Organization and was therefore required to adopt IFRS for its fiscal year ending March 31, 2012.

In December 2009, PSAB amended the Introduction to Public Sector Accounting Standards, eliminating the GBTO classification effective for years beginning on or after January 1, 2011. Government organizations previously classified as GBTO are required to reclassify themselves in the GBE, Government Not-For-Profit Organization (GNPO) or Other Government Organization (OGO) categories and adopt the applicable accounting standards for years beginning on or after January 1, 2011.

The Corporation is currently evaluating its classification in accordance with the Introduction to the PSA Handbook and the CICA Section 4400 applicable to GNPOs, and is monitoring related developments and changes to accounting standards that will impact its financial statements for the year ended March 31, 2012.

3. Cash and Cash Equivalents

(in thousands of dollars)	**2010**	2009
Cash	**19,181**	38,467
Cash Equivalents	**–**	5,000
	19,181	43,467

Cash and cash equivalents consist of balances with banks and investments in money market instruments with terms to maturity of 90 days or less.

Per the Corporation's Investments Policy, operating funds are invested in short-term money market instruments that are rated AA or better and guaranteed by the Government of Canada, a provincial government or the National Bank of Canada. The investment vehicles consist of banker's acceptance, promissory notes and term deposits. As of March 31, 2010, the Corporation did not hold any investments.

4. Restricted Cash, Cash Equivalents and Receivables

Restricted cash, cash equivalents and receivables include deferred contributions, funds received for the Endowment and amounts receivable for contributions from non-owners. Restricted cash accounts are managed in accordance with the donor's wishes and are invested in accordance with investment policies of the Corporation.

Restricted cash and cash equivalents consist of balances with banks and investments in money market instruments with terms to maturity of 90 days or less.

Per the Corporation's Investments Policy, restricted funds are invested in short-term money market instruments rated AA or better and guaranteed by the Government of Canada, a provincial government or the National Bank of Canada. The investment vehicles consist of banker's acceptance, promissory notes and term deposits. As of March 31, 2010, the Corporation did not hold any investments.

5. Collections

The natural history collections consist of over 10.5 million specimens and grew by 6,753 items this fiscal year (2009 – 86,059). These are exceptional scientific resources that are available nationally and internationally for research, exhibits and education.

The Corporation maintains multiple collection groupings, with the major collections as noted below divided into four discipline-related groups:

- the Earth Sciences collection (minerals, rocks, gems, fossils);
- the Vertebrates collection (mammals, birds, fishes, amphibians and reptiles);
- the Invertebrates collection (molluscs, insects, crustaceans, parasites, annelids);
- the Botany collection (algae, vascular plants, bryophytes, lichens).

The collections are managed and cared for through a collections risk assessment process that seeks to preserve the value of collections and uses a rational process for the establishment of priorities for their care. The Corporation has incurred $2.1 million in 2010 (2009 – $2.2 million) for the management, protection and conservation of its collections.

6. Capital Assets

(in thousands of dollars)			**2010**	2009
	Cost	Accumulated depreciation	**Net book value**	Net book value
Land	627	–	**627**	627
Victoria Memorial Museum Building	199,538	13,883	**185,655**	165,068
Property under capital lease	35,040	13,881	**21,159**	22,150
Collection cabinets and compactors	3,639	1,422	**2,217**	2,257
Leasehold improvements	1,388	844	**544**	509
Research equipment	3,290	2,823	**467**	571
Computer equipment	2,595	2,181	**414**	218
Furnishings and office equipment	1,129	791	**338**	209
Building improvements	114	29	**85**	5
General equipment	361	292	**69**	67
Motor Vehicles	42	38	**4**	6
	247,763	36,184	**211,579**	191,687

7. Obligation Under Capital Lease

The Natural Heritage Building houses the Canadian Museum of Nature natural history collections and administrative functions, on the Corporation's site in Gatineau, Quebec. The Corporation is acquiring the building through a lease purchase agreement with a term of 35 years. It is committed to pay rent under all circumstances and in the event of termination of the lease, at the Corporation's option or otherwise, pay sufficient rent to repay all financing on the building. Management intends to completely discharge its obligation under the lease and obtain free title to the building in 2031, after the Corporation uses its right to purchase the building for $10.

Future minimum lease repayments, by year and in aggregate, under the financing obligation are as follows:

(in thousands of dollars)	**Obligation under capital lease**
2011	3,500
2012	3,500
2013	3,500
2014	3,500
2015	3,500
Thereafter	57,750
Total minimum future payments	[1] 75,250
Deduct: Imputed interest	(44,208)
Present value of financing obligations	[2] **31,042**

(1) The amounts payable under the capital lease are based on the fixed interest rate of 9.88%, for a period of 35 years, established at the time of signing the lease.

(2) The present value of the capital lease obligation based on a current market interest rate of 8.05% is estimated at $36 million.

8. Employee Future Benefits

i) Pension benefits

The Corporation and all eligible employees contribute to the Public Service Pension Plan. This pension plan provides benefits based on years of services and average earnings at retirement. The benefits are fully indexed to the increase in the Consumer Price Index. The Corporation's and employees' contributions to the plan during the year were as follows:

(in thousands of dollars)	**2010**	2009
Corporation's contributions	**1,620**	2,100
Employees' contributions	**880**	878

ii) Severance benefits

The Corporation provides severance benefits to its employees based on years of service and final salary. This benefit plan is unfunded and thus has no assets, resulting in a plan deficit equal to the accrued benefit obligation. Benefits will be paid from future appropriations. Information about the plan, measured at the balance sheet date, is as follows:

(in thousands of dollars)	**2010**	2009
Accrued benefit obligation, beginning of year	**2,731**	2,476
Cost for the year	**245**	365
Benefits paid during the year	**(195)**	(110)
Accrued benefit obligation, end of year	**2,781**	**2,731**
Short term portion	**486**	444
Long term portion	**2,295**	2,287
	2,781	2,731

9. Deferred Capital Funding

Deferred capital funding represents unamortized parliamentary appropriation used to purchase depreciable capital assets. Changes in the deferred capital funding balance are as follows:

(in thousands of dollars)	**2010**	2009
Beginning balance	**168,691**	135,114
Appropriation used to purchase depreciable capital assets	**26,648**	35,727
Amortization of deferred capital funding	**(5,755)**	(2,150)
Ending balance	**189,584**	168,691

10. Restricted Contributions from Non-Owners

Included in restricted contributions from non-owners is an endowment in the principal amount of $305,000 (2009 – $305,000) received from Anne and Henry Howden, which included a significant entomological collection. The endowment was established to enable professional studies and research of entomological collections for the Museum.

The principal of the Systematic Entomology Endowment Fund can not be expended. Accumulated interest earned from the endowment must be expended for specified purposes. The earned interest for the current year totalled $821 (2009 – $7,612), and is included in Other Comprehensive Income.

In the event that the Corporation decides not to maintain entomological collections, the Systematic Entomology Endowment Fund shall be transferred, along with any entomological collections, to the Royal Ontario Museum.

11. Commercial Operations

Commercial operations revenue is comprised as follows:

(in thousands of dollars)	**2010**	2009
Admission fees	**464**	505
Parking	**247**	196
Memberships	**56**	57
Boutique and cafeteria leases	**56**	59
Publishing royalties	**54**	39
Rental of facilities	**10**	32
Publishing revenues	**9**	9
	896	897

12. Parliamentary Appropriation

To achieve its mission, the Corporation relies on government funding. This government funding is comprised as follows:

(in thousands of dollars)	**2010**	2009
Appropriation approved:		
Capital and Operating Budget	**32,385**	59,176
Supplementary budgets	**1,051**	3,163
	33,436	62,339
Portion of parliamentary appropriation in current year deferred for future capital projects	**(6,328)**	(33,483)
Previous year's appropriation used in current year to complete specific projects	**29,261**	34,962
Appropriation used to purchase depreciable capital assets	**(26,648)**	(35,727)
Amortization of deferred capital funding	**5,755**	2,150
Appropriation used	**35,476**	30,241

13. Related Party Transactions

The Corporation is related to all Government of Canada departments, agencies and Crown corporations.

In addition to those related party transactions disclosed elsewhere in these financial statements, the Corporation incurred expenses for the work and services provided by other government departments, agencies, and Crown corporations totalling $2,460,000 (2009 – $2,788,000), and earned revenues totalling $224,000 (2009 – $164,000). These transactions were conducted in the normal course of operations, under the same terms and conditions that applied to outside parties and recorded at the exchange amount.

14. Contractual Commitments

As of March 31, 2010, the Corporation has contracts for information systems and building maintenance services with a remaining value of $5,464,000. Future minimum payments under these contracts are as follows:

(in thousands of dollars)	2011	2012	2013	2014	2015
Future minimum payments	4,809	272	168	173	42

As of March 31, 2010, the Corporation also has contracts, with a remaining value of $2,384,000, for building construction and design services for the renovation of the Victoria Memorial Museum Building. Although the project reached substantial completion in February 2010, the remaining work will be completed in the fiscal year ending March 31, 2011.

15. Contingencies

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability and an expense are recorded in the Corporation's financial statements. As of March 31, 2010, no amount has been accounted for in the financial statements.

16. Capital Disclosures

The Corporation's capital is defined as including its cash and cash equivalents, restricted cash, cash equivalents and receivable, capital assets and accumulated other comprehensive income (AOCI). The Corporation's primary objectives include maintaining sufficient capital for operations and protecting its ability to meet its on-going obligations including those related to restricted contributions from non-owners included in the AOCI. The Corporation is not subject to externally imposed capital requirements and its overall strategy with respect to capital management remains unchanged from the year ended March 31, 2009.

17. Financial Instruments

A) Financial Risk Management

All of the following risks have no significant impact on the Corporation's financial statements.

i) Credit risk

The risk that one party to a financial instrument will cause a financial loss for the other party by failing to meet its financial commitments. The Corporation is exposed to credit risk, through its normal commercial activities, on the accounts receivable from its customers $1,004,000 (2009 – $4,276,000) and short term investments nil as of March 31, 2010 (2009 – $5,000,000). In order to reduce this risk, the Corporation closely monitors the issuance and collection of credit to commercial clients and the concentration of this risk is also minimized because the Corporation has a large and diverse customer base. The Investments Policy limits the Corporation to secure investments (see notes 3 and 4).

As at March 31, 2010, $564 (2009 – $4,385) of accounts receivable were past due and fully provisioned by an allowance for bad debt. The allowance for doubtful accounts is based on an account by account analysis that considers the aging of the account and the current creditworthiness of the customer.

ii) Liquidity risk

Liquidity risk is the potential inability to meet financial obligations as they become due. The Corporation manages this risk by maintaining detailed cash forecasts, as well as long-term operating and strategic plans. The management of liquidity requires a constant monitoring of expected cash inflows and outflows which is achieved through a forecast of the Corporation's liquidity position, to ensure adequacy and efficient use of cash resources. The Corporation financial liabilities are due as follows:

(in thousands of dollars)	Less than 3 months	3 to 6 months	Total
Accounts payable and accrued liabilities	5,486	43	5,529

iii) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices, whether those changes are caused by factors specific to the individual financial instrument of its issuer, or factors affecting all similar financial instruments traded in the market. Market risks comprises three types of risk: Currency risk, Interest rate risk, and Price risk.

B) Fair Value

The carrying amounts of the Corporation's cash and cash equivalents, accounts receivable, restricted cash, cash equivalents and receivables, and accounts payable and accrued liabilities approximate their fair values due to their short term maturity, which corresponds to the Level 1 fair value hierarchy classification.

18. Summary of Expenses by Classification

(in thousands of dollars)	2010	2009
Personnel costs	**15,959**	16,455
Depreciation of capital assets	**6,756**	3,149
Exhibitions	**3,326**	960
Interest on capital lease obligation	**3,104**	3,141
Operation and maintenance of buildings	**3,097**	2,259
Professional and special services	**2,782**	2,572
Real property taxes	**1,496**	1,617
Information management infrastructure and systems	**1,068**	1,195
Repairs and maintenance	**739**	619
Marketing and communications	**541**	457
Travel	**459**	779
Freight and cartage	**63**	64
Purchase of objects for collections	**1**	29
Other	**10**	12
	39,401	33,308

19. Comparative Figures

The 2009 comparative figures have been reclassified to conform to the 2010 financial statement presentation.

Canadian Museum of Nature
nature.ca

Victoria Memorial Museum Building
240 McLeod Street, Ottawa, Ontario

Natural Heritage Building
1740 Pink Road, Gatineau, Quebec

Information
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