

# RENEWING

A NATIONAL TREASURE

2005-2006 ANNUAL REPORT

# Mandate:

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.

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Photo: Lawrence Cook



## Message from the Chair

It has been a challenging, productive and enjoyable year for the Board of Trustees of the Canadian Museum of Nature. In my first full year as Chair, I have focused on rebuilding the Board, bringing it back to full strength in numbers and cross-Canada representation. We welcomed two new Trustees this year: Melody McLeod from Yellowknife in the Northwest Territories and Harold Robinson from Edmonton, Alberta. We said goodbye, and a hearty thank-you, to our retiring Vice-Chair Louise Beaubien Lepage of Montreal, Quebec, who ably served as Acting Chair last year. We extend our thanks also to retiring members Jane Dragon of Fort Smith, Northwest Territories and Mary Hofstetter of Banff, Alberta.

Governance practices were matters of particular focus this past year because expectations and responsibilities for financial and ethical oversight by Board members in both public and private organizations have increased. The Government of Canada is considering a range of measures as part of its Review of the Governance of Crown Corporations. To help Trustees meet these expectations, we held a governance workshop, facilitated by Professor Ken Hartviksen of the Faculty of Business Administration at Lakehead University in Ontario. The main themes of the session were Board assessment, Trustee participation in the *Natural Partnerships* Campaign, advocacy, governance and team building.

The Board convened its Fall meeting in Thunder Bay at the invitation of Trustee Roy Piovesana, who welcomed fellow Trustees to his home city. The Board holds at least one meeting per year out of Ottawa, to gain fresh perspectives and to reflect the Museum's national mandate and service. The community of Thunder Bay was very welcoming and we are grateful to all who participated in our deliberations and special events.

The Board has been reconsidering its committee systems in an effort to provide a new focus on the Museum's relationship with its community across Canada. To this end, the Government and Community Relations Committee developed strategies for outreach and engagement with stakeholders. This same committee has also assumed oversight of the *Natural Partnerships* Campaign.

Trustees were active as ambassadors for the Museum in their respective regions of the country, officiating in opening ceremonies for national travelling exhibitions, making presentations about the Museum to various groups and hosting gatherings to support the *Natural Partnerships* Campaign.

The Renewal Project including the renovation of the Victoria Memorial Museum Building is a major focus for the Board of Trustees. Throughout the year, we have worked in partnership with staff to help achieve the vision for this exceptional national treasure – the Canadian Museum of Nature.

My sincere thanks to all the members of the Board of Trustees for their wise counsel and diligent work to further the Museum's strategic goals. I look forward to an exciting year ahead as we prepare to unveil the first phase of the renewed Victoria Memorial Museum Building in mid-October.

A handwritten signature in gold ink that reads "R. Kenneth Armstrong". The signature is written in a cursive, flowing style.

**R. Kenneth Armstrong, O.M.C.**  
*Chair of the Board of Trustees*



# Report from the President and Chief Executive Officer

I am pleased to present the Annual Report of the Canadian Museum of Nature for the period April 1, 2005 to March 31, 2006. Entitled “Renewing a National Treasure,” the report highlights our progress against the seven objectives for 2005-06 as we work to ensure that the Museum continues to be of maximum benefit and value to the largest number of Canadians.

## Celebrating 150 years of building understanding of the natural world

The year 2006 will mark the 150<sup>th</sup> anniversary of the Act in Parliament mandating the Geological Survey of Canada to establish a Geological Museum for Canadians. The Canadian Museum of Nature will celebrate this important milestone with the re-opening of the fully renovated West Wing of the Victoria Memorial Museum Building in October 2006.

This will mark fulfillment of the first phase of extensive renovations to the Museum’s public exhibition site. The rehabilitation of this national historic architectural treasure began in spring 2004 and will continue in phases until 2009-10. The project is on schedule and will be completed within the budget parameters established by the Treasury Board. The rehabilitated building will have a new infrastructure and will equip the Museum with a contemporary showcase for its national natural science programmes.

The renewed West Wing will offer four floors of exciting new galleries and exhibitions including a spectacular Fossil Gallery named for Talisman Energy Inc., which contributed \$2 million to the *Natural Partnerships* Campaign in support of the gallery. The new Fossil Gallery is a major element of a national education project aimed at helping Canadians better understand how the environment shaped life on the planet in the past. With its opening, we are taking a step forward in fulfilling our vision of “connecting people with nature.” The renewed Victoria Memorial Museum Building will honour the founders and ensure that current and future generations of Canadians have continuing opportunities to increase their understanding of the natural world.

With the new mechanical and electrical systems and the new museum-standard environmental controls in the Victoria Memorial Museum Building will come new costs for operating the building. These additional costs are projected to reach \$2.2 million once the renovations are complete. The first impact of will be experienced in 2006-07, and the Museum is working with the Government of Canada to determine a solution to this new funding pressure.

## Connecting Canadians with their environment

With renovations underway on the West and South Sides, the Museum continued to offer a vibrant programme on site for schools and general public. Significant changes were made to the Museum’s Nature Workshops Programme, with four new Nature Workshops developed for the 2005-06 school year. A new self-guided activity was developed for school groups to complement their participation in the workshops.

As part of National Wildlife Week, the Museum organized a high-definition cinema Wildlife Festival, Family Fun Day and reception, in partnership with the Canadian Wildlife Federation. A total of 11 HD features were presented at this year’s festival – the most ambitious to date.

The Museum launched a new component called Native Plant Crossroads on its Web site [nature.ca](http://nature.ca). The new Web site is a product of a three-year initiative of the Canadian Centre for Biodiversity, and is funded by the Salamander Foundation. Its aim is to stimulate interest and engage citizens to take action in supporting and enhancing native plant diversity.

In partnership with the National Film Board of Canada (NFB), the Museum screened episodes of the five-part documentary series “Miracle Planet” which takes viewers on a four-billion-year journey through the history of life on Earth. The Museum spearheaded the initiative with the NFB as one of six members of the Alliance of Natural History Museums of Canada to offer the series.

### Creating valuable partnerships

The Museum continued to take an active role in the Alliance of Natural History Museums of Canada. We hosted the annual meeting in Ottawa in October 2005, where partners discussed future collaborations in the areas of research, collection development and public education. Events included a reception on October 26 on Parliament Hill, with invited MPs and Senators.

Sharing knowledge and access to collections helps all the partners to better understand issues from invasive species to climate change, and increases our ability to discuss and make decisions about the role we can play in increasing understanding of the natural environment.

The *Ice Age Mammals* exhibition resulted from a collaboration with the Montreal Science Centre, and fellow Alliance members the Yukon Beringia Interpretive Centre and the Royal Tyrrell Museum of Palaeontology. This 4,000 sq. ft. national travelling exhibition focuses on long-extinct mammals, climate change, causes of extinction, and human impact, and premiered at the Museum in July of 2005.

A new partnership between the Alliance of Natural History Museums of Canada and CASTEx, a European consortium of natural history museums, will bring to North America the exhibition *Fatal Attraction* – a light-hearted look at animal courtship and the art of communication for the purpose of procreation. Adapted by the Canadian Museum of Nature for a North American tour, the exhibition will be on display at the Museum from May to September 2006.

The Alliance and CASTEx will jointly present a plenary session on networking and partnership at the 2006 annual conference of the Canadian Museums Association (CMA).

### Informing policy through research and knowledge-sharing

In collaboration with the Biosphère of Environment Canada, the Museum's Canadian Centre for Biodiversity delivered a workshop on "Sustainable Communities: a Crucible for Environmental Education" at the 2005 conference of the Canadian Network for Environmental Education and Communication (EECOM).

The Museum serves as Secretariat and is working with the Canadian Committee for the International Union for the Conservation of Nature (IUCN) to create an initiative in support of the Biodiversity 2010 Challenge "to significantly reduce the rate of biodiversity loss by 2010" in order to raise public awareness and stimulate voluntary action among all sectors.

As part of the Canadian delegation, one of the Museum's experts made a presentation on Monarch habitat and conservation at the Trilateral Monarch Butterfly Sister Protected Area Workshop, held in Morelia, Mexico in March 2006.

A Museum researcher was the only Canadian participant on a six-week, deep-sea scientific expedition in Spring 2005 that is part of an international survey of the world's oceans. The unprecedented 10-year Census of Marine Life involves more than 70 countries in collecting and documenting as many species as possible. When completed, the census will provide a baseline of biodiversity and allow scientists to assess environmental impacts linked to factors such as global climate change.

### Continuing the legacy of 150 years of service

Thanks to the continuing commitment and guidance of the Board of Trustees, and the dedication and excellent work of the Staff, the Canadian Museum of Nature continues to advance its mission and its vision. The increasing involvement of partners and donors is ensuring that the Museum's benefit and value to all Canadians continues to grow. I believe our founders would approve.



**Joanne DiCosimo**

*President and Chief Executive Officer*



Photo: Martin Lipman



Photo: Martin Lipman



Photo: Martin Lipman



Illustration: Polygone Studios



Photo: Lawrence Cook

### A new future for a national treasure

The renovated West Wing of the Victoria Memorial Museum Building will be unveiled in October 2006, as the first completed phase of extensive renovations to the Museum's public exhibition site. The rehabilitation of this national historic architectural treasure began in spring 2004 and will continue in phases until 2009-10. The project is on schedule and will be completed within the budget parameters established by the Treasury Board.

### Talisman Energy Inc. funds new Fossil Gallery

With the help of a \$2 million contribution from Talisman Energy Inc., the Museum is completing work on a new Fossil Gallery, scheduled to open in October 2006 in the newly renovated West Wing at the Victoria Memorial Museum Building. The new gallery will be among the best in North America with more than 300 specimens and two life-like dioramas, one featuring seven dinosaurs locked in a dramatic confrontation. The gallery will focus on the period from 85- to 35-million years ago during which dinosaurs became extinct, mammals began to evolve and thrive, and dramatic climatic changes were shaping the planet.

### The big chill – Ice Age Mammals

*Ice Age Mammals*, an all-new 4,000 sq. ft. national travelling exhibition, opened in July 2005 at the Museum. The exhibition is a collaboration with the Montreal Science Centre, the Yukon Beringia Interpretive Centre and the Royal Tyrrell Museum of Palaeontology. It focuses on long-extinct mammals, climate change, causes of extinction, and human impact. Some 75,000 visitors saw the exhibition during its nine-month run, before it moved to Montreal in April 2006.

### Alliance of Natural History Museums of Canada

The Museum hosted the Alliance of Natural History Museums of Canada's (ANHMC) annual meeting in Ottawa in October 2005. Events included a reception on Parliament Hill, with invited MPs and Senators. ANHMC partners reviewed the progress of this unique network and discussed future collaborations in the areas of research, collection development and public education.

Illustration: Courtesy National Film Board of Canada

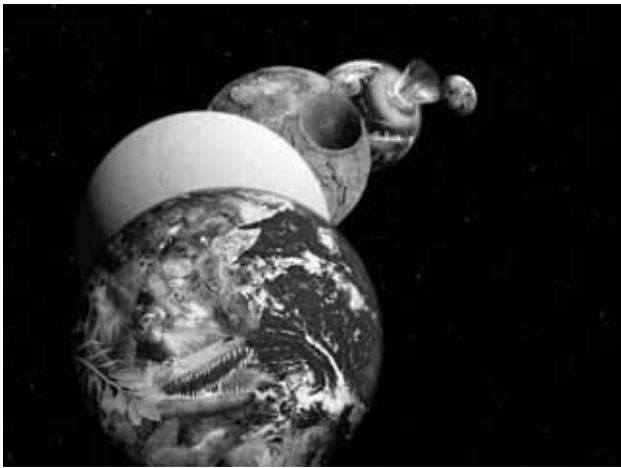


Photo: Martin Lipman



Photo: Martin Lipman

**Miracle Planet**

In partnership with the National Film Board of Canada, six ANHMC members across Canada screened episodes of the five-part documentary series “Miracle Planet” which takes viewers on a four-billion-year journey through the history of life on Earth.

**Native Plant Crossroads**

The Museum launched a new component called Native Plant Crossroads on its Web site [nature.ca](http://nature.ca). The new Web site is a product of a three-year initiative of the Canadian Centre for Biodiversity, and is funded by the Salamander Foundation. Its aim is to stimulate interest and engage citizens to take action in supporting and enhancing native plant diversity. There were six million visits to [nature.ca](http://nature.ca) in 2005-06, an increase of 28 percent over last year.

**The art of dating in the animal kingdom**

The exhibition *Fatal Attraction* provides a light-hearted look at animal courtship and the art of communication for the purpose of procreation. Adapted by the Canadian Museum of Nature for a North American tour, *Fatal Attraction* is a product of a European natural history network called CASTEx, similar to the Alliance of Natural History Museums of Canada in goals of cooperation and joint ventures. The exhibition, which will be presented by the Alliance, will be on display at the Museum from May to September 2006. It will then travel to Victoria, Montreal and other museum and science centre venues across North America.

**The Gee! in Genome**

Over half a million people across the country have visited Canada’s first travelling exhibition on genes and the science around them since it opened at the Canadian Museum of Nature three years ago. The exhibition’s run at the Discovery Centre in Halifax has been extended to June 2006, after which it will be refurbished and sent on a second tour.





Photo: Willow Wright



Photo: Pamela Mills



Photo: Cecile Julien



Photo: John Thompson, Courtesy Nunatsiag News

### Canada's minerals shine in Arizona

A selection of specimens from the Museum's national mineral collections was prominently featured at the 52<sup>nd</sup> Tucson Gem and Mineral Show in February. The theme of this year's show was Canadian Gems and Minerals, giving the Museum an opportunity to showcase 35 gems and minerals representing various sites in Canada. The event attracts thousands of mineral dealers, collectors and museum curators, as well as members of the public. Two Museum mineralogists gave scientific presentations during the show.

### Natural Partnerships Campaign

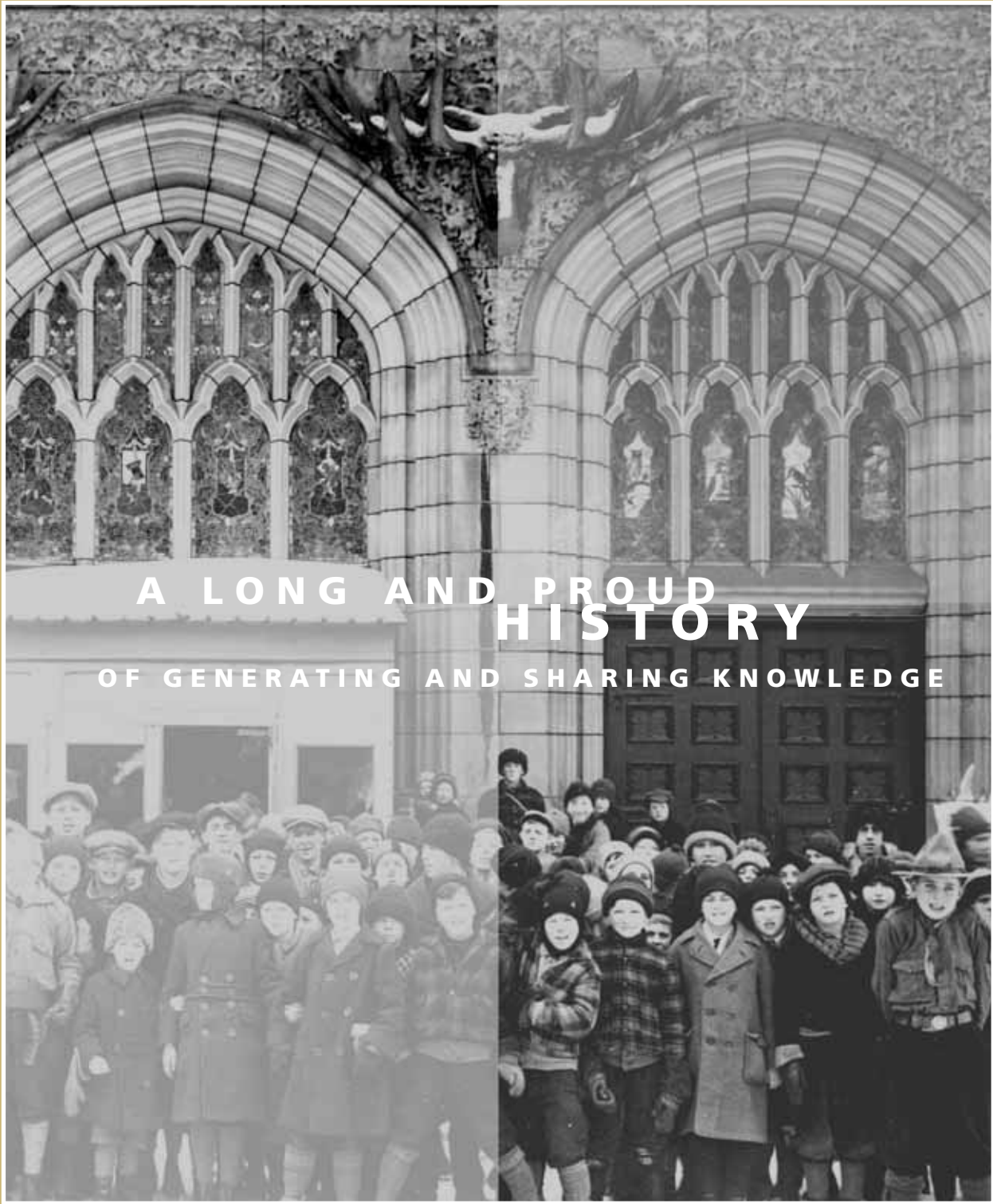
The *Natural Partnerships* fundraising campaign to support new galleries, and associated national programmes and activities, has reached 67 percent of its \$10-million goal. The focus of the campaign is shifting to businesses and individuals in the National Capital Region and its environs. Judith Manley is providing the volunteer leadership as Regional Campaign Chair.

### London project wins Museums-Schools Partnership award

The 2005 Museums-Schools Partnership Award was awarded to the London Museum School project, which provides elementary schoolchildren with hands-on learning at museum sites in London, Ontario. This national award is co-sponsored by the Canadian College of Teachers and the Canadian Museum of Nature, in collaboration with the Canadian Museums Association.

### Flora of the Canadian Arctic Archipelago

Dr. Susan Aiken, who retired this year as Museum Research Scientist in Botany, led this important project to produce a scientific account of all the plants found on Canada's Arctic islands. The results of this complex research project, undertaken with partners from around the world, are expected to be published as a CD-ROM in 2006.



A LONG AND PROUD  
**HISTORY**  
OF GENERATING AND SHARING KNOWLEDGE

Photo: Canadian Museum of Civilization, CMC 70660

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

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

In 1852, Sir William, his assistants and his collections were temporarily housed in various warehouses in Montreal. They moved into a mansion on St. Gabriel Street, which had been owned by Peter McGill, President of the Bank of Montreal. In 1856, the Survey received a mandate to open its first museum on this site. 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 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 people.

### First purpose-built national museum

Commissioned by Sir Wilfred Laurier, the Victoria Memorial Museum Building commemorates Queen Victoria, who died in 1901. The building opened its doors to the public in 1912 with spectacular exhibits of Canadian minerals, birds and fossils in beautiful new display cases. The skeleton of *Edmontosaurus* was the first dinosaur mounted for public display in Canada in 1913 and was on view until the dinosaur hall closed for renovation in January 2005. The bulk of the Museum’s collections of dinosaurs were discovered by Charles M. Sternberg in southwestern Alberta.

### Parliamentary connections

After a fire destroyed the Centre Block of the Parliament Buildings in 1916, the seat of Government moved temporarily to the Victoria Memorial Museum Building. The House of Commons sat in the Auditorium for four years while the Senate occupied the East Wing.

Sir Wilfrid Laurier never returned to the Hill. He died in 1919 and his body lay in state surrounded by flags and flowers in the Museum’s Auditorium.

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

### New beginnings

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

At that time, the Museum’s operations were scattered over 13 buildings throughout the National Capital Region and its natural science collections were kept in uncontrolled environments. A long-term project was initiated to consolidate all collection-related operations into one purpose-built facility.

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

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

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

Cross-Canada consultations and a comprehensive strategic planning process have resulted in a new vision of the national role and service of the Canadian Museum of Nature. The Museum is working to realize this vision in tandem with the renewal of its exhibition site, the Victoria Memorial Museum Building. The rehabilitation began in spring 2004, and is proceeding in phases. The Museum will reach a major milestone in October 2006, when the West Wing re-opens with new galleries about fossils, birds and mammals, an interactive Discovery Zone and a new temporary exhibit hall. These new offerings will be a significant and suitable legacy gift to mark the 150<sup>th</sup> anniversary of the Museum.



Photo: Martin Lipman

## PERFORMANCE AGAINST OBJECTIVES IN 2005-06

### Our Vision

- ▶ to be an engaging and trusted source for developing an understanding of the natural world;
- ▶ to work as a catalyst in bringing together a Canada-wide network of natural history expertise;
- ▶ to encourage learning about the natural diversity of Canada; and
- ▶ to be a valued contributor to Canadian public policy on natural science issues.



## Create and make accessible to the public relevant information about the environment and our place in it

The Canadian Museum of Nature's national educational projects will be recognized by client groups and peers as a key source of relevant information about the environment and our place in it. The Museum will be national in its collections scope – recognized both as coordinator of the national repository and as an international leader in the production and circulation of travelling exhibitions. The Museum will be recognized as a leader in the management and preservation of collections, and in the documentation processes and systems that make these collections relevant to the Museum's national partners. Research activities will be fully integrated with other functions, recognized by peers and the public, adding value to the national collection and providing service to the public. A range of research activities will address *environmental change*.

Create an accessible programme of national educational projects to encourage and foster formal and informal learning for Canadians.

A new Fossil Gallery is scheduled to open in October 2006 in the newly renovated West Wing at the Victoria Memorial Museum Building, with the help of a \$2 million contribution from Talisman Energy Inc. The new 10,000 sq. ft. gallery will feature more than 300 specimens and will focus on the period during which dinosaurs became extinct, mammals began to evolve and thrive, and dramatic climatic changes were shaping the planet. Preparation for the new Fossil Gallery was completed this year, and work continues on 10 video presentations.

*Ice Age Mammals*, a new 4,000 sq. ft. national travelling exhibition, opened in July at the Victoria Memorial Museum Building. The exhibition is a collaboration with the Montreal Science Centre, the Yukon Beringia Interpretive Centre and the Royal Tyrrell Museum of Palaeontology. It focuses on long-extinct mammals, climate change, causes of extinction, and human impact. Some 75,000 visitors saw the exhibition during its nine-month run, before it moved to Montreal for an April 2006 opening.

*The Gee! in Genome* travelling exhibition is a key component of the Museum's new national project, the *Nature of Humans*, focusing on genomics: the study of genes and their functions. The exhibition's run at the Discovery Centre in Halifax has been extended to June 2006, after which it will be refurbished and sent on a second tour.

Advanced detailed design was prepared this year for a temporary Discovery Zone to house essential Museum functions while the East Wing and Atrium are under construction. The two main components will be a 50-60 seat theatre/presentation area, and a large multipurpose/classroom space which can accommodate both lab and workshop activities that are part of many school visits, as well as public and community programmes, and presentations. These functions are all part of the Discovery Zone planned to open in 2009 and the temporary set-up will be used to test and pilot a number of activities that will be part of the permanent installation, including new activities linked to the *Fossil* and *Mammal* projects.

The *Mammal* project team worked on design for the refurbished gallery. A major move and retrofit of the Museum's popular mammal dioramas is underway for the West Wing re-opening, with an enhanced interpretive component. The move provides an opportunity to undertake long-needed repair and conservation work on the dioramas.

There were 6 million visits to the Museum's Web site [nature.ca](http://nature.ca) in 2005-06, an increase of 28 percent over last year. As part of the Web strategic planning process, the Museum conducted its first comprehensive online user survey at the beginning of 2006. The survey revealed a high level of user satisfaction among both Canadian adults and children (12 years of age and under), with 40 percent of adults reporting they used the site for personal interest while 61 percent of children used the site to complete an assignment.

The Victoria Memorial Museum Building will be the only Canadian venue for *Einstein*, a 6,500 sq. ft. travelling exhibition organized by the American Museum of Natural History, the Hebrew University of Jerusalem and the Skirball Cultural Center, Los Angeles. Museum



Conservator Carolyn Leckie surveys the grizzly bear diorama in preparation for its upcoming move.

Photo: Martin Lipman

staff are adapting the English-language exhibition by designing and producing a fully bilingual exhibition for presentation in the new temporary exhibition hall in October 2006.

Educational programming highlights included two new Ice Age programmes offered with the opening of the *Ice Age Mammals* exhibition. Significant changes were made to the Museum's Nature Workshops Programme, with four new Nature Workshops developed for the current school year. A new self-guided activity was developed for school groups to complement their participation in the workshops. New programmes are being developed to support the refurbished Bird and Mammal Galleries.

An educator from the Museum spent one week in western Nunavut delivering educational activities in schools in three remote communities: Kugaaruk, Gjoa Haven and Taloyoak. This unique programme was funded by the Nunavut Research Institute.

The Museum initiated a proposal to access the Advanced Broadband Enabled Learning programme (ABEL), a leading initiative in Canada that supports the use of videoconferencing as well as other digital technologies, to enhance pedagogical objectives in the K-12 classroom. Joining the programme would give the Museum access to ABEL's professional development programme, network of schools, and technical support and expertise for educational videoconferencing.

A programme for visually impaired teens and adults was developed and piloted with the assistance of a community volunteer. Evaluation and feedback helped identify adjustments to be made prior to a second round of pilot testing.

#### Create an accessible programme of collections activities on issues that are relevant to Canadians.

The Museum continued to play an international leadership role in museum collection risk analysis. Risk Assessment Workshops were given to the Yale Peabody Museum and at a 10-day Conservation Workshop held in Rome under the aegis of the Canadian Conservation Institute (CCI) and the International Centre for Conservation in Rome. The risk analysis approach of the Canadian Museum of Nature researchers was prominently featured in the Society for Risk Analysis Newsletter entitled "What do we do? – A quarterly look at the incredibly diverse field of risk analysis."

A selection of specimens from the Museum's national mineral collections was prominently featured at the 52<sup>nd</sup> Tucson Gem and Mineral Show in February. The theme of this year's show was Canadian Gems and Minerals, giving the Museum an opportunity to showcase 35 gems and minerals representing various sites in Canada. The event attracts thousands of mineral dealers, collectors and museum curators, as well as members of the public. Two Museum mineralogists gave scientific presentations during the show.

The Museum's 3D Centre continued to develop interactive content for the new Fossil, Bird and Mammal galleries. The scanned images are used to produce animations that will show the morphing of bone structures from prehistoric mammals into the bone structure of modern mammals. The Museum has entered into a new revenue-sharing business arrangement and signed a new contract with Arius 3D, the supplier of scanning technology and related software for the Centre. The Museum will provide the facility at the Natural Heritage Building and Arius will take on responsibility for staffing and promotion of services.

**Create an accessible programme of research activities on issues that are relevant to Canadians.**

The Museum’s researchers traveled to various places in Canada in 2005 collecting fossils, minerals, plants and marine species to reconstruct past species and their environments. This fieldwork is often done in collaboration with experts from other museums, universities and government departments.

The Museum continued its long tradition of excellence in Arctic research. Several field parties visited Arctic locations including the Yukon (fossils), Baffin Island (plants) and the Beaufort Sea (marine life). A course was delivered on plant identification at the Nunavut Research Institute and one of the Museum’s research botanists joined the Conservation of Arctic Flora and Fauna working group in Fall 2005. In addition, a number of Museum experts are preparing research proposals for the International Polar Year.

Museum scientists continued to participate in multidisciplinary research efforts of the Canadian Arctic Shelf Exchange Study (CASES) and the ArcticNet program initiatives led by Laval University. The two Museum scientists involved in CASES attended the project’s annual meeting in January 2006, where they participated in a youth forum on climate change.

A staff member of the Earth Sciences Research Team received a Discovery Grant from the Natural Science and Engineering Research Council of Canada. The grant will provide almost \$20,000 for each of the next five years to support research on the natural history of beavers.

The Museum continued as a key participant in the International Hominid Origins research program, through the participation of two of its palaeontologists. One of the Museum’s ichthyologists (fish expert) is sharing his expertise on the fishes of Iraq and Iran as part of the CIDA-led Canada-Iraq Marshlands rehabilitation initiative.

Another Museum researcher was the only Canadian participant on a six-week, deep-sea scientific expedition in Spring 2005 that is part of an international survey of the world’s oceans. The unprecedented 10-year Census of Marine Life involves more than 70 countries in collecting and documenting as many species as possible. When completed, the census will provide a baseline of biodiversity and allow scientists to assess environmental impacts linked to factors such as global climate change. The researcher was invited to join the expedition as a result of his expertise in small marine crustaceans known as amphipods.

Performance Measures	Target	Achievement
Education programmes are a key source of relevant information about the environment as measured against attributes	Have 75% of attributes	Review of <i>The Gee! In Genome</i> is underway: initial findings; strengths in revenue generating; accessibility and capacity building
Web site visits	3 million	6 million
Number of accessible electronic collection records	706,000 collection records accessible by 2009-10	596,287 electronically accessible as of March 31, 2006
Usefulness of Museum collections	10,000 transactions	8,310
Refereed publications produced by staff on issues of relevance to Canadians	32	34

## OBJECTIVE

## 2

## Contribute to building the capacity of Canadian natural history museums and other heritage agencies to respond efficiently and effectively to natural history issues of relevance to Canadians

**The Alliance of Natural History Museums of Canada (ANHMC) will have membership from all regions of Canada and will communicate regularly. The museum community will recognize the ANHMC as a focal point for natural history issues and the ANHMC will review a national collection strategy. The Museum will be contacted regularly as a leader in best practices for collection development, management and conservation. The Federal Biodiversity Information Partnership (FBIP) will be an established federal focal point for biodiversity information and the main coordination mechanism between federal and provincial/territorial departments, agencies and related organizations on this issue.**

**Develop and implement national strategies in collaboration with the Alliance of Natural History Museums of Canada.**

The Alliance of Natural History Museums of Canada was formally incorporated in February 2004. The Alliance has collective responsibility for more than 13.7 million natural history specimens, which represent the flora, fauna and geological record of Canadian and international collections. The Canadian Museum of Nature is one of 12 founding members of this dynamic national network.

Key ANHMC initiatives in 2005-06 include the ongoing development of a National Collections Strategy, and the Collections Committee is conducting an inventory of member collections, practices and taxonomic expertise. In order to develop a national positioning strategy, the Museum conducted a survey of the other Alliance members to learn more about shared audiences, strengths, challenges, and expectations of this partnership.

The Museum hosted the Alliance's annual meeting in Ottawa in October 2005. Events included a reception on Parliament Hill, with invited MPs and Senators. ANHMC partners reviewed the progress of this unique network and discussed future collaborations in the areas of research, collection development and public education.

The Museum joined forces with the Montreal Science Centre, and fellow Alliance members the Yukon Beringia Interpretive Centre and the Royal Tyrrell Museum of Palaeontology, to develop the *Ice Age Mammals* Project. The 4,000 sq. ft. travelling exhibition was on display at the Victoria Memorial Museum Building from July 2005 to March 2006 and will open at the Montreal Science Centre in April 2006.

The European exhibition *Fatal Attraction* will be presented by the ANHMC, and will be on display at the Victoria Memorial Museum Building from May to September 2006. It provides a light-hearted look at animal courtship and the art of communication for the purpose of procreation. Adapted by the Canadian Museum of Nature for a North American tour, *Fatal Attraction* is a product of a European natural history network called CASTEx. It was developed by the Royal Belgium Institute of Natural Sciences in Brussels in conjunction with the Muséum national d'Histoire naturelle in Paris, and the National Museum of Natural History in Leiden (Netherlands). This initiative will build awareness and increase capacity for both natural history networks.

In partnership with the National Film Board of Canada (NFB), the Museum screened episodes of the five-part documentary series "Miracle Planet" which takes viewers on a four-billion-year journey through the history of life on Earth. The Museum spearheaded the initiative with the NFB as one of six members of the Alliance of Natural History Museums of Canada to offer the series.

A monthly ANHMC Newsletter was started in July 2005 to improve communication among all members by reporting on new developments, Alliance activities and projects, committees, and members' activities and programmes.

The ANHMC and CASTEx will jointly present a plenary session on networking and partnership at the 2006 annual conference of the Canadian Museums Association (CMA).

The Alliance submitted a proposal to the Canadian Academies of Science for an assessment of Canada's capacity in biodiversity sciences. Proposals will be adjudicated in late Spring 2006.



Engage in joint efforts with other federal partners to create and make information resources accessible to diverse Canadian audiences, using innovative approaches, best practices, new processes and techniques.

The Museum participated in the hiring of a new Coordinator for the Federal Biodiversity Information Partnership (FBIP). As Chair of the Management Board of the FBIP, the Museum headed the Canadian delegation to the 10<sup>th</sup> Governing Board meeting of the Global Biodiversity Information Facility held in Stockholm.

A strategic planning session was held with a fully revised FBIP Management Board. A working group of the federal partners met

to develop a business case to expedite integration planning. It will allow the partners to demonstrate what they are doing, and the value and applications that can derive from FBIP. It will also provide an identifiable administrative point – the ADM Science and Technology Integration Board – for planning multi-year funding and deliverables across government. The intent is to include a greater requirement to work with other levels of government and broader elements of Canadian society. The FBIP Board has directed the working group to draft the necessary planning tools, including a five-year Strategic Plan.

Performance Measures	Target	Achievement
Projects/activities undertaken with the ANHMC addressing issues of relevance to Canadians	2	In addition to the ongoing projects (the Collections Survey, <i>Fatal Attraction</i> , <i>Ice Age Mammals</i> exhibitions and Visibility and Awareness Initiatives) four new projects were undertaken: 1. A proposal to the Canada Academies of Sciences for an assessment of biodiversity science capacity in Canada 2. The creation of an Education Committee and, within that, a project in video-conferencing with three museums member 3. The development of an ANHMC Awards Programme 4. Strategic planning to be followed by the development of a 3-year Business Plan
Degree of success of projects developed jointly with the ANHMC	Increase collaboration	Board and Committee Members for the ANHMC spent approximately 2,830 hours on ANHMC activities and projects
Participation in the Canadian Museums Association (CMA) and the Canadian Association of Science Centres (CASC)	Increase participation through presentations, participation in special interest groups, organizing committees	Number of days attending annual conference: CMA: 58    CASC: 24  Number of presentations: CMA: 6    CASC: 2  Number of days participating in Committees, Interest Groups etc.: CMA: 70    CASC: 41
Number of products, publications and services created per year through partnerships with federal agencies and portfolio partners	Maximize	Four publications were created: 1. Preventive Conservation report: Reducing Risks to Collections 2. Report of the 10 <sup>th</sup> meeting of the Governing Board of the Global Biodiversity Information Facility (GBIF) 3. Phytoplankton and Primary Production – final report for Phase 1 of ArcticNet research programme 4. Head of Delegation Report on the 11 <sup>th</sup> meeting of GBIF Stockholm, Sweden Partnership

## OBJECTIVE

## 3

## Provide vehicles to encourage public engagement in natural history issues and to contribute to informed public policy on those issues

**The Museum will be regarded as a “Best Practices Leader” in the practice of engaging its key audiences through its exhibitions, public programming and the Web. The Museum will be recognized as a valued contributor in the development of public and government policies, which will reflect the Museum’s input.**

Create national forums to discuss, debate and share information on relevant environmental issues of concern to Canadians.

In conjunction with the Halifax run of *The Gee! in Genome* travelling exhibition, a student forum on genomics was held in February at the Discovery Centre. A summary of discussion at the forum is available on the Museum’s Web site [nature.ca](http://nature.ca).

A new component of [nature.ca](http://nature.ca) called Native Plant Crossroads was launched at the end of May 2005. The Web site is a product of a three-year initiative of the Canadian Centre for Biodiversity, entitled “Best Stewardship Practices at the Community Level: Enhancing Native Plant Biodiversity,” funded by the Salamander Foundation. The Web site focuses on shared knowledge, networking and links to diverse groups for people to find out more about native plants and conservation issues. Its aim is to stimulate interest and engage citizens to take action in supporting and enhancing native plant diversity.

In April 2005, two forums were held at the Museum on the role of the media in the public’s understanding of science, in collaboration with the Canadian Association of Science Writers.

Thomson ISI has selected the Biological Survey of Canada (BSC) Web site for inclusion in Current Web Contents, a value-added section of Current Contents Connect™, a current awareness database from Thomson ISI that provides information in the fields of science, social science, technology, and the arts and humanities. This recognizes that the BSC site satisfies their scholarly and reliability criteria including such factors as authority, accuracy, currency, navigation and design, applicability and content, scope, audience level, and quality of writing.

Develop and implement formal mechanisms to inform public policy on natural history issues.

In collaboration with the Biosphère of Environment Canada, the Museum’s Canadian Centre for Biodiversity delivered a workshop on “Sustainable Communities: a Crucible for Environmental Education” at the 2005 conference of the Canadian Network for Environmental Education and Communication (EECOM).

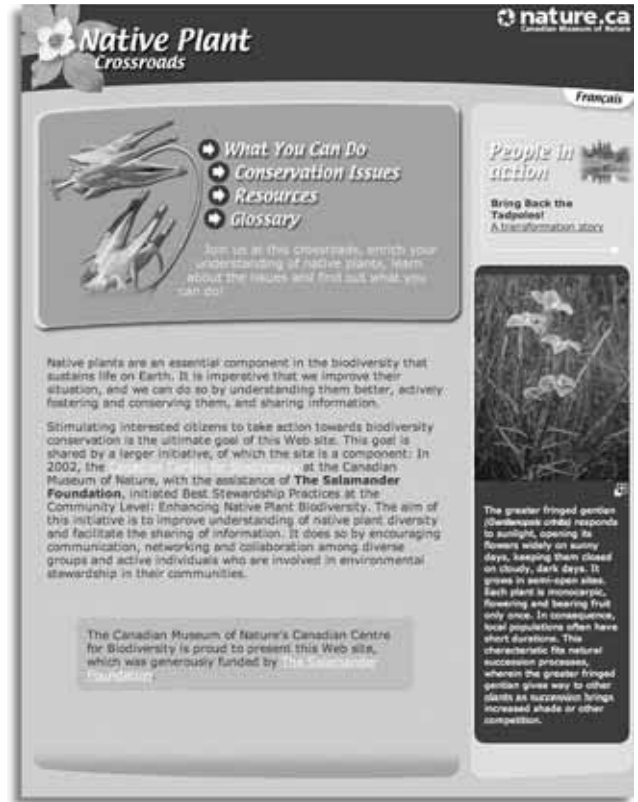
The Museum serves as Secretariat and is working with the Canadian Committee for the International Union for the Conservation of Nature (IUCN) to create an initiative in support of the biodiversity 2010 Challenge “to significantly reduce the rate of biodiversity loss by 2010” in order to raise public awareness and stimulate voluntary action among all sectors.

Support is being provided to the United Nations Decade on Education for Sustainable Development. The Museum helped to establish an Ontario Education for Sustainable Development Working Group led by Ducks Unlimited, and worked on the sub-committee on Biodiversity Education led by the Ontario Ministry of Natural Resources.

As part of the Canadian delegation, one of the Museum's experts made a presentation on Monarch habitat and conservation at the Trilateral Monarch Butterfly Sister Protected Area Workshop, held in Morelia, Mexico in March 2006.

Together with the Canada Science and Technology Museum, the Museum will co-host the Canadian Association of Science Centres Conference in Ottawa in May 2006 and has been actively involved in planning for this national event.

As part of the Working Group on Museums and Sustainable Communities, the Museum helped organize and present a one-day workshop at the Canadian Museum Association's 2005 Annual Conference in Saskatoon. Some 30 participants took part in the workshop entitled, "Museums and Sustainable Communities: Taking Action – Measuring Success."



The 2005 Museums-Schools Partnership Award was awarded to the London Museum School project, a hands-on educational program that provided elementary schoolchildren with the opportunity to learn at museum sites in London, Ontario. This national award is co-sponsored by the Canadian College of Teachers and the Canadian Museum of Nature, in collaboration with the Canadian Museums Association. The award recognizes partnerships between schools and museums for educational programmes that enrich students' understanding and appreciation of Canada's cultural and natural heritage.

Performance Measures	Target	Achievement
Develop new vehicles to encourage engagement of Canadians	5	Six new vehicles were developed: <ol style="list-style-type: none"> <li>1. Tour and presentation: combined tour and presentation of gallery exploration as well as a presentation with slides on the Research and Collections activities</li> <li>2. Programme on Canadian birds for visually impaired adults</li> <li>3. Busy Beaver Preschool programme for childcare groups</li> <li>4. Canadian Improv Games</li> <li>5. Bar des sciences – guest speaker on issues relating to climate change and education</li> <li>6. Presentation on climate change – a three part approach of a lab visit, an in-class presentation, and follow-up videoconference</li> </ol>
Contribute to the development of public policy through involvement in national and international associations and organizations related to environmental change	20 associations	Museum staff were involved in 22 national and international associations and organizations related to environmental change which represented approximately 1,722 hours
Museum and partners demonstrate public policy options	2	The Museum was a proponent in seven public policy options as follows: <ol style="list-style-type: none"> <li>1. Federal-Provincial-Territorial Biodiversity Working Group: The Biodiversity Outcomes Framework for Canada was approved at a joint Resources Ministers meeting in October. This Framework will be used as an implementation and reporting companion to the Canadian Biodiversity Strategy</li> <li>2. Department of Canadian Heritage: Contributions to Portfolio analysis and dialogue on Federal Museum Policy</li> <li>3. United Nations Decade on Education for Sustainable Development (2005-2014): The Museum has joined the interim steering committee made up of some 20 agencies and institutions from across the country. The Museum is also a member of a sub-committee on Engagement established to focus on how to ensure a broader representation on the national network</li> <li>4a) Biodiversity Convention Office (Environment Canada): The Museum was a participant in the Environment Canada workshop for technical experts to determine a Biodiversity Conservation Plan for Canada</li> <li>4b) Biodiversity Convention Office (Environment Canada): The Museum was responsible for the Canadian position on the Global Taxonomy Initiative, as part of the Canadian Delegation to the 8<sup>th</sup> conference of the Parties for the UN Convention on Biological Diversity, drafted the position, answered questions and advised on linkages</li> <li>5. Ducks Unlimited (Ontario Ministry of Natural Resources): Support provided for the establishment of Ontario Education for Sustainable Development Working Group led by Ducks Unlimited and participation in the sub-committee on Biodiversity Education led by Ontario Ministry of Natural Resources</li> <li>6. Canadian Committee for IUCN: The Museum is a participant on the organizing committee for the 2010 Biodiversity Challenge being led by the Canadian Committee for IUCN</li> </ol>

OBJECTIVE  
**4**

# Develop the Museum’s internal capacity to work in integrated, collaborative approaches

**A Human Resources Framework and the necessary HR tools will be in place to support the Museum’s business strategy. A majority of projects will be undertaken with partners. The Museum will provide a supportive working environment with opportunities for innovation and growth.**

Through the application of the competency-based process, improve the ability of Museum Staff to work in integrated approaches such as partnerships, networks and multi-disciplinary teams.

HR has now integrated the Museum’s approach to the development of core competencies into the Performance Management, Training and Development, and Staffing processes. Next steps will include the development of Leadership Competencies in the context of the Succession Planning exercise.

An Employee Survey was circulated in January 2006 and had a 75 percent return rate. Statistical reports have been compiled and analysis of the data has begun. Decima Research has been retained to help provide impartial analysis and a plan of action based on the results.

A cross-functional team was created to plan and implement all VMMB staff training that will be required in the context of the Renewal Project and in anticipation of the opening of the West Wing in October 2006.

As expected, the number of volunteers has been reduced due primarily to the renovations at the Victoria Memorial Museum Building.

Apply the partnership framework to assess current partnerships and to modify partnership arrangements as required.

The Museum is presently evaluating its partnering framework. Several different partnership models are used by the Museum, ranging from joint development of projects and programming to contributions and co-hosting of specific events.

Performance Measures	Target	Achievement
Days of professional development per employee	4	5.92
Value of new partnerships against criteria	Address 75% of established criteria	During this period the Museum assessed four national partnerships with national impacts. The assessments found that there was partner involvement and some sharing of risk with the Museum. This measure scored 6.65 out of 10. The results achieved were also assessed. Overall score for results achieved is 5.8 out of 10 indicating that not all partnerships were as successful as originally planned and/or envisioned. Taking into account that not all the potential benefits of the partnerships may have been realized yet, the overall evaluation of these partnerships for this period produced an average score of 65.5 out of 100

## OBJECTIVE

## 5

## Ensure that the Victoria Memorial Museum Building Renewal Project furthers the vision

**The Victoria Memorial Museum Building (VMMB) will remain open to the public as much as possible throughout the project and will be recognized for its exemplary safety record during the renovation. The contribution of the renovated VMMB will be clearly visible to visitors, the museum community, staff and the local geographic community. The Museum will develop a post-renewal programme plan, utilizing its renovated facility to support leading-edge enhancements to programming.**

Implement the rehabilitation of the Victoria Memorial Museum Building infrastructure including design and construction.

The project is on target for the completion of the West Wing in October 2006. Installation of new galleries in the West Wing, including the Fossil Gallery, the Mammal Gallery, the Bird Gallery and the Discovery Zone exhibit will start in May 2006. The South Wing, which houses the new mechanical/electrical plants and shipping/receiving facilities, will be substantially completed by June 2006.

The sixth and seventh Public Information Sessions on the renovations were held in May and November 2005 respectively. Both included behind-the-scenes tours of galleries under construction, and they continued to draw members of the community interested in the project's progress. Summaries of these information sessions are posted on a special section of the Museum's Web site: [nature.ca/reno](http://nature.ca/reno).

Ensure the Renewal Project is implemented according to the principles of the new vision.

The Renewal Project has been closely integrated with ongoing Museum operations and the vision. Regular reports on the project are provided to the Management Committee. In keeping with the priority placed on the opening of the West Wing, an integrated plan and framework consolidates the construction activities and Museum operations that are essential for a successful opening of the renovated West Wing in Fall 2006.

Maintain a base level of programming and visitor services at the Victoria Memorial Museum Building during the Renewal Project to ensure that the Museum and the VMMB remain visible and that the local audience is retained.

Educational programmes continued at the Victoria Memorial Museum Building as the renovations progressed. Limited access to exhibitions was balanced with an expanded schedule of interpretive activities on every floor of the building, including activities about the history of the building and the renovation project itself.

Three new ongoing interpretation stations in the Museum were fully staffed seven days a week, providing visitors with interpretation on every floor of the building. Nature interpreters offered visitor activities with emphasis on the new Fossil Gallery, the *Ice Age Mammals* exhibition, and the history of the Museum.

To encourage visits during the renovation, the Museum instituted admission by donation and a \$2 minimum donation policy for groups during the busy group season in May and June. A new admission system is planned for implementation in 2006-07.

Total audience numbers for the CineMuse high-definition cinema reached 34,521 for the year, an increase of 11.3 percent over 2004-05. Two different HD programs on the topic of Ice Age Mammals were screened to complement the exhibition. An HD Wildlife Festival, Family Fun Day and reception, in partnership with the Canadian Wildlife Federation, took place for National Wildlife Week. A total of 11 HD features were presented in this year's festival – the most ambitious to date. The festival was a great success, with over 200 people attending a special Friday evening screening that included a guest speaker.

*Lords of the Arctic* was just one of many CineMuse high-definition cinema features shown at the Museum. Total audience numbers reached 34,521 for the year, an increase of 11.3 percent over 2004-05. (*Lords of the Arctic* is from the series *Arctic Mission*, a production of Glacialis Productions in co-production with the National Film Board of Canada and Gédéon Programmes).



Photo: National Film Board of Canada

Performance Measures	Target	Achievement
Victoria Memorial Museum Building physical and programming renovation completed on schedule	Phases 1 & 2 completed by end of 2006-07 Phases 3 completed by end of September 2006 Phases 4 & 5 completed in June 2009	Phase 1 completed, Phase 2 underway for completion in September 2006, Phase 3 underway for completion in September 2006
Number of visitors to the Museum galleries	155,000	146,486
Average market share of visitors to national museums in the National Capital Region	15% by end of 2009-10	6.3%

Figure 1: Audience Reach

	2005-06 Actual	2004-05 Actual	2003-04 Actual	Variation % 2005-06 vs 2004-05	2006-07 Projected
Local Attendance (after-hour, open-hour, NHB, NCR)	165,554	211,960	267,638	-21.9%	284,350
High attendance venues	250,000	322,800	312,800	-22.6%	250,000
Multi-media (TV) <sup>(1)</sup>	–	137,500	833,000	–	–
Unique Web site visits	6,055,151	4,731,652	3,531,060	+28.0%	4,961,000
Travelling Exhibitions	147,470	204,400	352,400	-27.9%	200,000
Purchase CMN products	879	17,041	178	-94.8%	850
Number of school group visits <sup>(2)</sup>	435	808	1,016	-46.2%	600
Number of participants in school group visits <sup>(3)</sup>	18,144	33,705	42,366	-46.2%	25,000
Number of people participating in guided tours	614	1,355	2,666	-54.7%	1,000
Number of people participating in workshops	5,555	8,155	10,407	-31.9%	7,000

NOTE:

- (1) For the last two years, the Broadcast and Multimedia unit has been redirecting its efforts to corporate priorities #3 "credible suite of products for the Victoria Memorial Museum Building" i.e. hi-def at the VMMB and # 4 maximizing revenue i.e. the CineMuse network development. While older multimedia productions such as "It's in Our Nature" have had a long life span, there has been NO NEW media production since 2004. We do not anticipate any new numbers for a multimedia audience over the medium term since we are not investing any resources in this area. Though, it should also be noted that the unit is still involved and producing videos and other services to national educational projects.
- (2) The number of school group visits for fiscal year 2005-06 is an estimate based on 2003-04's ratio of participants per group.
- (3) Number of participants in school group visits includes guided tours, self-guided tours and unguided tours. It does not include the Nature Workshops.

## OBJECTIVE

## 6

# Maintain and improve an effective and efficient infrastructure of systems and facilities

**The long-term goal is for the Canadian Museum of Nature to have operations and maintenance programmes in place for its buildings that sustain these assets throughout their planned life and meet accepted best practices for museums. The Museum will meet or exceed best practices for the following Facilities Management Services: space management, parking, audio-visual, and other related technical facilities services. Annual planning will be fully integrated and a natural extension of the multi-year planning cycle. A 50 percent reduction in planning time will be achieved. The Museum will have an effective and efficient infrastructure of IT Systems and Services. The Museum will have a series of financial management services and a series of human resources activities that support its operational and business plans. The Museum will have an integrated market research programme and process.**

### Administer real property effectively and efficiently.

To maintain and operate the Victoria Memorial Museum Building (VMMB) and the Natural Heritage Building (NHB), bi-weekly coordinating and financial review meetings were held with Public Works and Government Services Canada, which is contracted to manage the two buildings.

Specifications were developed for a Standing Offer Agreement for Security Engineering Services for the next three fiscal years, including installation of the new Intrusion, Access Control and CCTV systems of the renewed VMMB and upgrading of security systems at the NHB.

The Museum developed an office furniture acquisition programme to procure the most efficient ergonomic product to enhance work productivity at the lowest cost. Operating guidelines are being developed.

Health and Safety incidents remained at low levels despite the complexities associated with the VMMB as a museum work site, a public site and a construction site. Workplace Health and Safety Committee Chairs established a schedule for joint reporting and review of policies and procedures common to both Museum buildings. A Health and Safety Manual was produced to help safeguard employees and visitors to the Museum.

### Develop, adapt and streamline management and planning processes to support the Museum's vision.

The Museum has consolidated its strategic planning for the new vision, the Corporate Plan and the annual Operating Plan within a five-year planning framework. The framework defines critical objectives, priorities and performance measures over this five-year period and integrates business-planning processes to establish key deliverables and allocate resources.

One of the corporate governance improvements introduced this past year was the creation of a Management Framework. This framework defines key criteria and expectations for good management practices within the Museum. One result is a decision to strengthen risk management practices and establish an enterprise-wide risk management approach to operations and strategies.

A Human Resources Management Audit was undertaken by KPMG and the report was approved by the Board of Trustees at their March 2006 meeting. The internal auditors also provided an assessment of aspects of project management, governance structures and processes as well as budgetary control practices associated with the Victoria Memorial Museum Building Renewal Project.



Staff continue to consult and plan for long-term goals to achieve the Museum's new Vision



Photo: Peter Frank

Work continued on the development of a comprehensive Succession Management Plan. Individual HR plans are being established for key positions. A review of the terms and conditions and classification standard for the management group of employees was undertaken. The Long Term Capital Plan was updated to provide a consolidated five-year projection of capital and related operating requirements for capital assets under the administration of the Museum.

Information about travel and hospitality expenses incurred by the President and Chief Executive Officer, and the Vice-President and Chief Operating Officer is now posted on the Web site. Expenditures are governed by Museum policies that ensure travel expenses are reasonable, legitimate and clearly contribute to the realization of the Museum's vision, strategic plan and programme objectives. Hospitality expenditures must be economical, consistent and appropriately incurred for the facilitation of Museum business or as a matter of courtesy.

**Maintain and improve Museum information management systems and services.**

Following an extensive Request for Proposal process for the operation and maintenance of IT services, the Museum awarded a four-year contract, with option years, to Cistel Technologies Inc. of Ottawa, Ontario.

Final design work was completed for a new technology infrastructure for exhibitions and other public programmes in the renewed Victoria Memorial Museum Building. The architecture features the centralization of equipment and electronic content (video, audio, interactive), high bandwidth distribution capability using fibre optics, and the ability to reuse content for multiple ends.

An ADSL based videoconferencing setup was completed at the Natural Heritage Building to facilitate communications between Museum staff and contractors in other regions working on new VMMB exhibition galleries. The installation is also seen as a pilot project for more extensive videoconferencing at the Museum.

The Museum also completed a comprehensive plan to achieve compliancy with the government's Operational Standard for the Management of Information Technology Security (MITS). The plan was submitted to Treasury Board in August 2005 and includes major commitments such as the completion of an IT Security Policy and a major IT Threat and Risk Assessment. Other IT/IM achievements include completion of a wireless pilot project, a major IT equipment refresh and continued progress in the development of a Corporate Intranet and videoconferencing capability.



Volunteers play an important role in helping the Museum's visitors learn more about nature.

Performance Measures	Target	Achievement
Operating and maintenance costs per gross square metre (See Figure 2)	Meet or exceed the recognized and accepted industry level for museums	US\$81.54 per square metre for the Natural Heritage Building
Integrate strategic and operational planning processes	50% reduction in planning time by end of 2009-10	In 2005-06, benchmark data was accumulated. Museum staff spent 279 days on activities relating to operational planning and 133 days on strategic planning activities
Cost per user	\$4.52 per user (when including Web users) \$14.19 per user (when excluding Web users)	\$4.78 per user (when including Web users) and \$28.90 per user (when excluding Web users)
Monitor information management systems performance	A scorecard was developed to evaluate the overall performance of the Museum's Information Management and Information Technology Systems	All performance metrics have been successfully achieved

Figure 2: Operating and maintenance costs per gross square metre

Cost/square metre (US\$)	CMN/NHB*	Average for Archival Facilities (2005)	Average for Archival Facilities (2004)	Average for Archival Facilities (2003)	Same-size Facilities (2005)
Average cost	\$81.54	\$123.72	\$95.16	\$54.66	\$164.82

\* The Victoria Memorial Museum Building was not included in this year's benchmark exercise because of the effect of the Renewal Project on the costs of operating and maintaining the Victoria Memorial Museum Building which are not reflective of normal business operations.



## Increase the Museum's self-generated revenue

**The *Natural Partnerships* Campaign goals will be achieved. Plans will be developed for full integration of the campaign into an ongoing fundraising and development programme. The Museum will have a budget for its fixed infrastructure costs that allows for prudent investment and well-managed implementation of its Long Term Capital Plan and maintenance of infrastructure.**

Build a strong philanthropic base of support for the Museum by identifying and securing private and public sponsorships, partnerships, alliances and donations.

The focus of the *Natural Partnerships* Campaign is shifting to businesses and individuals in the National Capital Region and its environs. Judith Manley, who has been an active volunteer for the Campaign since 2002, accepted the position of Regional Campaign Chair.

The total pledged to the Campaign as of March 31, 2006 is \$6,736,331, which is 67 percent of the \$10-million goal, thanks in part to a generous \$2 million contribution from Talisman Energy Inc. in support of the new Fossil Gallery.

Develop and implement strategies to generate revenue across all relevant business lines of the Museum.

The Centre for Collection Management and Conservation Research continued to attract contributions from donors and partners and charged fees for services, including a commitment of \$40,000 from the Canadian Conservation Institute to support risk work.

The Museum initiated a relationship with the Singapore Science Centre resulting in their purchase of *The Gee! in Genome* intellectual property and revenues of US\$42,000.

The Museum renewed a contract agreement with CineMuse to generate revenue and continue to increase high-definition cinema programme offerings. CineMuse sales activity generated a two-year renewal agreement with the Discovery Museum and Planetarium in Bridgeport, Connecticut, and a new two-year agreement with the Discovery Centre in Halifax. The San Diego Natural History Museum signed on for a CineMuse test with school groups.

The households in the Museum membership dropped to 1,245 from 2,162 with a revenue of approximately \$30,000. This represents a decrease of 42.4 percent and is a smaller decrease than originally anticipated. A new fee structure and strategy for the 2006-07 fiscal year was developed for a renewed membership programme.

Seek funding solutions with the Government of Canada for facilities operations and capital expenses.

Discussions continued with Canadian Heritage and the Treasury Board Secretariat regarding the development of a plan to address the increasing costs of operating and maintaining the Museum's two facilities.

Performance Measures	Target	Achievement
Results of fundraising efforts	\$1,757,000	\$1,756,000
Results of revenue generating activities	\$1,099,311	\$2,137,000
Per visitor gross sales income	\$4.20 per visitor in 2005-06	\$5.16 per visitor in 2005-06



Photo: Martin Lipman

# CANADIAN MUSEUM OF NATURE PEOPLE

The *Natural Partnerships* Campaign provides critical support for the Museum's renewal strategy. The Campaign will raise \$10 million to develop national education programmes anchored by new permanent galleries and delivered across the country by dynamic travelling exhibitions and *nature.ca*. Cumulative pledges from the start of the Campaign to the end of March 2006 total \$6.7 million, including a \$2 million contribution from Talisman Energy Inc. for the title sponsorship of the Fossil Gallery.

The Campaign's priority projects are: *Fire and Ice*, the *Nature of Humans*, *Water*, and the Discovery Zone.

A regional component of the Campaign is being supported by a team of volunteers under the leadership of Judith Manley. Their efforts in the Ottawa-Gatineau region take advantage of the build-up to the West Wing re-opening and are directed towards raising funds for the Mammal and Bird galleries as well as for the Garden Pavilion.

The Museum is especially grateful to the following individuals who have given their time, enthusiasm and expertise to the *Natural Partnerships* Campaign over this past year:

Adam and Claudia Chowaniec  
Co-Chairs  
Judith Manley  
Chair, Regional Council

Mike Brunette, TD Canada Trust  
Beryl Corber  
Rod Elliot, TD Bank Financial Group  
Nancy Emery, Telus National Systems Inc.  
Dr. Rainer Engelhardt, GangaGen Life Sciences Inc.  
Steven K. Gallant, CIBC Wood Gundy  
Brendan Hawley, Brendan Hawley & Associates

Dennis Jackson, Scotiabank  
Joanne Johnson, PricewaterhouseCoopers  
Dr. Peter Morand  
Chair, Nature of Humans Project  
Director, Ottawa Life Sciences Council  
Dr. Andrew Pipe, Ottawa Heart Institute

# Board of Trustees

The Board of Trustees is the Museum's governing body, responsible to Parliament through the Minister of Canadian Heritage and Status of Women. The 11 members are Governor-in-Council appointees from all regions of Canada. Through accountability and strategic policy and planning frameworks, the Board provides corporate direction and delegates authority to the President for the management of the Museum. In 2005-06, the Board met four times and held three special meetings through conference calls. Twenty meetings of the Committees of the Board were held either in person or by conference call.

## Standing Committees

### Executive Committee

R. Kenneth Armstrong  
Chair

*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

Johanne Bouchard  
Chair

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

### Community and Government Relations Committee

Roy H. Piovesana  
Chair

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

### Nominating Committee

R. Kenneth Armstrong  
A/Chair

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

## Board of Trustees

**R. Kenneth Armstrong, O.M.C.**  
Chair, Peterborough, Ontario

**Louise Beaubien Lepage**  
Vice-Chair  
Montreal, Quebec  
(resigned December 1, 2005)

**Johanne Bouchard**  
Longueuil, Quebec

**Charmaine Crooks**  
North Vancouver, British Columbia

**Jane Dragon**  
Fort Smith, Northwest Territories  
(until June 21, 2005)

**Mary Hofstetter**  
Banff, Alberta  
(resigned May 9, 2005)

**Teresa MacNeil, O.C.**  
Johnstown, Nova Scotia

**Melody McLeod**  
Yellowknife,  
Northwest Territories  
(effective June 21, 2005)

**Roy H. Piovesana**  
Thunder Bay, Ontario

**Harold Robinson**  
Edmonton, Alberta  
(effective November 22, 2005)

**Anne Wallace, Q.C.**  
Saskatoon, Saskatchewan

**Irene Byrne**  
Corporate Secretary

## Executive Staff

**Joanne DiCosimo**  
President, Chief Executive Officer

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

## Management Team

**Roger Baird**  
Director,  
Collections Services

**Mark Graham**  
Director,  
Research Services

**Mary Ellen Herbert**  
Manager,  
Community Services

**Denyse Jomphe**  
Director,  
Human Resources Services

**Lynne Ladouceur**  
Director,  
Financial Management Services

**Lucie Lanctôt**  
Manager,  
Facilities Management Services

**Elizabeth McCrea**  
Manager,  
Communications Services

**Risë Paquette**  
A/Director,  
Development and  
Fundraising Services

**Monty Reid**  
Manager,  
Exhibitions Services

**Jennifer J. Simpson**  
Project Director,  
VMMB Renewal Project

**Greg Smith**  
Manager,  
Information Technology  
and Library Services

**Bruce Williams**  
Manager,  
Information Services

# Staff

The following list includes all employees who have contributed to the Museum's achievements in 2005-06.

## Collections Services

Roger Baird  
 Micheline Beaulieu-  
 Bouchard  
 Luci Ciperia  
 Wilda Corcoran  
 Margaret Feuerstack  
 Dr. Jean-Marc Gagnon  
 François Génier  
 Michel Gosselin  
 Pamela Horsley  
 Clayton Kennedy  
 Marcie Kwidt  
 Sylvie Laframboise  
 Carolyn Leckie  
 Garnet Muething  
 Michel Picard  
 Judith Price  
 Michael Shchepanek  
 Kieran Shepherd  
 Laura Smyk  
 Michèle Steigerwald  
 Susan Swan  
 Jennifer Walker  
 Dr. Robert Waller  
 Pak Yau Wong

## Communications Services

Agnès Chartrand  
 Lucille Fournier  
 Caroline Genet  
 Elizabeth McCrea  
 Michael Monty  
 Daniel Smythe  
 Laura Sutin

## Community Services

Suzanne Allyson-Morello  
 Luc Barbe  
 Nathalie Benoit  
 Diane Blanchard  
 Anik Boileau  
 Anthony Braganza  
 Stéphanie Brunelle  
 Alison Burton  
 Sara Burton  
 Danielle Caissie  
 Nicolas Campione  
 Nathalie Carter  
 Nathalie Cellard

Tara Conroy  
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 Samia Messaoudi  
 Jennifer Simpson  
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 Melissa Stickl  
 Jim Tse  
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# Volunteers

**Volunteers continue to play an important role at the Canadian Museum of Nature. Their ongoing support, enthusiasm and countless hours of dedication are very much appreciated. This year, 167 volunteers have contributed over 8,000 hours of service.**

Mahmoud Abbas	Catherine Dib	Nataliya Kaznetsova	George McIlhinney	Nicholas Rivard
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Kieran Alfonso-Moore	Chrissy Dohonick	Ruth Koch-Schulte	Chelsea McKibbin	Yvon Roy
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Photo: Martin Lipman



# Research Services and Collections Services Staff

**Museum staff published 45 articles in refereed journals – which have other scientists review all articles submitted before they are accepted for publications – and 24 in non-refereed publications, 30 reports and other papers. A complete list follows (names in boldface are Museum staff members):**

**Publication are listed in the language in which they were written.**

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Photo: Xiao-chun Wu

Dr. Tamaki Sato, a post-doctoral fellow at the Museum, searches for fossils in Alberta.

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**Danks, H.V.** 2005. Biological Survey report. *Bulletin of the Entomological Society of Canada*, 37(3): 174-177.

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**Danks, H.V.** 2006. Introduction for "Adaptations and Constraints: a Symposium in Honour of Richard Ring". *The Canadian Entomologist*, 138 (1): ix-xi.

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Photo: Andrew Smith

Entomologist Dr. Andrew Smith examines beetles housed in the Museum's Natural Heritage Building in Gatineau, Quebec.

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- Pick, F.R., L.M. Ley and **P.B. Hamilton.** 2005. Phytoplankton biomass, composition and size distribution of Kootenay Lake, B.C. following experimental fertilization. Year 12 (2003). Kootenay Lake Fertilization Project Data Report, prepared for the Fisheries Branch of the British Columbia Ministry of Environment. 29 pp.
- Douglas, M.S.V., **P.B. Hamilton**, R. Pienitz and J.P. Smol. 2005. Pp. 117-157. In: R. Pienitz, M. Douglas and J.P. Smol (eds.). *Long-term environmental change in Arctic and Antarctic Lakes*. Algal indicators of environmental change in Arctic and Antarctic lakes and ponds. Springer.
- Martel, A.L.**, I. Picard, N. Binnie, B. Sawchuk, **J.B. Madill** and **F. Schueler.** 2006. The rare Olive Hickorynut mussel, *Obovaria olivaria*, in the Ottawa River, Eastern Canada. *Tentacle*, 14: 31-32.
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- Piilonen, P.C.** and **T.S. Ercit.** 2005. New mineral names. *American Mineralogist*, 90: 1466-1469.
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## Reports and Other

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- University of Nebraska State Museum**, Lincoln, Nebraska
- University of North Carolina**, Durham, North Carolina
- University of Oslo**, Oslo, Norway
- University of Plymouth**, Plymouth, United Kingdom
- University of Uppale**, Sweden
- U.S. Fish and Wildlife Service**, Washington, DC
- Utah Valley State College**, Orem, Utah
- Western Washington University**, Bellingham, Washington
- Wetlands International**, Wageningen, Netherlands
- World Wildlife Fund**, Washington, DC
- Yale University Press**, New Haven, Connecticut
- Zoological Institute, Russian Academy of Sciences**, St. Petersburg, Russia
- Zoological Museum**, Copenhagen, Denmark
- National**
- ADCOM Videoconferencing**, Ottawa, Ontario
- Agriculture and Agri-Food Canada**, Ottawa, Ontario; Saskatoon, Saskatchewan; St-Jean-sur-Richelieu, Quebec; Winnipeg, Manitoba
- Alberta Science Centre**, Calgary, Alberta
- Alliance of Natural History Museums of Canada**, Drumheller, Alberta
- Alpine Gems**, Kingston, Ontario
- Amphibia-Nature**, Montreal, Quebec
- ArcticNet**, Quebec, Quebec
- Art Gallery of Ontario**, Toronto, Ontario
- Association québécoise pour la promotion de l'éducation relative à l'environnement**, Montreal, Quebec
- The Bas-Saint-Laurent Museum**, Rivière-du-loup, Quebec
- Biodiversity Convention Office** (Environment Canada), Ottawa, Ontario
- Biodôme**, Montreal, Quebec
- Biosphère**, Montreal, Quebec
- Bird Studies Canada**, Port Rowan, Ontario
- British High Commission**, Ottawa, Ontario
- Brockville Museum**, Brockville, Ontario
- Canada Agriculture Museum**, Ottawa, Ontario
- Canada and the World Pavillion**, Ottawa, Ontario
- Canada Aviation Museum**, Ottawa, Ontario
- Canada Centre for Remote Sensing**, Ottawa, Ontario
- Canada Marine Discovery Centre**, Hamilton, Ontario
- Canada Post Corporation**, Ottawa, Ontario
- Canada Science and Technology Museum**, Ottawa, Ontario
- Canada's Digital Collections**, Ottawa, Ontario
- Canada's SchoolNet**, Ottawa, Ontario
- Canadian Association for Conservation**, Ottawa, Ontario
- Canadian Association of Principals**, Ottawa, Ontario
- Canadian Association of Professional Conservators**, Ottawa, Ontario
- Canadian Association of Science Centres**, Sudbury, Ontario
- Canadian Biodiversity Institute**, Ottawa, Ontario
- Canadian Blood Services**, Ottawa, Ontario
- Canadian Botanical Association**, Guelph, Ontario
- Canadian Botanical Conservation Network**, Burlington, Ontario
- The Canadian College of Teachers**, Ottawa, Ontario
- Canadian Committee for IUCN**, Ottawa, Ontario
- Canadian Conservation Institute**, Ottawa, Ontario
- Canadian Forest Services**, Natural Resources Canada, Edmonton, Alberta & Fredericton, New Brunswick
- Canadian Heritage**, Ottawa, Ontario
- Canadian Institutes of Health Research**, Ottawa, Ontario
- Canadian Medical Hall of Fame**, London, Ontario
- Canadian Museums Association**, Ottawa, Ontario
- Canadian Museum of Civilization**, Gatineau, Quebec
- Canadian Museum of Contemporary Photography**, Ottawa, Ontario
- Canadian Nature Federation**, Ottawa, Ontario
- Canadian Network for Environmental Education and Communication (EECOM)**, Emerald, Prince Edward Island
- Canadian Parks and Wilderness Society**, Ottawa, Ontario
- Canadian Parks Partnership**, Revelstoke, British Columbia
- Canadian Post-Secondary Student Leadership Conference**, Kingston, Ontario
- Canadian Rivers Institute**, Fredericton, New Brunswick
- Canadian Rivers Management Society**, Ottawa, Ontario
- Canadian Science Writers Association**, Ottawa, Ontario
- Canadian Society of Zoologists**, Ottawa, Ontario
- Canadian Space Agency**, Longueuil, Quebec
- Canadian War Museum**, Ottawa, Ontario
- Canadian Wildlife Federation**, Ottawa, Ontario
- Carleton University**, Ottawa, Ontario
- Centre de recherche sur le vieillissement** (Université de Sherbrooke), Sherbrooke, Quebec
- Centre for Marine Biodiversity Bedford Institute of Oceanography**, Dartmouth, Nova Scotia
- Centre for Rural Studies and Enrichment**, Muenster, Saskatchewan
- The Centre for Traditional Knowledge**, Gatineau, Quebec
- Citizenship and Immigration Canada**, Ottawa, Ontario
- Climate Change Action Fund**, Ottawa, Ontario
- Coastal Arctic Shelf Exchange Study (CASES)**, Quebec, Quebec
- Comité de Valorisation de la Rivière Beauport**, Quebec, Quebec
- Committee on the Status of Endangered Wildlife in Canada (COSEWIC)**, Ottawa, Ontario
- Currency Museum of the Bank of Canada**, Ottawa, Ontario
- Dalhousie University**, Halifax, Nova Scotia
- Department of Justice Canada**, Ottawa, Ontario
- Department of National Defence**, Ottawa, Ontario
- Earth Rangers**, Woodbridge, Ontario
- Ecological Monitoring and Assessment Network (EMAN)**, Burlington, Ontario
- Encounters with Canada**, Ottawa, Ontario
- Entomological Society of Canada**, Ottawa, Ontario
- Environment Canada**, Gatineau, Quebec
- Expatriate Resources and Archer-Cathro Ltd.**, Whitehorse, Yukon Territory
- The Exploration Place**, Prince George, British Columbia
- Fisheries and Oceans Canada**, Ottawa, Ontario; Winnipeg, Manitoba; Mont-Joli, Quebec
- Fisherman's Cove Development Association**, Eastern Passage, Nova Scotia
- FORAMEC**, Quebec, Quebec
- Foreign Affairs and International Trade**, Ottawa, Ontario
- Geological Survey of Canada**, Ottawa, Ontario
- Girl Guides of Canada**, Ottawa, Ontario
- Government of Nunavut**, Iqaluit, Nunavut
- Government of Yukon, Heritage Branch**, Whitehorse, Yukon Territory
- Grasslands National Park of Canada**, Val Marie, Saskatchewan
- Grimsby Museum**, Grimsby, Ontario
- HMCS Haida National Historic Site of Canada**, Hamilton, Ontario
- Human Resources Development Canada**, Ottawa, Ontario
- Industry Canada**, Ottawa, Ontario
- Insectarium de Montréal**, Montreal, Quebec
- Institut de l'énergie et de l'environnement**, Quebec, Quebec
- Institute of Information Technology, National Research Council of Canada**, Ottawa, Ontario
- Institute on Governance**, Ottawa, Ontario
- Institut québécois de la biodiversité**, Montreal, Quebec
- International Development Research Centre**, Ottawa, Ontario
- Investors Group**, Toronto, Ontario
- Jardin Botanique de Montréal**, Montreal, Quebec
- Kamloops Museum**, Kamloops, British Columbia
- Kerry Wood Nature Centre**, Red Deer, Alberta
- Kortright Centre for Conservation**, Woodbridge, Ontario
- Laurentian University**, Sudbury, Ontario
- Learning for a Sustainable Future**, North York, Ontario
- Lester B. Pearson College**, Victoria, British Columbia
- Manitoba Museum**, Winnipeg, Manitoba
- Markham Museum & Historic Village**, Markham, Ontario
- McGill University**, Montreal, Quebec
- Memorial University of Newfoundland**, St. John's, Newfoundland & Labrador
- Ministère de l'agriculture des pêcheries et de l'alimentation du Québec**, Quebec, Quebec
- Ministère des Ressources naturelles et de la faune**, Quebec, Quebec
- Monarch Teacher Network – Canada**, Toronto, Ontario
- Montréal Science Centre**, Montreal, Quebec
- Morden and District Museum**, Morden, Manitoba

- Morningstar Enterprises Inc.**, Kelowna, British Columbia
- Musée de la civilisation**, Quebec, Quebec
- Musée du Fjord**, La Baie, Quebec
- Musée Heritage Museum**, St. Albert, Alberta
- Musée minéralogique et minier de Thetford Mines**, Thetford Mines, Quebec
- Museum Assistance Program (MAP)**, Canadian Heritage, Gatineau, Quebec
- Museum at Campbell River**, Campbell River, British Columbia
- National Archives and Library**, Ottawa, Ontario
- National Arts Centre**, Ottawa, Ontario
- National Film Board**, Ottawa, Ontario
- National Gallery of Canada**, Ottawa, Ontario
- National Research Council**, Ottawa, Ontario
- National Sciences and Engineering Research Council of Canada**, Ottawa, Ontario
- Natural Resources Canada**, Ottawa, Ontario
- NatureServe Canada**, Ottawa, Ontario
- New Brunswick Museum**, St. John, New Brunswick
- Newfoundland Science Centre**, St. John's, Newfoundland
- New Iceland Heritage Museum**, Gimli, Manitoba
- Northern Life Museum**, Fort Smith, Northwest Territories
- Nova Scotia Museum of Natural History**, Halifax, Nova Scotia
- Nunavut Research Institute**, Iqaluit, Nunavut
- Odysseum**, Edmonton, Alberta
- Okanagan Science Centre**, Vernon, British Columbia
- Ontario Federation of Agriculture**, Toronto, Ontario
- Ontario Ministry of Natural Resources**, Ottawa, Ontario
- Ontario Ministry of the Environment**, Ottawa, Ontario, Gatineau, Quebec
- Ontario Soil and Crop Improvement Association**, Guelph, Ontario
- Ontario Science Centre**, Toronto, Ontario
- Ottawa Public Library**, Ottawa, Ontario
- Parks Canada Agency**, Gatineau, Quebec
- Pasquia Regional Park**, Arborfield, Saskatchewan
- Passionate Vision**, Toronto, Ontario
- Peterborough Centennial Museum & Archives**, Peterborough, Ontario
- Pinegrove Productions**, Lanark, Ontario
- Plastichange International Inc.**, Drummondville, Quebec
- Power Plant**, Regina, Saskatchewan
- Prince of Wales Northern Heritage Centre**, Yellowknife, Northwest Territories
- Provincial Museum of Newfoundland and Labrador**, St. John's, Newfoundland and Labrador
- Public Works and Government Service**, Ottawa, Ontario
- Queen's University**, Kingston, Ontario
- Radio-Canada (Découverte)**, Montreal, Quebec
- RBC Foundation**, Toronto, Ontario
- Red Deer & District Museum**, Red Deer, Alberta
- Redpath Museum**, McGill University, Montreal, Quebec
- Regional District of Central Okanagan Museum**, Kelowna, British Columbia
- Royal Alberta Museum**, Edmonton, Alberta
- Royal Botanical Gardens**, Hamilton, Ontario
- Royal British Columbia Museum**, Victoria, British Columbia
- Royal Canadian Geographical Society**, Ottawa, Ontario
- Royal Ontario Museum**, Toronto, Ontario
- Royal Saskatchewan Museum**, Regina, Saskatchewan
- Royal Tyrrell Museum of Palaeontology**, Drumheller, Alberta
- Saskatchewan Environment and Resource Management**, Regina, Saskatchewan
- Saskatchewan Research Council**, Regina, Saskatchewan
- Saskatchewan Watershed Authority**, Regina, Saskatchewan
- Science North**, Sudbury, Ontario
- Science World**, Vancouver, British Columbia
- Scouts Canada**, Ottawa, Ontario
- Simon Fraser University**, Burnaby, British Columbia
- Sir Sanford Fleming College**, Peterborough, Ontario
- Société pour la promotion de la science et de la technologie**, Montreal, Quebec
- St. Lawrence Islands National Park**, Mallorytown, Ontario
- Students on Ice**, Ottawa, Ontario
- TD Friends of the Environment Foundation**, Toronto, Ontario
- Teck Corporation**, Vancouver, British Columbia
- Thompson Rivers University**, Kamloops, British Columbia
- Thunder Bay Museum**, Thunder Bay, Ontario
- Tourism Yukon**, Whitehorse, Yukon Territory
- TransCanada Corporation**, Calgary, Alberta
- Treasury Board of Canada Secretariat**, Ottawa, Ontario
- Trent University**, Peterborough, Ontario
- Tropical Conservancy of Canada**, Ottawa, Ontario
- Université du Québec à Montréal**, Montreal, Quebec
- Université du Québec à Rimouski**, Rimouski, Quebec
- Université du Québec en Outaouais**, Gatineau, Quebec
- Université Laval**, Quebec
- University College of Cape Breton**, Sydney, Nova Scotia
- University of Alberta**, Edmonton, Alberta
- University of British Columbia**, Vancouver, British Columbia
- University of Calgary**, Calgary, Alberta
- University of Guelph**, Guelph, Ontario
- University of Manitoba**, Winnipeg, Manitoba
- University of Moncton**, Edmundston, New Brunswick
- University of New Brunswick**, Fredericton, New Brunswick
- University of Ottawa**, Ottawa, Ontario
- University of Prince Edward Island**, Charlottetown, Prince Edward Island
- University of Regina**, Regina, Saskatchewan
- University of Saskatchewan**, Saskatoon, Saskatchewan
- University of Toronto**, Toronto, Ontario
- University of Victoria**, Victoria, British Columbia
- University of Waterloo**, Waterloo, Ontario
- University of Windsor**, Windsor, Ontario
- Waterton Lakes National Park**, Alberta
- Wildlife Habitat Canada**, Ottawa, Ontario
- Wings of Paradise**, Cambridge, Ontario
- Yukon Beringia Interpretive Centre**, Whitehorse, Yukon Territory
- Collège préuniversitaire Nouvelles Frontières**, Gatineau, Quebec
- Collège St-Joseph**, Gatineau, Quebec
- Conseil du loisir scientifique de l'Outaouais**, Gatineau, Quebec
- Cumberland Heritage Village Museum**, Ottawa, Ontario
- Dows Lake Marina**, Ottawa, Ontario
- École Mont-Bleu**, Gatineau, Quebec
- École des Trois Saisons**, Gatineau, Quebec
- École secondaire le Versant**, Gatineau, Quebec
- Earth Day Ottawa-Carleton**, Ottawa, Ontario
- Eastern Ontario Biodiversity Museum**, Kemptville, Ontario
- Eastern Ontario Model Forest**, Kemptville, Ontario
- École secondaire Grande-Rivière**, Gatineau, Quebec
- École secondaire Hormisdas-Gamelin**, Gatineau, Quebec
- E.L. Bousfield**, Victoria, British Columbia
- Environment Committee of Ottawa South (ECOS)**, Ottawa, Ontario
- Ikebana International, Ottawa Centennial Chapter 120**, Ottawa, Ontario
- Laurier House**, Ottawa, Ontario
- Let's Talk Science**, Ottawa, Ontario
- Lisgar Collegiate Institute**, Ottawa, Ontario
- Little Ray's Reptile Zoo**, 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
- North Grenville District High School**, Kemptville, Ontario
- Ontario Ministry of Natural Resources**, Ottawa, Ontario; Gatineau, Quebec
- Ottawa Botanical Garden Society**, Ottawa, Ontario
- Ottawa-Carleton District School Board**, Ottawa, Ontario
- Ottawa Field Naturalists' Club**, Ottawa, Ontario
- Ottawa Health Institute**, Ottawa, Ontario
- Ottawa International Writers Festival**, Ottawa, Ontario
- Ottawa Regional Science Fair**, Ottawa, Ontario
- Ottawa School of Art**, Ottawa, Ontario
- Ottawa School of Dance**, Ottawa, Ontario
- Ottawa School of Speech and Drama**, Ottawa, Ontario
- Parc Museal de Gatineau**, Gatineau, Quebec
- Parliament Hill**, Ottawa, Ontario
- Perth and District Collegiate Institute**, Perth, Ontario
- Prémamanelle d'Aylmer**, Gatineau, Quebec
- Quadeville Beryl and Rose Quartz mines**, Quadeville, Ontario
- RESCITECH (Réseau des enseignants en science et technologie)**, Gatineau, Quebec
- Rideau Roundtable**, Smiths Falls, Ontario
- Rideau Valley Conservation Authority**, Manotick, Ontario
- Riverside Park Community and Recreation Association**, Ottawa, Ontario
- Robert E. Lee**, Ottawa, Ontario
- Rogers Television**, Ottawa, Ontario
- Russell High School**, Russell, Ontario
- St. Clement School**, Ottawa, Ontario
- J.S. Tener**, Ottawa, Ontario
- Upper Canada District School Board**, Smiths Falls, Ontario
- YMCA-YWCA**, Ottawa, Ontario



MANAGING THE MUSEUM'S  
FINANCIAL  
RESOURCES

# Management Discussion and Analysis

**The Museum ended the 2006 fiscal year with a small deficiency of revenue over expenses of \$490,000.**

**This deficiency is partly explained by the fact that 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. The Museum is exploring options with the Government of Canada to mitigate these costs.**

## Total Resources Available

Total resources available include Parliamentary appropriation (the portion recognized as revenue) and generated revenues. In 2006, resources available totaled \$33,150,000 compared with \$29,777,000 in 2005. This variation is a result of increases in appropriations for non capital expenses and in generated revenue.

## Parliamentary Appropriation

The Museum's approved Parliamentary appropriation decreased from \$61,626,000 in 2005 to \$56,150,000 in 2006. The difference of \$5,476,000 is due to a decrease of \$6 million in the cash flow requirements of the Renovation project as approved by the Treasury Board Secretariat offset by a minor increase in funding for salaries.

On an accrual basis, however, Parliamentary appropriation increased from \$27,188,000 in 2005 to \$29,257,000 in 2006. This is due to higher Renewal project appropriation recognized as revenue for exhibition related expenses and increased compensation for salaries.

## Generated Revenues

Generated revenues increased from \$2,589,000 in 2005 to \$3,893,000 in 2006. The Museum's commercial revenue dropped by more than 42 percent as a result of the renovations to the VMMB which has reduced the services available to the public and the attendance. However, as a direct result of the Museum's fundraising program, contribution revenue has increased substantially due to a \$2 million sponsorship in support of the new Fossil Gallery. Interest revenue has also increased while respecting prudent investment policies.

## Total Expenses

Total expenditures in 2006 were \$33,640,000 compared with \$30,081,000 in 2005. The change was due mainly to increases in salaries and benefits and the costs of developing new permanent exhibitions – an important cornerstone of the Museum's vision and strategic direction.

## Salaries and Benefits

Salary and benefit costs rose from \$14,399,000 in 2005 to \$15,214,000 in 2006, representing a 5.7 percent increase. The 2006 costs reflect salary increases granted during the year and a provision for costs relating to the resolution of a pay equity complaint.

## Exhibition costs

Costs related to the development of new galleries rose from \$1,245,000 in 2005 to \$3,891,000 in 2006. This increase reflects the Museum's investment in the development of new permanent galleries, especially the Fossils and Mammals galleries in preparation for the reopening of the West Wing of the VMMB in October 2006 and investment in traveling exhibitions such as *Ice Age Mammals* and *Fatal Attraction* as part of planned programme offerings.

## Operating Costs

All operating costs, excluding salaries, increased by \$2,744,000, from \$15,682,000 in 2005 to \$18,426,000 in 2006. The increase is mainly due to exhibition costs as explained above. A high proportion of the \$18,426,000 is dedicated to fixed or non-discretionary costs for facilities, security and information technology: \$3,233,000 on capital lease interests, \$1,499,000 for depreciation, \$1,545,000 for real property taxes, \$2,767,000 for building operation and maintenance, \$819,000 for security, and \$1,495,000 for IT and telecommunications costs. These fixed or non-discretionary costs have slightly or not increased from the 2005 level because of strict management strategies.

When including salaries, the research programme for 2006 amounted to \$3,007,440, the collections programme amounted to \$1,490,560 and the exhibition programme amounted to \$3,320,800.

## Balance Sheet

Cash and short-term investments have decreased significantly from \$40,195,000 in 2005 to \$25,464,000 in 2006 due to intensive work on the Renewal project and settlement of important amounts payable for the project during the year.

Capital assets of \$100,753,000 reflect the capitalization of the Renewal project expenses and other capital costs. The Deferred capital funding line also increased because of the Renewal project and these appropriations will be recognized as revenue on the same basis as the depreciation of the renovated building.

Accounts payable and accrued liabilities at the end of March 2006 totaling \$12,352,000 (Trade plus Government departments and agencies) are lower than the 2005 level mainly because of unusually high amounts payable at the end of 2005 for the Renewal project. Since the project management and contracts administration have been transferred to the Museum from PWGSC, the invoice payment process has been streamlined.

Deferred revenue and parliamentary appropriation have decreased by \$ 8,316,000 from \$23,357,000 to \$15,041,000 due to the Renewal project appropriations received and recognized as revenue during the year.

The major capital expenditures in 2006 were:

- ▶ \$35,695,000 for the renovation to the VMMB;
- ▶ \$18,000 for leasehold and building improvement;
- ▶ \$6,000 for collection cabinets;
- ▶ \$13,000 for various equipment.

For 2007, capital expenditures will be capped at \$470,000 and dedicated to urgent repairs that are required at the Natural Heritage Building. Any capital expenditures beyond this amount would have to be funded at the expense of programming costs. Capital projects will continue to be deferred, as costs of this magnitude cannot be met through internal reallocation of operating funds.

The Equity of Canada presents separately a contributed surplus of \$72,000 which was a result of the inclusion of the net book value of the land and the Victoria Memorial Museum Building in 2005.

### Management's responsibility for financial reporting

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

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

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

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

**Joanne DiCosimo**  
*President and Chief Executive Officer*

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

June 2, 2006



**Auditor's report**

*To the Minister of Canadian Heritage and Status of Women*

I have audited the balance sheet of the Canadian Museum of Nature as at March 31, 2006 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, 2006 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

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



**John Wiersema, FCA**

*Deputy Auditor General*

*for the Auditor General of Canada*

Ottawa, Canada

June 2, 2006

## Balance Sheet as at March 31, 2006

(in thousands of dollars)

	Notes	2006	2005
<b>Assets</b>			
Current			
Cash and short-term investments	3	25,464	40,195
Accounts receivable			
Trade		353	333
Government departments and agencies	14	3,983	1,203
Prepaid expenses		443	426
		30,243	42,157
Restricted cash, short-term investments and receivables	4	1,508	1,527
Collections	5	1	1
Capital assets	6	100,753	66,520
		132,505	110,205
<b>Liabilities</b>			
Current			
Accounts payable and accrued liabilities			
Trade		9,234	2,852
Government departments and agencies	14	3,118	13,488
Current portion – obligation under capital lease	7	294	267
Deferred revenue and parliamentary appropriation		15,041	23,357
Employee future benefits	8	317	263
		28,004	40,227
Obligation under capital lease	7	32,121	32,415
Deferred capital funding	9	74,756	39,521
Employee future benefits	8	1,946	1,828
Deferred contributions	10	1,154	1,200
		137,981	115,191
Commitments and Contingencies	15, 16		
Endowment	11	305	305
<b>Equity of Canada</b>			
Cumulative result of operations		(5,853)	(5,363)
Contributed surplus		72	72
		(5,781)	(5,291)
		132,505	110,205

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

## Approved by the Board of Trustees:



R. Kenneth Armstrong

Chairman of the Board of Trustees



Johanne Bouchard

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, 2006

(in thousands of dollars)

	Notes	2006	2005
<b>Revenue</b>			
Commercial operations	12	351	610
Contributions		1,756	653
Interest income		1,343	813
Educational programmes		265	256
Scientific services		43	36
Other		135	221
		<b>3,893</b>	<b>2,589</b>
<b>Expenses</b>			
Personnel costs		15,214	14,399
Exhibitions		3,891	1,245
Interest on capital lease obligation		3,233	3,259
Operation and maintenance of buildings		2,767	2,728
Professional and special services		2,052	2,258
Real property taxes		1,545	1,586
Depreciation of capital assets		1,499	1,712
Information management infrastructure and systems		1,495	1,258
Repairs and maintenance		633	576
Travel		545	528
Marketing and communications		428	407
Freight and cartage		85	79
Purchase of objects for collections		10	37
Other		243	9
		<b>33,640</b>	<b>30,081</b>
<b>Net result of operations before government funding</b>		<b>(29,747)</b>	<b>(27,492)</b>
Parliamentary appropriation	13	29,257	27,188
<b>Net result of operations</b>		<b>(490)</b>	<b>(304)</b>
Equity of Canada, beginning of year		(5,291)	(4,987)
<b>Equity of Canada, end of year</b>		<b>(5,781)</b>	<b>(5,291)</b>

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

**Statement of Cash Flows for the year ended March 31, 2006***(in thousands of dollars)*

	2006	2005
<b>Operating activities</b>		
Cash receipts – customers	1,083	2,796
Cash receipts – parliamentary appropriation	20,659	43,231
Cash disbursements – suppliers and employees	(34,332)	(18,984)
Interest received	1,341	821
Interest paid	(3,234)	(2,986)
	(14,483)	24,878
<b>Financing activities</b>		
Appropriation used to purchase depreciable capital assets	35,732	21,778
Obligation under capital lease	(267)	(242)
Endowment increase	–	20
	35,465	21,556
<b>Investing activities</b>		
Acquisition of capital assets	(35,732)	(21,778)
Decrease (increase) in restricted cash, short-term investments and receivables	19	(351)
	(35,713)	(22,129)
(Decrease) increase in cash and short-term investments	(14,731)	24,305
Cash and short-term investments, beginning of year	40,195	15,890
<b>Cash and short-term investments, end of year</b>	<b>25,464</b>	<b>40,195</b>

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

## Notes to Financial Statements for the year ended March 31, 2006

**1. Authority and mission**

The Canadian Museum of Nature (the "Corporation") was established by the *Museums Act* on July 1st, 1990, and is an agent Crown corporation named in Part I of Schedule III 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****A) Basis of accounting**

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

**B) Use of Estimates**

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

**C) 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 fair value as they are intended to be held to maturity. Interest income is recorded on an accrual basis.

**D) 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.

**E) Capital Assets**

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

Building	Property under capital lease	Collection cabinets and compactors	Research equipment	Technical equipment	Furnishings and office equipment	Building improvements	Motor vehicles	Leasehold improvements	Computer equipment and software
40 years	35 years	35 years	10 years	10 years	10 years	5 to 25 years	5 years	3 to 5 years	3 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.

**F) Employee Future Benefits****i) Pension benefits**

Employees participate in the Public Service Pension Plan administered by the Government of Canada. The Corporation's contribution to the plan reflects the full cost 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 Pension Plan.

**ii) Severance benefits**

Employees are entitled to severance benefits, as provided for under labor contracts and conditions of employment. The cost of these benefits is accrued 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.

**G) Revenue Recognition**

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

**H) Parliamentary Appropriation**

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

**I) 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.

**J) 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. Restricted donations received do not flow through the Statement of Operations and Equity of Canada but rather are credited directly to the endowment account on the Balance Sheet.

**3. Cash and short-term investments**

(in thousands of dollars)

	2006	2005
Cash	2,767	1,089
Short-term investments	22,697	39,106
	25,464	40,195

The Corporation invests operating funds in the short-term money market instruments that are rated AA or better and guaranteed by the Government of Canada, a provincial government, the National Bank of Canada 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, 2006 was 3.74% (2005 – 2.53%) and the average term to maturity is 35 days (2005 – 35 days). The fair value of the investment portfolio at year-end approximates the book value due to their short term nature.

**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.

The Corporation invests restricted funds in short-term money market instruments rated AA or better and guaranteed by the Government of Canada, a provincial government or the National Bank of Canada. The investment vehicles consist primarily of banker's acceptance, promissory notes and term deposits. The fair value of the investment portfolio at year-end approximates the book value due to their short term nature.

**5. Collections**

The natural history collections consist of over 10 million specimens and grew by 60,435 items this fiscal year (2005 – 35,042). 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 \$1.5 million in 2006 (2005 – \$1.4 million) for the management, protection and conservation of its collections.

## 6. Capital assets

(in thousands of dollars)

	Cost	Accumulated depreciation	2006 Net book value	2005 Net book value
Land	627	–	627	627
Renovation work in progress	71,151	11	71,140	35,445
Property under capital lease	35,040	9,916	25,124	26,116
Collection cabinets and compactors	3,570	1,011	2,559	2,655
Research equipment	3,142	2,085	1,057	1,242
Leasehold improvements	531	427	104	140
Technical equipment	407	342	65	81
Furnishings and office equipment	1,331	1,289	42	138
Building improvements	1,885	1,859	26	47
Computer equipment and software	3,588	3,579	9	29
Building	5,312	5,312	–	–
Motor vehicles	45	45	–	–
	126,629	25,876	100,753	66,520

## 7. Capital lease obligation

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

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

(in thousands of dollars)

	Obligation under capital lease
2007	3,500
2008	3,500
2009	3,500
2010	3,500
2011	3,500
Thereafter	71,750
Total minimum future payments	89,250 <sup>(1)</sup>
Deduct: Imputed interest	(56,835)
<b>Present value of financing obligations</b>	<b>32,415<sup>(2)</sup></b>

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

(2) The present value of the capital lease obligation based on a current market interest rate of 8.25% is estimated at \$37 million.

## 8. Employee future benefits

### i) Pension benefits

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

(in thousands of dollars)

	2006	2005
Corporation's contributions	1,752	1,456
Employees's contributions	819	680

### ii) Severance benefits

The Corporation provides severance benefits to its employees based on years of service and final salary. 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)

	2006	2005
Accrued benefit obligation, beginning of year	2,091	1,809
Expense for the year	266	282
Benefits paid during the year	(94)	–
<b>Accrued benefit obligation, end of year</b>	<b>2,263</b>	<b>2,091</b>
Short term portion	317	263
Long term portion	1,946	1,828
	2,263	2,091

## 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)

	2006	2005
Beginning balance	39,521	18,287
Appropriation used to purchase depreciable capital assets	35,732	21,778
Amortization of deferred capital funding	(497)	(544)
<b>Ending balance</b>	<b>74,756</b>	<b>39,521</b>

## 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)

	2006	2005
Beginning balance	1,200	825
Contributions received during the year	1,546	1,049
Amounts recognized in the year	(1,592)	(674)
<b>Ending balance</b>	<b>1,154</b>	<b>1,200</b>
Deferred contributions are comprised of:		
Funds restricted for programming purposes	1,052	1,114
Funds restricted for research purposes	97	79
Restricted endowment fund interest	5	7
	1,154	1,200



## 11. Endowment

The Corporation maintains an endowment in the principal amount of \$305,000 (2005 – \$305,000) received from Anne and Henry Howden, which included a significant entomological collection. The endowment was established to enable professional studies and research of entomological collections for the Museum.

The principal of the Systematic Entomology Endowment Fund can not be expended. Accumulated interest earned from the endowment must be expended for specified purposes. The earned interest for the current year totalled \$8,555 (2005 – \$5,603) 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)

	2006	2005
Parking	115	105
Publishing royalties	75	25
Admission fees	55	293
Rental of facilities	55	128
Boutique and cafeteria leases	36	47
Publishing revenues	15	12
	351	610

## 13. Parliamentary appropriation

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

(in thousands of dollars)

	2006	2005
<b>Appropriation approved:</b>		
Capital and Operating Budget	55,569	61,022
Supplementary budgets	581	604
	56,150	61,626
Portion of parliamentary appropriation in current year deferred for future capital projects	(14,702)	(22,736)
Previous years appropriation used in current year to complete specific projects	23,044	9,532
Appropriation used to purchase depreciable capital assets	(35,732)	(21,778)
Amortization of deferred capital funding	497	544
<b>Appropriation used</b>	<b>29,257</b>	<b>27,188</b>

## 14. Related party transactions

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

In addition to those related party transactions disclosed elsewhere in these financial statements, the Corporation incurred expenses for the work and services provided by other government departments, agencies, and Crown corporations totalling \$5,148,226 (2005 – \$14,501,711), and earned revenues totalling \$438,749 (2005 – \$410,356). These transactions were conducted in the normal course of operations, under the same terms and conditions that applied to outside parties and recorded at the exchange amount.

## 15. Contractual commitments

As of March 31, 2006, the Corporation has contracts for information systems and building maintenance services with a remaining value of \$9,875,003. Future minimum payments under these contracts are as follows:

(in thousands of dollars)

2006-07	5,105
2007-08	3,514
2008-09	824
2009-10	432
2010-11	–

As of March 31, 2006, the Corporation also has long-term contracts for building construction and design services for the renovation of the Victoria Memorial Museum Building with a remaining value of \$60,924,751. This project will be completed in the fiscal year ending March 31, 2010.

## 16. Contingencies

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the Corporation's financial statements. As of March 31, 2006, no amount has been accounted for in the financial statements.

## 17. Financial instruments

The carrying amounts of the Corporation's accounts receivable, accounts payable and accrued liabilities approximate their fair values due to their short term maturity.

## 18. Comparative figures

The 2005 comparative figures have been reclassified to conform to the 2006 financial statement presentation.

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nature.ca

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