



2006 – 2007 ANNUAL REPORT

150 YEARS

Our origins date back to 1856 when our predecessor, the Geological Survey of Canada, received a mandate to create a museum for its collections of rocks, minerals, fossils, plants and anthropological artifacts. Today, we are the proud custodians of a world-class collection of more than 10 million specimens of Canada's natural heritage.

But we are more than just a museum with collections, and our influence is felt far beyond the walls of the Victoria Memorial Museum Building in Ottawa. We are a forward-looking institution dedicated to research, education, national access and renewal. Through travelling exhibitions and our Web site, the Museum's presence can be felt in homes and classrooms throughout the country and around the world.

As we journey into the new millennium, we do so with a renewed sense of purpose and commitment to our 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.



Photo: Sir William Logan, National Museums of Canada, NMC 77280

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MESSAGE FROM THE CHAIR



It was an exciting and eventful year in 2006 for the Board of Trustees of the Canadian Museum of Nature. The Museum marked its 150th anniversary and celebrated this important milestone with the re-opening of new galleries and the completion of the first major phase of the renovations of the Victoria Memorial Museum Building. Talisman Energy Inc.'s generous \$2 million sponsorship to the Fossil Gallery added significantly to the celebration.

In this anniversary year, three new trustees were welcomed to the Board: Henry Tom of Vancouver, Chris Nelson of Ottawa and Martin Joannis of Gatineau. Each brings a wealth of experience in business and community development. We also said farewell to Charmaine Crooks, who brought her enthusiasm and energy to the Board since 2002.

The Renewal Project, and particularly the renovations of the Victoria Memorial Museum Building, remained an important focus for the Board in 2006-07. The results were evident in October, when the Board celebrated with 700 guests, staff, and volunteers the re-opening of the Museum's new West Wing and new world-class galleries on fossils, birds and mammals.

As in previous years, the Board convened one of its quarterly meetings outside of Ottawa. The Museum's mandate is national and travel is important in order to get fresh perspectives and to strengthen networks with colleagues across Canada. This past year we were honoured when the Royal Saskatchewan Museum invited the Canadian Museum of Nature's Board to hold its meeting in Regina on the occasion of their 100th Anniversary. Trustee Anne Wallace welcomed us to her home province. Board members toured a number of cultural attractions in Regina and took part in the anniversary celebrations of the Royal Saskatchewan Museum, a member of the Alliance of Natural History Museums of Canada.

Trustees continue to be effective ambassadors for the Museum of Nature in their respective regions of Canada. A number of Trustees represented the Museum at openings for national travelling exhibitions including *Fatal Attraction*, *The Gee!* in *Genome* and *Ice Age Mammals*. Trustees also continued to support the Museum's national fundraising campaign, *Natural Partnerships*.

The Museum's new strategic planning process has been initiated. In January 2007, the Board meeting included a facilitated workshop to establish the principles that will guide the planning for the next five-year period. We also reviewed our progress in fulfilling the vision and set the framework for the next five-year period. The most immediate and pressing challenge facing the Museum is finding the solution to the growing shortfall of funds to operate the Museum's two facilities.

I want to extend my sincere thanks to the members of the Board of Trustees for their dedication and commitment to furthering the Museum's goals. I look forward to guiding the Board as the Museum continues to focus on the next phases in the Renewal Project and establishes plans for the equally exciting years ahead.

A handwritten signature in green ink that reads "R. Kenneth Armstrong". The signature is written in a cursive 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 from April 1, 2006 to March 31, 2007. This report, “A New Beginning”, highlights our progress against our seven objectives for 2006-07 as we work to ensure that the Museum continues to be of maximum benefit and value to the largest number of Canadians.

150 REASONS TO CELEBRATE

2006 was a landmark year for the Canadian Museum of Nature as the Museum celebrated the 150th anniversary of the Act of Parliament mandating the Geological Survey of Canada to exhibit its growing collections of Canadian plants, animals, minerals and fossils.

To mark this significant milestone, the renovated West Wing of the Victoria Memorial Museum Building was successfully re-opened in October 2006 featuring approximately 6,000 sq. meters of new gallery, programming and amenity spaces. The new galleries continue the historic legacy of the Survey’s early collections and exhibitions. A new South Wing was also opened providing the capacity for essential back-of-house activities such as shipping and receiving, live animal care, exhibition workshops and mechanical and electrical systems. The Museum has now reached the halfway point of the renovations and the Renewal Project will be fully complete by 2010.

With support from the *Natural Partnerships* fundraising campaign, the new West Wing is home to the Talisman Energy Fossil Gallery, the Mammal Gallery, and the Bird Gallery. These galleries are larger national education projects, aimed at helping Canadians better understand how the environment has shaped and continues to shape life on the planet. The national projects are instrumental to the fulfillment of our vision of “Connecting People with Nature.”

The *Natural Partnerships* Campaign has achieved 70 percent of its \$10 million goal for Phase One, in large part due to Talisman Energy Inc.’s generous contribution of \$2 million. This \$2 million for the new Fossil Gallery is the single largest

sponsorship to the Canadian Museum of Nature and indeed, to any national museum. Another factor in realizing our success to date is the commitment of the Museum staff who have supported the campaign so generously in time, talent and personal donations. Phase Two for \$6 million will be launched in 2008-09. Campaign staff are now focussed on raising the necessary funds to deliver the national education project on Water, including a signature Water Gallery for the East Wing. With the successful opening of the West Wing in October 2006 and the new gallery offerings, the Museum was able to achieve a remarkable increase in admission revenue over 2005-06. Despite the continued limitations of being a construction site, we are well on track to achieving pre-construction revenue and visitor attendance levels. Planning is underway for future retail and food service operations to come on stream with the 2010 grand opening of the entire Victoria Memorial Museum Building.

CONNECTING CANADIANS WITH OUR ENVIRONMENT

With new galleries and national projects in place, the Museum’s staff revamped public and school programmes to reflect the new themes related to environmental change through time.

Public Education Programmes and Collaborations with Schools

- Two noteworthy programmes were initiated in 2006 – a videoconference pilot programme, sponsored by TELUS, linking Ottawa-area schools with Museum of Nature scientists and the first Ottawa area Café Scientifique programme. The videoconferencing programme will be expanded in 2007-08 to connect students from across Canada with museum scientists. In May 2006, the Museum launched the Café Scientifique series, encouraging discussion and debate on science-related topics in informal settings such as pubs and restaurants.

- Other initiatives included the enriched teacher and student resources with games and activities and national curriculum-based lesson plans posted on **nature.ca**, and the third annual presentation of the Canadian Museum of Nature-initiated Museums and Schools Canadian Partnership Award. The award was developed to recognize partnerships between schools and museums that enrich students' understanding and appreciation of Canada's cultural and natural heritage.

Alliance of Natural History Museums of Canada

- In September 2006, the Alliance of Natural History Museums of Canada (ANHMC) welcomed the Royal Ontario Museum to the network, increasing to 19 million the national record of museum-held natural history specimens.
- As a founding member, the Museum continued to play an active role in the ANHMC and hosted the network's Annual General Meeting in Ottawa in November. A comprehensive collections survey was finalized, a summary of public education programme information was produced and the membership of the ANHMC adopted a strategic plan. In March, a communications plan was developed and approved to support the plan.
- The three-year North American tour of *Fatal Attraction*, a playful look at courtship in the animal kingdom opened at the Museum in May 2006. This exhibition, presented in Canada by the Alliance of Natural History Museums of Canada, was produced by a consortium of natural history museums in Europe. The exhibition opened at the Royal British Columbia Museum in Victoria, in October 2006 and at the Biodôme in Montreal, in March 2007.
- The ANHMC network hosted a successful pre-conference Science Forum and network meeting at the Canadian Museum Association's 60th anniversary conference in Ottawa in March 2007.

Exhibitions

- *Ice Age Mammals*, an exhibition on long-extinct animals, climate change, causes of extinction and human impacts, completed a six-month run at the Montreal Science Centre. The exhibition was produced by the Canadian Museum of Nature in 2005 in partnership with the Royal Tyrrell Museum of Palaeontology, the Montreal Science Centre and the Yukon Beringia Interpretive Centre. This popular exhibition on environmental change is fully booked across Canada until 2010.
- An estimated 800,000 Canadians were able to experience *The Gee!* in *Genome* exhibition over its three-year tour. This exhibition about DNA, genes and genomics completed its national tour in Charlottetown, Prince Edward Island in November 2006.

INFORMING POLICY THROUGH RESEARCH AND KNOWLEDGE-SHARING

The Museum continued to make progress in furthering knowledge of the environment through several core initiatives:

The Frenchman River Biodiversity Project, a joint initiative with the Royal Saskatchewan Museum, was completed in 2006. The project brought national and regional partners and members of the community together to monitor the aquatic diversity of this river in rural, southwest Saskatchewan.

The Museum's Canadian Centre for Biodiversity (CCB) assisted in the first meeting of the Canadian Pollinator Protection Initiative to highlight the importance of pollinating insects such as bees to biodiversity and agriculture.

As a contributor to the Canadian arm of the Global Biodiversity Information Facility (GBIF), the Museum made over 250,000 specimen records available from its database, resulting in more than 857,000 record accesses by individuals seeking scientific level data.

The Biological Survey of Canada, part of the Museum's Canadian Centre for Biodiversity, in conjunction with the Entomological Society of Canada, launched the *Canadian Journal of Arthropod Identification* in 2006. The e-journal contributes significantly to the recognition and documentation of Canada's arthropod fauna.

A SUSTAINABLE MUSEUM

In keeping with the Auditor General of Canada's recommendation to strengthen the safeguarding of cultural heritage and assets, strategies were developed and capital funding was received for the preservation of the historic and nationally significant Victoria Memorial Museum Building. The Museum welcomed the recent allocation of \$2.8 million by the Government of Canada for capital repairs to address urgent health and safety risks at our research and collections facility, the Natural Heritage Building in Gatineau, Quebec. There remains, nevertheless, an urgent and pressing need to find a long term solution to the growing shortfall in funds to cover the ongoing operation of the Museum's two facilities. The Museum continues to work with the Government of Canada to complete the funding framework for national museums.

PREPARING FOR THE FUTURE

The Museum is now preparing a new, five-year strategic plan for the period 2008-13. The dedication and good work of the Board of Trustees and staff have brought us to this point where our vision and national mandate are central to all of the Museum's activities. Through productive partnerships, and the generous support of donors and sponsors, we are achieving our goals. Together we will ensure that the Museum's 150-year legacy is honoured and the vision of service and benefit for future generations of Canadians is fulfilled.

Joanne DiCosimo
President and Chief Executive Officer



Photos: Martin Lipman

PERFORMANCE HIGHLIGHTS



Photo: Martin Lipman

AN HISTORIC CELEBRATION

More than 700 guests and dignitaries celebrated in style on October 19, 2006 as the Museum's West Wing re-opened after more than three years of renovations. The Honourable John Baird, President of the Treasury Board, inaugurated the new wing on behalf of the Government of Canada. Four floors of new exhibition spaces and galleries opened in the newly renovated West Wing. The highlight – the new Talisman Energy Fossil Gallery – leads visitors through the extinction of the dinosaurs and the rise of mammals, and features hundreds of specimens, life-like dioramas, dynamic interactive kiosks, and an engaging Extinction Theatre. The \$2 million contribution from Talisman Energy Inc. is the largest single sponsorship to a national museum. More than 6,000 visitors streamed into the new galleries on the opening weekend. Photo: (foreground) Manager of Exhibitions Monty Reid (centre) with the Honourable John Baird (right) and Jim Buckee (left), President and CEO of Talisman Energy Inc.

MUSEUM EMPLOYEES CONTRIBUTE TO THE NATURAL PARTNERSHIPS FUNDRAISING CAMPAIGN

With over 70 percent of the \$10 million dollar fundraising goal reached, the Family Campaign contributions for 2006-07 of \$250,000 bring the total Family Campaign contributions to \$1,788,900. The employee contributions are unprecedented and are a first for a national museum.

FOSSIL EXPERTS DESCEND ON OTTAWA

The Museum served as the host committee for the 66th Annual Meeting of the Society of Vertebrate Palaeontology, held in Ottawa for the first time since 1947. About 950 scientists, curators, and students from 20 countries were treated to a preview of the Talisman Energy Fossil Gallery at the opening reception. Delegates were also given a tour of the Museum's splendid fossil collections at the Natural Heritage Building.

	Natural Partnerships Goal	Results to Date
Gifts / Pledges (all categories)	\$9,750,000	\$5,286,875
Family Gifts / Pledges	\$250,000	\$1,788,900
Total Natural Partnerships Campaign	\$10,000,000	\$7,075,775
Other		\$500,000
Total pledged (as of March 31, 2007)		\$7,575,775

Photo: Martin Lipman



CONSERVATION AND RESTORATION OF HISTORIC DIORAMAS

After three years of extensive restoration and conservation work, the Museum's historic mammal dioramas were featured in their new home in the West Wing. Each of the 16 dioramas, some of which have thousands of components, were carefully disassembled, transported from one side of the Museum to the other, refurbished and remounted in the new gallery, which opened in March 2007. Each diorama illustrates aspects of how mammals adapt fully to their environment.

EXHIBITIONS ON THE MOVE

Ice Age Mammals kicked off its national tour at the Montreal Science Centre in April 2006. It will open at the Royal Tyrrell Museum of Palaeontology in Drumheller, Alberta in April 2007. This popular exhibition is fully booked until 2010. In 2006, the Museum also celebrated the opening of *Fatal Attraction*, produced by a network of European natural history museums and presented in North America by the Alliance of Natural History Museums of Canada. After a successful four-month show at the Museum, it travelled to the Royal BC Museum and to the Biodôme in Montreal.

SUCCESSFUL TOUR FOR THE GEEE! IN GENOME

The Geee! in Genome completed a successful three-year tour of Canada in November in Charlottetown. An estimated 800,000 people visited Canada's first national travelling exhibition about DNA and genomics as it reached 12 centres across the country. Discussions are underway to develop a sequel for this popular show.

COLLECTIONS SURVEY COMPLETED

The Museum hosted the annual meeting of the Alliance of Natural History Museums of Canada in November 2006. And just how many specimens do the members collectively curate and safeguard as a record of Canada's flora, fauna and geological record? The answer is an estimated 19 million with the results detailed in an inventory and survey of collections at member institutions compiled by the Alliance.

MINERALOGY MEDALLIST

Museum mineralogist, Dr. Joel Grice, was named the 2006 Past President Medallist by the Mineralogical Association of Canada for outstanding contributions to mineral sciences in Canada. Dr. Grice has chaired the prestigious international committee that names new minerals and is writing his second book – *Beginners' Guide to Rocks and Minerals*.

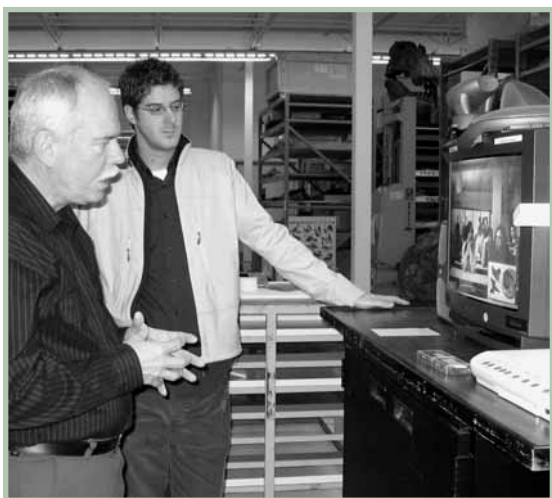


Photo: Laura Sutin

VIDEOCONFERENCES ZOOM IN ON SCHOOLS

A videoconference programme linking Ottawa-area schools with Museum scientists was initiated with a \$20,000 grant from TELUS. By March 2007, three pilot conferences had taken place, each based on a specific topic (fossils, DNA, marine life) with an accompanying set of classroom activities. This programme will be expanded in 2007-08, with more scientists and a broader range of curriculum-based themes to offer to teachers and students across Canada. Photo: Dr. Steve Cumbaa and Senior Educator Julien Racette interact with an Ottawa classroom using the Museum's new videoconference technology.

FRENCHMAN RIVER PROJECT WINDS DOWN

Museum research staff participated in the last round of field-work to contribute data to the Frenchman River Biodiversity Project, a community-based environmental monitoring programme in southwest Saskatchewan. The Museum secured initial funding and helped develop this programme, initiated in 2003, with regional partners and members of the Saskatchewan community who will continue to monitor the aquatic diversity of this river.

INTERNATIONAL POLAR YEAR

Two Museum researchers have received support from the Government of Canada to participate as team members on large-scale multidisciplinary projects that will contribute to climate change assessments of Canada's oceans. Several other research activities in the Arctic are being funded by the Museum. The Museum is also collaborating with Students on Ice – a programme that encourages high school students to explore the polar regions in the company of scientists.

MUSEUMS-SCHOOLS PARTNERSHIP AWARD

This Museum-initiated award that recognizes partnerships between schools and museums will be turned over to the Canadian Teachers Federation in concert with the Canadian Museums Association and the Canadian College of Teachers. The 2006 award was presented to the Aquarium and School Board on the Magdalen Islands, for a collaborative project where schoolchildren developed an exhibition about marine mammals.



Photos: Canadian Museum of Civilization (top), National Archives of Canada (left and centre), Canadian Museum of Civilization (right)



A LONG AND PROUD HISTORY
OF GENERATING
AND SHARING KNOWLEDGE

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

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

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

The years 1867-1907 were an exciting period of growth for the 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 peoples.

FIRST PURPOSE-BUILT NATIONAL MUSEUM

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

PARLIAMENTARY CONNECTIONS

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

NEW BEGINNINGS

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

At that time, the Museum's operations were scattered over 13 buildings throughout the National Capital Region and its 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 facade 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 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 work began in spring 2004, and is proceeding in phases. The Museum reached a milestone in October 2006, when the West Wing re-opened with new galleries about fossils, birds and mammals and a special exhibitions hall, as part of celebrations marking the Museum's 150th anniversary.



Photos: (top) Martin Lipman, (left) École secondaire Frenette, (centre) National Archives of Canada, (right) Students on Ice



PERFORMANCE AGAINST OBJECTIVES IN 2006-07

CREATE AND MAKE ACCESSIBLE TO THE PUBLIC RELEVANT INFORMATION ABOUT THE ENVIRONMENT AND OUR PLACE IN IT

1 OBJECTIVE

The Museum'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. Museum 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 through time.

CREATE AN ACCESSIBLE PROGRAMME OF NATIONAL EDUCATIONAL PROJECTS TO ENCOURAGE AND FOSTER FORMAL AND INFORMAL LEARNING FOR CANADIANS.

The Museum opened three new permanent galleries featuring the fossils, birds and mammals of Canada for a total of approximately 4,000 sq. meters of new exhibition and programming spaces. The marquee attraction is the 1,000 sq. meters Talisman Energy Fossil Gallery that covers the time period during which dinosaurs became extinct, mammals began to thrive and dramatic climate changes were shaping the planet. The gallery includes hundreds of specimens, two life-like dioramas, and a multimedia Extinction Theatre. With the assistance of the new information technology infrastructure installed in the renovated West Wing, the gallery also includes interactive computer stations which allow visitors to explore the themes of extinction and evolution through interviews with scientists, animation and games.

After more than two years of extensive restoration and conservation work, the Museum's historic mammal dioramas were unveiled again in a new Mammal Gallery in the West Wing. Each of the 16 dioramas, some of which have thousands of components, had been carefully disassembled, transported from one side of the museum to the other, and remounted. The dioramas and accompanying interactive stations illustrate how mammals adapt to their changing environment.

Every species of bird in Canada is now featured in the new Bird Gallery, which opened on Boxing Day and displays more than 500 specimens from the Museum's collections. This new gallery uses the theme of birdwatching to show the diversity of birds through characteristics such as colour, shape and habitat. As with the other galleries, interactive stations heighten the learning experience for visitors.

The Museum's travelling exhibitions continued to reach Canadians across the country. *Ice Age Mammals*, produced by the Canadian Museum of Nature in collaboration with the Montreal Science Centre, Yukon Beringia Interpretive Centre

and the Royal Tyrrell Museum of Palaeontology began its national tour in spring 2006. It opened at the Montreal Science Centre in April, where it was visited by more than 219,000 visitors before heading west to the Royal Tyrrell Museum in spring 2007. The Museum also decommissioned *My Name is Nanuq* (The diary of a Polar Bear), and donated elements of the exhibition to the Thunder Bay Museum. Two of the travelling exhibition kiosks about *Sila: Clue in to Climate Change* were donated to The Rooms in St. John's, Newfoundland.

The Gee! in Genome travelling exhibition about DNA, genes and genomics wrapped up its three-year national tour in fall 2006 following stops in Halifax, Quebec City and Charlottetown. An estimated 800,000 people have visited this dynamic exhibition at its 12 host venues. The exhibition is now being refurbished with plans for a second national tour. Visits to the *The Gee! in Genome* Web site are still strong, with an increase of 18 percent in visitors over the prior fiscal year. The total page views for the Genome Web site in fiscal 2006-07 was 7.6 million.

The Museum's Web site, nature.ca, received 6,486,652 visits in 2006-07, an increase of 7.1 percent over 2005-06. The site was revamped to reflect content of the new galleries and to update visitor information for the new West Wing. A fully redesigned Exhibitions section was launched in October, as was the new Teacher's Zone, which offers a variety of resources including on-line activities, downloadable presentations and activity sheets, information about school workshops, and links to teaching support resources. The new strategic plan for the Web site was formulated; one of the priorities in the process of implementation is to improve the site's new browse/search capabilities.

New educational programmes, both for schools and the public, were developed to reflect the content and themes of the new galleries. A videoconference programme linking Ottawa-area schools with Museum scientists was initiated with a \$20,000 grant from TELUS. By March 2007, three pilot conferences had taken place, covering ancient ecosys-

tems, DNA Analysis and plant research, and the Arctic marine ecosystem with an accompanying set of classroom activities. This programme will be expanded in 2007-08, with more scientists, more schools and a broader range of curriculum-based themes.

The education team also launched Ottawa's first Café Scientifique series, which encourages discussion about science-related topics in an informal setting. The first sessions covered topics including the nature of genius (linked to the *Einstein* exhibition), flirting (linked to *Fatal Attraction*), water quality (related to the planned Water Gallery), and the ethics of genetics research. Each has attracted from 20 to 40 participants and this programme will be expanded in the coming year.

Education staff and the Museum's Canadian Centre for Biodiversity partnered with the Montreal Insectarium and three Outaouais school boards for the Butterflies Without Borders programme. At an information evening in September, about 150 teachers were given kits to enable their students to raise and tag Monarch butterflies. A Museum educator partnered with the University of Ottawa to give a workshop in October on the teaching of evolution as part of the conference of the Society of Vertebrate Palaeontology.

CREATE AN ACCESSIBLE PROGRAMME OF COLLECTIONS ACTIVITIES ON ISSUES THAT ARE RELEVANT TO CANADIANS.

Collections staff were active in identifying, documenting and transporting and installing specimens for the new galleries. The Earth Sciences section created condition reports for all fossil specimens, and mounted larger specimens for display in the new Talisman Energy Fossil Gallery. Some of the metal mounts were specially designed in-house by collections staff.

In June, the Museum acquired specimens of what has been dubbed a "living fossil" – a female coelacanth and two juveniles as a donation from the Axelrod Institute at the University of Guelph. These specimens complement the Museum's other coelacanth acquired in 1969.

The Arius 3D Centre at the Museum was involved in producing interactive content for the new fossil, mammal and bird galleries. Specimens scanned to create 3D models included a hadrosaur (duck-billed dinosaur) skull, bird eggs, and mammal bones and teeth. A number of animations have also been created for interactive stations in the galleries. The animation of the hadrosaur skull, a project for one of the Museum's palaeontologists, was among 50 finalists in the American National Science Foundation's 2006 Science and Engineering Visualisation Challenge. The Centre staff also assisted Museum scientists by scanning a number of collec-

tions specimens for study, and applied its expertise to partners' collections, scanning Viking artifacts for Parks Canada and locust wings for a professor at Carleton University.

The Museum hosted Flora Québécoise's 'Rendez-Vous Botanique' in August. The event included collections tours and field trips, which resulted in several valuable specimens of rare Quebec plants being donated to the Museum's herbarium.

Collections staff shared their expertise internationally. A Museum collections manager and lichen expert delivered a lichen seminar and 10-day lichen taxonomy course in China for the graduate students at Shandong Normal University. The Museum continued its prominent role in collections risk analysis with numerous workshops, including presentations to the American Association of Museums' Annual General Meeting in Boston and the Canadian Association for Conservation in Toronto, as well as at museums in Germany, the Netherlands, the United States and the United Kingdom.

CREATE AN ACCESSIBLE PROGRAMME OF RESEARCH ACTIVITIES ON ISSUES THAT ARE RELEVANT TO CANADIANS.

Museum researchers undertook fieldwork, attended conferences and continued collections-based research both in Canada and abroad in 2006. Their focus on fossils, minerals, plants and animals – both aquatic and terrestrial – is normally done in collaboration with experts from other museums, universities and government departments.

The Museum continued its long tradition of Arctic research. With support from National Geographic, one of the Museum's palaeontologists revisited the locale of an ancient beaver pond on Ellesmere Island to search for more fossils and more fossil sites.

A number of scientists submitted proposals for International Polar Year projects. Two of them received support to participate as team members on large-scale multidisciplinary projects (the Circumpolar Flaw Lead Study and Canada's 3 Oceans) that will contribute to climate change assessments of Canada's oceans.

Research staff spent time in the field across Canada, working in areas ranging from Lake Superior (lake trout), to Saskatchewan and Manitoba (marine reptile fossils), New Brunswick (mussels), and Ontario and Quebec (minerals). Expertise was also shared abroad at conferences and training sessions. Two researchers with expertise in algae and other aquatic micro-organisms attended the 19th International Diatom Symposium at Lake Baikal in Siberia. One of the Museum's palaeontologists searched for fossil reptiles in southeastern China and also advised the local museum in Inner Mongolia, while the Museum's staff entomologist taught a biodiversity course in Mexico.

In 2007-08, the Museum will collaborate with Evergreen College in Washington in a major research study called the Leaf Litter Arthropods of MesoAmerica (LLAMA) project. The project received a National Science Foundation award of \$650,000 over five years.

Palaeontology staff served on the host committee for the 66th Annual Meeting of the Society of Vertebrate Palaeontology (SVP), held in Ottawa October 17-21. The conference attracted 948 registrants from more than 20 countries. Highlights included an opening reception and preview of the Talisman Energy Fossil Gallery. More than 600 scientific papers and poster presentations were made, a record for the SVP.

The Museum decided to pilot new ways to communicate the results of scientific research to the public through the creation of a scientific liaison function. The new Scientific Liaison Officer completed the inaugural two-week science communications programme at the Banff Centre for the Arts and was an invited lecturer for students in the science communications programme at Laurentian University/Science North. This position will help increase the profile of the research at the Museum, and will allow for better integration of the Museum's research activities with exhibitions, and public and school programmes.



Photo: Ole Johnsen, University of Copenhagen

In spring 2006, the Museum was proud to learn that mineralogist Joel Grice was awarded the Past Presidents' Medal from the Mineralogical Association of Canada, a lifetime achievement award for his outstanding contributions to research. He was also elected to council in the International Mineralogical Association, only the second time a Canadian has been elected in its 48-year history.

PERFORMANCE MEASURES	TARGET	ACHIEVEMENT
Education programmes are a key source of relevant information about the environment	Have 75% of attributes by 2010-11	One partnership was reviewed. The partner organization has been a party to the evaluation and agrees in principle with its recommendations.
Web site visits	6 million	6,486,652
Number of accessible electronic collection records	729,000 collection records accessible by 2010-11	606,236 electronically accessible as of March 31, 2007
Usefulness of Museum collections	10,000 transactions per year	10,047
Refereed publications produced by staff on issues of relevance to Canadians	32	34

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

2
OBJECTIVE

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 produce 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 12 founding members of this network, including the Canadian Museum of Nature, are responsible for the safekeeping and curation of more than 13.7 million natural history specimens. These represent the flora, fauna and geological record and are primarily Canadian collections. In September 2006, the Alliance welcomed the Royal Ontario Museum to the network, increasing the collections held by this partnership to 19 million natural history specimens.

The membership of the ANHMC adopted a strategic plan at its annual general meeting in November providing the network with a template for action. Members also worked on a business plan, with input from the four working groups on collections and research, education, communications and funding. Significant accomplishments of the Alliance over the past year include:

- a summary of public education programme information from each member;
- a comprehensive collections survey, which includes an inventory of member collections, as well as best practices and taxonomic expertise;
- a communications plan to support the approved strategic plan;
- several awareness building sessions: the ANHMC presented two sessions and a reception at the 2006 conference of the Canadian Museums Association (CMA) in Saint John, and, at the CMA's March 2007 meeting in Ottawa, a pre-conference workshop on natural history research and collections and their value in addressing issues of concern to Canadians;



Photo: Martin Lipman

- the European exhibition, *Fatal Attraction*, which is being presented in North America by the ANHMC. The exhibition opened to engaging reviews May 1 at the Canadian Museum of Nature. This provocative show about animal courtship was visited by more than 40,000 people during its four-month stay at the Museum. It then travelled to fellow Alliance members the Royal BC Museum in fall 2006 and the Biódome in Montreal in March 2007.

The Alliance also presented a proposal to the Council of Canadian Academies promoting the need for an assessment of Canada's capacity in biodiversity sciences.

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 Federal Biodiversity Information Partnership (FBIP) completed a business prospectus outlining its strategic direction the project is being led by Agriculture Canada. The Partnership continues to be supported through pooled funding by the participating Departments.

The profile of the Museum's botany collections was boosted through a number of projects. Staff participated in the development of a plant database for Canada – an interdepartmental effort by the Canadian Food Inspection Agency, Canadian Wildlife Service and Canadian Forest Service – through the co-ordination and contribution of data and expertise. A total of 120,000 plant data records were provided to CHIN for inclusion in the Northeast Herbarium Collective demonstration portal and for access through the Global Biodiversity Information Facility. The availability of this data will increase the national and international accessibility of the Museum's botany collections.

PERFORMANCE MEASURES	TARGET	ACHIEVEMENT
Projects/activities undertaken with the ANHMC addressing issues of relevance to Canadians	2	Strategic and Business Planning: The Board of the Alliance held all-day workshops in May and September 2006. At these sessions, Board members considered the input collected to date, discussed proposed recommendations, and finalized a draft Strategic Plan. The Plan was considered and approved at the ANHMC Annual Meeting in November 2006. Working Groups: The Collection and Research Committee's inventory report was finalized and distributed prior to the November Annual Meeting and provided a basis for future planning. The next step will be to formulate a national collection development strategy. The Education Committee collected programme information from each of the member institutions in order to prepare for future programme sharing. Plans were developed for ANHMC members' joint participation in programming for the International Polar Year.
Degree of success of projects developed jointly with the ANHMC	Increase collaboration	Board and Committee Members for the ANHMC spent approximately 3,000 hours on ANHMC activities and projects.
Participation in the Canadian Museums Association and the Canadian Association of Science Centres	Increase participation through presentations, participation in special interest groups, organizing committees	Number of days attending annual conference: CMA: 185 * CASC: 38 Number of presentations: CMA: 18 CASC: 5 Number of days participating in Committees, Interest Groups, etc.: CMA: 32 CASC: 19 * there were two annual conferences, one in May 2006 and one in March 2007.
Products, publications and services created through partnerships with federal agencies and portfolio partners	Maximize	Three Products were created: 1. National Museum Passport 2. Interview for Muse Magazine on assessing risks to collections 3. Prospectus for Federal Biodiversity Information Partnerships

PROVIDE VEHICLES TO ENCOURAGE PUBLIC ENGAGEMENT IN NATURAL HISTORY ISSUES AND TO CONTRIBUTE TO INFORMED PUBLIC POLICY ON THOSE ISSUES

3 OBJECTIVE

The Museum will be regarded as a “Best Practices Leader” in 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.

CREATE NATIONAL FORUMS TO DISCUSS, DEBATE AND SHARE INFORMATION ON RELEVANT ENVIRONMENTAL ISSUES OF CONCERN TO CANADIANS.

The Museum’s Canadian Centre for Biodiversity (CCB) participated in the planning and development of the first meeting of the Canadian Pollinator Protection Initiative, held January 18-19 in Ottawa. Delegates from government, academia, museums, and NGOs met to highlight the importance of pollinating insects such as bees to biodiversity and agriculture. This is a trilateral initiative that incorporates the North American Pollinator Protection Campaign based in the United States, with plans by Mexico to establish a similar group.

The Biological Survey of Canada (BSC), part of the CCB and operating in conjunction with the Entomological Society of Canada, launched the *Canadian Journal of Arthropod Identification* in 2006. This fully-reviewed e-journal publishes works that contribute significantly to the recognition and documentation of Canada’s arthropod fauna. The BSC also co-ordinated its annual Bio-Blitz, which took place this year July 5-10 in Gros Morne National Park in Newfoundland. The specimens and data collected are contributing to several research programmes at universities and colleges and to the BSC project on the terrestrial arthropods of Newfoundland and Labrador.

Museum researchers participated in the last round of fieldwork to contribute data to the Frenchman River Biodiversity Project, a community-based environmental monitoring programme in southwest Saskatchewan. The Museum secured initial funding and helped develop this programme, begun in 2003, with regional partners and members of the community who will continue to monitor the aquatic diversity of this river. In addition to fieldwork, workshops and school-based programmes have been developed, and a watershed stewardship group has been established.

A new course on research at museums was designed and delivered by the Museum’s Director of Research Services at the University of Victoria as part of its Cultural Resource Management Programme.

DEVELOP AND IMPLEMENT FORMAL MECHANISMS TO INFORM PUBLIC POLICY ON NATURAL HISTORY ISSUES.

Museum representatives attended sessions for the federal-provincial-territorial biodiversity committee to establish a biodiversity conservation plan for Canada. The final plan will be instrumental in developing environmental policy at the federal, provincial and territorial levels.

The Museum’s Canadian Centre for Biodiversity participated in a number of national conferences. These included the 2nd Biennial Biodiversity Education Colloquium in Vancouver and the meeting of UNESCO’s Sectoral Commission on Natural, Social and Human Sciences. The head of the CCB also attended the third national stewardship and conservation conference in July. Some 400 delegates gathered in Corner Brook, Newfoundland and Labrador to exchange ideas and advance Canada’s stewardship agenda. The conference concluded with a draft declaration that identifies a number of key outcomes for delivery by 2009. These include sharing examples of best stewardship practices, connecting stewardship to the IUCN 2010 Biodiversity Challenge and engaging groups such as youth and Aboriginal peoples.

In May 2006, the Museum joined the Canada Museum of Science and Technology in co-hosting the annual conference of the Canadian Association of Science Centres (CASC). The conference attracted more than 180 delegates, a record for CASC. In addition to jointly planning the conference programme, the Museum hosted a welcoming reception, provided a pre-conference tour of the Natural Heritage Building collections facility, and organized Ottawa’s first Café Scientifique.

At the May 2006 annual meeting of the Canadian Museums Association (CMA) in Saint John, staff from the Museum’s Canadian Centre for Biodiversity presented a one-day workshop with colleagues in the Working Group on Museums and Sustainable Communities. The Museum hosted delegates from the Royal Belgian Museum of Natural History and co-presented a session on the international collaboration and network building for the *Fatal Attraction* travelling exhibition.

Museum staff were also active on committees planning the programme for the March 2007 meeting of the Canadian Museums Association in Ottawa. The Museum hosted the CMA in the renovated West Wing for the final day of its conference and sponsored a panel discussion on renovations of museums, “Extreme Makeovers”, which included presentations about the new Darwin Centre construction at the London Museum of Natural History, the Nanaimo District Museum and the renovation of the Victoria Memorial Museum Building. A pre-conference workshop about research activities and natural history museums was presented by the Alliance of Natural History Museums of Canada.

The Museum fulfilled its responsibilities as the initiator of the Museums and Schools Partnership Award with the selection of the award recipient for 2006. The award recognizes partnerships between schools and museums that enrich students’ understanding and appreciation of Canada’s cultural and natural heritage. This national award has been co-sponsored by the Museum and the Canadian College of Teachers (CCT) since its inception in 2003. In 2007, it will be turned over to the Canadian Teachers Federation in collaboration with the Canadian Museums Association and the CCT. The 2006 award was presented to the Aquarium and School Board on the Magdalen Islands, for a collaborative project where school children developed an exhibition about marine mammals.

PERFORMANCE MEASURES	TARGET	ACHIEVEMENT
Develop new forums to encourage engagement of Canadians	2	In May, the Museum presented Ottawa’s first Café Scientifique as a pre-conference event for the Canadian Association of Science Centres’ conference and on June 2, the Museum, in collaboration with the Canadian Science Writers’ Association, hosted a second Café Scientifique at an Ottawa pub.
Contribute to the development of public policy through involvement in national and international associations and organizations related to environmental change	20 associations	Museum staff contributed knowledge and expertise for 16 national and international associations and organizations related to environmental change which represented approximately 1,121 hours.
Museum and partners demonstrate public policy options	2	Museum staff attended the inaugural meeting of the Ontario Education for Sustainable Development Working Group (OESDWG). Approval of terms of reference was reached at the meeting and sub-committees formed. The Museum is a member of the Biodiversity sub-committee. Museum staff attended the 3 rd national stewardship and conservation conference “Valuing Nature” in July in Corner Brook, NL, to exchange ideas and advance Canada’s stewardship agenda – an initiative of the Federal-Provincial-Territorial Working Group on Stewardship of which the Museum is a member. The Conference concluded with a draft declaration that identifies proposed key outcomes for delivery by 2009.



DEVELOP THE MUSEUM’S INTERNAL CAPACITY TO WORK IN INTEGRATED, COLLABORATIVE APPROACHES

An 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.

In 2006-07, a survey of Museum employees was conducted. The results confirmed that staff are generally satisfied with their working environment and that this environment supports the achievement of the Museum’s business objectives. Steps are being taken to address concerns raised by staff. In addition, the Museum has launched a leadership development initiative as part of its succession planning strategies.

During this period, the Museum worked actively to recruit and retain volunteers. As expected, the participants in the Museum Volunteer Programme dropped during the intensive phases of construction at the Victoria Memorial Museum Building, but these numbers have rebounded and currently exceed targets; in the fourth quarter, 214 people volunteered at the Museum.

APPLY THE PARTNERSHIP FRAMEWORK TO ASSESS CURRENT PARTNERSHIPS AND TO MODIFY PARTNERSHIP ARRANGEMENTS AS REQUIRED.

The Museum continued to attach a high priority to the development of partnerships to implement its vision and mandate. 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	4.18
Value of new partnerships against criteria	Address 75% of established criteria	During this period the Museum assessed two partnerships and both were local/regional partnerships with local/regional impact. The assessment also found that there was equal partner involvement and equal sharing of risk with the Museum. The assessment of results indicated that the project objectives were successfully achieved, new audiences were reached and savings had been generated. The overall evaluation of these partnerships generated an average score of 70 out of 100.

ENSURE THAT THE VICTORIA MEMORIAL MUSEUM BUILDING RENEWAL PROJECT FURTHERS THE VISION

5 OBJECTIVE

The Victoria Memorial Museum Building 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 Victoria Memorial Museum Building will be clearly visible to visitors, the museum community, staff and the Museum's local geographic community. The Museum will develop a post-renewal programme plan, utilizing its renovated facility to support leading-edge enhancements to the Museum programming.

IMPLEMENT THE REHABILITATION OF THE VICTORIA MEMORIAL MUSEUM BUILDING INFRASTRUCTURE INCLUDING DESIGN AND CONSTRUCTION.

Phase 2, the renovated West Wing of the Victoria Memorial Museum Building, opened to the public as planned in late October 2006. Encompassing over 4,000 sq. meters of renovated spaces, the Wing now hosts three floors of permanent gallery/public programming spaces including the Talisman Energy Fossil Gallery, a completely refurbished Mammal Gallery, a Bird Gallery with a comprehensive representation of Canadian birds from the Museum's collections and a temporary Discovery Zone and high definition theatre. A floor specially designed for travelling or special exhibitions was the venue for *Einstein*, an exhibition from the American Museum of Natural History.

Phase 3, the South Wing, was also turned over to the Museum. This new addition houses the "back-of-house" facilities for the Museum, including workshops, pest management facilities, the new mechanical/electrical plant and shipping and receiving areas.

Work commenced on Phases 4 and 5 of the renovation project in November 2006. Demolition of the interior of the East Wing and the central Atrium is now underway, in preparation for the seismic bracing and re-installation of visitor amenities and three new gallery spaces.

With over 55 percent of construction and 95 percent of tendering completed, the construction project remains on budget and schedule.

The seventh and eighth public information sessions informing the community about the Renewal Project were held in April and November of 2006. The spring event updated guests on the final stages leading to the opening of the West Wing in the fall. The November session offered tours of the new galleries and the South Wing to celebrate the completion of the first significant phase of the renovations. Summaries of the information sessions have been posted on a special section of the Museum's Web site, nature.ca/reno.

ENSURE THE RENEWAL PROJECT IS IMPLEMENTED ACCORDING TO THE PRINCIPLES OF THE NEW VISION.

The opening of the West Wing allowed the Museum to review lessons learned and functional programme requirements in preparation for the next stages of construction. All pertinent areas of the organization are being consulted and involved in construction plans and operations to ensure the project is integrated with the daily functioning requirements of the Museum.

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 VICTORIA MEMORIAL MUSEUM BUILDING REMAIN VISIBLE AND THAT THE LOCAL AUDIENCE IS RETAINED.

The Museum had projected a decline in audience attendance at the Victoria Memorial Museum Building during this year of critical construction and preparation for the re-opening of the renovated galleries. Many of the galleries were closed, as they were dismantled in the East Wing and re-installed in the renovated West Wing. The cornerstone of public education activities was the presentation of the travelling exhibition *Fatal Attraction* from May until August. Educational programmes continued, with hands-on interpretive activities being offered to compensate for closed galleries.

Visitor comments remained generally positive about the exhibition and the associated programming. Following *Fatal Attraction's* departure after Labour Day, the Museum was closed completely for six weeks until the West Wing re-opening in October. Attendance for 2006-07 exceeds 2005-06 by 36.3 percent and revenues have increased substantially by 65.4 percent.

In addition to programming activities in the new galleries, the Discovery Zone opened on the 4th floor, offering a hands-on area for visitors. It is being used for school programmes, to show high-definition films and for public programming, weekend children’s crafts, and the ever-popular Trading Post.

The Museum offered a rotating schedule of high-definition features in the theatre, with 10 selections from the CineMuse catalogue. Total audience for the cinema was 20,000 for the year. In late 2006, an “Armchair Traveller” series of special screenings for members was launched.



Photo: Martin Lipman

PERFORMANCE MEASURES	TARGET	ACHIEVEMENT
Victoria Memorial Museum Building physical and programming renovation completed on schedule	Phases 2 & 3 of project are completed to ensure opening in October 2006. Phases 4 & 5 reach completion by Spring 2009.	All substantial completion certificates were published for phases 2 and 3 in March 2007. Phase 2 and 3 are functioning as intended, except for the Dynamic Buffer Zone (DBZ) which is not functioning in the optimum manner because there is a problem maintaining the differential pressure between the DBZ and the galleries due to leakage. The Construction Manager and the consultant are working to resolve this issue as well as to complete all minor deficiencies remaining in phases 2 and 3. Work is progressing on phases 4 and 5 as per schedule.
Number of visitors to the Museum galleries	Maintain an attendance level that takes into account the impact of Victoria Memorial Museum Building construction and renovations on visitors (Forecast 2006-07: 280,000).	There were 199,688 visits to the Victoria Memorial Museum Building and 1,479 visits to the Natural Heritage Building.
Average market share of visitors to national museums in the National Capital Region	15% by end of 2010-11	Average market share was 6.4 percent.

Figure 1: Audience Reach

	2006-07 Actual	2005-06 Actual	2004-05 Actual	Variation % 2006-07 vs 2005-06	2007-08 Projected
Local Attendance (after-hour, open-hour, NHB, NCR)	208,959	165,554	211,960	26.2%	283,350
High attendance venues	250,000	250,000	322,800	0%	250,000
Unique Web site visits	6,486,652	6,055,151	4,731,652	7.1%	6,000,000
Travelling Exhibitions	951,014	147,470	204,400	544.9%	300,000
Purchase CMN products	14,876	879	17,041	1592.4%	10,000
Number of school group visits (1)	327	435	808	-24.8%	530
Number of participants in school group visits (2)	13,630	18,144	33,705	-24.8%	22,000
Number of people participating in guided tours	688	614	1,355	12.1%	1,000
Number of people participating in school workshops	3,780	5,555	8,155	-32.0%	5,000

(1) The number of school group visits for fiscal year 2006-2007 is an estimate based on 2005-2006’s ratio of participants per group.

(2) Number of participants in school group visits includes guided tours, self-guided tours and unguided tours. It does not include the school workshops.

MAINTAIN AND IMPROVE AN EFFECTIVE AND EFFICIENT INFRASTRUCTURE OF SYSTEMS AND FACILITIES

6 OBJECTIVE

The long-term goal is for the Museum 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 from 2004-05 levels 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.

In December 2006, the Museum received \$2.8 million in funding over four fiscal years from the federal government. The funding will cover capital repairs at the Natural Heritage Building to address urgent health and safety and programme integrity risks. Project planning and integration for the four year programme was started, and construction work will commence in April 2007.

In preparation for the construction of the new galleries and the re-opening of the West Wing galleries in October 2006, an intensive health and safety programme was put in place, including comprehensive training and workplace inspections. Regular health and safety meetings took place in keeping with federal directives and policies were updated to reflect revisions in this area. Health and safety incidents remained at low levels despite the complexities associated with operating the Victoria Memorial Museum Building as a museum work site, a public site and a construction site.

During this period, the Museum completed the successful transition of a major outsourced contract to provide protection services. The fit-up and re-opening of the renovated West Wing of the Victoria Memorial Museum Building also provided the impetus for installation of new security access control systems and closed-circuit TV (CCTV) systems. Compatible upgrades to the security systems at the Natural Heritage Building were also required.

The Victoria Memorial Museum Building's East Wing and Centre blocks were turned over to the Renewal Project and its contractors for the start of construction in those areas. Systems were appropriately decommissioned to allow for a rapid transition.

DEVELOP, ADAPT, AND STREAMLINE MANAGEMENT AND PLANNING PROCESSES TO SUPPORT THE MUSEUM'S VISION.

The Museum recently consolidated its strategic planning for the new Vision, the Corporate Plan and the annual Operating Plan within a five-year 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. Planning for the Museum's new five-year Corporate Plan was launched by the Museum Board of Trustees in January 2007.

Several corporate governance improvements were introduced this past year. The Museum Board of Trustees approved new terms of reference for its committees, including the Audit and Finance Committee, to reflect commitments emerging from the *Federal Accountability Act*. In addition, an enterprise-wide risk management policy and framework was developed and a new policy reflecting commitments under the *Public Servants Disclosure Protection Act* was drafted.

Under Part X of the *Financial Administration Act* (FAA), the Canadian Museum of Nature is required to maintain financial and management control and information systems and management practices that provide reasonable assurance that its assets are safeguarded and controlled; its financial, human and physical resources are managed economically and efficiently; and its operations are carried out effectively. The FAA also requires the Museum to have a special examination of these systems and practices carried out at least once every five years. In 2006-07, the Museum participated in a special examination by the Office of the Auditor General of Canada (OAG) of the systems and practices in place for its normal operations and the Victoria Memorial Museum Renewal Project. The OAG opinion noted there were no significant deficiencies.

Labour relations management activities over the year included the successful conclusion of an outstanding pay equity complaint between the Museum and Public Service Alliance of Canada (PSAC) and the conclusion of a three year collective agreement between the Museum and PSAC.

Work on a comprehensive Succession Management plan continued, with a particular focus on identifying important positions and instituting appropriate leadership training. During the period, the Museum also undertook an employee survey and an action plan was developed to respond to the findings.

The Museum's 2005 Official Languages Annual Report was tabled in May and accepted by the Official Languages Branch (OLB) of the Public Service Human Resources Management Agency of Canada. The OLB confirmed that the Museum is successfully meeting all of its official languages obligations.

The Market Research team contributed to a collaborative research project with other cultural attractions located in the National Capital Region, including all major national museums. The result of "Building New Audiences," is a detailed segment analysis of current and potential leisure/cultural markets. The results will help the Museum implement a positioning strategy when the Renewal Project is completed in 2010.

MAINTAIN AND IMPROVE MUSEUM INFORMATION MANAGEMENT SYSTEM AND SERVICES.

In 2006-07, the Museum undertook the most significant development of its technology infrastructure and capabilities since the consolidation of CMN Facilities in 1996. These changes establish the framework for the future growth of the Museum's IT infrastructure.

The Victoria Memorial Museum Building Renewal Project was a catalyst for the design and deployment of a new fully integrated technology infrastructure in the building, incorporating such diverse functions as exhibitions, educational programming, visitor services, public Internet access, security services, building systems, and the internal corporate network.

Seven major new corporate software applications were acquired, configured and deployed to meet audience and staff needs. These included a new Admissions/Reservations application which greatly improves the Museum's ability to manage general admissions and group reservations and to serve visitors; an Exhibitions Content Management application which manages 50 interactive audio-visual displays, allows the repurposing of exhibit content, and provides for localized wireless control by interpretive staff; a Web "Search and Discovery" application which will greatly enhance visitor access on the Museum's Web site; a building automation application which manages the sophisticated HVAC and



Photo: Martin Lipman

electrical systems in the Victoria Memorial Museum Building; two Security applications which manage access control, intrusion, and other security aspects of the Museum's two facilities; and a Webmail application which provides remote e-mail access to Museum staff.

The new technology physical architecture includes a ten-fold enhancement of inter-building and external connectivity, a segmented network comprised of seven virtual LANs, a new network switch platform, new servers and standardization of the Museum's existing network server platform, a new and greatly improved backup system, a fully managed Uninterruptible Power Supply (UPS) installation, the fit-up of seven new telecommunication rooms, and a cabling infrastructure that includes more than 50 km of fibre optic and Category 5e cable. For exhibitions, there are 50 interactive touch screen, plasma screen and audio soundscape displays as well as wireless PDAs connected by a network of fibre optic extenders to centrally located processors and a master server and database.

Other significant technology developments during the year included the successful transition to a major new outsourced IT services contract with Cistel Technologies. Videoconferencing programmes were successfully implemented. There was also a major upgrade to the Museum's Collection Information Management System, and completion of an IT Security Policy and the first comprehensive IT Threat and Risk Assessment.

The Facilities Management Technical and Multimedia section performed all the installation, testing and commissioning for the Discovery Zone Multimedia (including the HD Theatre) and sound reinforcement installation for the Fossil Gallery presentation area. This AV section also gave the appropriate training to staff and volunteers.

The Chief Registrar managed the upgrade of the Museum's Collection Information Management System to a new version of MultiMIMS. About 540,000 records were converted.

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\$78.57 per square metre for the Natural Heritage Building
Integrate strategic and operational planning processes	50% reduction in planning time by end of 2010-11	In 2006-07, baseline data were still being accumulated. Museum staff spent 142 days on activities related to operational planning and 54 days on strategic planning activities.
Cost per user	\$3.99 (including Web users) and \$18.11 (excluding Web users)	Cost per user was \$3.72 (including Web users) and \$9.40 (excluding Web users).
Monitor information management systems performance	Fifteen global performance standards and metrics are identified and reported on in the <i>IT/IM Systems Scorecard</i>	With two exceptions all service standards have been met or exceeded. The two exceptions (incident responsiveness) were slightly outside the required standard and have been addressed by the Museum's IT Service Provider.

FIGURE 2:

OPERATING AND MAINTENANCE COSTS PER GROSS SQUARE METRE			
Cost/square metre (US\$)	CMN/NHB*	Average for Archival Facilities (2006)	Same-size Facilities (2006)
Average cost	\$78.57	\$142.51	\$169.21

* The Victoria Memorial Museum Building was not included in this benchmark exercise because of the renovation project which is not representative of normal business operations.



Photo: Martin Lipman

7
OBJECTIVE

INCREASE THE MUSEUM'S 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 *Natural Partnerships* Campaign moved forward with a revised plan under the direction of a new Campaign Director. The total pledged to the Campaign as of March 31, 2007 is \$7,072,500, which is 71 percent of the \$10-million goal for Phase 1.

The national campaign continues to seek potential contributors or title sponsors for the planned Water Gallery, Discovery Centre and Nature of Humans Gallery. The Museum celebrated the \$2-million contribution from Talisman Energy Inc. at the opening of the Talisman Energy Fossil Gallery in October 2006. This is the largest single sponsorship to the Museum, and indeed, to any national museum.

The regional campaign, targeted to individuals and businesses in the National Capital Region, hit its stride in 2006-07. Funding was received to support components of the new Mammal and Bird Galleries, as well as other educational projects, notably a videoconferencing programme. The general public was invited to support the new Bird Gallery through the *Adopt-A-Bird* programme, launched in August 2006. In addition, a Corporate Patron programme was developed for regional corporations and organizations.

DEVELOP AND IMPLEMENT STRATEGIES TO GENERATE REVENUE ACROSS ALL RELEVANT BUSINESS LINES OF THE MUSEUM.

Membership households reached 1,910 members as of March 31, 2007, up from 1,247 last year, a 53 percent increase. Much of the increase is attributable to a revised membership



Photo: Martin Lipman

Jim Buckee, President and CEO of Talisman Energy Inc., celebrates his company's \$2 million contribution to the Museum's new Talisman Energy Fossil Gallery with *Natural Partnerships* Campaign co-chair, Dr. Claudia Chowaniec.

strategy that included new benefits timed to coincide with the opening of the West Wing in October 2006. As a result, membership revenues have surpassed targets for the year.

Earned revenue from commercial operations at the Museum increased by 93 percent or \$329,000 as a result of the re-opening of the renovated West Wing in October 2006. In addition, the Museum continued to generate revenue from other sources and products, including an extensive publications programme. *Sea Monsters*, a children’s book by Museum palaeontologist Steve Cumbaa was launched in March 2007, in collaboration with Kids Can Press. Work continued on several other publications by Museum staff, including a *Guide to Canadian Mammals*. A major milestone was reached with the submission of the manuscript and photographs for a *Beginners’ Guide to Rocks and Minerals*. Negotiations for reissuing popular titles such as *The Bug Book and Bottle* have been productive with strong publisher interest.

Several new licensing agreements were concluded during the period. Marketing and network promotional work resulted in a new contract with the Flint RiverQuarium in Georgia

among other sites. Seven CineMuse members renewed and five new full time sites joined the network. Growth was mainly in the US sector. In 2006-07, the total value of US contracts for sites was US\$396,600 and for Canadian sites was \$70,750. The funds will be received over the terms of the contracts.

SEEK FUNDING SOLUTIONS WITH THE GOVERNMENT OF CANADA FOR FACILITIES OPERATIONS AND CAPITAL EXPENSES.

The Museum welcomed the recent allocation of \$2.8 million by the Government of Canada for capital repairs to address urgent health and safety risks at our research and collections facility, the Natural Heritage Building in Gatineau, Quebec. There remains, nevertheless, an urgent and pressing need to find a long term solution to the growing shortfall in funds to cover the ongoing operation of the Museum’s two facilities. The Museum continues to work with the Government of Canada to complete the funding framework for national museums.

PERFORMANCE MEASURES	TARGET	ACHIEVEMENT
Results of fundraising efforts	\$1,875,000	\$1,707,000
Results of revenue generating activities	\$1,299,000	\$2,193,000
Per visitor gross sales income	\$3.23 per visitor in 2006-07 and \$4.14 by 2010-11	\$4.45 per visitor in 2006-07



Photos: (top) Peter Frank, (left and right) Martin Lipman, (centre) National Museums of Canada

CANADIAN MUSEUM OF NATURE PEOPLE

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 2006-07, the Board met four times and held four special meetings through conference calls. Twenty-one 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 maintaining an overview of the activities of the Board of Trustees and its Standing Committees and for conducting the President's annual performance review. The Executive Committee acts on behalf of the Board between meetings in accordance with Board policy.

Audit and Finance Committee

Johanne Bouchard
Chair

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

Community and Government Relations Committee

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 Canadian Museum of Nature, its services and its contributions, and for developing a strategy to support the Museum's efforts to generate revenue.

Nominating Committee

R. Kenneth Armstrong
Chair

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

Committee of the Whole Board

R. Kenneth Armstrong
Chair

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

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The following list includes all employees who have contributed to the Museum's achievements in 2006-07.

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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, 214 volunteers have contributed over 9000 hours of service.

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Photos: Xiao-chun Wu (top), Brian Coad (left), National Archives of Canada (centre), Dara Finney (right)

COMMUNICATING RESEARCH RESULTS

RESEARCH SERVICES AND COLLECTIONS SERVICES STAFF

Museum staff published 34 articles in refereed journals – which have other scientists review all articles submitted before they are accepted for publication – and 28 in non-refereed publications, 11 reports and other papers. A complete list follows (names in boldface are Museum staff members);

Publications are listed in the language in which they were written.

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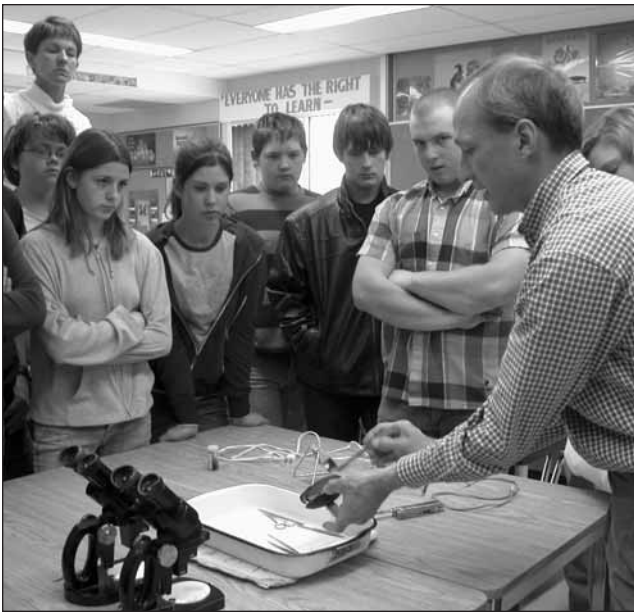
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Dr. André Martel teaches a workshop on mussels to a class at Eastend School in Saskatchewan.

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 West Chester University, PA
 Yale University Press, New Haven, Connecticut
 Zoological Institute, Russian Academy of
 Sciences, St. Petersburg, Russia
 Zoological Museum, Copenhagen, Denmark

NATIONAL

Advanced Broadband Enabled Learning Program
 (ABEL), Toronto, Ontario
 Agriculture and Agri-Food Canada
 Alliance of Natural History Museums of Canada,
 Ottawa, Ontario
 Alpine Gems, Kingston, Ontario
 ArcticNet, Quebec, Quebec
 Arius 3D, Toronto, Ontario
 Art Gallery of Ontario, Toronto, Ontario
 Ashbury College, Ottawa, Ontario
 Bedford Institute of Oceanography, Dartmouth,
 Nova Scotia
 Biodiversity Convention Office (Environment
 Canada), Ottawa, Ontario
 Biodôme, Montreal, Quebec
 Biosphère (Environment Canada), Montreal,
 Quebec
 Bird Studies Canada, Port Rowan, Ontario
 Canada Aviation Museum, Ottawa, Ontario
 Canada Post, Ottawa, Ontario
 Canada Science and Technology Museum,
 Ottawa, Ontario
 Canada's SchoolNet, Ottawa, Ontario
 Canadian Agriculture Museum, Ottawa, Ontario
 Canadian Arctic Shelf Exchange Study (CASES),
 Quebec, Quebec
 Canadian Association for Conservation,
 Ottawa, Ontario
 Canadian Association of Professional
 Conservators, Ottawa, Ontario

Canadian Association of Science Centres,
 Ottawa, Ontario
 Canadian Barcode of Life Network (University
 of Guelph), Guelph, Ontario
 Canadian Biodiversity Institute, Ottawa, Ontario
 Canadian Botanical Association, Guelph, Ontario
 Canadian Botanical Conservation Network,
 Burlington, Ontario
 Canadian College of Teachers, Ottawa, Ontario
 Canadian Commission for UNESCO,
 Ottawa, Ontario
 Canadian Committee for IUCN, Ottawa, Ontario
 Canadian Conservation Institute, Ottawa, Ontario
 Canadian Food Inspection Agency
 Canadian Forest Services, Natural Resources
 Canada
 Canadian Fossil Discovery Centre, Morden,
 Manitoba
 Canadian Heritage Information Network,
 Gatineau, Quebec
 Canadian Heritage, Ottawa, Ontario
 Canadian Institutes of Health Research,
 Ottawa, Ontario
 Canadian International Development Agency,
 Ottawa, Ontario
 Canadian Museum of Civilization,
 Gatineau, Quebec
 Canadian Museum of Contemporary
 Photography, Ottawa, Ontario
 Canadian Museums Association, Ottawa, Ontario
 Canadian Network for Environmental Education
 and Communication (EECOM), Emerald, Prince
 Edward Island
 Canadian Parks and Wilderness Society,
 Ottawa, Ontario
 Canadian Rivers Institute, University of
 New Brunswick, St. John, New Brunswick
 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
 CANMET, Natural Resources Canada,
 Ottawa, Ontario
 Carleton University, Ottawa, Ontario
 Comité de Valorisation de la Rivière Beauport,
 Quebec, Quebec
 Committee on the Status of Endangered Wildlife
 in Canada (COSEWIC), Ottawa, Ontario
 Dalhousie University, Halifax, Nova Scotia
 Department of Environment and Conservation,
 Newfoundland and Labrador
 Ecological Monitoring and Assessment Network
 (EMAN), Burlington, Ontario
 Education Alliance for Sustainable Ontario,
 Toronto, Ontario

Entomological Society of Canada,
 Ottawa, Ontario
 Environment Canada, Gatineau, Quebec
 Festa-Bianchet, Dr. Marco, Université de
 Sherbrooke, Sherbrooke, Quebec
 Fisheries and Oceans Canada
 Fitzhenry & Whiteside, Ltd., Markham, Ontario
 Gem and Mineral Club of Scarborough,
 Scarborough, Ontario
 Geological Survey of Canada, Natural Resources
 Canada, Ottawa, Ontario
 Government of Nunavut, Iqaluit, Nunavut
 Government of Yukon (Heritage), Whitehorse,
 Yukon Territory
 Gros Morne National Park of Canada,
 Newfoundland
 Harriet Irving Botanical Gardens, Wolfville,
 Nova Scotia
 Historica Encounters, Ottawa, Ontario
 Insectarium de Montréal, Montreal, Quebec
 Institut de l'énergie et de l'environnement,
 Quebec, Quebec
 Institut québécois de la biodiversité (IQBIO),
 Montreal, Quebec
 Institute of the Environment, University of
 Ottawa, Ottawa, Ontario
 International Institute for Sustainable
 Development (IISD), Winnipeg, Manitoba
 IUCN Canada Office, Montreal, Quebec
 Jardin Botanique de Montréal, Montreal, Quebec
 Kawartha Rock and Fossil Club Inc.,
 Peterborough, Ontario
 Key Porter Books, Toronto, Ontario
 Kids Can Press, Toronto, Ontario
 Laurentian University, Sudbury, Ontario
 Laurier House National Historic Site of Canada,
 Ottawa, Ontario
 Learning for a Sustainable Future,
 North York, Ontario
 Library and Archives Canada, Ottawa, Ontario
 Manitoba Museum, Winnipeg, Manitoba
 McGill University, Montreal, Quebec
 Memorial University of Newfoundland,
 St. John's, Newfoundland and Labrador
 Ministère de l'Agriculture, des Pêcheries et de
 l'Alimentation du Québec
 Ministère des Ressources naturelles et
 de la Faune, Quebec
 Monarch Teacher Network - Canada, Toronto,
 Ontario
 Montreal Science Centre, Montreal, Quebec
 Morris, Douglas W., Lakehead University,
 Thunder Bay, Ontario
 Musée du Fjord, La Baie, Quebec
 Musée minéralogique et minier de Thetford
 Mines, Thetford Mines, Quebec
 Museums Assistance Program (MAP),
 Gatineau, Quebec

Muséums nature Montréal, Montreal, Quebec
 National Arts Centre, Ottawa, Ontario
 National Film Board, Ottawa, Ontario
 National Gallery of Canada, Ottawa, Ontario
 National Sciences and Engineering Research Council of Canada (NSERC), Ottawa, Ontario
 National Water Research Institute, Burlington, Ontario
 Natural Resources Canada, Ottawa, Ontario
 Nature Canada, Ottawa, Ontario
 NatureServe Canada, Ottawa, Ontario
 New Brunswick Provincial Museum, St. John, New Brunswick
 Newfoundland Insectarium, Reidville, Newfoundland and Labrador
 Nova Scotia Museum of Natural History, Halifax, Nova Scotia
 Nunavut Research Institute, Iqaluit, Nunavut
 Ontario Forestry Association, North York, Ontario
 Ontario Ministry of Natural Resources
 Parks Canada, Ottawa, Ontario
 Pasquia Regional Park, Arborfield, Saskatchewan
 Peterborough Centennial Museum and Archives, Peterborough, Ontario
 Planétarium de Montréal, Montreal, Quebec
 Prince of Wales Northern Heritage Centre, Yellowknife, Northwest Territories
 Prospectors and Developers Association of Canada Mining Matters, Toronto, Ontario
 Public Health Alliance of Canada
 Public Works and Government Services Canada, Ottawa, Ontario
 Queen's University, Kingston, Ontario
 Redpath Museum, McGill University, Montreal, Quebec
 Reeves, Randall, Hudson, Quebec
 Regional District of Central Okanagan Museum, Kelowna, British Columbia
 Royal Alberta Museum, Edmonton, Alberta
 Royal Botanical Gardens, Burlington, Ontario
 Royal British Columbia Museum, Victoria, British Columbia
 Royal Canadian Geographical Society, Ottawa, Ontario
 Royal Canadian Mint, Ottawa, Ontario
 Royal Ontario Museum, Toronto, Ontario
 Royal Saskatchewan Museum, Regina, Saskatchewan
 Royal Tyrrell Museum of Paleontology, Drumheller, Alberta
 Saskatchewan Watershed Authority, Regina, Saskatchewan
 Science North, Sudbury, Ontario
 Simon Fraser University, Burnaby, British Columbia
 Stirling, Ian, Canadian Wildlife Services, Edmonton, Alberta
 Students on Ice, Ottawa, Ontario

Sudbury Rock and Lapidary Society, Sudbury, Ontario
 TD Friends of the Environment Foundation, Toronto, Ontario
 Teck Corporation, Vancouver, British Columbia
 TELUS World of Science, Calgary, Alberta
 TELUS World of Science, Edmonton, Alberta
 The Rooms, St. John's, Newfoundland and Labrador
 Thompson Rivers University, Kamloops, British Columbia
 Toronto Zoo, Toronto, Ontario
 Trites, Andrew, University of British Columbia, Vancouver, British Columbia
 Université de Montréal, Montreal, Quebec
 Université du Québec à Montréal, Montreal, Quebec
 Université du Québec à Rimouski, Rimouski, Quebec
 Université Laval, Quebec, 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, Moncton, New Brunswick
 University of Ottawa, Ottawa, Ontario
 University of Saskatchewan, Saskatoon, Saskatchewan
 University of Toronto, Toronto, Ontario
 University of Victoria, Victoria, British Columbia
 University of Waterloo, Waterloo, Ontario
 University of Western Ontario, London, Ontario
 Wildlife Habitat Canada, Ottawa, Ontario
 Yukon Beringia Interpretive Centre, Whitehorse, Yukon Territory

REGIONAL

Algonquin College, Ottawa, Ontario
 Aleya's Jewellers, Ottawa, Ontario
 Ashbury College, Ottawa, Ontario
 Biodiversity Institute of Ontario, University of Guelph, Guelph, Ontario
 Bousfield, E.L., Victoria, British Columbia
 Brookfield High School, Ottawa, Ontario
 Cité étudiante Haute-Gatineau, Maniwaki, Quebec
 City of Ottawa, Ottawa, Ontario
 Club des ornithologues de l'Outaouais, Gatineau, Quebec
 Collège préuniversitaire Nouvelles Frontières, Gatineau, Quebec
 Collège St-Joseph, Gatineau, Quebec

Conseil du loisir scientifique de l'Outaouais, Gatineau, Quebec
 Doors Open Ottawa, Ottawa, Ontario
 Eastern Ontario Model Forest, Kemptville, Ontario
 École l'Équipage, Val-des-Monts, Quebec
 École secondaire du Versant, Gatineau, Quebec
 École secondaire Grande-Rivière, Gatineau, Quebec
 École secondaire Hormisdas-Gamelin, Gatineau, Quebec
 École secondaire Louis-Joseph Papineau, Papineauville, Quebec
 École secondaire Mont-Bleu, Gatineau, Quebec
 Ikebana International, Ottawa Centennial Chapter 120, Ottawa, Ontario
 Little Ray's Reptile Zoo, Ottawa, Ontario
 Mother Theresa High School, Ottawa, Ontario
 National Capital Commission, Gatineau Park
 National Capital Region Wildlife Festival, Ottawa, Ontario
 North Grenville District High School, Kemptville, Ontario
 Ottawa Field Naturalists, Ottawa, Ontario
 Ottawa Lapsmith and Mineral Club, Ottawa, Ontario
 Ottawa Public Library, Ottawa, Ontario
 Ottawa Regional Science Fair, Ottawa, Ontario
 Ottawa Riverkeeper, Ottawa, Ontario
 Ottawa School of Dance, Ottawa, Ontario
 Ottawa School of Speech and Drama, Ottawa, Ontario
 Ottawa-Carleton District School Board, Ottawa, Ontario
 Ottawa-Gatineau Geoheritage Committee
 Quadeville Beryl and Rose Quartz Mines, Quadeville, Ontario
 RÉSCITECH (Réseau des enseignants en science et en technologie), Gatineau, Quebec
 Réseau des BIBLIO de l'Outaouais, Gatineau, Quebec
 Rideau Valley Conservation Authority, Manotick, Ontario
 Russell High School, Russell, Ontario
 YMCA-YWCA, Ottawa, Ontario



Photos: (top, centre) Martin Lipman, (left, right) National Archives of Canada

MANAGING OUR FINANCIAL RESOURCES

MANAGEMENT DISCUSSION AND ANALYSIS

OVERVIEW – 2007

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

This past year, 2007, was an important milestone for the Museum in accomplishing its vision and agenda for renewal. The West Wing of the Victoria Memorial Museum Building was re-opened in October 2006, on schedule and within the budget parameters established for it. This comprehensive, renovation of Canada's third most important federal heritage building is a significant and consuming commitment for the Canadian Museum of Nature. As the public education face for the Museum, the Victoria Memorial Museum Building rehabilitation also includes rebuilding over 8,000 sq. meters of exhibition and gallery space. With the West Wing re-opening, approximately 6,000 sq. meters of new gallery, programming and amenity spaces were completed, covering world-class galleries on fossils, birds and mammals. The generous, \$2 million sponsorship agreement for the Fossil Gallery by Talisman Energy Inc. contributed significantly to the celebration.

Also opened at the same time was the new 2,000 sq. meters South Wing, housing the mechanical and electrical plant for the Museum. In total, over 10,000 sq. meters of combined new and renovated space have been finished, with the opened portion of the building now fully meeting current seismic and building code requirements. In addition, the renovated portions now have the capacity to sustain museum environment conditions in the gallery spaces.

In February 2007, The Office of the Auditor General of Canada concluded its Special Examination report on the Museum. The report concluded that during the period under examination, the systems and practices of the Museum were designed and operated in a way that provided reasonable assurance that assets were safeguarded and controlled, resources were managed economically and efficiently, and operations were carried out effectively.

Labour relations management activities over the year included the successful conclusion of an outstanding pay equity complaint between the Museum and Public Service Alliance of Canada (PSAC) and the conclusion of a three year collective agreement between the Museum and PSAC.

In 2007, the Museum continued to manage a growing shortfall in its facilities management costs. These cost pressures are due to lack of funds for capital repairs and the operation and maintenance of the Museum's two facilities.

The Museum welcomed the recent allocation of \$2.8 million for capital repairs to address urgent health and safety risks at our research and collections facility, the Natural Heritage Building in Gatineau, Quebec. There remains, nevertheless, an urgent and pressing need to find a long term solution to the growing shortfall in funds to cover the ongoing operation of the Museum's two facilities. The lack of inflation protection for fixed facility costs, coupled with the additional space that must now be maintained at the renovated Victoria Memorial Museum Building, have placed a severe strain on the Museum's operating budgets. Significant steps have been taken to curb costs across all areas of operation. The situation will not be sustainable in the future, especially when the fully renovated Victoria Memorial Museum Building reopens in 2010.

Generated revenue in 2007 surpassed expectations, thus creating a small surplus that allowed the Museum to balance its 2007 operating budget. While revenues from commercial operations are expected to increase in the future, especially with the re-opening of the fully renovated Victoria Memorial Museum Building, they will not be sufficient to cover the growing gap in facilities operations costs. The Museum continues to work with the Government of Canada to develop appropriate solutions.

From a general accounting perspective, the Museum ended the 2007 fiscal year with a minor deficiency of revenue over expenses of \$698,000, representing 1.8 percent of its total expenditures. This deficiency is mainly 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, which is shown on the Museum's balance sheet as a capital lease.

Prior to acquiring this building in 1997, the Museum leased facilities to house its collections and administrative/research operations, and therefore did not report depreciation charges relating to a building on its Statement of Operations. 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.

TOTAL RESOURCES AVAILABLE

Total resources available include Parliamentary appropriation (the portion recognized as revenue) and generated revenues. Parliamentary appropriation represents 90 percent of the Museum's budget which is supplemented by revenue-generating activities. In 2007, total resources available totalled \$39,006,000 compared with \$33,150,000 in 2006. 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 increased from \$56,150,000 in 2006 to \$59,761,000 in 2007 of which \$33,000,000 was dedicated to the renovation project. The difference is due to an increase of \$3 million in the cash flow requirements of the renovation project as approved by the Treasury Board Secretariat and a minor increase in funding for salaries.

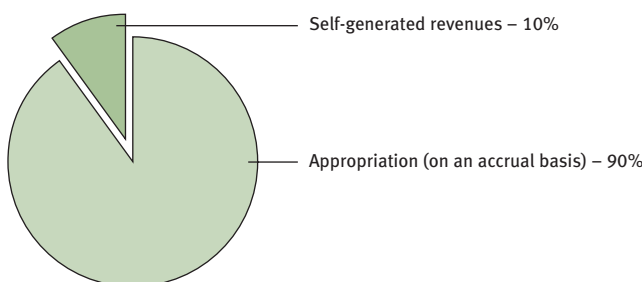
On an accrual basis, however, Parliamentary appropriation increased from \$29,257,000 in 2006 to \$35,106,000 in 2007. This is due to higher Renewal Project appropriation recognized as revenue in the year for exhibition related expenses and increased compensation for salaries.

Revenue

Generated revenues in 2007 were comparable to the 2006 levels. The Museum's commercial revenue increased by more

than 93 percent as a result of the re-opening, in October 2006, of the West Wing of the Museum with renewed galleries and enhanced services available to the public. As a direct result of the Museum's fundraising programme, contribution revenue remained strong at \$1.7 million with the remainder of the Talisman Energy Inc. sponsorship of the fossil gallery being recognized in the year. However, interest income decreased due to fewer funds available for investment purposes.

Resource base for 2007



TOTAL EXPENSES

The Museum's total expenses in 2007 were \$39,704,000 compared with \$33,640,000 in 2006. The change was due mainly to increases in personnel costs and the investment in new permanent exhibitions – an important cornerstone of the Museum's vision and strategic direction.

Personnel costs rose by 4.2 percent from 2006 to 2007, reflecting salary increases granted during the year and increased costs relating to overtime and vacation payable.

Exhibitions Costs

Costs related to the development of new galleries increased by 149 percent in 2007. This extraordinary, one-time increase reflects the investment by the Victoria Memorial Museum Building Renewal Project in the restoration of the birds and mammals galleries. The increase is also due to the Museum's investment in the new fossils gallery and in travelling exhibitions, such as *Fatal Attraction*, as part of planned programme offerings.

Operation and maintenance of buildings

The slight reduction in operating and maintenance costs for the Museum facilities is due to the Renewal Project construction manager bearing the utilities and operating costs for the Victoria Memorial Museum Building West Wing while it was under construction.

Depreciation

Depreciation of capital assets also significantly increased as a result of completion of the renovation work on the West Wing and South Addition of the Victoria Memorial Museum Building which opened to the public in October 2006 and started being depreciated at that date.

Capital Expenditures

The major capital expenditures in 2007 were:

- \$31,421,000 for the renovation to the Victoria Memorial Museum Building;
- \$143,000 for leasehold and building improvement;
- \$106,000 for various equipment.

For 2008, when excluding the renovation project, capital expenditures will be capped at \$775,000 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.

BALANCE SHEET

The level of cash, cash equivalents and short-term investments decreased significantly in 2007 due to intensive work on the Renewal Project and settlement of important amounts payable for the project in the year.

The increase in capital assets reflects the capitalization of 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 (Trade plus Government departments and agencies) at the end of March 2007 are lower than the 2006 level mainly because of the release of the holdback funds to PCL for the completed West Wing and South Addition, payments of pay equity amounts to designated staff and reduction in amounts due for the Renewal Project.

Deferred revenue and parliamentary appropriation have decreased due to Renewal Project appropriation received and recognized as revenue during the year.

SUMMARY

While there are significant challenges in the operating environment and with the renovation of the Victoria Memorial Museum Building, the Museum has in place a number of strategies designed to manage both known and anticipated pressures. An enterprise risk management approach is being used to manage these strategies and pressures, which support the vision for the Museum's future as a national institution providing maximum value and service to the public. In particular, the Museum will continue to concentrate on the following:

- Initiatives to further develop the model of national service being pioneered by the Canadian Museum of Nature through the Alliance of Natural History Museums of Canada;
- Maximizing revenue from commercial operations and fundraising/sponsorships;
- Building upon the success of the opening of the partially renovated Victoria Memorial Museum Building and planning for its 2010 grand opening;
- Fostering partnerships with key stakeholders and;
- Controlling costs through prudent management and stewardship of its resources.

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

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

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

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

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

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



Joanne DiCosimo
President and Chief Executive Officer



Maureen Dougan
Vice President, Corporate Services and Chief Operating Officer

June 1, 2007

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, 2007 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, 2007 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.



Mark Watters, CA
Assistant Auditor General
for the Auditor General of Canada

Ottawa, Canada
June 1, 2007

Balance Sheet as at March 31, 2007

(in thousands of dollars)

	Notes	2007	2006
Assets			
Current			
Cash and cash equivalents	3	14,878	23,464
Short-term investments		-	2,000
Accounts receivable			
Trade		452	353
Government departments and agencies	14	3,598	3,983
Prepaid expenses		796	443
		19,724	30,243
Restricted cash, short-term investments and receivables	4	2,435	1,508
Collections	5	1	1
Capital assets	6	130,534	100,753
		152,694	132,505
Liabilities			
Current			
Accounts payable and accrued liabilities			
Trade		7,837	9,234
Government departments and agencies	14	582	3,118
Current portion – obligation under capital lease	7	325	294
Deferred revenue and parliamentary appropriation		8,977	15,041
Employee future benefits	8	588	317
		18,309	28,004
Obligation under capital lease	7	31,797	32,121
Deferred capital funding	9	105,537	74,756
Employee future benefits	8	1,895	1,946
Deferred contributions	10	1,330	1,154
		158,868	137,981
Commitments and Contingencies	15, 16		
Endowment	11	305	305
Equity of Canada		(6,479)	(5,781)
		152,694	132,505

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

Recommended by Management:



Maureen Dougan

Vice President, Corporate Services and Chief Operating Officer



Johanne Bouchard

Chairman of the Audit and Finance Committee



Lynne Ladouceur, CA

Senior Full Time Financial Officer

Statement of Operations and Equity of Canada for the year ended March 31, 2007

(in thousands of dollars)

	Notes	2007	2006
Revenue			
Commercial operations	12	680	351
Contributions		1,707	1,756
Interest income		1,003	1,343
Educational programmes		375	265
Scientific services		88	43
Other		47	135
		3,900	3,893
Expenses			
Personnel costs		15,846	15,214
Exhibitions		9,696	3,891
Interest on capital lease obligation		3,206	3,233
Operation and maintenance of buildings		2,588	2,767
Professional and special services		2,060	2,052
Depreciation of capital assets		1,881	1,499
Real property taxes		1,546	1,545
Information management infrastructure and systems		1,164	1,495
Repairs and maintenance		658	633
Travel		542	545
Marketing and communications		399	428
Freight and cartage		93	85
Purchase of objects for collections		25	10
Other		–	243
		39,704	33,640
Net result of operations before government funding		(35,804)	(29,747)
Parliamentary appropriation	13	35,106	29,257
Net result of operation		(698)	(490)
Equity of Canada, beginning of year		(5,781)	(5,291)
Equity of Canada, end of year		(6,479)	(5,781)

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

Statement of Cash Flows for the year ended March 31, 2007*(in thousands of dollars)*

	2007	2006
Operating activities		
Cash receipts – customers	5,635	1,083
Cash receipts – parliamentary appropriation	27,491	20,659
Cash disbursements – suppliers and employees	(40,031)	(34,332)
Interest received	1,078	1,341
Interest paid	(3,538)	(3,234)
	(9,365)	(14,483)
Financing activities		
Appropriation used to purchase depreciable capital assets	31,661	35,732
Obligation under capital lease	(294)	(267)
	31,367	35,465
Investing activities		
Acquisition of capital assets	(31,670)	(35,732)
Disposition of capital assets	9	–
Decrease in short-term investments	2,000	–
Decrease in restricted cash, short-term investments and receivables	–	19
Increase in restricted cash, short-term investments and receivables	(927)	–
	(30,588)	(35,713)
Decrease in cash and cash equivalents	(8,586)	(14,731)
Cash and cash equivalents, beginning of year	23,464	38,195
Cash and cash equivalents, end of year	14,878	23,464

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

Notes to Financial Statements for the year ended March 31, 2007

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.

The earnings of the Corporation are not subject to the requirements of the *Income Tax Act*.

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 future benefits and the estimated useful lives of capital assets are the most significant items for which estimates are used. Actual results could differ significantly from those estimated.

C) Cash and Cash Equivalents

Cash and cash equivalents consist of balances with banks and investments in money market instruments with terms to maturity of 90 days 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 recorded as assets at the nominal value.

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:

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

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.

K) Future Accounting Changes

The Canadian Institute of Chartered Accountants issued in January 2005 two new accounting standards that could impact the Corporation. These new standards came into effect for fiscal years beginning on or after October 1, 2006 and will be applied prospectively.

Section 3855, *Financial Instruments – Recognition and Measurement*, establishes standards for recognizing, measuring and classifying financial instruments. The Corporation will be required to classify its financial assets as held for trading, held-to-maturity, loans and receivables or available-for-sale and financial liabilities as held for trading or other than held for trading. Financial assets and liabilities classified as held for trading will be measured at fair value with gains and losses recognized in net results of operations. Financial assets classified as held-to-maturity, loans and receivables and financial liabilities other than those held for trading will be measured at amortized cost. Financial assets classified as available-for-sale will be measured at fair value with unrealized gains and losses recognized in other comprehensive income.

Section 1530, *Comprehensive Income*, introduces a new requirement to temporarily present certain gains and losses in other comprehensive income until it is considered appropriate to be recognized in net results of operations. In addition, all restricted donations and endowments will be included as part of other comprehensive income until such time that it is appropriate to recognize the amounts in income. The Corporation will be required to present a new financial statement titled Comprehensive Income to record such amounts until they are realized.

The Corporation is currently evaluating the impact of those new recommendations for fiscal year 2007-08.

3. CASH AND SHORT-TERM INVESTMENTS

(in thousands of dollars)

	2007	2006
Cash	5,265	2,767
Cash Equivalents	9,613	20,697
	14,878	23,464

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 or the National 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, 2007 was 4.30 percent (2006 – 3.74%) and the average term to maturity is 15 days (2006 – 36 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 overall portfolio yield as at March 31, 2007 was 4.30 percent (2006 – 3.73%) and the average term to maturity is 23 days (2006 – 12 days). 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 40,559 items this fiscal year (2006 – 60,435). 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 2007 (2006 – \$1.5 million) for the management, protection and conservation of its collections.

6. CAPITAL ASSETS

(in thousands of dollars)

			2007	2006
	Cost	Accumulated depreciation	Net book value	Net book value
Land	627	–	627	627
Renovation work in progress	65,610	–	65,610	71,140
Victoria Memorial Museum Building	42,261	5,773	36,488	–
Property under capital lease	35,040	10,907	24,133	25,124
Collection cabinets and compactors	3,570	1,113	2,457	2,559
Research equipment	3,148	2,263	885	1,057
Leasehold improvements	674	500	174	104
Technical equipment	412	346	66	65
Furnishings and office equipment	1,343	1,295	48	42
Building improvements	1,885	1,877	8	26
Computer equipment and software	3,410	3,372	38	9
Motor vehicles	30	30	–	–
	158,010	27,476	130,534	100,753

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
2008	3,500
2009	3,500
2010	3,500
2011	3,500
2012	3,500
Thereafter	68,250
Total minimum future payments	(1) 85,750
Deduct: Imputed interest	(53,628)
Present value of financing obligations	(2) 32,122

(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 8.35% is estimated at \$36 million.

8. EMPLOYEE FUTURE BENEFITS

i) Pension benefits

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

(in thousands of dollars)

	2007	2006
Corporation's contributions	1,781	1,752
Employees's contributions	757	819

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)

	2007	2006
Accrued benefit obligation, beginning of year	2,263	2,091
Expense for the year	258	266
Benefits paid during the year	(38)	(94)
Accrued benefit obligation, end of year	2,483	2,263
Short term portion	588	317
Long term portion	1,895	1,946
	2,483	2,263

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)

	2007	2006
Beginning balance	74,756	39,521
Appropriation used to purchase depreciable capital assets	31,661	35,732
Amortization of deferred capital funding	(880)	(497)
Ending balance	105,537	74,756

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)

	2007	2006
Beginning balance	1,154	1,200
Contributions received during the year	1,856	1,546
Amounts recognized in the year	(1,680)	(1,592)
Ending balance	1,330	1,154
Deferred contributions are comprised of:		
Funds restricted for programming purposes	1,222	1,052
Funds restricted for research purposes	101	97
Restricted endowment fund interest	7	5
	1,330	1,154

11. ENDOWMENT

The Corporation maintains an endowment in the principal amount of \$305,000 (2006 – \$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 \$13,128 (2006 – \$8,555) 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)

	2007	2006
Admission fees	375	55
Parking	155	115
Publishing royalties	64	75
Boutique and cafeteria leases	51	36
Rental of facilities	19	55
Publishing revenues	16	15
	680	351

13. PARLIAMENTARY APPROPRIATION

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

(in thousands of dollars)

	2007	2006
Appropriation approved:		
Capital and Operating Budget	59,145	55,569
Supplementary budgets	616	581
	59,761	56,150
Portion of parliamentary appropriation in current year deferred for future capital projects	(8,361)	(14,702)
Previous years appropriation used in current year to complete specific projects	14,487	23,044
Appropriation used to purchase depreciable capital assets	(31,661)	(35,732)
Amortization of deferred capital funding	880	497
Appropriation used	35,106	29,257

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 \$3,097,539 (2006 – \$5,148,226), and earned revenues totalling \$209,091 (2006 – \$438,749). 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, 2007, the Corporation has contracts for information systems and building maintenance services with a remaining value of \$8,210,000. Future minimum payments under these contracts are as follows:

(in thousands of dollars)

2007-08	4,861
2008-09	1,906
2009-10	1,443
2010-11	–
2011-12	–

As of March 31, 2007, 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 \$51,035,000. 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, 2007, 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 2006 comparative figures have been reclassified to conform to the 2007 financial statement presentation.

Canadian Museum
of Nature | nature.ca

Victoria Memorial
Museum Building
240 McLeod Street
Ottawa, Ontario

Natural Heritage Building
1740 Pink Road
Gatineau, Quebec

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

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