



TRANSITION

2002-2003 ANNUAL REPORT

Report from the CHAIR and the PRESIDENT

On behalf of the Board of Trustees and Staff, we are pleased to present the Annual Report of the Canadian Museum of Nature for the period April 1, 2002 to March 31, 2003.

Details of the Canadian Museum of Nature achievements against the four main objectives for 2002-03 are provided in this report. We will highlight a few key areas. We will signal also some of the shifts in direction already taking place, as we move to implement the new five-year-plan to achieve the strategic vision of CMN in 2008: "Connecting People with Nature."

A major element of the new vision is working with others to create exhibitions and programmes and services that none can create separately, in order to achieve new levels of service and benefit to Canadians. We have sought and will continue to develop networks, partnerships and joint ventures with museums across Canada, with institutions in the public and private sectors and with other national institutions. This past year, CMN developed a range of new partnerships, including one with Corrections Canada, Health Canada and others to deliver youth forums on social issues, and another with the Canadian Conservation Institute on risk assessment modeling for Canadian museums.

A partnership with Genome Canada and the Canadian Institutes of Health Research enabled the Museum to develop a comprehensive public education project on genomics – plant, animal and human. A national traveling exhibition, *The Gee! in Genome* will open in April 2003. The exhibition, national public programming and Web-based educational activities will engage people in the science of genomics and in the issues and opportunities it presents. The exhibition is fully booked for its initial three-year tour across Canada. When the tour concludes, *The Gee! in Genome* will form part of the new signature gallery, the Nature of Humans, planned for the Victoria Memorial Museum Building.

CMN plays a significant role in facilitating and contributing to national networks of scientific and museum expertise. CMN hosted a major scientific event this year, the 17th International Diatom Symposium, held in Canada for the first time. CMN is one of Canada's leading centres for the identification and classification of diatoms. Over 150 scientists and students attended from around the world.

CMN also initiated the founding meeting of a network or alliance of 12 Canadian museums with natural history mandates. The museums plan to work together in areas where we will have greater impact through combined effort: increasing the visibility and influence of natural history museums and the accessibility of collections and related information. The 12 participating museums will announce the creation of the alliance at the annual conference of the Canadian Museums Association in May 2003.

Increasing access to CMN collections data, by converting over 150 years of records from print to electronic format, permits greater use of collections and related information. Over 32,000 new collection specimen records were entered this year, surpassing the annual target of 30,000. The goal is to have 662,000 collection records (25 percent of total collection units that can be catalogued) accessible electronically by 2007-08.

A 3-D Imaging Centre has been established at the Natural Heritage Building using leading edge technology developed by the National Research Council of Canada. The Centre produces state-of-the-art digital images of CMN collection specimens and will expand gradually to provide these services to museums and scientists across Canada and internationally. CMN also acquired a new DNA sequencer and the DNA lab will be in full operation in June 2003.



Photo: Martin Lipman



Photo: Martin Lipman

The refit of CMN's historic public facility – the Victoria Memorial Museum Building – and the renewal of the exhibition galleries are significant aspects of the new vision to 2008 and the Museum's strengthened programme of national service. The Museum is presently working with the Government of Canada to find a solution for the required renovations to the VMMB.

In order to secure private sector support for new exhibition galleries and programmes envisaged in the new strategic plan, the Museum launched the first phase of the *Natural Partnerships* Campaign to raise \$10 million. While considerable progress has been made on the Community and National elements of the Campaign, there is a third aspect that has been especially exciting and that is the Family Campaign. We are pleased and proud to report that, to date, the Family (Trustees and Staff) has pledged nearly \$250,000.

In closing, we wish to express appreciation to the Board of Trustees, Staff, Associates and all CMN Volunteers for their hard work and significant contributions to fulfilling the Museum's mandate of service to Canadians.

Dr. Frederic T. Kasravi, LLD
Chair of the Board of Trustees

Joanne DiCosimo
President and Chief Executive Officer

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Passing the Baton:

A SHARED LOVE OF NATURE





Photo: Martin Lipman

New Chair looks forward to the job

Dr. Frederic T. Kasravi was appointed CMN's new Chair of the Board of Trustees effective March 19, 2003. Dr. Kasravi is a noted businessman, entrepreneur and community fundraiser with over 40 years of experience in both the corporate and philanthropic sectors. These strengths will be of great benefit to CMN.

As the institution moves forward with a new vision and model of national service, Dr. Kasravi is eager to help CMN become known across Canada and internationally for its excellence in promoting understanding of the natural world. He credits his appreciation and respect for nature to his father, a professor of horticulture.

Dr. Kasravi studied engineering at Cambridge University followed by a Master of Engineering degree at the University of Tehran. After immigrating to Canada, he worked for various life insurance companies before creating and leading Teranet, an innovative land information system and surveying company, in the early 1980s.

His career has been marked by community involvement: fundraising for numerous charities such as the Kidney Foundation and the Liver Foundation and providing assistance to disadvantaged children through the Christian Children's Fund of Canada and the Global Relief Fund of Canada. He has also served on the boards of many organizations, from the Royal Ontario Museum to Royal Roads University Foundation, where he currently lectures on entrepreneurship. He has received numerous citations and awards from Canada (including a 1991 Citation of Citizenship Award) and other countries, including France and the United Kingdom.

CMN Trustees and Staff extend a heartfelt welcome to Dr. Kasravi and look forward to future work together to increase the visibility and value of the Museum to Canadians.



Photo: Martin Lipman

Long-serving Museum Chair steps down

On March 18, 2003, Frank Ling completed a very successful seven-year term as Chair of the Canadian Museum of Nature's Board of Trustees. It was a significant and remarkable seven years as, under Mr. Ling's guidance, CMN completed the Natural Heritage Building, a magnificent collections and research facility, and moved its vast natural science collections holdings and its research scientists to one shared location for the first time in recent decades. Mr. Ling recruited a new President and CEO, restructured the Board's governance systems and led the Museum through a renewal process focused on increasing the service and benefit of CMN to Canadians in all regions of the country.

As Chair of the Board's Victoria Memorial Museum Building Renovation Committee, Mr. Ling ensured that the plans for renovation would result in a Museum that will be functional, sustainable and a source of pride for future generations. Finally, to set the pace and the example in private sector fundraising to support the new vision of CMN, Mr. and Mrs. Ling stepped forward with the first leadership gift in the *Natural Partnerships* Campaign.

Under Frank Ling's stewardship, the CMN has been renewed and revitalized and the Museum wishes to acknowledge this major contribution and to convey profound thanks.

Performance HIGHLIGHTS

Transforming a national treasure

The refit of CMN's historic public facility – the Victoria Memorial Museum Building – and the renewal of the exhibition galleries are significant aspects of the new vision to 2008 and the Museum's strengthened programme of national service. The Museum is presently working with the Government of Canada to find a solution for the required renovations to the VMMB.

Major scientific event

CMN hosted the 17th International Diatom Symposium. The Museum is one of Canada's leading centres for the identification and classification of diatoms – single-celled marine and freshwater life forms that make up one-quarter of the earth's energy-producing organisms. Dr. Michel Poulin co-ordinated the event.

Sharing specialized knowledge

The CMN Conservation project team received the Canadian Museums Association 2002 Award for Outstanding Achievement in Conservation for its collection risk assessment project. Our risk-management approach is being shared with other museums and institutions in Canada and abroad through workshops and training seminars.

Rare talent rewarded

Dr. Scott Ercit, head of the Museum's Rare Elements project, received the Award for Excellence in Teaching (2001) from the Dean of Science at Carleton University. Dr. Michel Poulin received an Award of Excellence from the Deputy Minister of Fisheries and Oceans Canada in recognition of his remarkable contribution to the department and to the Public Service.

Breaking the ice

While in the North for fieldwork, Dr. Lynn Gillespie participated in the Students on Ice Expedition, giving lectures aboard an icebreaker in the Canadian Arctic. Her talks focused on the biodiversity of flowering plants in the Arctic: how they evolved and adapted to the harsh environment, and how past climate change determined their present distribution.

Butterflies come to rest in Mexico

A large exhibition about conservation of the monarch butterfly reached its final home in Mexico City. *Monarca: butterfly beyond boundaries* debuted in 1993 at CMN in Ottawa, touring North America before being donated to the Museo de Historia Natural de la Ciudad de México. *Monarca* was produced in partnership with Monarca A.C., a Mexican non-governmental organization, and the Canadian Nature Federation.

They love lichens

Dr. Ernie Brodo's book *Lichens of North America* received two prestigious awards: the US Council on Botanical and Horticultural Libraries' Annual Literature Award, and the Henry Allan Gleason Award of the New York Botanical Garden for 2002. The book – containing more than 900 stunning, colour photographs – was published by Yale University Press.

25 years devoted to nature

Volunteers were celebrated at a special 25th anniversary volunteer appreciation dinner. Four volunteers have spent 25 years contributing their time and enthusiasm to support CMN programming; others celebrated 20, 15 and 10-year anniversaries as volunteers.

A Long and

PROUD HISTORY



Photo: CMN Archives

The Canadian Museum of Nature (CMN) originated in the Geological Survey of Canada (GSC), formed in 1842 by Sir William Logan. In 1843, Logan 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. Logan’s brother, a businessman, let him store the specimens in a room above a warehouse in Montreal. There he and Murray spent the rest of the year unpacking, labeling, cataloguing and re-packing the specimens in numbered boxes – creating the Museum’s first collection.

In 1851, Logan 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.” Logan’s enormous success in London strengthened public support for the GSC and set a precedent for the Museum’s popular travelling exhibitions.

In 1852, Logan, his assistants and his collections were temporarily housed in various warehouses in Montreal. They 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 national Museum. The GSC’s 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 at the beginning of the 20th century, the Victoria Memorial Museum Building opened its doors to the public in 1912 with spectacular exhibits – in beautiful new display cases – of Canadian minerals, birds and fossils. The building commemorates Queen Victoria who died in 1901. Charles M. Sternberg discovered the bulk of dinosaurs in CMN’s collection in southwestern Alberta and shipped them back to Ottawa. The skeleton of *Edmontosaurus* was the first dinosaur mounted for public display in Canada in 1913 and is still on view in the Life Through the Ages Gallery.



Photo: CMNArchives

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.

The Victoria Memorial Museum Building has been designated the third most important heritage building in Canada after the Parliamentary Library and Centre Block.

New beginnings

CMN 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 CMN's heritage collections were kept in uncontrolled environments. A long-term project was initiated to consolidate all operations except exhibits and public programming activities 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 preservation requirements in order to safeguard Canada's natural history collection in perpetuity.

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

Public Works and Government Services Canada (PWGSC) completed extensive stonework restoration at the VMMB to preserve the façade of this historic building and to ensure the safety of staff and visitors in 1997. The City of Ottawa acknowledged this achievement with its Heritage Award in 1999.

Cross-Canada consultations and a strategic planning process resulted in a new vision and national role, programme and service for 2008.

Looking
AHEAD



Connecting People with Nature – Implementing the New Vision

Beginning in 2003, the Museum will implement the new five-year-plan to achieve the strategic vision of CMN in 2008: “Connecting People with Nature.” To develop this plan, the Museum consulted broadly over a period of almost two years with colleagues, potential partners, with the public and with staff, in order to understand and address expectations and concerns.

A major component of the new vision is emphasis on networks, partnerships and joint ventures with museums across Canada, with institutions in the public and private sectors, and with other national institutions. The ultimate goal is to increase CMN's and its partners' ability to address environmental issues of concern to Canadians and to engage people in all regions of the country.

The Museum has defined the following key characteristics and qualities as essential to fulfilling its mandate and vision:

- ▶ To be an engaging and trusted source for the development of a sound, knowledge-based relationship with the natural world;
- ▶ To work as a catalyst, coordinator or contributor in a Canada-wide network of natural history expertise and resources;
- ▶ To showcase, celebrate and encourage learning about the natural diversity of Canada and people's role and responsibility as members of larger natural communities;
- ▶ To be a valued contributor to inform and influence Canadian public policy on natural science issues.

The new strategic plan places emphasis on the community CMN exists to serve and on a new model of national service. The Museum will work with colleagues and partners to create services and educational products that none can create separately. The focus will be on natural history issues of relevance to Canadians. The results of a survey undertaken in Spring 2002 show a clear gap between Canadians' perceived level of knowledge and their level of interest in natural history. This is a gap that CMN seeks to bridge.

The survey tested 17 subject areas that were grounded in the work of the Museum. The data from the survey suggest that the strongest connection respondents make to the Museum is environmental and that Canadians want CMN to be a source of substantive, credible information about pressing environmental issues. Information from the survey was a key contributor to the Museum's decision to select *environmental change* as the overarching issue and focus in the new strategic plan. The Museum has chosen the following three key themes under *environmental change*:

1. Understanding the critical factors affecting change
2. Understanding the human element
3. Understanding the history of species and habitat distributions

These themes will guide the development of projects, programmes and activities for the next five years.

The strategic plan envisions increased electronic access to natural science knowledge, national travelling exhibitions, diverse educational programmes and products and, ultimately, the production of four new museum galleries – all developed through a network of partnerships and designed to engage the largest number of Canadians. The new galleries are Fossil, Nature of Humans, the Discovery Centre, and Water. Existing galleries will also undergo extensive refurbishment.

To support this new vision and model of national service, the Museum launched the *Natural Partnerships* Campaign in 2001. The current phase of the Campaign seeks to generate \$10 million to support the new national programme development and creation of the galleries noted above.

The refit of the Victoria Memorial Museum Building and the renewal of the exhibition galleries are significant aspects of the new vision to 2008 and the Museum's strengthened programme of national service. Building condition studies conducted between 2000-2002 revealed significant deficiencies that must be addressed. The Museum is working with the Government of Canada to find a solution.

Progress in

2002-03



Increase national service and impact

The first of CMN's four major goals in 2002-03 was to serve, at home and abroad, as a trusted source of knowledge in the natural sciences and as an active member of the museum community in order to further Canadians' understanding of the natural world and their appreciation for their natural heritage.

On-line access increased

To increase accessibility to the natural history collections, 32,566 new specimen records were created this year, exceeding the annual goal of 30,000. CMN now has almost 515,000 collection records available on-line to staff (not for the public) out of a total of 2.5 million cataloguable records. All new acquisitions are entered into the system as they are accessioned. The Museum received \$20,000 from the Canadian Information System for the Environment for the Bird Observation Records project, providing about 23,000 electronic records – to Bird Studies Canada – including 46,000 scanned images of all Quebec observation cards.

The Museum has received generous support for its collections documentation efforts from the Salamander Foundation. Work on the database has also benefited from contract requests for data from organizations such as the Department of Fisheries and Oceans and Parks Canada.

There were more than 50 postings to the Museum's Web site **nature.ca** over the year. There were monthly calendar changes and other updates; new materials were added to accompany exhibitions including the native plants section for *Green Legacy* and the *Great Asian Dinosaurs* exhibition. Much energy was focused on vision implementation planning, research and design for new components coming on-stream in fiscal 2003-04 (such as *The Gee!* in *Genome* Web site), as well as a site-specific search engine and improvements to Natural History Notebooks.

CMN was a partner in the production of the Web site *Du roc au métal/Rock'n Metal* with the Canadian Heritage Information Network and the Musée de la civilisation in Quebec, one of several Virtual Museum of Canada projects. Work continued on "Northern Peoples-Northern Knowledge: the Canadian Arctic Expedition 1913-1918," in partnership with Parks Canada, the Geological Survey of Canada and the Canadian Museum of Civilization. The Museum also piloted on-line video with a three-minute promotional video about the national travelling exhibition *Green Legacy*, as part of ongoing efforts to use technology for communicating information about CMN programmes and activities to the widest possible audience.



New partnerships developed

The Museum partnered with a range of government departments and other organizations on issues of national concern to further the priorities of the scientific and museum communities:

- ▶ A partnership agreement was negotiated with the Canadian Conservation Institute on the subject of risk assessment modeling for Canadian museums.
- ▶ A memorandum of understanding (MOU) was signed with Parks Canada to initiate discussions on cooperative programs in public programming, collections management and research.
- ▶ An MOU was signed with Environment Canada's Climate Change Action Fund (CCAF) and the Centre for Traditional Knowledge to work together to produce *Cycles of Life*, a travelling exhibition on the topic of climate change.

- ▶ A partnership was signed with the Royal Saskatchewan Museum and several other organizations and community partners to study the Frenchman River watershed in southwestern Saskatchewan, modeled after the very successful Rideau River Biodiversity Project led by CMN.
- ▶ CMN initiated a meeting of 12 Canadian museums with natural history mandates to explore the potential for a formal network.
- ▶ A Museums/Schools Partnership Award was co-developed with the Canadian College of Teachers.
- ▶ A partnership was developed with Corrections Canada, Health Canada and others to deliver youth forums on social issues. After the successful pilot held at CMN, a second youth conference was organized in Edmonton, with participation by the Centre for Traditional Knowledge.
- ▶ The Canadian CineMuse network continued to expand with the Saskatchewan Science Centre joining the network.
- ▶ Building upon a long-standing partnership in conjunction with the Earth Sciences Department at Carleton University, paleobiology researchers have developed an undergraduate programme with a concentration in Vertebrate Paleontology.

Collections preserved and enlarged

The CMN Conservation project team received the Canadian Museums Association (CMA) 2002 Award for Outstanding Achievement in Conservation for its collection risk assessment project. The award recognizes CMN's use of risk analysis to prioritize care of the 10 million specimens in its collections. The project team identified 85 individual risks, ranging from catastrophic events such as earthquakes to more subtle risks such as a slight rise in temperature. The CMA cited the project for its national significance, for exceeding the current standard of museum practice and for being a useful example that demonstrates creativity, leadership and effective use of resources. CMN is sharing this award-winning, risk-management approach with other museums and institutions in Canada and abroad through a series of workshops and training seminars.

Paleobiology staff acquired a number of spectacular specimens for the new Fossil Gallery, including a complete *Hoplophoneus* (saber tooth cat) skeleton that is 30 to 34 million years old, a rare beaver skull, a set of camel skeletons and a very rare Cretaceous crab. In all, 24,210 new specimens were added to the collections this year (slightly more than the 23,489 specimens acquired in 2001-02).

Staff completed a collections development plan that gives longer-term focus and precision to the collecting activities of the Museum. CMN wants a decision-making framework for the development of collections that complements, rather than competes with, other natural history museums in Canada. The refinement and implementation of this plan will continue to be strongly influenced by the collective interest in such an approach expressed by the Natural History Museum network participants.



Photo: K. Shepherd

Research conducted

Members of CMN's large, multidisciplinary team of scientists worked throughout Canada and abroad this year, conducting research, collecting specimens and teaching. They spent a total of 339 days on fieldwork. Some examples of the kinds of research undertaken, and its significance, are described below.

Issues in Biodiversity

The Issues in Biodiversity project focuses on understanding and managing biodiversity through basic systematic and ecological research. The invaluable information in our collections – combined with the expertise of the scientific staff – make CMN an essential partner in addressing the challenging issues related to the diversity of life forms on Earth. The research findings will also be used in the design of new Museum exhibitions, the Nature of Humans Gallery, the Water Gallery and the Discovery Centre.



Dr. Robert Anderson was awarded a four-year Natural Sciences and Engineering Research Council operating grant of \$10,000 per year through his adjunct status at McGill University, for his project, "Biodiversity and Conservation of Canadian Coleoptera." He undertook 30 days of field work in Honduras and Nicaragua as part of his research on documentation and conservation of endangered or rare species.

Dr. André Martel, working with Jackie Madill, received \$6,000 from the National Capital Commission to conduct a preliminary survey of freshwater mussels and rare gastropods in Meech Lake. This study is the first to quantify thoroughly the lake's mussels and their distribution. In the course of their exploratory dives, Dr. Martel's team discovered six live specimens of the triangle floater (*Alasmidonta undulata*), a species never before documented in the lake. The mussels are a way to help assess the ecosystem integrity and health of the lake bottom, and whether mussel stocks have declined with the introduction of exotic fishes (bass).

The Canadian Centre for Biodiversity (CCB) is a key Museum initiative that was established to assist Canada in fulfilling its commitment to the Convention on Biological Diversity. CCB undertook a range of projects this year, as follows.

Native Plant Environmental Stewardship Initiative

With support from the Salamander Foundation, a public symposium entitled, "Best Stewardship Practices at the Community Level: Enhancing Native Plants Biodiversity," was held at the Museum in April 2002. The programme introduced the Stewardship concept and included presentations on the special status of plants (rare, endangered, invasive), habitat gardening, the issue of pesticide use, and local knowledge. The symposium was followed by concurrent field trips and provided an effective introduction to what environmentally conscious individuals and community groups are doing to safeguard biodiversity.

In May 2002, the Museum displayed exhibits by community groups, naturalist clubs, municipalities, academic institutions, governmental and conservation agencies, and private initiatives that featured topics such as: working in the field of plant biodiversity, gardening with native plants, gardening for wildlife, pesticide-free lawn care and environmental stewardship.

A one-day forum was held in Ottawa, in November 2002. It brought together 45 participants representing various sectors of the National Capital Region involved in environmental stewardship initiatives and the conservation of native plants. The purpose of the forum was to facilitate networking and the sharing of knowledge within the community, to identify needs and gaps and to explore the possibilities for joint activities.

Working Group on Museums and Sustainable Communities

In May 2002, the Working Group on Museums and Sustainable Communities, led by CCB, presented a half-day workshop entitled, "Museums and Sustainability: Tools for Action," at the Canadian Museum Association Annual Conference. Topics included: sustainability inside and outside the museum; integrating sustainability in the museum's framework: from policies to facilities; successful strategies in environmental education and sustainability; indicators and evaluation; ecological footprint; culture and sustainability within an urban environment. CCB staff and the working group facilitated a special half-day workshop at the Association Museums New Brunswick annual conference in October 2002.

CMN was highlighted as a key player in the *Framework on Environmental Learning and Sustainability in Canada*, published by Environment Canada and launched at the Earth Summit held in Johannesburg, South Africa in September 2002.

Adopt-a-River

In 2002-03, CCB worked with partners to regionalize the Adopt-a-River programme throughout Quebec and Eastern Ontario, collaborated to produce a co-ordinator's guide and increased the number of participating schools.

Fossils tell a story

The study of past biological diversity is critical to our understanding of the origin and evolution of living animals and plants. Through their research, CMN's palaeobiologists describe fossil animals and plants, their evolutionary adaptations and the environments in which they lived, and help modern biologists predict how animals and plants in today's settings would react to environmental stimuli such as continental displacement, sea level change, and large-scale volcanic, tectonic and meteorite impact events. The research results are also important to develop the new Fossil Gallery and the Nature of Humans Gallery.

This year, Dr. Jaelyn Eberle was awarded a US \$23,250 grant from the National Geographic Society for research in the High Arctic. She and three other scientists spent two weeks on Ellesmere Island searching for fossils of mammals that roamed the area 55 million years ago. This time period experienced the greatest

known global warming event since the extinction of the dinosaurs, 10 million years earlier. The scientists will compare their findings with those from Europe and Asia to produce more accurate estimates of when Eurasia and North America were connected by land bridges.

In the second year of a three-year project with the Royal Tyrrell Museum in Drumheller, Alberta, Dr. Xiao Chun Wu spent four weeks at Dry Island Provincial Park, 120 km north of Drumheller, excavating two fossil-rich sites. The team included scientists, technicians and volunteers searching for vertebrate fossils, especially turtles, crocodilians, chamosaurs (crocodile-like animals) and dinosaurs. The presence or absence of these cold-blooded animals is deemed to offer good indications of what the environment and climate were like 65 million years ago.

Dr. Kathlyn Stewart and Dr. Gary Coupland (University of Toronto) were awarded a three-year Social Sciences and Humanities Research Council grant of \$175,000 to continue work at prehistoric archaeological sites at Prince Rupert Harbour, BC. They are analysing bones and artifacts to determine how humans and animals were affected by environmental change in the past. The grant will be administered through the University of Toronto.



Photo: Xiao-Chun Wu


Rare elements have big role

Although rare elements such as boron make up only a small percentage of our planet, they have high-tech applications such as joint implants, superconductors and airplane components. A key goal of the rare elements research at CMN is to increase the knowledge, understanding and appreciation of the natural modes of occurrence of this economically important group of elements. Among the rare elements being studied by Museum researchers are boron, tantalum and niobium. The latter two are durable metals with space-age applications. Researchers want to determine the properties and uses of the elements, to monitor the evolution of geological systems and to develop new methods of locating economic deposits of rare elements.

Dr. Scott Ercit carried out fieldwork on granitic pegmatites in western Quebec and led a field trip to the Pedneau Quarry in that province. Dr. Paula Piilonen and Robert Gault led a field trip to Mont St. Hilaire, Quebec to study alkaline rocks, which are highly enriched in niobium, tantalum and titanium. The specimens they brought back were formed from the alkaline magma that crystallized to form Mont St. Hilaire. Dr. Piilonen's work also involves simulating the creation of magma in a lab to study how alkaline rocks form.

Networks facilitated

The Museum hosted a major scientific event this year, the 17th International Diatom Symposium, held in Canada for the first time. Diatoms are single-celled marine and freshwater life forms that make up one-quarter of the earth's energy-producing organisms. CMN is one of Canada's leading centres for the identification and



classification of diatoms. Dr. Michel Poulin co-ordinated the symposium. Over 150 scientists and students attended from around the world. Presentations included scientific lectures about the use of diatoms in assessing West Coast fish stocks, their role as indicators of climate change and in tracing the ebb and flow of polar sea ice, and even their application as evidence in court cases. Papers from the symposium are being reviewed by referees or have been sent to the authors for final approval and will be published later in 2003.

CMN staff members take lead roles in facilitating and contributing to national networks of scientific and museum expertise. This year, science and collections staff made numerous presentations at scientific and professional meetings in the NCR, across Canada and abroad, ranging in topics from sustainable communities to collection conservation.

At the Canadian Museums Association annual meeting, CMN representatives chaired a special interest group on natural history research and collections; participated in a panel on “Museums and Social Responsibility”; and facilitated a workshop on environmental education entitled “Museums and Sustainability: Tools for Action,” and an information exchange on fundraising.

Dr. Hugh Danks participated in a half-day workshop on Northern Regional Impacts and Sensitivity to Climate Change, a multi-agency network to elucidate the complex linkages among terrestrial, fresh water and coastal ecosystems to climate change.

CMN researchers prepared reports and chaired various sub-committees for the Committee on the Status of Endangered Wildlife in Canada (COSEWIC). Staff participated in meetings of the Tri-Council Working Group on Scientific Collections; the Canadian Committee for the International Union for the Conservation of Nature; the Biodiversity Knowledge and Innovation Network; and the Museum Trustees Association, to name only a few.

Scientific expertise shared

Museum staff members share their learning with colleagues, students and the general public through lectures and special courses at CMN facilities and other museums, universities and colleges nationally and internationally. Our researchers held 13 professorships or adjunct professorships at Canadian post-secondary institutions this year. Dr. Scott Ercit, head of the Rare Elements project, received the Award for Excellence in Teaching (2001) from the Dean of Science at Carleton University. Rare elements such as boron make up only a small percentage of our planet, but have a wide range of high-tech applications such as joint implants, superconductors and airplane components.

Dr. Michel Poulin received an Award of Excellence from the Deputy Minister of Fisheries and Oceans Canada in recognition of his contribution to the department and to the Public Service for his work on the publication, “Guide d'identification du phytoplancton marin de l'estuaire et du golfe du Saint-Laurent incluant certains protozoaires”.

One unusual classroom was aboard an icebreaker in the Canadian Arctic. While in the North for fieldwork, Dr. Lynn Gillespie participated in the Students on Ice Expedition, giving lectures on the biodiversity of flowering plants in the Arctic. She was also interviewed on the CBC.

Dr. Paula Piilonen conducted workshops on minerals and diamonds for students in Igloolik, Nunavut, as part of the Simply Science programme funded by the Natural Sciences and Engineering Research Council. She spent eight days at the Institute of Mineralogy, University of Copenhagen and the Geological Museum of Denmark, and five days at the Laboratoire des géomatériaux, Université de Marne la Vallée, France. She also initiated a summer field-based research project in the Langesundsfjord area of Norway.

At the annual meeting of the International Society for Risk Analysis, Robert Waller convened a meeting of risk analysis and decision analysis professionals to discuss the application of risk assessment to museums. He also established a team involving Trent University, Sir Sandford Fleming College and a private company, to apply for an Ontario provincial grant to support research on the effects of pollutants on natural science collections.

CMN's Nature Discovery Fund (NDF) was launched in 1998 to encourage public support for systematics and to help support research in this field. This year Dr. Donna Giberson, a freshwater ecologist at the University of Prince Edward Island, was awarded an NDF grant for a 300-kilometre collecting expedition and insect survey along the remote Thelon River in the Northwest Territories and Nunavut. The tiny winged insects she and her graduate student collected are an important food source for fish and some animals. They provide information about the quality of the water in which they are found and the data from the study may assist with environmental management in the North.

Better demonstrate the value of the work done by CMN

The second major goal of the Museum this year was to actively share and communicate the nature and results of work done by the institution – to make this significant work visible locally and nationally – and to seek broad community participation in its activities and programmes.

New exhibitions succeed

Green Legacy, an exhibition on rare and endangered Canadian plants, developed in partnership with Royal Botanical Gardens, opened in May 2002 at the VMMB. The national exhibition began travelling to other museums across Canada in October 2002. As part of the project, CMN developed an outreach educational package with tools to foster good stewardship of plant diversity and best practices at the community level.

A large exhibition about conservation of the monarch butterfly, produced by the CMN, reached its final destination in Mexico. *Monarca: butterfly beyond boundaries* debuted in 1993 at the VMMB in Ottawa, then travelled to 10 sites in Canada and the United States before being recently donated to the natural history museum in Mexico City, the Museo de Historia Natural de la Ciudad de México. This year, it will become part of the museum's permanent exhibitions. *Monarca* was produced by the CMN in partnership with *Monarca A.C.*, a Mexican non-governmental organization, and the Canadian Nature Federation.

The exhibition, *Great Asian Dinosaurs! Unique Fossils from Russia's National Collection*, opened in October at the VMMB with 61 specimens of dinosaurs, other reptiles and mammals from Russia. Visiting Russian scientists assisted with the installation and carried on research activities in CMN collections. The exhibition was very popular, helping increase the number of visitors by 18.5 percent and attendance revenue by 69 percent during its run. The exhibition also contributed to CMN's visibility in the region.

Other travelling exhibitions continued to be popular this year, including: *Our Feathered Friends*, *Cry of the Loon* and *Crystals to Gems*. The advance component of the new Nature of Humans Gallery, *The Gee! in Genome* travelling exhibition, opening in April 2003, is fully booked for its initial three-year tour.

New galleries developed

Work on the Nature of Humans Gallery concentrated on the first phase: the public education project on genomics. *The Gee! in Genome* exhibition – developed in partnership with Genome Canada and the Canadian Institutes of Health Research – will help visitors understand the link between genomics, biodiversity and environmental health. Key elements will eventually form part of the new signature gallery. Web-based educational activities for schools and the general public were completed and a public forums information package was developed for host institutions receiving the exhibition.

The preliminary design for the new Fossil Gallery was completed. Exciting new specimens were purchased at the Tucson Mineral and Fossil Show this spring. Contracts are in process for production of major specimens for the gallery and for the Extinction Theatre component of the gallery. Storylines have been revised to accommodate new discoveries. Mammal reproductions are well underway. The opening date is now set for Spring 2006.

The Water Gallery interim team has been identified, exhibit planning and graphic design support have been acquired and preparation of campaign documentation is underway. Development is also underway for the Discovery Centre which will be the hub of the renewed VMMB. The Discovery Centre will be based on seeing and doing science, using real museum specimens, interacting with other students and scientists from across Canada, and exploring topical science issues.

Community and school programmes offered

This past summer, education staff provided natural history day camps to hundreds of children at the Victoria Memorial Museum Building. A new concept was successfully piloted in March 2003 called “Mega Day” – a full day of activities for school groups at 2-for-1 prices – with 22 school groups taking part in a single day. Over 8,000 students participated in Nature Workshops, almost equal to last year’s numbers (8,182). Revenues for the Nature Workshops were up 70 percent over last year. A new programme, using real-life science examples and tools and an inquiry-based approach, was developed for older children called “Let’s Do Science.”

Education staff member Dahlia Tanasoiu went to Iqualuit for two days to deliver presentations to approximately 300 school children, funded by the Nunavut Research Institute. CMN also expanded a successful partnership with the “Conseil des loisirs scientifiques de l’Outaouais” to provide a wider range of programming options for French-language school programme clients.

CMN launched two new public programmes in September. “Hands-on Science” is a weekly activity in the Exploration Station featuring CMN Research and Collections staff – and occasionally external science experts – presenting examples of scientific activity in an informal manner. Conservation staff developed and presented a Junior Conservator programme as part of the series. A second new programme is the Adult Workshop Series on various nature hobbies and activities. The first programme offered was an adult Palaeo workshop at the Natural Heritage Building. Fossil identification, classification and repair were discussed and participants toured the Palaeo collections/labs.



Photo: Courtesy of BBC Canada

Multimedia well-attended

This year’s audience for the Museum’s broadcast and multimedia programming was over one million – a 48 percent increase over the year’s target of 800,000. The second season of *It’s In Our Nature*, an 11-part television series with Rogers Ottawa and the Royal Canadian Geographical Society as community partners was launched.

The High-Definition Cinema total annual attendance for the year was 24,284, down slightly from last year. A focus group was conducted with Museum members in March to test their interest in Hi-Def Cinema and their recommendations for improvement. Results were very positive and their recommendations will be considered (e.g., better signage, more movie choice, more screening time). The BBC programme “Walking With Dinosaurs: Death of a Dynasty” premiered to coincide with the opening of the *Great Asian Dinosaurs* exhibition. New projects include a proposed Hi-Def series on wildlife conservation/species at risk, in partnership with Environment Canada and an external producer; and “Our Incredible World,” a series of grade six curriculum-based video modules being developed in collaboration with Pinegrove Productions.

Publications lauded

Two books by CMN researchers garnered praise and prestigious awards in Canada and the United States. Dr. Ernie Brodo's book *Lichens of North America*, published last year, received two awards. The first was the US Council on Botanical and Horticultural Libraries' Annual Literature Award. The second was the Henry Allan Gleason Award of the New York Botanical Garden for 2002: this prestigious annual award is for an outstanding publication in the fields of plant taxonomy, plant ecology or plant geography. Dr. Brodo's book is illustrated with more than 900 stunning, colour photographs and was published by Yale University Press in collaboration with CMN.

Under the Ice by Dr. Kathy Conlan has been short-listed by the International Reading Association as a Children's Choice for 2003 and was chosen by the Canadian Science Writers' Association for the Children's Book Award. The book, about Dr. Conlan's research experiences in the Arctic and Antarctic, has done extremely well for a publication of this kind with over 2,700 copies sold since its release.

Environmental stewardship fostered

As part of CMN's Environmental Stewardship Programme, high school students participated in a six-week summer programme of fieldwork at the Gatineau site. Partnership with Grande-Rivière high school continued with a new group of students participating in capacity building in environmental stewardship from October 2002 to April 2003.

Figure 1 – Audience Reach

	2002-03	2001-02	2000-01	Variation % 2002-03 vs 2001-02	2003-04
	Actual	Actual	Actual		Projected
Local Attendance (after-hour, open-hour, NHB, NCR)	290,504	295,246	314,554	-1.6%	258,700
High attendance venues	450,900	477,800	371,000	-5.6%	450,000
Multi-media (TV) ⁽¹⁾	1,181,000	1,130,000	1,038,750	4.5%	840,000
Unique Web site visits	3,021,113	2,795,767	2,008,558	8.1%	2,500,000
Travelling Exhibitions	370,900	320,580	350,500	15.7%	450,000
Purchase CMN products ⁽²⁾	3,747	62,611	1,924	-94.0%	3,500
Number of school group visits ⁽³⁾	1,022	1,189	1,141	-14.0%	714
Number of participants in school group visits ⁽⁴⁾	42,637	49,556	46,995	-14.0%	30,000
Number of people participating in guided tours	3,180	2,955	1,884	7.6%	1,500
Number of people participating in workshops	8,033	8,182	9,524	-1.8%	5,894

NOTE:

(1) This category covers television programmes that have been produced or co-produced by CMN's broadcast and multimedia unit. It includes the second series of *It's In Our Nature* with Rogers Television and the Royal Canadian Geographical Society, and re-broadcasts of *Rivers: Reflections of Life* and *Wetlands: Cradles of Life*.

(2) The number of products sold in 2001-02 was higher due to the liquidation of CMN's co-publisher, Somerville House.

(3) The number of school group visits for fiscal year 2002-03 is an estimate based on 2001-02's ratio of participants per group.

(4) The number of participants in school group visits includes guided tours, self-guided tours and unguided tours. It does not include the Nature Workshops.

Put in place, maintain and improve an effective and efficient infrastructure of systems and facilities

The third major goal was to ensure that all support systems of the institution promote maximum effectiveness and efficiency of operations and enable all work units to maximize their contribution to the service and value of the Museum.



Photo: CMN Archives

Renewal project plans finalized

Over the next decade, the Museum intends to renew its public exhibition centre – the historic Victoria Memorial Museum Building (VMMB) – by rehabilitating the infrastructure, transforming the exhibitions on site and in circulation, and ensuring national access to educational resources, scientific collections and research results.

At the end of March 2003, CMN was in the final stages of preparing for the renovation. As a result of the additional building condition reports finalized in 2002, the Museum put together a comprehensive planning and design team to develop and finalize a renovation plan for the VMMB. The Board of Trustees determined that the proposed solutions to the VMMB deficiencies must result in a museum that is safe, functional, sustainable and a source of pride for future generations.

Design solutions were developed within this framework. Consultations were held with the National Capital Commission, the City of Ottawa and the Federal Heritage Review Buildings Office. Class B estimates of the costs of the building rehabilitation were prepared. The Government of Canada and CMN are working together to identify solutions for the required renovations.

Enhanced IT, imaging and projection capacities

CMN has created a 3-D Imaging Centre as a service for the museum and heritage communities. The technology was developed by the National Research Council Canada and is patented by the Government of Canada and Arius 3-D Inc. The Centre combines the world's leading three-dimensional laser scanning technology with trained technicians who are expert in the needs of collections-based institutions. The Centre offers museums and heritage agencies an exciting new capacity to create precise, three-dimensional, true-colour, digital records of unique artifacts and specimens. The data can serve a wide range of needs for educational and related products, and is particularly suited for digital collections documentation.

CMN's capacity to capture and utilize digital imagery in science and research activities was improved substantively with the acquisition and deployment of nine new microscope workstations including high resolution digital cameras, specialized image software, and attached processors.

The Museum developed and put into place an updated IT Governance Structure which includes an IT Strategic Planning Committee and an IT Users Group in order to better plan and utilize technology to meet strategic goals and to better address user needs.

CMN continued to upgrade its technology infrastructure and capability with the completion of the migration to a new electronic messaging system, the deployment of 70 new personal computers to staff, an upgrade to the Windows XP operating system and other improvements. The Museum also commissioned and completed an independent assessment of the IT infrastructure and is currently developing an action plan to address identified weaknesses and opportunities.

New custom equipment was acquired for the VMMB including a system for the hearing impaired for the auditorium and two new data projectors (one for the Genome exhibition and one for general usage).

Supportive work environment enhanced

CMN selected a firm to assist Human Resources with a Multi-Source Feedback exercise for CMN managers and supervisors. As part of integrating the new vision into HR planning, a Core Competencies Guide was completed and implementation of the action plan will begin in the first quarter of 2003-04. A collective agreement was signed in December with the Public Service Alliance of Canada. Six workshops dealing with Respect in the Workplace and Harassment Sensitivity Training were offered to a total of 122 Museum employees.

Volunteer contributions recognized

This year's special 25th anniversary volunteer appreciation dinner took place on May 15. A number of volunteers celebrated long-service anniversaries with the CMN: four celebrated 25 years; two celebrated 20 years; three celebrated 15 years; and one celebrated 10 years.



Photo: P. Frank

Increase self-generated revenue

The fourth and final goal of the Museum this past year was to access additional resources in order to enhance its programme of services and its value to Canadians.



More *Natural Partnerships* Campaign funds secured

New developments in the *Natural Partnerships* Campaign included gifts from the Climate Change Action Fund, the Royal Bank of Canada Charitable Foundation and the EJLB Foundation. The Bickell Foundation, Public Works and Government Services Canada, the Library of Parliament and the Canadian Study of Parliament Group provided their support for "Stories from Within the Castle Walls," an exhibition on the rich history of the VMMB. Meetings were held with a range of prospective funders who will consider proposals once the final renovation schedule for the VMMB has been determined.

The Family Campaign raised close to a quarter million dollars in pledges: \$152,959 from Trustees and \$86,227 from employees. The Employee Campaign concluded with a celebration lunch in June 2002. A recognition event is planned for May 2003, at which time the employees' legacy gift of two Chasmosaurus mounts will be unveiled on the plaza outside the main entrance to the VMMB.

Community Campaign pledges totalled \$44,700 at the end of March 2003.

Additional revenue realized

There were 1,631 active members as of March 31, 2003, which was 34 percent above this year's annual goal.

The Newfoundland Museum purchased 200 geologic drawers and the Redpath Museum has ordered 400, for total revenue of \$12,000. Direct mail, royalties and distribution had year-to-date revenues of \$21,451, surpassing by 214 percent the revenue targets for fiscal 2002-03.

In recognition of a donation of \$500 or more, the Nature Discovery Fund (NDF) arranges for a species to be named in honour of the donor or in recognition of someone the donor designates. The NDF grew to a total of 48 gifts, 10 of which were received this year. To date, 18 new species have been identified and recognition materials sent to the honourees.



Photo: Martin Lipman

A Fond Tribute to Colin Eades

After a dedicated 26-year career with the CMN, Vice-President Colin Eades retired in February 2003. Mr. Eades joined the Museum in 1977 as Assistant Director of Finance and Administration, moving on to positions as Chief of Zoology, Comptroller, Director of National Programmes, Director of Capital Projects, Interim President and, finally, Vice-President and Chief Operating Officer.

When asked, Mr. Eades stated that his most exciting and complex challenge was the four-year period spent planning, negotiating the financing and overseeing the building of the Natural Heritage Building – and the careful transfer of 10 million specimens to the state-of-the-art Gatineau facility. He looks forward to following from a distance the progress of the exciting renovation plans for the Victoria Memorial Museum Building.

As to retirement plans, Mr. Eades hopes to combine his passion for travel with volunteering through the Canadian Executive Services Overseas.

Board of Trustees

The Board of Trustees is CMN's governing body, responsible to Parliament through the Minister of Canadian Heritage. The 11 members of the Board of Trustees are Governor-in-Council appointees from all regions of the country. Through accountability, strategic policy and planning frameworks, the Board provides corporate direction and delegates authority to the President for the management of CMN. In 2002-03, the Board of Trustees met four times and held two conference calls. Fourteen meetings of the Committees of the Board were held either in person or through conference calls. Frank Ling stepped down as Chair in mid-March and Dr. Frederic T. Kasravi was appointed Chair effective March 19, 2003. Charmaine Crooks of Vancouver joined the Board this year.

Standing Committees

Executive Committee

Mandate: The Executive Committee is responsible for monitoring the activities of the Board of Trustees and its Standing Committees, for conducting the President's annual performance review and for evaluating the effectiveness of the governance structure/system. The Executive Committee acts on behalf of the Board between meetings, in accordance with Board policy.

Audit and Finance Committee

Mandate: The Audit and Finance Committee is responsible for ensuring the Museum's compliance with legal, fiscal and audit requirements established for CMN by the Government of Canada, for recommending additional policies in these areas as appropriate, and for guiding and supporting CMN's efforts to develop a skilled, productive and effective workforce.

Community and Government Relations Committee

Mandate: The Community and Government Relations Committee is responsible for raising and sustaining in the national community a positive awareness of CMN, its services and its contributions, and for guiding and supporting CMN's efforts to generate revenue.

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Chair, Ottawa, Ontario
(until March 19, 2003)

Dr. Frederic T. Kasravi, LL.D.

Chair,
Victoria, British Columbia
(effective March 19, 2003)

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In memoriam: CMN remembers and acknowledges the contribution of former colleague Earl Godfrey who passed away in 2002. As curator of ornithology for over 30 years until his retirement in 1977, Godfrey was recognized as Canada's foremost authority on birds. He wrote the seminal guidebook, *The Birds of Canada*, which has sold more than 300,000 copies.

Volunteers

Volunteers make an invaluable contribution to the work of the Museum.

This year 244 members of the community contributed over 12,000 hours to support CMN programming, chiefly in Collections, Research and Community Services.

Victor Adomaitis	Rod Docking	Julia Laporte	Laura Munn-Rivard	Mew Symons
Clémence Ahounou	Heather Donnelly	Heidi Larkin	Terry Murdie	Ronny Tan
Anna Albovias	Heather Dowell	Bethan Lawson	Judith Murillo	Adam Tasca
Henry Alvarez	Alexi Dumouchel Ricou	Connie Lee	Beatrice Murray	Claudie Tellier
Melba Angell	Maryse Duquette	Joanne Lee	Arlene Neilson	John Tener
Lorne Atchison	Frank Dyson	Justin Lee	Julie Nives-Nivou	Marie-Andrée Tougas-Tellier
Jennifer Baker	Phyllis Esdon	Judy Leeson	Sarah Noble	Linda Toy
Catherine Barrière Gratton	Naweera Farooqui	Diane Lemieux	Michelle Nugent	Ted Tozer
Alyssa Baxter	Natalie Fatica	Hélène Lepage	Brita Isabel Oeding	Janelle Tremblay
Claire Beaulieu-Dionne	Heidi Fluegel	Suzanne Lépine	Julia Offer	Sébastien Tremblay
Patrick Begin	Matthieu Gagnon	Isabelle Lesage	Michel Paradis	Carole Treverton
Michelle Béland	Shanshan Gao	Helen Li	Anisa Patel	Olga Trichtchenko
Adi Birkhan	Mélanie Gaudet	Barbara Liddy	Dale Patten	Daphnée Turcotte
Celia Bodnar	Michèle Gauthier	Monika Lieberenz	Emma Peacocke	Colette Vachon
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Colin Bowen	Jessica Gillies	Elizabeth Long	Jacinthe Plourde-Joly	Maria Vogel
Pat Bowen	Martin Glogier	Nicole Lupien	Marie-Louise Poland	Marie-Claire Voyer-Messier
Laura Bridgeman	Mireille Godbout	Keran Ma	Laurie Pollock	Mladen Vukic
Emma Brittain Boisvert	Virginia Grant	Mollie MacCormac	Carole Potts	Bo Wang
Carole Brown	Chantal Gray	Patrick MacKinnon	Susanna Presutti	Clare Wang
Jonathan Bura	Jessica Guo	Chady Makela	Elisha Pruner	Margot Watt
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Isabelle Campin	Tyler Ham Pong	Rohit Mann	Marissa Quigley	Laura Wilson
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Monica César	Gail Harington	Nadia Martin	Saquiha Rahman	Eric Wong
Dominique Chalifaux	Stephanie Hjararson	Pat Martin	Nicholas Rivard	Roy Wood
Harold Chase	Lynda Holleman	Philip Martin	Susan Robinson	Elizabeth Woodbury
Julie Chateauvert	Jennifer Horne-McKaig	Jan Mayes	Violette Routhier	Jiayi Zhou
Marc Chouinard	Claudia Houde	Hannah Mayne	Joan Rowed	Michelle Zhou
Alexandra Chowaniec	Ran Huang	Mary Lynn McCauley	Stéphanie Roy	
Jessica Christopher	John Hunt	Brent McClelland	Yvon Roy	
Ersen Cogulu	April Hurst	Christine McClelland	Susan Rust	
Christian Comeau	Betty Anne Hurst	Mana McDonald	Eglee Sanchez de Barrios	
Maureen Comerford	Bronwyn Hutton	Alice McGill	Adam Saulis	
Tara Conroy	Candice Johnson	George McIlhinney	Jo Saunders	
Wendy Côté	Tyler Jordan	Amanda McKenzie	Yvonne Seiers	
Madeleine Craig	Tiffany Jubb	Elizabeth McMillan	Nathalie Sempels	
Andrea Davidson	Sol Kaiman	Nina Mehra	Tania Sendel	
Stephen Davis	Lynn Kaplansky	Tania Mendoza	Jackie Shabsove	
Betty Dawson	Carmel Kasper	Nicholas Meng	Cheshta Sharma	
Guillaume de Brouwer	Ruth Koch-Schulte	Vivian Menzies	Rachel Shen	
Nicole De Silva	Katie Kurys	Jane Merlin	Joyce Sinclair	
Jason Dean	Judy Kwan	Philip Miles	Chelsea Soderholm	
Gabrielle Denhez	Danielle LaBrèche	Hussain Mohamed	Kristen Soo	
Anthony Denton	Jacqueline Lafontaine	Susan Montsion	Susann Stolze	
Gretchen Denton	Yolin Lafrenière	Daniel Mooney	AbuBark Subedar	
Jonas Depatie	Maggie Lalonde	Chantel Moore	Jo Sullivan	
Mélanie Deslauriers	Caroline Lam	David Moore	Danuta Swiecicka	
Mireille Deussing	Clarisse Lamoureux	Eve Moore	Shuaib Syed	
Véronique Diotte	Kether Langdon	Isabel Muir	David Symons	

Communicating

RESEARCH RESULTS



Research Services and Collections Services Staff

CMN staff published 47 articles in refereed journals – which have other scientists review all articles submitted before they are accepted for publication – and 22 in non-refereed publications, nine reports and 46 other papers. A complete list follows (names in boldface are CMN staff members):

Refereed Publications

- Aiken, S.G.** and R.A. Buck. 2002. Aquatic leaves and regeneration of the last year's straw in the Arctic Grass, *Arctophila fulva* *Canadian Field-Naturalist* 16: 81-86.
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Robert E. Lee, Ottawa, Ontario

Lisgar Collegiate Institute, Ottawa, Ontario

M.O.M. Printing, Ottawa, Ontario

Merrickville-Wolford Environmental Advisory Committee, Merrickville, Ontario

Mississippi Valley Conservation Authority, Lanark, Ontario

Mountain Equipment CO-OP, Ottawa, Ontario

Mutchmore Public School, Ottawa, Ontario

National Capital Commission, Ottawa, Ontario

Ontario Ministry of Natural Resources, Ottawa, Ontario

Ontario Ministry of the Environment, Ottawa, Ontario

Ontario Soil and Crop Improvement Association (Environmental Farm Plans), Guelph, Ontario

Ottawa Botanical Garden Society, Ottawa, Ontario

Ottawa Field-Naturalists' Club, Ottawa, Ontario

Ottawa International Writers Festival, Ottawa, Ontario

Ottawa Regional Science Fair, Ottawa, Ontario

Ottawa School of Dance, Ottawa, Ontario

Parliament Hill, Ottawa, Ontario

PikLiz, Ottawa, Ontario

Prématornelle d'Aylmer, Gatineau, Quebec

Public Works and Government Service, Ottawa, Ontario

Rideau Valley Conservation Authority, Manotick, Ontario

Riverside Park Community and Recreation Association, Ottawa, Ontario

Rogers Television, Ottawa, Ontario

St. Clement School, Ottawa, Ontario

J.S. Tener, Ottawa, Ontario

Université du Québec en Outaouais, Gatineau, Quebec

University of Ottawa, Ottawa, Ontario

YMCA-YWCA, Ottawa, Ontario

Managing our

FINANCIAL RESOURCES



Financial Analysis

The following provides an analysis of the 2002-03 financial results of the Museum in comparison to previous years.

Comparison of Financial Results

(in thousands of dollars)

	2003	2002	2001	2000	1999
Revenue					
Parliamentary appropriation	25,377	23,177	23,363	22,360	21,273
Generated revenue	3,330	2,600	2,359	1,863	1,649
Total revenue	28,707	25,777	25,722	24,223	22,922
Expenses					
Personnel costs	13,930	12,873	10,553	9,597	8,855
Stonework project	–	–	–	–	180
Interest on capital lease obligation	3,302	3,337	3,369	3,398	3,425
Depreciation of capital assets	1,693	1,483	1,489	1,590	1,633
Operating expenses	11,848	10,542	10,409	8,893	9,132
Total operating expenses	30,773	28,235	25,820	23,478	23,225
(Deficiency) excess of revenue over expenses	(2,066)	(2,458)	(98)	745	(303)
Equity of Canada, beginning of year	(2,728)	(270)	(172)*	(773)	(470)
Equity of Canada, end of year	(4,794)	(2,728)	(270)	(28)	(773)

* The Equity of Canada, beginning of year has been adjusted due to a change in accounting policy.

During fiscal year 2002-03, CMN's parliamentary appropriation recognized as revenue in the Statement of Operations have increased by 9.5 percent due to additional funding for the Victoria Memorial Museum Building renovations, approval of an annual amount of \$1.3 million starting in 2002-03 for recapitalization expenses for the Natural Heritage Building and an amount received as compensation for increased wages due to the renewed collective agreement with the Public Service Alliance of Canada which was retroactive to June 1999.

Generated revenue for fiscal year 2002-03 were \$3.3 million, 28 percent higher than the previous fiscal year thanks to continued demand for the Museum's commercial operations and important sponsorships received for the development of the *Geeee! in Genome* project and for the establishment of a 3-D Imaging Centre.

Personnel costs of \$13.9 million are the single most significant expense of the Corporation, representing 49 percent of total revenue. Personnel costs have increased by 8 percent from 2001-02 for a variety of reasons including normal wage increases, accrual of a provision for the settlement of a complaint regarding Pay Equity and implementation of recommendations from the Advisory committee on senior level retention and compensation.

Operating expenses totaling \$11.8 million, have increased from previous year by 12 percent as a result of additional amounts invested in the development and promotion of large scale exhibits.

As a result of the revenue and expenses mentioned above, the CMN reports a deficiency of revenue over expenses of \$2.066 million for fiscal year 2002-03. This deficiency is a result of the following two factors: expenses include non-cash items (i.e. depreciation of capital assets, changes in the provision for employee future benefits and amortization of deferred capital funding) in the amount of \$1.303 million and timing differences between the year of receipt of parliamentary appropriation and the year of its actual disbursements for expenses.

The Museum anticipates consecutive years of deficiencies of revenue over expenses because of depreciation charges for its facility in Gatineau, Quebec, which is shown on the Museum's balance sheet as a capital lease. Prior to acquiring this building in 1997, the Museum only leased facilities, and therefore did not report on its Statement of Operations depreciation charges relating to a building. These lease dollars were converted in 1997 to payments on the capital lease for the facility thus creating an imbalance on the Statement of Operations. 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 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.

The Museum faces a major challenge with the high cost of carrying and operating its two facilities. To relieve this situation, the Museum is exploring the idea of selling the Natural Heritage Building (i.e. paying out the capital lease) to PWGSC to reduce the carrying costs for the Museum.

Financial Statements


Management's responsibility of 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.



Joanne DiCosimo
President and Chief Executive Officer



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

May 23, 2003

Auditor's report

To the Minister of Canadian Heritage

I have audited the balance sheet of the Canadian Museum of Nature as at March 31, 2003 and the statements of operations and equity of Canada 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, 2003 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.



Richard Flageole, FCA

Assistant Auditor General for the Auditor General of Canada

Ottawa, Canada

May 23, 2003

Balance Sheet as at March 31, 2003

(in thousands of dollars)

	Notes	2003	2002
Assets			
Current			
Cash and short-term investments	3	5,973	8,395
Accounts receivable			
Trade		288	187
Government departments and agencies		1,961	537
Prepaid expenses		754	782
		8,976	9,901
Restricted cash, short-term investments and receivables	3, 4	1,014	1,019
Collections	5	1	1
Capital assets	6	38,781	36,040
		48,772	46,961
Liabilities			
Current			
Accounts payable and accrued liabilities			
Trade		2,847	2,664
Government departments and agencies		2,236	1,840
Current portion – obligation under capital lease	7	219	198
Current portion – loan from Department of Canadian Heritage	7	–	377
Deferred revenue and parliamentary appropriation		2,951	2,910
Employee future benefits	8	184	219
		8,437	8,208
Obligation under capital lease	7	32,924	33,143
Deferred capital funding	9	9,522	6,124
Employee future benefits	8	1,436	1,267
Deferred contributions	10	962	667
		53,281	49,409
Commitments and Contingencies	15, 16		
Endowment	11	285	280
Equity of Canada		(4,794)	(2,728)
		48,772	46,961

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

Approved by the Board of Trustees:



Dr. Frederic T. Kasravi, LLD
Chairman of the Board of Trustees



R. Kenneth Armstrong
Chairman of the Audit and Finance Committee

Recommended by Management:



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



Lynne Ladouceur, CA
Senior Full Time Financial Officer

Statement of Operations and Equity of Canada for the year ended March 31, 2003

(in thousands of dollars)

	Notes	2003	2002
Revenue			
Commercial operations	12	1,324	1,264
Contributions		1,345	508
Educational programmes		279	402
Interest income		243	344
Scientific services		85	55
Other		54	27
		3,330	2,600
Expenses			
Personnel costs		13,930	12,873
Interest on capital lease obligation		3,302	3,337
Operation and maintenance of buildings		2,704	2,603
Professional and special services		2,481	2,428
Depreciation of capital assets		1,693	1,483
Real property leases and taxes		1,604	1,579
Exhibitions		1,573	652
Information management infrastructure and systems		1,235	1,453
Marketing and communications		797	628
Repairs and maintenance		779	664
Travel		515	411
Freight and cartage		91	91
Purchase of objects for collections		25	6
Other		44	27
		30,773	28,235
Net result of operations before government funding		(27,443)	(25,635)
Parliamentary appropriation	13	25,377	23,177
Net result of operations		(2,066)	(2,458)
Equity of Canada, beginning of year		(2,728)	(270)
Equity of Canada, end of year		(4,794)	(2,728)

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

Statement of Cash Flows for the year ended March 31, 2003

(in thousands of dollars)

	2003	2002
Operating activities		
Cash receipts – customers	4,336	2,794
Cash receipts – parliamentary appropriation	23,487	26,082
Cash disbursements – suppliers and employees	(26,138)	(21,881)
Interest received	273	373
Interest paid	(3,303)	(3,336)
	(1,345)	4,032
Financing activities		
Repayment of loan from the Department of Canadian Heritage	(377)	(362)
Appropriation used to purchase depreciable capital assets	3,922	2,189
Obligation under capital lease	(198)	(179)
Endowment increase	5	–
	3,352	1,648
Investing activities		
Acquisition of capital assets	(4,434)	(2,189)
Decrease (increase) in restricted cash, short-term investments and receivables	5	(101)
	(4,429)	(2,290)
(Decrease) increase in cash and short-term investments	(2,422)	3,390
Cash and short-term investments, beginning of year	8,395	5,005
Cash and short-term investments, end of year	5,973	8,395

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

Notes to Financial Statements for the year ended March 31, 2003

1. Authority and mission

The Canadian Museum of Nature was established by the *Museums Act* on July 1st, 1990, and is an agent Crown corporation named in Part I of Schedule III to the *Financial Administration 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

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

A) Cash and Short-term Investments

Cash and short-term investments consist of balances with banks and investments in money market instruments with terms to maturity of 12 months or less. These investments are carried at cost, which approximates market.

B) 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 not recorded in the books of accounts.

C) 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. Depreciation is calculated on the straight-line method using rates based on the estimated useful life of the assets as follows:

Property under capital lease	Collection cabinets and compactors	Research equipment	Technical equipment	Furnishings and office equipment	Motor vehicles	Computer equipment and software
35 years	35 years	10 years	10 years	10 years	5 years	3 years

Major leasehold improvements are capitalized and depreciated over the term of the respective leases to a maximum period of five years.

Amounts included in renovation work in progress are transferred to the appropriate capital asset classification upon completion, and are then depreciated according to the Corporation's policy.

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

D) Employee Future Benefits

i) Pension benefits

Employees participate in the Public Service Superannuation Plan administered by the Government of Canada. The Corporation's contribution to the plan reflects the full cost of the employer contributions. This amount is currently based on 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 on a current basis. The Corporation is not currently required to make contributions with respect to actuarial deficiencies of the Public Service Superannuation Account.

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 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.

E) 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 recognized on the Statement of Operations in the year in which the related expenses are incurred.

F) Contributions

The Corporation follows the deferral method of accounting for contributions.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Contributions externally restricted are deferred and recognized as revenue in the year in which the related expenses are recognized. Restricted investment income is recognized as revenue in the year in which the related expenses are incurred.

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.

G) Endowment

The endowment consists of restricted donations received by the Corporation. The endowment principal is required to be maintained intact. The investment income generated from the endowment is treated as a deferred contribution and must be used in accordance with the purpose established by the donors. Endowments received do not flow through the Statement of Operations but rather are credited to endowments directly.

H) 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 income and expenses for the year. Employee-related liabilities and estimated useful lives of capital assets are the most significant items where estimates are used. Actual results could differ from those estimated.

3. Cash and short-term investments

(in thousands of dollars)

	2003	2002
Cash	1,089	1,327
Short-term investments	4,884	7,068
	5,973	8,395

The Corporation invests operating and restricted funds in the short-term money market instruments that are rated AA or better and guaranteed by the Government of Canada, a provincial government or the Royal Bank of Canada. The investment vehicles consist primarily of banker's acceptance, promissory notes and term deposits. The overall portfolio yield as at March 31, 2003 was 2.89% (2002 – 2.08%) and the average term to maturity is 13 days (2002 – 43 days). The fair market value of the investment portfolio at year-end approximates the book value.

4. Restricted cash, short-term investments and receivables

Restricted cash, short-term investments and receivables include deferred contributions, funds received for the Endowment and amounts receivable that can be reasonably estimated and for which collection is reasonably assured. Restricted cash accounts are managed in accordance with the donor's wishes and are invested in accordance with investment policies of the Corporation.

5. Collections

The natural history collections consist of over 10 million specimens and grew by 24,210 items this fiscal year (2002 – 23,489). They are an exceptional scientific resource that is available nationally and internationally for research, exhibits and education.

The collections are divided into four discipline related groups, being:

- ▶ the Earth Sciences collection (minerals, rocks, gems, fossils)
- ▶ the Vertebrates collection (mammals, birds, fish, amphibians, reptiles)
- ▶ the Invertebrates collection (molluscs, insects, crustaceans, parasites, worms)
- ▶ the Botany collection (algae, vascular plants, mosses, lichens)

In addition, conservation research is conducted to improve the management of the collections.

The Corporation has incurred \$1.4 million in 2003 (2002 – \$1.2 million) for the management, protection and conservation of its collections.

6. Capital assets

(in thousands of dollars)

			2003	2002
	Cost	Accumulated depreciation	Net book value	Net book value
Land	555	–	555	555
Property under capital lease	35,040	6,941	28,099	29,091
Collection cabinets and compactors	3,553	706	2,847	2,925
Computer equipment and software	3,517	3,108	409	74
Research equipment	2,688	1,542	1,146	759
Furnishings and office equipment	1,321	996	325	425
Leasehold improvements	2,187	2,035	152	146
Technical equipment	389	280	109	103
Motor vehicles	58	51	7	13
Renovation work in progress	5,132	–	5,132	1,949
	54,440	15,659	38,781	36,040

The Victoria Memorial Museum Building and grounds are owned by the Government of Canada and consequently are not included in capital assets.

7. Capital lease obligation

A) The Natural Heritage Building (NHB) 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.

B) In 1997-98, the Corporation secured financing for the additional construction and fit-up costs of the NHB with the Department of Canadian Heritage. This loan is now fully reimbursed.

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

(in thousands of dollars)

	Obligation under capital lease
2004	3,500
2005	3,500
2006	3,500
2007	3,500
2008	3,500
Thereafter	82,250
Total minimum future payments	99,750 ⁽¹⁾
Deduct: Imputed interest	(66,607)
Present value of financing obligations	33,143 ⁽²⁾

⁽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 7.5% is estimated at \$41 million.

8. Employee future benefits

i) Pension benefits

The Public Service Superannuation Plan requires the Corporation to contribute at a rate of 2.14 times the employees' contribution (2002 – 2.14). The Corporation's contribution to the plan during the year was \$1,303,500 (2002 – \$1,126,000).

ii) Severance benefits

The corporation provides severance benefits to its employees. This benefit plan is not pre-funded and thus has no assets, resulting in a plan deficit equal to the accrued benefit obligation. Information about the plan is as follows:

(in thousands of dollars)

	2003	2002
Accrued benefit obligation, beginning of year	1,486	1,274
Expense for the year	287	268
Benefits paid during the year	(153)	(56)
Accrued benefit obligation, end of year	1,620	1,486
Short term portion	184	219
Long term portion	1,436	1,267
	1,620	1,486

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)

	2003	2002
Beginning balance	6,124	4,417
Appropriation used to purchase depreciable capital assets	3,922	2,189
Amortization of deferred capital funding	(524)	(482)
Ending balance	9,522	6,124

10. Deferred contributions

Deferred contributions represent unrecognized externally restricted donations and investment income. The changes in the deferred contribution balance and the components of this balance are as follows:

(in thousands of dollars)

	2003	2002
Beginning balance	667	516
Contributions received during the year	1,397	608
Amounts recognized in the year	(1,102)	(457)
Ending balance	962	667
Deferred contributions are comprised of:		
Funds restricted for research purposes	71	77
Funds restricted for programming purposes	889	581
Restricted endowment fund interest	2	9
	962	667

11. Endowment

The Corporation maintains an endowment in the principal amount of \$285,000 (2002 – \$280,000) 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 and the residual balance totalled \$7,514 at March 31, 2003 (2002 – \$9,710) which is included in deferred contributions (Note 10).

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.

12. Commercial operations

Commercial operations revenue is comprised as follows:

(in thousands of dollars)

	2003	2002
Admission fees	648	600
Rental of facilities	369	391
Parking	208	172
Boutique and cafeteria leases	73	68
Publishing revenues	16	26
Publishing royalties	10	7
	1,324	1,264

13. Parliamentary appropriation

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

(in thousands of dollars)

	2003	2002
Appropriation approved:		
Capital and Operating Budget	25,359	23,691
Supplementary budgets	3,030	2,544
	28,389	26,235
Loan repayment to the Department of Canadian Heritage	377	377
Portion of parliamentary appropriation deferred for future capital projects	(2,845)	(2,855)
Deferred revenue used in current year to complete specific projects	2,854	1,127
Appropriation used to purchase depreciable capital assets	(3,922)	(2,189)
Amortization of deferred capital funding	524	482
Appropriation used	25,377	23,177

14. Related party transactions

The Corporation is related to all Government of Canada departments, agencies and Crown corporations. The Corporation incurred expenses for the work and services provided by other government departments and agencies. These transactions were conducted in the normal course of operations, under the same terms and conditions that applied to outside parties.

15. Contractual commitments

As of March 31, 2003, the Corporation has contracts for information systems and building maintenance services with a remaining value of \$7,309,000. Future minimum payments under these contracts are as follows:

(in thousands of dollars)

2003-04	4,442
2004-05	2,501
2005-06	296
2006-07	70

As of March 31, 2003, the Corporation also has long-term contracts for building construction and architects services for the refit of the Victoria Memorial Museum Building with a remaining value of \$9,579,000. This project will be completed in the fiscal year ending March 31, 2007.

16. Contingency

In 1994, a pay equity complaint was filed by the Public Service Alliance of Canada (PSAC) against the Corporation alleging discrimination in wages based on gender inequity. During 2001-02, the PSAC and the Corporation have developed a new Job Classification and Evaluation Plan. This Plan has been used to determine relativity between jobs and to ensure that there is no gender based wage discrimination within jobs. The new plan has been implemented retroactively to June 15, 1999. In 2002, the PSAC filed a second pay equity complaint against the Treasury Board and specific separate employers, including the Corporation.

The Corporation cannot determine and assess the outcome of these complaints on its operations with certainty. A provision for these expenses has been recorded based on management's best estimates. The effect, if any, of ultimate resolution of these matters will be accounted for when determinable.

17. Comparative Figures

The 2002 comparative figures have been reclassified to conform to the 2003 financial statement presentation.

Canadian Museum of Nature
www.nature.ca

**Victoria Memorial
Museum Building**
240 McLeod Street
Ottawa, Ontario

Natural Heritage Building
1740 Pink Road
Gatineau, Quebec

Information:
(613) 566-4700 or 1-800-263-4433

**Published by
Communication Services:**
(613) 566-4249

The Annual Report Team:
Elizabeth McCrea
Lucille Fournier
Maureen Dougan
Lynne Ladouceur
Diane Faucher

Copy Writing:
Carolyn Masleck

Translation:
Lucille Brault

Design and Production:
Insight Communications

Printing:
The Lowe-Martin Group

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Web site at www.nature.ca.