

PRESERVING OUR PAST.



SECURING OUR FUTURE.

2007-2008 ANNUAL REPORT

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MESSAGE FROM THE CHAIR AND PRESIDENT AND CHIEF EXECUTIVE OFFICER

This year, the Canadian Museum of Nature (CMN) has continued to fulfill its mission of connecting people with nature. It continues to provide Canadians with a means to explore our natural world and to understand their place in it. On behalf of the Board of Trustees and Staff, we are pleased to present this Annual Report for the period from April 1, 2007 to March 31, 2008.

Performance

Building on the success of previous years, the Museum has excelled in many areas. This year, with the opening of the revitalized West Wing of the Victoria Memorial Museum Building and its beautiful new galleries, emphasis was placed on increasing attendance and services to visitors. As a result, the number of Museum visitors increased by almost 18 percent, and the response to our new exhibitions has been one of awe and delight. Generated revenues from attendance and sale of Museum products grew substantially while our *Natural Partnerships* fundraising campaign exceeded expectations. Our scientists were again widely published and publicly recognized for the excellence of their research while across Canada and internationally the Museum continued to reinforce its position as a leader in climate change and Arctic studies.

International Polar Year ...

2007 saw the launch of International Polar Year (IPY), and the Museum added to its century-long legacy of Arctic activity with significant research initiatives. The data collected by our scientists in this past year in the Canadian north will be used to fuel further innovative research for years to come. IPY also provided a unique opportunity for the Museum to play host to students and scientists from around the world, helping to coordinate their visits to Canada and serving as a point of departure and return for their polar explorations. We were again a proud sponsor of the Students on Ice programme that took young Canadians on Arctic adventures of a lifetime. In the coming year, the Museum will continue to play an important role in IPY activities, helping to secure Canada's position of leadership in areas of polar conservation and preservation.

... and Many Other Successes

By 2007, *The Gee!* in Genome educational project had reached over 1.5 million visitors, demonstrating the sustained drawing power of the Museum's programming. The Museum's approach to expanding its audience reach through initiatives such as its travelling exhibitions, suitcase shows and interactive presentations continues to set trends in the global museum community and to connect people with nature, no matter where they live in Canada.

Use of the new gallery space at the Victoria Memorial Museum Building for temporary and special exhibitions continued to reinforce the importance – and success – of the building's restoration. The display of work by leading artists on themes of nature and the environment has proven to be extremely popular, and the signature galleries continue to draw the attention of all visitors.

The Museum continued to expand its use of technology to reach audiences across Canada. A successful videoconferencing programme took the Museum's scientists and specialists directly into schools and classrooms. Our Web site, nature.ca, was significantly enhanced with new interactive features and new content, increasing its relevance to users and its utility as a learning and teaching aid.

While the public face of the Museum, through its exhibitions and educational programmes, is highly visible, the work by the Museum's scientists and collections staff is essential for expanding knowledge and understanding of nature and the environment. Fieldwork took our researchers to many parts of Canada where they investigated the impact of climate change and pollution, collected specimens, and added to a growing body of knowledge that is used by scientists around the world. Staff at the Natural Heritage Building continued to make the Museum's collections more accessible, and this year almost three million specimen records were accessed through our on-line data service.

Partnerships

The Museum continued to emphasize its participation as a proud member of the Alliance of Natural History Museums of Canada (ANHMC), again hosting the

The Canadian Museum of Nature is a **special place**. Through a strange alchemy, its collections of bones and fur, rocks and feathers are animated with the **laughter of children** and the questions of scientists. Within its walls, **knowledge** is unleashed and a doorway to **information** about our natural world is **opened for all to enter**.

Alliance's annual general meeting and contributing to many national initiatives. The ANHMC provides a tangible mechanism for extending the impact and benefit of our limited resources while better sharing our information and knowledge base. Through the ANHMC, the Museum is able to access and support travelling exhibits such as *Fatal Attraction* and *Ice Age Mammals*, which continued to prove highly popular throughout the year. Our participation in the Canadian Association of Science Centres and the Canadian Museums Association provide important opportunities for the CMN to contribute to the evolving role of museums in Canada.

Challenges

In July, 2007 at the request of the Government of Canada, the Canadian Museum of Nature conducted an in-depth review of the funding, relevance and performance of its programmes and spending. This comprehensive review process was designed to assess the efficiency and effectiveness of our operations, as well as our institution's alignment to government priorities. The results of this Strategic Review will be reflected in future Corporate Plans and reports, as will the outcome of the 2008 policy review by the federal government of its role and the nature and level of its support in funding Canada's national museums.

The 2008 federal budget announcement of an investment to address operating and infrastructure pressures is welcome news. The Museum is currently

clarifying the parameters of this investment, in light of its urgent and pressing need for additional funds to operate its two facilities.

Looking to the future, the Museum is actively involved in consultations and the preparation of a new five year strategic plan for the 2009-2014 period. The consultations have confirmed that Canadians continue to see the Museum as a credible and effective source of information on Canada's natural history, with a special emphasis on understanding the impacts of environmental change over time. This foundation will guide the Museum in establishing new strategies and initiatives. As our world changes, so too will the Museum change to reflect the needs and interests of Canadians.

Countdown to 2010

We are pleased to report that the renewal of the Victoria Memorial Museum Building continues to be on schedule, with plans for the grand re-opening of the Victoria Memorial Museum Building in 2010 already under way. This year, the immense revitalization effort is showing tangible rewards with enhanced operations and the significant increase in visitors. Work on the East Wing and Central Core has progressed smoothly.

2010 is also International Biodiversity Year, and the Museum is preparing its contribution to this milestone by preparing new exhibitions and pursuing important research initiatives.



About Nature ... and about People

The successes of the past year could not have been achieved without the contribution of many people. Museum employees, of course, continue to serve as the catalyst for progress and change. Through their efforts, the Museum continues to grow in popularity and reputation, in Canada and around the world. We also extend our heartfelt thanks to the many volunteers, both new and long-standing, who have helped us welcome visitors, engage students and contribute to our important research and collection development programmes.

This year, three new Trustees joined the Board: Dr. Dana Hanson of New Brunswick, Lise des Greniers of Quebec, and Jeffrey Turner of Ontario. We welcome them as we extend our thanks to Johanne Bouchard of Quebec, Roy Piovesana of Ontario, and Anne Wallace of Saskatchewan, who are retiring from the Board after many years of service.

The significant support provided by our corporate and institutional partners and the ongoing generosity of our sponsors and donors has allowed our Museum to continue to deliver award-winning programmes on site and in classrooms, homes and public venues across Canada. We thank you for your continued patronage.

Throughout this year's Annual Report, we have featured some of the significant achievements and accomplishments of the Museum and its people. As you will see, we have completed a challenging yet successful year that has prepared us well for future success. We enter the new fiscal year with exciting plans, important objectives, and renewed vigour.

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

Joanne DiCosimo
President and Chief Executive Officer

PERFORMANCE HIGHLIGHTS

Photo: Bernard Leblanc



■ International Polar Year

The Museum continued its long history of Arctic research in 2007-08 by actively contributing to International Polar Year (IPY) initiatives. Museum researchers participated in ocean studies, sample collection, and analysis of data to feed into the collective knowledge gained from the IPY programme. The Museum also continued its support of the Students on Ice programme for a seventh consecutive year.

Photo: Don Hammond



■ Travelling Exhibitions Programme

This year, the Museum's eight full-sized travelling exhibitions were showcased at 31 Canadian museums and science centres and reached approximately 1.4 million people. For example:

- *The Gee!* in *Genome* launched its second three-year national tour in March 2008.
- *On the Labrador: photographs by Arnold Zageris* opened at the Museum in July 2007 and at The Rooms in St. John's, Newfoundland in January 2008.
- *Ice Age Mammals*, opened in Drumheller at the Royal Tyrrell Museum of Palaeontology and in Winnipeg at the Manitoba Museum.
- *Fatal Attraction* was featured at the Biodôme in Montreal and Science North in Sudbury.

Photo: Jean Lauriault



■ Scientists in the Field

Museum scientists led field research that focused on the study of Arctic marine life, Arctic sea ice, and climate change. In Saskatchewan they helped communities understand the ecology of the Frenchman River. They also discovered new dinosaurs in China and important minerals in Sweden.

Photo: PCL Construction



■ Victoria Memorial Museum Building Renewal

The renewal of the Victoria Memorial Museum Building continues, with construction on track for completion in 2009 and the re-opening of the fully renovated Museum in 2010. In 2007-08, work continued on restoring the building's East Wing and Central Core. The renovated West Wing and South Addition were re-opened in October 2006. Although only 50 percent of the Museum is open, attendance has rebounded to pre-construction levels, with several special exhibitions being hosted in the new temporary gallery spaces in the West Wing.

Photo: Martin Lipman



■ The Alliance of Natural History Museums of Canada

The Museum continued active membership in the Alliance of Natural History Museums of Canada (ANHMC) throughout the year, hosting its Annual General Meeting in September, supporting development of the "Polar Perspectives" series of lectures and forums, and jointly advancing issues of importance to national, scientific and governmental bodies.

The Museum was proud to have Dr. Francis Cook, Curator Emeritus, receive the ANHMC's first award for exceptional contributions to the study of museum-based natural history in Canada.

Photo: Laurie Consaul



■ Accessible Collections

This year, the Museum added more than 80,000 specimens to its collection of Canadian flora and fauna. More than 3 million botanical records were retrieved and over 116,000 specimen data sets were downloaded from the Museum website, helping scientists across Canada and around the world conduct natural history and environmental research.

The new CD-ROM, *Flora of the Canadian Arctic Archipelago* was published, providing a beautiful reference guide to the flowering plants and ferns of the Canadian Arctic islands.

A LONG AND PROUD HISTORY

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

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

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

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

■ First purpose-built national museum

Commissioned by Sir Wilfrid Laurier, the Victoria Memorial Museum Building commemorates Queen Victoria, who died in 1901. The building opened its doors to the public in 1912 with spectacular exhibits of

Canadian minerals, birds and fossils in beautiful new display cases. The skeleton of *Edmontosaurus* was the first dinosaur mounted for public display in Canada in 1913 and is now on view in the new Talisman Energy Fossil Gallery. The bulk of the Museum's collections of dinosaurs were discovered by Charles M. Sternberg in southwestern Alberta.

■ Parliamentary connections

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

■ New beginnings

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

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

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

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



“No man has done as much to bring Canada before the notice of the outside world and no man is more deserving of being held in remembrance by the people.”

Source: http://gsc.nrcan.gc.ca/hist/logan/index_e.php

Focus on ... Sir William Logan 1798 – 1875

Sir William E. Logan, adventurer, artist, and father of the Canadian Museum of Nature, was born in 1798 to an upper middle class Montreal family.

Educated in Scotland, Logan began his career in London at his uncle's counting house. In 1831, his uncle sent him to Wales to manage a copper-smelting company. Here Logan's keen interest in geology was triggered and he became an enthusiastic amateur geologist.

In 1841, when visiting Montreal, Logan applied to be the first Director of Canada's Geological Survey. A colourful, well-liked man with a knack for hiring dedicated and competent people, Logan went on to direct the Survey for over a quarter-century. He guided the organization through its formative years and laid the foundation for decades of further work.

For his life-long dedication to research and leadership, Logan was made a Fellow of the Royal Geological Society of London and later received its highest honour – the Wollaston Palladium Medal. The mineral Weloganite and Mount Logan, Canada's highest mountain, are both named for him. From France he received the Cross of the Legion of Honour and in 1856 Logan's knighthood was bestowed on him by Queen Victoria.

Also in 1856, Logan was authorized to “establish a Geological Museum at some convenient place which shall be open at all seasonable hours to the public” – which he did at the Geological Survey's headquarters in Montreal. In creating this Geological Museum, Sir William Logan planted the seeds from which the Canadian Museum of Nature has grown.

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

Cross-Canada consultations and a comprehensive strategic planning process 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 to mark the Museum's 150th anniversary.

PERFORMANCE AGAINST
OBJECTIVES IN 2007-08



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 a 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*.

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

Public Education

- Work continued on the development of the new public education environmental projects on Water and Minerals to be launched in 2010. Client satisfaction surveys undertaken for the newly installed permanent exhibitions in the West Wing (the Fossil Gallery and the Bird Gallery) noted that overall visitors were extremely satisfied with the exhibitions with an average rating of 87.5 percent.
- Special exhibitions mounted at the Museum during this period included:
 - *Eco Mondo* – an exhibition about the effects of environmental health on human health developed by the Biodôme de Montréal in partnership with the Canadian International Development Agency (CIDA), the International Development Research Centre (IDRC), and *Environnement Jeunesse*.
 - *Ikebana: Renaissance* – an annual exhibition showcasing the ancient art of Japanese floral design.
 - *The Language of Nature* – an installation of photographic work by Montreal-based visual artist Susan Coolen exploring the shapes, forms and groupings of nature specimens.
 - Arrangements were made with the Portrait Gallery of Canada for the Frederick Varley exhibition, scheduled for May 23 to July 1, 2008.
- The travelling exhibitions programme expanded in 2007-08 and reached 31 venues with a range of products and services in museums and science centres across Canada. Twenty-one travelling exhibitions reached approximately 1.4 million Canadians in 2007-08.
 - *The Gee!* in *Genome* – Canada's first national travelling exhibition on genomics, re-opened at the Museum in July 2007 after completing a three year national tour. Phase two was launched in March 2008 at the Telus World of Science Edmonton to begin a second national three-year tour, again with the generous support of Genome Canada.
 - *On the Labrador: photographs by Arnold Zageris* – An exhibition about one of Canada's remote natural regions, opened in Ottawa July 2007 and was on display until January 2008. The exhibition opened at The Rooms in St. John's, Newfoundland in January 2008 with plans to travel to Labrador in April 2008.
 - *Ice Age Mammals*, produced in partnership with the Royal Tyrrell Museum of Palaeontology, the Yukon Beringia Centre and Montreal Science Centre opened successfully in Drumheller at the Royal Tyrrell Museum and in Winnipeg at the Manitoba Museum.

Client satisfaction surveys taken this year indicate that visitors were “extremely satisfied” with the newly installed Fossil and Bird Galleries in the renovated West Wing.



In the newly re-opened West Wing of the Victoria Memorial Museum Building, the Museum hosted several special exhibitions. Opening in July, *On the Labrador: photographs by Arnold Zageris*, explored one of Canada's beautiful and remote natural regions. The CMN plans to tour the popular exhibition for three years across Canada and internationally.



In 2007-08, the Museum continued to expand its travelling exhibitions programme, reaching more Canadian venues with a wide range of products and services.

The travelling suitcase programme *From Dinosaurs to Mammals*, for example, continues to be circulated in cooperation with Talisman Energy Inc. The contents of this suitcase exhibition fit on two six-foot-long tables and include educational panels, illustrations, a portable computer, information sheets, and various real and cast specimens – a deer skull, rocks containing fossils and rare metals, pieces of meteorites, and dinosaur bones.

All eight of the Museum's popular "travelling suitcase" exhibitions are available on loan to museums, zoos, art galleries, exhibition centres and other public institutions.

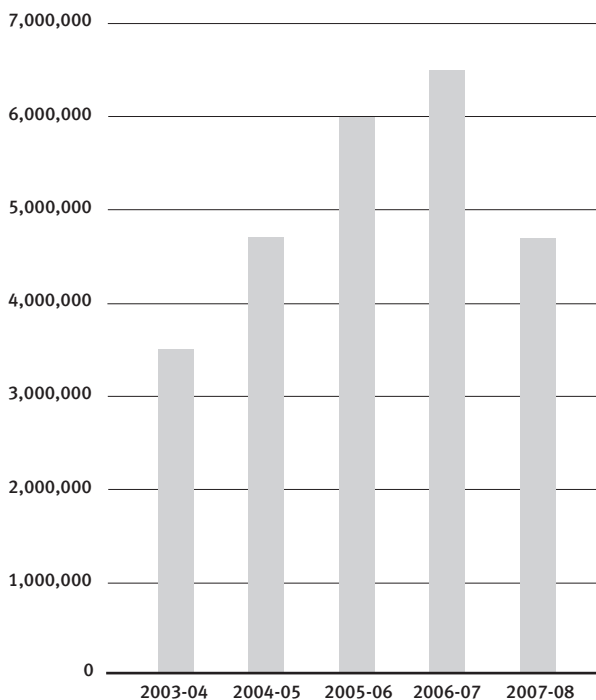
- Educational programming was delivered for various audiences, both on site and through outreach initiatives. Environmental workshops linked to the Ontario and Quebec curriculums were offered at the Museum to 6,400 students in grades K-12, an increase of 68.7 percent from 2006-07. Guided tours increased by 92.7 percent and the number of school visits increased by 53.2 percent. Other services offered to schools included workshops for pre-service teachers, portable teacher's kits, Web-based educational resources, and a videoconferencing programme for high schools.
 - Public programming included interpretation, hands-on activities, a public lecture series, and pre-school programmes. A Café Scientifique series was delivered in Ottawa and Gatineau, bringing Museum programming to new audiences at restaurants and pubs. Community programming was offered in collaboration with local organizations specializing in art, theatre, dance and storytelling. Special programmes were offered for Asian Heritage Month and the National Wildlife Festival.
 - Work began on the development of the concept for the Museum's Discovery Project, and on a plan for national environmental programming associated with the Water Project.
 - The Museum piloted a successful videoconferencing programme to schools through a Telus Ottawa Community grant in 2007-08. The success of this project resulted in a decision to launch a slate of 24 videoconferences and outreach programmes to schools in 2008-09.
 - An environmental educational project proposal was developed and submitted to the International Polar Year Outreach and Communications Programme.
- “This was a fantastic experience...
I really learned a great deal about
the environment. I love nature!”
- “We are a special needs class...
From the moment we entered, there was
something to do! I was very impressed with the
new facilities and the resources!”



Focus on ... Connecting with Students

A key part of the Museum's vision of connecting people with nature is connecting with students. At the Victoria Memorial Museum Building, the Museum offers workshops, movies and do-it-yourself tours that help to support study programmes at all levels. For connecting with students in their classrooms, the Museum has a suite of curriculum-based resources that make learning about nature both fun and interesting. The Museum Education staff provide teachers with lesson plans, activities and kits that include visual supports and real specimens. Videoconferencing allows students to visit the Museum's research labs and collections facilities – and to speak with the Museum's scientists – without ever leaving school.

Unique Web site visits



- While the overall number of visitors to the CMN site nature.ca was lower by 27.6 percent from 2006-07, the length of time visitors spent at the site increased by 17 percent. The popularity of the nature.ca/genome site also continued to grow. The decrease in number of site visitors may be due to several factors, including more rigorous tracking of Web site activity and the growing popularity of Web 2.0 services such as YouTube and Facebook. Comparable Canadian and international museums have experienced similar decreases. The CMN is reinforcing its efforts to add new rich content and piloting new approaches using Web 2.0 services in order to address these new challenges.

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

- The Museum added 80,000 specimens to the national collection in the past fiscal year based upon a collection development strategy that is being developed in cooperation with the Alliance of Natural History Museums of Canada. This collaborative strategy will enable the Museum to concentrate collections development in areas where the Museum has particular strengths and expertise.
- The creation and maintenance of electronic specimen records remains an essential part of the Museum's strategy to provide enhanced access to the collections for researchers and scientists. In addition to generating records for newly acquired specimens, Museum personnel posted all records for botanical specimens on the Global Biodiversity Information Facility (GBIF) network servers. This action significantly increased accessibility of collection records, with the number of retrievals growing from 400,000 records per year to almost 3 million record retrievals in 2007-08. Similar efforts to make data for specialized collections (such as tissue samples and DNA sequences) more accessible have become a larger part of the Museum's activity.
- More than 116,000 specimen data sets were downloaded from the Museum Web site in 2007-08 by scientists conducting natural history and environmental research.
- CMN was successful in securing a grant of over \$70,000 from the Department of Canadian Heritage in support of its acquisition of a significant collection of 78 gems and 11 mineral specimens from Quebec.
- Through the operation of the 3D Centre, it has been possible to create virtual three-dimensional models of select museum specimens and provide access to specimens for researchers, exhibition personnel and educators for a variety of uses within the museum and scientific communities.



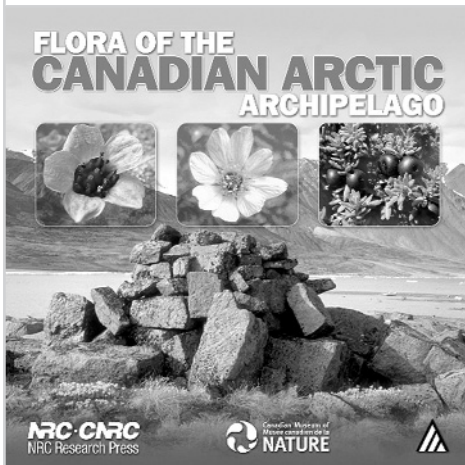
The Museum's 3D Centre, housed at the Natural Heritage Building, continues to receive attention for its unique expertise. The Centre uses leading three-dimensional laser scanning technology to create archival quality, true-colour digital records of artifacts and specimens. These 3D images help to preserve rare and fragile objects while allowing unlimited visual access by researchers.

This year, the 3D Centre's work included the scanning of a wax model reconstruction of the skull and mandible of a recently discovered lizard-like animal that may represent a transition in the development of early mammals. The Centre also worked with Carleton University's Flight Dynamic Group to scan locust wings with the goal of testing the insect's flight dynamics.

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

Research

- The CMN research programme engages the public in many ways. Research scientists write natural history books for children and adults, give popular talks, answer public enquiries, put on science demonstrations, teach students, help develop exhibits, help communities study their own natural history, and give interviews to the media. They collaborate with governments and universities, contribute to policy development and serve on national and international committees. Examples of these contributions are:
 - *Flora of the Canadian Arctic Archipelago*, a CD-ROM co-published with NRC Press will increase the knowledge of the biodiversity and distribution of Canada's Arctic plants. This will set a baseline for measuring changes caused by climate warming, alien introductions, and other human impacts.
 - *Sea Monsters*, a children's book that looks at marine creatures past and present, authored by a Museum palaeontologist. This popular publication has resulted in numerous media interviews and public talks.
- Fieldwork in Canada and internationally enhances Museum collections, increases understanding of the natural world and enables prediction of environmental change. It assists in the development of policy for conservation and helps industry find marketable products (e.g. from new mineral discoveries). It is the foundation for generating new ideas and teaching the public about Canada's natural history, how it evolved, how it works and its vulnerabilities.
- This year, Museum scientists led field research that studied the response of Arctic marine life to disturbance, the importance of Arctic sea ice to the ocean's primary producers, and the diversity of life in the Arctic in the past when the ocean was much warmer (as a way to predict climate change effects). Museum scientists working in the field also discovered new dinosaurs in China and economically important minerals in Sweden, and assisted Saskatchewan communities in understanding the ecology of the Frenchman River.
- Through fieldwork, research staff added to the national collection, published peer reviewed papers, technical papers and popular articles, and were participants and keynote speakers at conferences and symposia in Canada and abroad. They gave videoconferences with schools, taught university courses, and supervised university students, contractors and volunteers.



Focus on ... The Flora of Canada's Arctic Islands

Flora of the Canadian Arctic Archipelago is a new CD-ROM written and edited by Museum botanists.

This comprehensive scientific guide to the 349 flowering plants and ferns in the Canadian Arctic islands includes descriptions of each plant, information about their distribution, and more than 3,000 line drawings and colour photographs. It also offers interesting historical references and noteworthy details on Arctic plant use by indigenous peoples.

Published by the Canadian Museum of Nature and NRC Press, *Flora of the Canadian Arctic Archipelago* can be purchased from the Museum's on-line catalogue at nature.ca

- Museum mineralogist Joel Grice was listed among the world's Top Ten most cited authors in the geosciences over the last ten years. He was also part of a research team that identified a new mineral that was listed in Time Magazine's Top 10 list of most significant scientific discoveries in 2007.
- New programmes on polar bear adaptations were developed for the Museum Web site in response to the growing public concern and interest in the bears and in the Arctic environment.

PERFORMANCE MEASURES	TARGETS	2007-08 ACHIEVEMENTS
Educational programmes are a key source of relevant information about the environment.	Achieve 75% of desired attributes by 2011-12.	The Genome project achieved acclaim as one of the CMN's most successful projects demonstrating 78% of the desired attributes.
Web site visits.	5.2 million	4,697,273
Number of accessible electronic collection records.	759,000 collection records accessible by 2011-12.	608,092 electronically accessible records.
Usefulness of the Museum's collections.	10,000 transactions per year by 2011-12.	10,005 transactions.
Refereed publications by staff on issues of relevance to Canadians.	32 per year.	60

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

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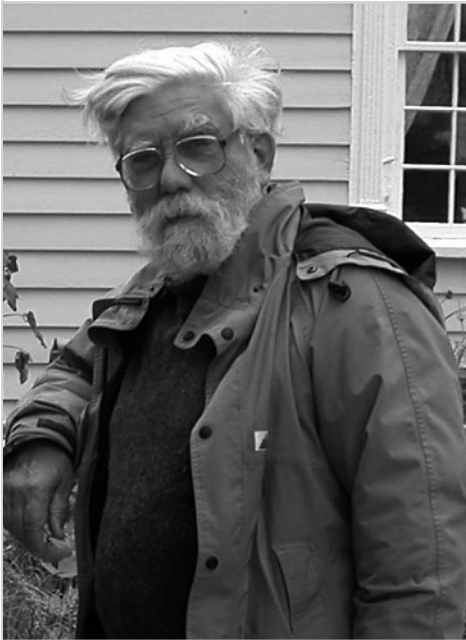
OBJECTIVE

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.

Alliance of Natural History Museums of Canada

- As an active member of the Alliance of Natural History Museums of Canada, the Museum undertook a number of collaborative projects to help fulfill its commitment to addressing issues of relevance to Canadians and to working in partnership. To mark the International Polar Year (IPY), “Polar Perspectives”, a series of public lectures and youth forums, was developed as a national public outreach project on climate change, with Alliance partners and with the educational organisation Students on Ice. A proposal for funding was developed and submitted to the IPY office.
- The travelling exhibition *Fatal Attraction* continued to tour on behalf of the ANHMC and reached two Canadian venues: the Biodôme in Montreal and Science North in Sudbury. It will open at the Manitoba Museum in June 2008. Total visitation for the three year tour is estimated at 300,000.
- The Museum hosted the ANHMC’s Annual General Meeting, where the approach to the national collections development strategy was approved. This strategy will provide guidance for member museums, avoid duplication of effort and expense, and ensure that gaps in the collections record will be addressed. Member museums’ collections serve as the authoritative source of information on Canada’s flora, fauna and geological and fossil history.
- The Museum and the ANHMC were successful in advancing an important question for consideration by the Council of Canadian Academies. The subject “State and Trends in Biodiversity Science in Canada: Are we Equipped to Understand the Challenges of our Biodiversity Resources?” will be investigated during the course of the next year. The results will potentially have major implications for the science conducted in natural history museums across Canada.
- The *Ice Age Mammals* exhibition continued its cross-Canada tour. Produced by the CMN, in partnership with the Royal Tyrrell Museum of Paleontology, the Yukon Beringia Centre and the Montreal Science Centre, it opened in Drumheller at the Royal Tyrrell Museum and in Winnipeg at the Manitoba Museum.
- CMN, with the ANHMC, developed content for the annual one day ANHMC Science Forum as part of the Canadian Museums Association Conference scheduled for April 2008 in Victoria.



Focus on ... Dr. Francis Cook

The Alliance of Natural History Museums of Canada presented its first national award for exceptional contribution to the study of natural history in Canada to Dr. Francis Cook.

Dr. Cook was the curator of the Canadian Museum of Nature's herpetology collection for over three decades. Officially retired since 1994, Dr. Cook still comes every week to the Museum to work in the collections, respond to inquiries and help record information for the database. Asked why he continues to work in his retirement, he laughs, "I still have a lot of stuff I didn't finish. I'm just not done!" He has spent a lifetime contributing to the Museum's collections. He proudly notes that "There were 14,000 specimens of reptiles and amphibians when I started and 133,000 when I retired."

Dr. Cook's *Introduction to Canadian Amphibians and Reptiles*, published in 1984, was the first guide to cover all Canadian amphibian and reptile species in one volume. He is currently working on an update of the book.

Develop and implement national strategies in collaboration with the Canadian Museums Association, the Canadian Association of Science Centres and Students on Ice.

- Museum staff continued to participate in conference planning committees for the Canadian Museums Association, providing expertise and support for session development. Staff also represented the Canadian Museum of Nature at all of the provincial museum association meetings held this past year.
- Museum staff continued to work with the Canadian Association of Science Centres (CASC) to develop new initiatives and, with the Board of Trustees, participated in CASC's Annual Conference in Edmonton in June 2007.

Students on Ice

- On August 3, the Museum hosted the launch of the annual Students on Ice expedition to the Arctic, continuing the Museum's partnership with this unique programme for a sixth consecutive year. The Museum coordinated the planning of a national lecture series and related youth forums in connection with the International Polar Year (IPY) in partnership with Students on Ice (SOI). The project is supported by Canadian Geographic and the Royal Canadian Geographical Society and has been recognized by the national IPY Committee.

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.

Federal Partners

- The Museum worked with the Department of Fisheries and Oceans and the National Research Council Canada to develop public relations strategies for the publication of *Arctic Marine Fishes*, expected in 2009. The Museum's fish scientists are significant contributors to this reference book.
- A partnership agreement was signed with Parks Canada to develop a travelling exhibition on water ecosystems. The exhibition is part of the Museum's National Water Project, which includes a signature gallery to open in 2010.
- The Museum is working with the Portrait Gallery of Canada to host a late spring exhibition of portraits by Group of Seven painter Frederick Varley at the Victoria Memorial Museum Building.
- The Federal Biodiversity Information Partnership, of which the Museum is a founding member and past Chair, is working to produce a Memorandum to Cabinet to support Canada's work to fulfill its commitments under the International Convention on Biological Diversity.
- Working with Environment Canada, the Museum is now represented on the committee for the development of a North American plan for the conservation of the Monarch butterfly.

PERFORMANCE MEASURES	TARGETS	2007-08 ACHIEVEMENTS
Undertake national projects and activities with the ANHMC addressing issues of relevance to Canadians.	Undertake two (2) projects / activities with the Alliance in 2007-08.	The Museum has been active on a variety of fronts with the ANHMC and has met its 2007-08 targets.
Degree of success of projects developed jointly with the ANHMC.	Increase collaboration with ANHMC.	Collaboration with ANHMC met expectations for 2007-08.
Participation in the Canadian Museums Association and the Canadian Association of Science Centres.	Increase participation in the CMA and CASC through presentations, participation in special interest groups, organizing committees, etc.	Museum staff participation in CMA and CASC activities was lower compared to the same period last year due to inconsistent conference dates and fiscal reporting periods.
Products, publications and services created through partnerships with federal agencies and portfolio partners.	Maximize the number of products created.	Six products have been created.

Focus on ... Students on Ice

For six years, the Canadian Museum of Nature has supported the Students on Ice programme, which takes high school students from around the world on an adventure in Canada's Arctic.

This year, 75 students joined a team of 30 Canadian and international scientists in a two-week educational expedition that took them to Inuit communities, wildlife settings and historic sites. Topics studied during the expedition included marine biology, earth sciences, sustainable development, Inuit culture, environmental issues and Arctic sovereignty.

To launch their journey, the Museum hosted the students in a behind-the-scenes tour of the national collections at the Natural Heritage Building in Gatineau, a "100-mile" barbecue featuring food from within 100 miles of the building, and presentations by international dignitaries, Museum polar scientists, Inuit and environmental leaders.

During their trip, the students were kept busy observing wildlife including polar bears and walrus, learning first-hand about the effects of climate change on the Arctic ecosystem, and participating in "hands-on" educational and research activities. Their stories can be found at www.studentsonice.com.



Photo: Trevor Lush

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 the practice of engaging its key audiences through its exhibitions, public programming and the Web. The Museum will be recognized as a valued contributor in the development of public and government policies.

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

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

The Museum has underway several annual forums to discuss, debate and share information about the environment, including:

- The Agora Research Initiative, an on-line collection of lesson plans on climate change and the Arctic, launched with other members of the Canadian Heritage Information Network.
- *The Gee! in Genome*, which encourages discussion about the ethical and social implications of the cutting-edge science associated with DNA, genes and genomics.
- Forums to mark special events such as the 2007 Wildlife Festival, Oceans Day/Week and the BioBlitz coordinated annually by the Museum’s Canadian Centre for Biodiversity (CCB).

The Museum assists in the development of public policy on natural history issues in a number of ways. This past year:

- As the Canadian Secretariat, the Canadian Centre for Biodiversity co-ordinated Canadian participation in the International Union for the Conservation of Nature (IUCN) including preparations for the 4th IUCN World Conservation Congress (taking place in October 2008).
- The CCB also coordinated several international projects under the auspices of the IUCN including the Global Plant Conservation Strategy.
- Research and collections staff shared their expertise, participating in meetings and reviewing status reports for sub-committees of the Committee on the Status of Endangered Wildlife in Canada (COSEWIC).
- A strategy to introduce butterfly gardens into primary level classrooms was initiated by the CMN with the University of Ottawa’s Department of Education, to train teachers on biodiversity.

PERFORMANCE MEASURES	TARGETS	2007-08 ACHIEVEMENTS
New forums developed, implemented and made accessible to encourage engagement of Canadians.	Develop two (2) new forums for 2007-08.	Two new forums were developed: A pilot videoconference with TVOntario and an on-line Learning Object Collection on topics related to climate change and the Arctic was released for pilot evaluation.
Museum provides expertise to assist in the development of public policy.	Contribute to 20 national and international organizations.	The Museum has contributed to 21 associations related to environmental change.
Museum activities assist in the development of public policy options.	Museum is active in two (2) activities that will provide options on public policy.	The Museum has developed public policy options with the ANHMC and the Federal Biodiversity Information Partnership Working Group.

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

4

OBJECTIVE

An HR 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.

- The Human Resources Management Framework for the Museum has outlined for the period under review the strategies and action plans to continuously improve the competencies and capabilities of the Museum staff, particularly through succession planning, leadership/career development and addressing the issues identified in the 2006 Employee Survey. The Museum is on track to complete these action plans. The Action Learning Team, has, for the past six months, been working on the development of leadership competencies with the assistance of a coach and internal mentors. The team's project is to develop a plan for greening the operations of the CMN.
- Strategies to improve the recruitment and capacity of volunteers have been implemented. This has resulted in a significant increase of more than 20 percent in the number of volunteers, which has led to an enhanced and expanded volunteer contribution to the Museum.

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

- The partnership framework in place for the past three years was reviewed. Reports on 17 partnerships were reviewed in the context of the Partnership Guide, Partnership Policy and the objectives of partnership agreements. Three partnership agreements reached their first anniversaries in fiscal year 2007-08 and the assessment provided a combined average score of 61.7 percent. Ratings could have been improved by increasing the return on investment, leveraging, partner involvement and risk-sharing.
- A new strategy is being developed for future partnerships, building upon the lessons learned in the past three years and working towards the desired partnership rating of meeting 75 percent of the criteria by 2011-2012.

Photo: Katherine Day



Focus on ... Volunteers

Volunteers are a vital part of the Canadian Museum of Nature. They offer ideas, creativity, skills and support. They share their knowledge and passion for nature with school groups and the public. They help care for the Museum's collections, advance natural history research, and support numerous projects behind the scenes.

In 2007-08, 204 people volunteered at the Museum. We thank them for their contribution, dedication and enthusiasm.

PERFORMANCE MEASURES	TARGETS	2007-08 ACHIEVEMENTS
Professional development days undertaken by staff.	4 days of professional development per employee.	3.22 days per employee which is lower than the target.
New partnerships undertaken.	Increase partnership value by achieving 75% of desired criteria by 2011-12.	Partnerships achieved a combined average score of 62%.

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 requirements, design and construction.

- Phases 2 and 3 of the renovation project were completed and the West Wing re-opened to the public on schedule in October 2006. The project is on time, on budget and within scope. To date, 95 percent of the project has been tendered and almost 60 percent of the overall construction is complete. Substantial completion of Phases 4 and 5 of the project is on track for the Summer of 2009. During the period under review, the Museum has managed several challenges related to unexpected labour strikes, changes in legislation pertaining to the rehabilitation project and unexpected site conditions. In addition, the Museum has taken the opportunity to review the functional programme and requirements based upon the lessons learned in the re-opening of the renovated West Wing.

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

- A TM/Vista application in the new admissions system has been upgraded.
- Three exhibitions were offered in the 3rd floor temporary gallery spaces – the *Eco Mondo* travelling exhibition from the Biodôme de Montreal, *On the Labrador* by photographer Arnold Zageris and an exhibition by Montreal-based visual artist Susan Coolen.

All three exhibitions encouraged visitation to the Victoria Memorial Museum Building and the Museum continued to remain open throughout the Renewal Project.

- Preliminary design options and a marketing plan for the Water Gallery were developed and preparation of the blue whale skeleton continued for the 2010 opening of this signature exhibition.

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.

- Visits to the Museum increased in fiscal 2006-07 with the re-opening of the West Wing and the new gallery spaces and visitor amenities. In fiscal 2007-08, the number of visitors to the Museum increased by a further 17.6 percent despite the downward trend in visits to some of the other museums across the National Capital Region for the 4th quarter of 2007-08.

PERFORMANCE MEASURES	TARGETS	2007-08 ACHIEVEMENTS
VMMB physical and programming renovation completed on schedule.	Phases 4 and 5 of project reach completion by 2009-10.	Substantial completion of phases 4 and 5 is on schedule.
Number of visitors to the Museum galleries.	Maintain an attendance level appropriate to the site conditions.	235,495 visits to the VMMB and 2,521 visits to the NHB.
Market share of visitors to national museums in the National Capital Region.	Maintain a market share of 15% by 2011-12.	Average market share of 7.5%

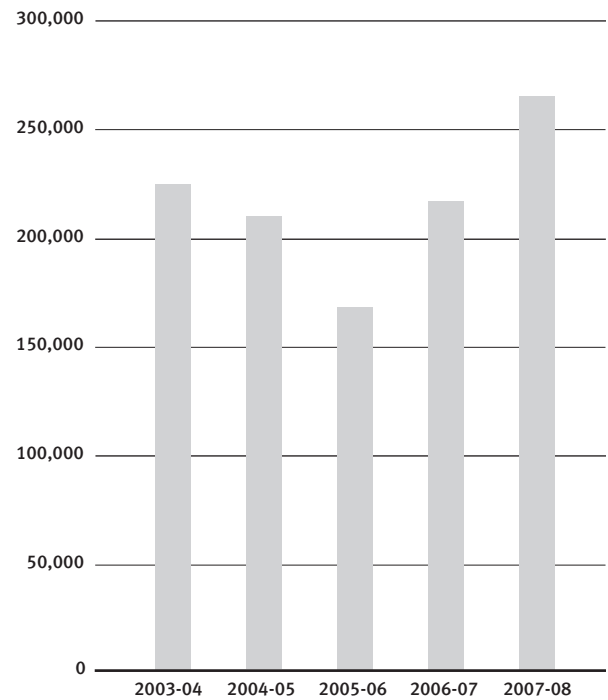
Image: PKG Joint Venture Architects



Image by PKG Joint Venture Architects showing the planned glass lantern to be constructed as part of the rehabilitation of the Victoria Memorial Museum Building.

Audience Reach

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



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.

Real property

- In light of the increasing gap in funds available to cover the growing costs of operating its two facilities, the Museum has worked concertedly to review and further reduce all facilities operating costs. The completion of the upgraded mechanical and electrical infrastructure at the VM MB has now enabled the Museum to consider outsourcing to the private sector the building operations and maintenance functions for the two buildings, a function previously performed by Public Works and Government Services Canada due to the particularly difficult building operation and maintenance conditions at the VM MB. A Request for Proposal for a private sector building maintenance and operation service provider was developed during this period, and a new provider was engaged for April 1, 2008.
- The Museum reviewed and updated its Long Term Capital Plan. The programme of capital repairs funded through the welcome infusion of \$2.8 million over four years for urgent health and safety repairs at the Gatineau facility also proceeded as planned.

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

- During 2007-08, the Canadian Museum of Nature conducted an in-depth review of the funding, relevance and performance of its programmes and spending to ensure efficiency, effectiveness, and alignment to government priorities. The results of this Strategic Review will be reflected in future reporting, along with the results of a policy review by the Government of Canada on the government's role and the nature and level of its support in funding Canada's national museums.
- Three meetings of the CMN Board of Trustees were held during the year, including a meeting in Edmonton in June 2007 and meetings in Gatineau in September 2007 and in January 2008.
- The Museum continued with a strategic planning and consultation process to develop a new five year strategic plan for the period 2009-10 to 2013-14.
- In preparation for the re-opening of the fully renovated VM MB in May 2010, the Museum is conducting several strategic reviews regarding attendance patterns and preferences at the VM MB and opportunities for better utilisation of the renovated spaces.
- The Museum reviewed and assessed the implications of several new accounting standards on its operations.

Maintain and improve Museum information management systems and services.

Information Management systems/services

Within the framework of the new IT services contract, the Museum undertook several planned enhancements to its IT infrastructure:

- A major project was initiated to upgrade the Natural Heritage Building network infrastructure to match the standards achieved with the new infrastructure installed in 2006 at the Victoria Memorial Museum Building.
- Several technology projects were completed including the deployment of the VMMB Exhibitions System content server, the deployment of an updated security system and server at the Natural Heritage Building (which mirrors the system in place at the Victoria

Memorial Museum Building), the final configuration of the VMMB Building Automation System, the rollout of 60 new personal computers replacing obsolete equipment, the replacement of the Museum's network firewall, and a major upgrade to the Multi-MIMSY Collections Management application.

- A final analysis report was completed for the replacement of the Museum's telephone system.
- Planning was completed on several key initiatives – the replacing/reconfiguring of all network UPS (Uninterruptible Power Supplies), a new Facilities Management application and server and a new Virtualization Server.

nature.ca/Web Strategy Implementation

- A plan detailing CMN Web site priorities and deliverables for 2008-09 was developed.

PERFORMANCE MEASURES	TARGETS	2007-08 ACHIEVEMENTS
Operating and maintenance costs per gross square metre. (see figure below)	Meet or exceed the recognized and accepted industry level for museums.	The NHB is operating at a cost of \$81.51 per square metre – 62% of the cost of similar facilities.
Integrate strategic and operational planning processes.	50% reduction in time spent on planning by 2011-12.	Time spent on planning varies from year to year due to special circumstances, therefore comparable data are not available to calculate the reduction achieved.
Cost per user.	\$3.57 (including Web users) and \$16.72 (excluding Web users).	\$4.15 (including Web users) and \$12.29 (excluding Web users).
Information management systems performance.	Fifteen global performance standards and metrics are measured in the IT/IM Systems Scorecard.	Majority of service standards met or exceeded. Areas of risk are being addressed.

Operating and Maintenance Costs per Gross Square Metre

Cost/square metre (US\$)	CMN/NHB	CMN / VMMB	Average for Archival facilities (2007)	Average for Natural History facilities (2007)	Average for Same-size Facilities (2007)
Total Operating Cost	81.51	77.16	212.02	132.12	132.28

Increase the Museum's self-generated revenue

7

OBJECTIVE

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.

- Total pledged to the *Natural Partnerships* Campaign to date is \$8.2 million. Campaign re-branding began and a revised case for support is in production as is a revised campaign brochure.
- Despite a 23 percent decrease in member households, the Museum derived considerable revenue from the programme – \$58,235, just short of the targeted \$60,000 goal.

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

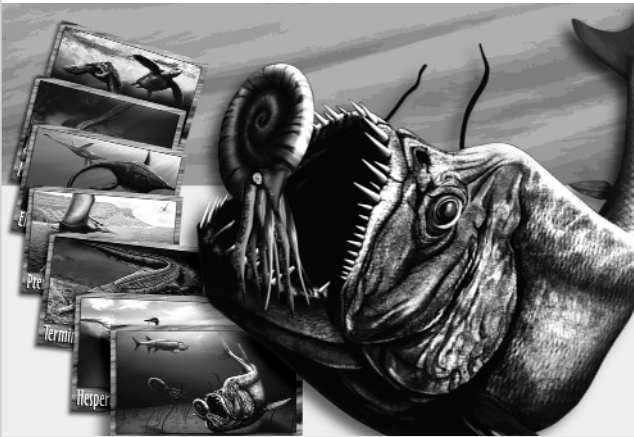
- The Museum participated in a study by the Department of Canadian Heritage to determine the overall revenue generation capacity of the national museums. The Museum is presently in the process of addressing the recommendations of the study through a review of its overall strategy for generating revenue. Revenue from admissions and commercial operations has generally provided 10 percent of the Museum's funding in the past, and this has been maintained while the Victoria Memorial Museum Building undergoes substantial renovation. The revenue generation strategy will be implemented with the re-opening of the Victoria Memorial Museum Building in 2010, with the goal of achieving revenues totalling 15 percent of the Museum's budget requirement.

- The Museum also took opportunities to establish new revenue generating partnerships, licensing agreements or provide cost recovery services. For example, a new partnership between CineMuse and SimEx-Iwerks Entertainment was formed to test adding 4D effects to CineMuse shows for the zoos and aquariums market. Contract renewals were negotiated with three North American sites in Nova Scotia, California and North Carolina.
- Generated revenue over the past 5 years varied according to the state of advancement of the VMMB renovation project and its impact on attendance levels and according to the results of fundraising.

Seek funding solutions for facilities operations and capital expenses.

- The Museum worked actively within the context of the Strategic Review and the policy review of the national museums to document the existing and forecasted funding gap in the operating and capital repair requirements for the organization. The 2008 federal budget announcement of an investment to address operating and infrastructure pressures is welcome news. The Museum is currently clarifying the parameters of this investment, in light of its urgent and pressing need for additional funds to operate its two facilities.

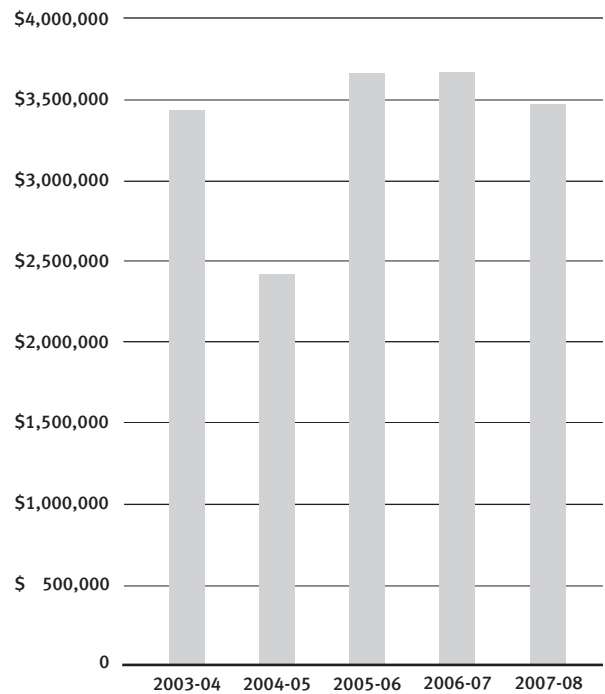
Illustrations: Polygone



Focus on ... Membership

In 2007-08, the CMN continued to encourage membership sales through a unique set of Trading Cards offered to new members – Ancient Sea Monsters, building on the launch of the new book *Sea Monsters*, written by CMN Palaeontologist, Steve Cumbaa and the new Fossil Gallery.

Revenue Growth/Performance



PERFORMANCE MEASURES	TARGETS	2007-08 ACHIEVEMENTS
Results of fundraising efforts.	Raise \$1,591,000 in 2007-08.	\$605,000 ⁽¹⁾
Total amount of generated revenue.	Generate \$1,433,000 in 2007-08.	\$2,977,000 ⁽²⁾
Per visitor gross sale income.	\$4.38 per visitor by 2011-12.	\$4.62 per visitor.

⁽¹⁾ The variance between the actual fundraising revenue and the target is partly due to pledge payments received earlier than planned (\$400,000) and therefore recognized in 2006-07 according to Museum policy. The variance is also the result of amounts pledged or received but not yet spent therefore, not recognized as revenue.

⁽²⁾ Generated revenue achieved in 2007-08 exceeded the target because of interest revenue higher than anticipated due to more funds available for investment purposes.

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, Status of Women and Official Languages and Minister for La Francophonie. 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 2007-08, the Board met three times and held one special meeting via conference call. Thirteen 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

Martin Joannis, Chair
Johanne Bouchard (until February 1, 2008)

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

Teresa MacNeil, Chair
Roy H. Piovesana (until November 18, 2007)

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

Dana Hanson, Chair

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

Committee of the Whole Board

Henry Tom, 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.

■ Board of Trustees

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Chair, Peterborough, Ontario

Dana Hanson
Vice-Chair
Fredericton, New-Brunswick
(effective May 8, 2007)

Johanne Bouchard
Magog, Quebec
(until February 1, 2008)

Lise des Greniers
Granby, Quebec
(effective February 1, 2008)

Martin Joannis
Gatineau, Quebec

Teresa MacNeil, O.C.
Johnstown, Nova Scotia

Melody McLeod
Yellowknife, Northwest Territories

Erin Rankin Nash
London, Ontario
(effective February 21, 2008)

Chris Nelson
Ottawa, Ontario

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Thunder Bay, Ontario
(until November 18, 2007)

Harold Robinson
Edmonton, Alberta

Henry Tom
Vancouver, British Columbia

Jeffrey A. Turner
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(effective November 18, 2007)

Anne Wallace, Q.C.
Saskatoon, Saskatchewan
(until February 21, 2008)

Irene Byrne
Corporate Secretary

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President and
Chief Executive Officer

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

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Marc Chrétien
Manager, Facilities
Management Services

Kimberly Curran
Director, Natural Partnerships
Campaign

Mark Graham
Director, Research Services

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Elizabeth McCrea
Manager,
Communications Services

Monty Reid
Manager, Exhibitions Services

Greg Smith
Manager,
Information Technology and
Library Services

Maria Somjen
Project Director,
VMMB Renewal Project

Staff

The following list includes all employees who have contributed to the Museum's achievements in 2007-08.

■ Collections Services

Roger Baird
Micheline Beaulieu-Bouchard
Paul Bloskie
Nancy Boase
Annie Carbonneau
Luci Ciperà
Wilda Corcoran
Jennifer Doubt
Margaret Feuerstack
Peter Frank
Dr. Jean-Marc Gagnon
François Génier
Michel Gosselin
Marie-Hélène Hubert
Clayton Kennedy
Kamal Khidas
Marcie Kwidt
Sylvie Laframboise
Carolyn Leckie
Garnet Muething
Michel Picard
Judith Price
Kieran Shepherd
Laura Smyk
Michèle Steigerwald
Alexander Tirabasso
Dr. Robert Waller
Pak Yau Wong

■ Communications Services

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Marissa Croteau
Fiona Currie
Lucille Fournier
Carole LeBlond
Elizabeth McCrea
Davina Pearl
Pierre Poirier
Lorna Sierolawski
Daniel Smythe
Laura Sutin

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Luc Barbe
Nathalie Benoit
Kate Beresford

Anik Boileau
Mara Bousse
Anthony Braganza
Nicolas Campione
Christina Carnovale
Nathalie Carter
Nathalie Cellard
Tara Conroy
John Constantinesco
Anne-Marie Côté
Jason Coyle
Sara Cowell
Nancy Dahab
Annick Deblois
Marc Diotte
Cindy Fedoryk
Elizabeth Fortin
Véronique Gaboury-Bonhomme
Julie Gardner
Laetitia Habimana
Mary Ellen Herbert
Cynthia Iburg
Mireille Khacho
John Kubicek
Annie Langlois
Caroline Larocque
Guy Larocque
Marie Lasnier
Doris Launier
Evelyne Laurin
Katharine Lepora
Eric Lizotte
Claire Barbara Macarthur
Jennifer Mason
Diane Mongrain
Kimberly Newman
Marie Noland
Lyanne Payette
Diane Picard
Gabriel Potvin
Gilles Proulx
Julien Racette
Johanne Robin
Nathalie Rodrigue
Michaela Roenspies
Jacky Rollin
Louis-René Sénéchal
Samantha Somers
Stephanie Tak
Dahlia Tanasoïu
Roxanne Templeton

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Cécile Julien
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Josée Quenneville
Susan Swan

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Joanne DiCosimo
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France Roy
Louise Winter

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Carol Campbell
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Mariana Lafrance
Caroline Lanthier
Robert Leuenberger
Marie-Claire Payette
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Leo Saccu
Mary Rose Saccu
Joanne Sparks
Annie Thérien
Carol Thiessen
Stacey Eliza Tidman
Jennifer Walker

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Darrell Daniels
Darrell Fortier
Heather Hutt
Mario Lacasse
Martin Leclerc
Nelson Mercier
Manon Miller
Patrick Minns

Jacques Plante
Laura Rhodes

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France Fabien
Diane Faucher
Max Joly
Lynne Ladouceur
Thérèse Mitrow
Liane Monette
Lise Rochon
Jacynthe Roy
Annie St-Jean

■ Human Resources Management Services

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

■ IT & Library Services

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Anne-Marie Botman
Francine Bouvier-Goodman
Steven Russel Brooks
Dominique Dufour
Chantal Dussault
Janice Gillis
Myriam Lacasse
Richard Martin
Nicole Paquette
Kathleen Quinn
Barbara Rottenberg
Greg Smith
Patrice Stevenson
Ted Sypniewski
Luc Villeneuve
Michael Wayne
Bruce Williams

■ Renewal Project

Joanne Desnoyers
Franziska Dubach
Shauna Guillemain

Martin Laforest
Alan McDonald
Samia Messaoudi
Sophie Poirier
Xavier Rankin
Joel Sam
Maria Somjen
Katelyn Wurts

■ Research Services

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Dr. Robert Anderson
Lory Beaudoin
Alain S. Bélanger
Anne Breau
Roger Bull
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Dr. Kathleen Conlan
Laurie Consaul
Dr. Stephen Cumbaa
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Ralph Rowe
Dr. Natalia Rycbczynski
Dr. Jeffery Saarela
Andrew Smith
Dr. Kathlyn Stewart
Dr. Xiao-Chun Wu

Volunteers

Volunteers continue to play an important role for the Canadian Museum of Nature. Their ongoing support, enthusiasm and countless hours of dedication are very much appreciated. This year, 204 volunteers have contributed over 9,200 hours of service.

Victor Adomaitis	Anthony Denton	Melissa Juergensen	Martin Massie	Tessa Roselli
Kieran Alfonso-Moore	Gretchen Denton	Sol Kaiman	Katie Mather	Liz Ross
Eric Anderson	Kyle Deslauriers	Lynn Kaplansky	Jan Mayes	Justin Rousseau
Melba Angell	Mireille Deussing	Elizabeth Kirby	Amanda McDonald	Joan Rowed
Louise Aronoff	Jingxuan Du	Ruth Koch-Schulte	George McIlhinney	Yvon Roy
Michael Arsenaault	Johannie Duhaime	Gulsum Korkmaz	Elizabeth McMillan	Susan Rust
Lorne Atchison	Chantal Dupuis	Cansu Koç	Ken McMillan	Mikhael Samokhin
Dennis Bason	Larry Dyke	Geoffrey Lachapelle	Jane Merlin	Miguel Savard
Lynda Beaudoin	Frank Dyson	Josianne Lachapelle	Travis Mitchell	Beverly Sawchuk
Emily Beckett	Colin Eades	Jacqueline Lafontaine	Valerio Moglie	Lisa Schur
Aymeric Bellefeuille	Sheila Edwards	Marc Lalande	Daniel Mooney	Ruth Secunda
Karyne Bellehumeur	Carole El-Hage	David Lamperd	Andrew Moss	Olivia Seillier
Amanda Bernard	Ian Fife	Conrad Lapensée	Judith Murillo	John Sharpe
Nancy Binnie	Paulene Foster	Anne Lapêlerie	Kirusha Naidu	Anita Shlien
Irène Boucher	Colin Freebury	Josée Lavoie	Sarah Neal	Jennifer Small
Pat Bowen	Andy Fytche	Anne Laybolt	Arlene Neilson	Joni Smith
Colin Bowen	Suzanne Galipeau	Melanie LeDain	Nishu Nishu	Kristen Soo
Meghan Bowie	Huguette Gavrel	Joanne Lee	Joanna Northover	Josée St Hilaire
Emilie Bradley	Trix Geary	Judy Leeson	Michelle Nugent	Jane Staples
Carole Brown	Carol German	Atma Lemieux	Jordanna Ostrega	Nadine Strauss
Don Brown	Audrey Giguère-Marchal	Diane Lemieux	Sierra Palaniyandi	Bruna Swab
Shannon Brown	Tammy Gillis	Hao Li	Michel Paradis	Éric Séguin
Doug Bryce	Ian Goldsmith-Rooney	Barbara Liddy	Yvette Paskovich	Nadia Tahiri
Annie Carbonneau	Ian Gorlick	Monika Lieberenz	Ekaterina Pasnak	Eric Tawagi
Laurence Carbonneau	Virginia Grant	Karen Lin	Dawn Paszkowski	Elias Taylor
Zoë Carmody	Lynne Green	Heather Lindsay	Jennifer Paterson	Anh Thuy Thai
Suzanne Carr	Kelly Gregoire	Martin Lipman	Dale Patten	Joshua Tobias
Nakul Chandan	Tabitha Grove	Selena Liu	David Paul	Ted Tozer
Stephanie Chapman	Ashley Hale	Kathleen Liver	Emma Peacocke	Kathy Tsui
Harold Chase	Liza Hamilton	Lindsay Lotan	Frances Pearl	Wayne Van De Graaff
Tamara Checkland	Adeline Hardie	Dean Loubert	Julia Peneva	Jennifer van Oosterroom
Kathy Chow	Gail Harington	Alex Lough	Rose-Mary Peneva	Clare Wang
Adam Clough	Mary Helis	Nicole Lupien	Amélie Picard	Winfried Weiler
Christiane Cooper	Hilary Hendriks	Mouy Hong Ly	Kellie Piché	Kyle Weinkauf
Dylan Cooper	Lori Hone	Claire MacArthur	Lauren Pinault	Kaitlin Wilson
Elizabeth Creary	Tracy Hu	Mollie MacCormac	Donald Potts	Lesley Winkelaar
Dale Crichton	April Hurst	Pat Martin	Brigitte Potvin	Paul Wise
Claire Cyr	Nicola Jago	Philip Martin	Pauline Poulin	Roy Wood
Marie D'Aoust	André Jauvin	Victoria Martin	Joyce Quince	Elizabeth Woodbury
Marla Dagnone	Betty Johnston	Tamara Martinez	Barry Read	Danielle Wright
Guillaume de Brouwer	Simon Jomphe-Tremblay	Annie Massie	Kathryn Robideau	

COMMUNICATING
RESEARCH RESULTS



Research Services and Collections Services staff

Museum staff published 60 articles in refereed journals — which have other scientists review all articles submitted before they are accepted for publication — and 30 in non-refereed publications, five 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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Photo: Courtesy of Noel Alfonso



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■ Research Associates

Dr. G.W. Argus, Merrickville, Ontario

Dr. F. Brodo, Ottawa, Ontario

Dr. I. Brodo, Ottawa, Ontario

Dr. M. Caldwell, University of Alberta, Department of Biological Science, Edmonton, Alberta

Dr. F.R. Cook, North Augusta, Ontario

G.R. Fitzgerald, Ottawa, Ontario

R. Gault, Clayton, Ontario

Dr. J.M. Gillett, Ottawa, Ontario

Dr. D.R. Gray, Metcalfe, Ontario

Dr. E. Haber, Stittsville, Ontario

Dr. R. Harington, Ottawa, Ontario

Dr. R.B. Holmes, University of Alberta, Department of Biological Science, Edmonton, Alberta

A.T. Howden, Ottawa, Ontario

Dr. H.F. Howden, Ottawa, Ontario

Dr. D. Leaman, IUCN Medicinal Plant Specialist Group, Ottawa, Ontario

Dr. P.M. Outridge, Geological Survey of Canada, Ottawa, Ontario

Dr. R. McNeeley, Geological Survey of Canada, Ottawa, Ontario

Dr. M. Ryan, Cleveland Museum of Natural History, Cleveland, Ohio

Dr. T. Sato, National Science Museum, Tokyo, Japan

Dr. F. Schueler, Bishop Mills, Ontario

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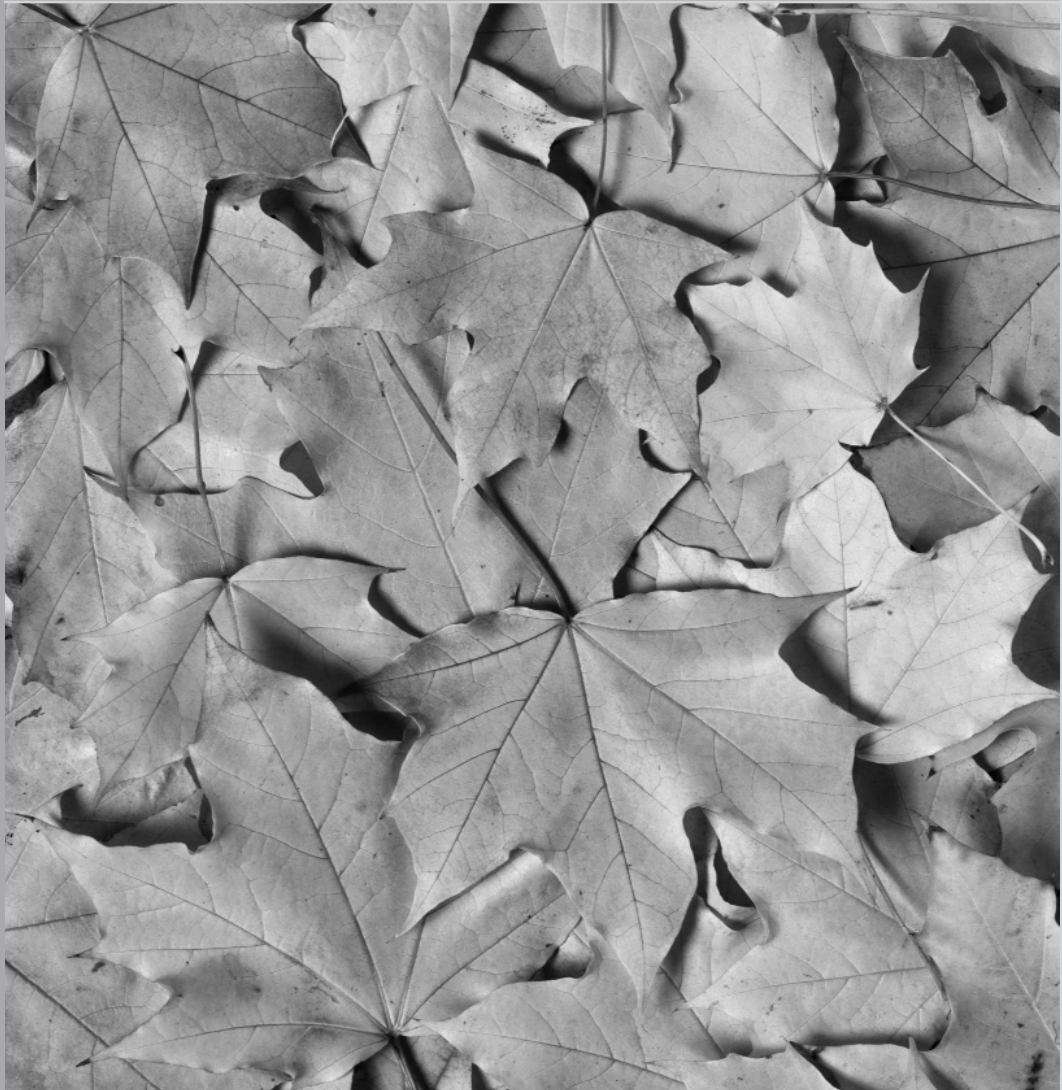
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Eastern Ontario Model Forest, Kemptville, Ontario
École l'Équipage, Val-des-Monts, Quebec
École secondaire du Versant, Gatineau, Quebec
École secondaire Grande-Rivière, Gatineau, Quebec
École secondaire Hormidas-Gamelin, Gatineau, Quebec
École secondaire 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
Macnamara Field Naturalists, Amprior, Ontario
Malborough Academy, North Gower, Ontario
Mississippi Field Naturalists, Almonte, 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
Waterloo Collegiate Institute, Waterloo, Ontario

MANAGING OUR
FINANCIAL RESOURCES



Management Discussion and Analysis

Overview – 2008

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

During the reporting period, the Canadian Museum of Nature conducted an in-depth review of the funding, relevance and performance of its programmes and spending to ensure efficiency, effectiveness and alignment to government priorities. The Strategic Review resulted in annual permanent reductions of \$1.4 million to the Museum's ongoing appropriation.

The Museum welcomed the Budget 2008 announcement of an investment to address operating and infrastructure pressures. The Museum is currently seeking clarifications on the parameters of this investment. In any event, there remains a critical need to find a long term solution to the growing shortfall in funds to support the ongoing operation of the Museum's two facilities. The lack of inflation protection for fixed facility costs, coupled with the new museum-standard environmental control systems and additional space that must now be maintained at the renovated Victoria Memorial Museum Building (VMMB), have placed a severe strain on the Museum's operating budgets. Significant steps have been taken over a number of years to curb costs across all areas of operation.

In 2008, the Museum was able to cover its projected deficit by implementing a number of measures including a committee review of all staffing actions and programme levels and internal funding reallocations. In addition, the Museum generated revenue that surpassed expectations. While revenues from commercial operations are expected to increase in the future, especially with the re-opening

of the fully renovated VMMB in May 2010, the revenues will not be sufficient to cover the increasing costs of operating the two facilities.

The Museum anticipates consecutive years of deficiencies of revenue over expenses in future, because of depreciation charges for its facility in Gatineau, which is shown on the Museum's balance sheet as a capital lease. This accounting treatment will keep the Corporation's Equity in a deficit position for many years. The situation will begin to reverse near the mid-point of the lease term and will completely rectify itself over the full term of the lease. This does not impact the Corporation's cash flow or financial stability in any way.

■ Total Resources Available

Total resources available include Parliamentary appropriation (the portion recognized as revenue) and generated revenues. Parliamentary appropriation represents 89 percent of the Museum's budget which is supplemented by revenue-generating activities. In 2008, total resources available amounted to \$31,791,000 compared with \$39,006,000 in 2007. This variation is a result of decreases in Renewal Project appropriations for non capital expenses and in generated revenue.

Parliamentary Appropriation

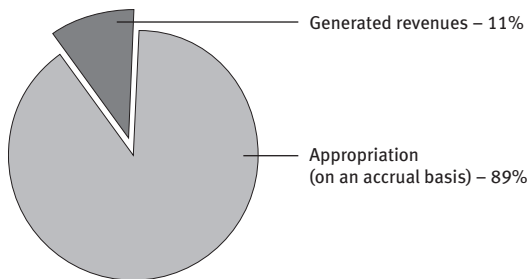
The Museum's approved Parliamentary appropriation increased from \$59,761,000 in 2007 to \$85,092,000 in 2008, of which \$58,000,000 was dedicated to the Renewal Project. The difference is due to an increase of \$25 million in the cash flow requirements of the Renewal Project as approved by the Treasury Board Secretariat and a one-time increase in funding for capital projects.

On an accrual basis, however, Parliamentary appropriation decreased from \$35,106,000 in 2007 to \$28,209,000 in 2008. This is due to the lower level of the Renewal Project appropriation recognized as revenue for exhibition related expenses.

Revenue

Generated revenues in 2008 were 8.2 percent lower than in 2007. The Museum's commercial revenue increased by more than 31 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. Interest income also increased due to the availability of more funds for investment purposes. Contribution revenues vary from year to year depending upon fundraising. The results for 2008 when compared to 2007 reflect, for example, the scheduled completion of a major multi-year sponsorship in the prior year.

Resource base for 2008



Total Expenses

The Museum's total expenses in 2008 were \$31,742,000 compared with \$39,704,000 in 2007. The variance is due mainly to the completion of the new permanent exhibitions for the West Wing of the Museum.

Operation and maintenance of buildings

The costs of operating and maintaining CMN's two facilities have increased since 2007 and will continue to climb as the renovated spaces at the VMMB come on stream. In 2008, for example, the Museum had to take care of additional costs for roof snow removal, VMMB grounds maintenance costs that are no longer covered by the National Capital Commission and increased utilities costs.

Depreciation

Depreciation of capital assets increased as a result of the renovations of 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. In 2007, only 50 percent of depreciation was taken on the Renewal Project compared to 100 percent in 2008.

Exhibition costs

Costs related to the development of galleries decreased by 90.7 percent in 2008. The investment noted in 2007 was funded in large part by the VMMB Renewal Project and involved reinstallation of several galleries affected by the renovation. The balance of the investment was funded through the Museum's fundraising campaign.

Purchase of objects for collections

In 2008, the Museum received a grant of over \$70,000 from the Department of Canadian Heritage in partial support of its acquisition of a significant collection of gems and minerals. The Museum also purchased a gold ore specimen from a Val D'or, Quebec mine. The Museum's portion of these costs was funded through donations.

Capital expenditures

The major capital expenditures in 2008 were:

- \$31,238,000 for the renovation of the VMMB;
- \$399,000 for leasehold and building improvement;
- \$197,000 for various equipment.

The capital repair programme for 2009 (excluding the VMMB Renewal Project) is being funded through a four-year (\$2.8 million) investment by the federal government directed at urgent safety-related repairs. Capital expenditures of \$1,050,000 are planned to carry out urgent repairs to the Natural Heritage Building. The Long Term Capital Plan for the Museum has detailed the capital requirements for the next five years.

■ Balance Sheet

The level of cash and cash equivalents increased significantly in 2008 due to funds received for the Renewal Project and deferred until future spending.

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 2008 are higher than the 2007 level mainly because of increased amounts payable for the Renewal Project.

Deferred revenue and Parliamentary appropriation have increased due to a portion of the appropriation received on the Renewal Project which is deferred until future spending.

The Museum has adopted the new accounting standards issued by the Canadian Institute of Chartered Accountants (CICA) with respect to financial instruments. These disclosures are included in the audited financial statements enclosed herein.

In addition, the Museum has also begun planning the transition to the International Financial Reporting Standards which will come into effect starting on April 1, 2011. This may involve changes to the disclosure requirements for next year's financial statements.

■ Summary

While there are significant challenges in the operating environment and with the renovation of the VMMB, 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 CMN through the Alliance of Natural History Museums of Canada;
- Building upon the success of the opening of the partially renovated Victoria Memorial Museum Building and planning for its 2010 grand opening;
- Maximizing revenue from commercial operations and fundraising/sponsorships;
- Finalizing the new Strategic Plan for 2009-10 to 2013-14; 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..."

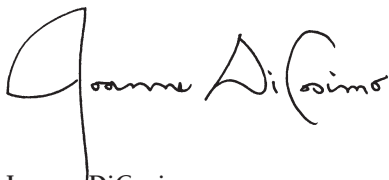
Management's Responsibility for Financial Reporting

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, Status of Women and Official Languages and Minister for La Francophonie.



Joanne DiCosimo
President and Chief Executive Officer



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

May 16, 2008

Auditor's Report


To the Minister of Canadian Heritage, Status of Women and Official Languages
and Minister for La Francophonie

I have audited the balance sheet of the Canadian Museum of Nature as at March 31, 2008 and the statements of operations and comprehensive income, changes in equity and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

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

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2008 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, except for the change in the method of accounting for financial instruments as explained in Note 2 I) to the financial statements, 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 G. Watters, CA
*Assistant Auditor General
for the Auditor General of Canada*

Ottawa, Canada
May 16, 2008

Balance Sheet as at March 31, 2008

(in thousands of dollars)

	2008	2007
Assets		
Current		
Cash and cash equivalents (note 3)	45,478	14,878
Accounts receivable		
Trade	421	452
Government departments and agencies (note 13)	1,369	3,598
Prepaid expenses	616	796
	47,884	19,724
Restricted cash, cash equivalents and receivables (note 4)	2,032	2,435
Collections (note 5)	1	1
Capital assets (note 6)	159,898	130,534
	209,815	152,694
Liabilities		
Current		
Accounts payable and accrued liabilities		
Trade	8,177	7,837
Government departments and agencies (note 13)	848	582
Current portion – obligation under capital lease (note 7)	359	325
Deferred revenue and parliamentary appropriation	35,620	9,166
Employee future benefits (note 8)	411	588
	45,415	18,498
Obligation under capital lease (note 7)	31,438	31,797
Deferred capital funding (note 9)	135,903	105,537
Employee future benefits (note 8)	2,065	1,895
	214,821	157,727
Equity		
Deficit	(6,430)	(6,479)
Accumulated Other Comprehensive Income	1,424	1,446
	(5,006)	(5,033)
	209,815	152,694

Commitments and Contingencies (notes 14 and 15)

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

Approved by the Board of Trustees:

Recommended by Management:



R. Kenneth Armstrong

Chairman of the Board of Trustees



Maureen Dougan

Vice President, Corporate Services and Chief Operating Officer



Martin Joanisse

Chairman of the Audit and Finance Committee



Lynne Ladouceur, CA

Senior Full Time Financial Officer

Statement of Operations and Comprehensive Income for the year ended March 31, 2008

<i>(in thousands of dollars)</i>	2008	2007
Revenue		
Commercial operations (note 11)	891	680
Interest income	1,594	1,003
Contributions	605	1,707
Educational programmes	350	375
Scientific services	87	88
Other	55	47
	3,582	3,900
Expenses		
Personnel costs	15,382	15,846
Interest on capital lease obligation	3,175	3,206
Operation and maintenance of buildings	2,876	2,588
Depreciation of capital assets	2,470	1,881
Professional and special services	2,401	2,060
Real property taxes	1,527	1,546
Information management infrastructure and systems	1,096	1,164
Exhibitions	897	9,696
Repairs and maintenance	611	658
Travel	517	542
Marketing and communications	460	399
Purchase of objects for collections	203	25
Freight and cartage	74	93
Other	53	-
	31,742	39,704
Net result of operations before government funding	(28,160)	(35,804)
Parliamentary appropriation (note 12)	28,209	35,106
Net result of operations for the year	49	(698)
Other Comprehensive Income (loss)		
Restricted contributions from non-owners received	338	1,772
Net investment income attributed to restricted contributions from non-owners	54	44
Restricted contributions from non-owners recognized	(414)	(1,672)
Total of Other Comprehensive Income (loss) for the year	(22)	144
Comprehensive Income (loss) for the year	27	(554)

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

Statement of Changes in Equity as at March 31, 2008

(in thousands of dollars)

	2008	2007
Deficit		
Balance, beginning of year	(6,479)	(5,781)
Net results of operations for the year	49	(698)
Balance, end of year	(6,430)	(6,479)
Accumulated Other Comprehensive Income		
Restricted contributions from non-owners (note 10)		
Balance, beginning of year	1,446	1,302
Other comprehensive income (loss)	(22)	144
Accumulated Other Comprehensive Income, end of year	1,424	1,446
Equity, end of year	(5,006)	(5,033)

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

Statement of Cash Flows for the year ended March 31, 2008

(in thousands of dollars)

	2008	2007
Operating activities		
Cash receipts – customers	4,076	5,635
Cash receipts – parliamentary appropriation	53,867	27,491
Cash disbursements – suppliers and employees	(25,854)	(40,031)
Interest received	1,609	1,078
Interest paid	(3,176)	(3,538)
	30,522	(9,365)
Financing activities		
Appropriation used to purchase depreciable capital assets	31,834	31,661
Obligation under capital lease	(325)	(294)
	31,509	31,367
Investing activities		
Acquisition of capital assets	(31,834)	(31,670)
Disposition of capital assets	–	9
Decrease in short-term investments	–	2,000
Decrease in restricted cash, cash equivalents and receivable	403	–
Increase in restricted cash, cash equivalents and receivable	–	(927)
	(31,431)	(30,588)
Increase (decrease) in cash and cash equivalents	30,600	(8,586)
Cash and cash equivalents, beginning of year	14,878	23,464
Cash and cash equivalents, end of year	45,478	14,878

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

Notes to Financial Statements for the year ended March 31, 2008

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* and is not subject to the requirements of the *Income Tax Act*.

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

2. Significant Accounting Policies

A) Basis of Accounting

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

B) Use of Estimates

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

C) Collections

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

D) Capital Assets

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

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

E) Employee Future Benefits

i) Pension benefits

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

ii) Severance benefits

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

F) Revenue Recognition

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

G) Parliamentary Appropriation

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

H) Restricted Contributions from Non-owners

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

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

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

I) Change in Accounting Policies

Comprehensive Income and Financial Instruments

On April 1st, 2007, the Corporation adopted, retroactively without restatement of prior period amounts, with the exception of restricted contributions from non-owners, the following new Canadian Institute of Chartered Accountants (“CICA”) Handbook Sections:

- i) Section 1530, “Comprehensive Income”, introduces a new financial statement which shows the changes in an entity’s net assets that results from transactions, events and circumstances from other than the owners;
- ii) Section 3251, “Equity”, describes standards for the presentation of equity and changes in equity for a reporting period as a result of the application of Section 1530, “Comprehensive Income”;
- iii) Section 3855, “Financial Instruments – Recognition and Measurement”, establishes standards for recognizing and measuring financial assets, financial liabilities and non-financial derivatives. This new standard lays out how financial instruments are to be recognized depending on their classification. Depending on the financial instruments’ classification, changes in subsequent measurements are recognized in net results or Comprehensive Income;
- iv) Section 3861, “Financial Instruments – Disclosure and Presentation”, establishes standards for presentation of financial instruments and non-financial derivatives, and identifies the related information that should be disclosed.

Upon adoption of these recommendations, the Corporation has implemented the following classification:

- Cash and cash equivalents, and restricted cash and cash equivalents are classified as “Financial Assets Held for Trading”. They are measured at fair value using the market price method;
- Accounts receivable and restricted receivables are classified as “Loans and Receivables”. After their initial fair value measurement, these financial assets are measured at amortized cost using the effective interest rate method;
- Accounts payable and accrued liabilities are classified as “Other Financial Liabilities”. After their initial fair value measurement, they are measured at amortized cost using the effective interest rate method;
- Restricted contributions from non-owners received during the year are recorded in the Comprehensive Income and in Accumulated Other Comprehensive Income. They are recognized as revenue in the net result of operations as “Contributions” in the year in which the related expenses are recognized;
- Endowment received is recorded in the Comprehensive Income and in Accumulated Other Comprehensive Income.

Hedges

On April 1st, 2007, the Corporation also adopted, retroactively without restatement of prior period amounts, Section 3865, “Hedges”, which establishes when and how hedge accounting can be applied. Hedge accounting enables the recording of gains, losses, revenue and expenses which cancel each other out in the same period.

This choice of accounting policy did not have a significant impact on the financial statements of the Corporation, since it does not engage in this type of transaction.

J) New Accounting Standards

Accounting Changes

The CICA issued Section 1506 entitled “Accounting Changes” that includes changes to the previous standard. Entities will only be permitted to change an accounting policy when it is required by a primary source of Canadian Generally Accepted Accounting Principles, or when it results in a more reliable and relevant presentation in the financial statements. Also, changes in accounting policy should be applied retroactively and additional information should be disclosed. This Section applies to financial years beginning on or after January 1, 2007. The adoption of this standard did not have an impact on the financial statements of the Corporation.

K) Future Accounting Changes

The CICA has issued the three following sections: Section 1535, “Capital Disclosures”, Section 3862, “Financial Instruments – Disclosures”, and Section 3863, “Financial Instruments – Presentation”. Section 1535 establishes disclosure requirements for an entity to enable users of the financial statements to evaluate objectives, policies and processes for managing capital. Sections 3862 and 3863 will replace Section 3861, “Financial Instruments – Disclosure and Presentation”, increasing the emphasis on disclosure about risks associated with both recognized and unrecognized financial instruments and how these risks are managed.

These sections apply to financial years beginning on or after October 1, 2007. The Corporation is currently evaluating the impact of those new recommendations for fiscal year 2008-09.

3. Cash and Cash Equivalents

(in thousands of dollars)

	2008	2007
Cash	12,418	5,265
Cash Equivalents	33,060	9,613
	45,478	14,878

Cash and cash equivalents consist of balances with banks and investments in money market instruments with terms to maturity of 90 days or less. Interest income is recorded on an accrual basis.

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 of banker’s acceptance, promissory notes and term deposits. The overall portfolio yield as at March 31, 2008 was 3.59 percent (2007 – 4.30 percent) and the average term to maturity is 29 days (2007 – 15 days).

4. Restricted Cash, Cash Equivalents and Receivables

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

Restricted cash and cash equivalents consist of balances with banks and investments in money market instruments with terms to maturity of 90 days or less. Interest income is recorded on an accrual basis.

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 of banker's acceptance, promissory notes and term deposits. The overall portfolio yield as at March 31, 2008 was 3.54 percent (2007 – 4.30 percent) and the average term to maturity is 17 days (2007 – 23 days).

5. Collections

The natural history collections consist of over 10 million specimens and grew by 80,151 items this fiscal year (2007 – 40,559). 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 \$2 million in 2008 (2007 – \$1.5 million) for the management, protection and conservation of its collections.

6. Capital Assets

(in thousands of dollars)

			2008	2007
	Cost	Accumulated depreciation	Net book value	Net book value
Land	627	–	627	627
Renovation work in progress	95,592	–	95,592	65,610
Victoria Memorial Museum Building	43,518	6,729	36,789	36,488
Property under capital lease	35,040	11,899	23,141	24,133
Collection cabinets and compactors	3,575	1,215	2,360	2,457
Research equipment	3,180	2,446	734	885
Leasehold improvements	1,066	647	419	174
Computer equipment and software	1,843	1,738	105	38
Technical equipment	440	370	70	66
Furnishings and office equipment	1,358	1,305	53	48
Building improvements	1,892	1,884	8	8
	188,131	28,233	159,898	130,534

7. Obligation Under Capital Lease

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

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

<i>(in thousands of dollars)</i>	Obligation under capital lease
2009	3,500
2010	3,500
2011	3,500
2012	3,500
2013	3,500
Thereafter	64,750
Total minimum future payments	⁽¹⁾ 82,250
Deduct: Imputed interest	(50,453)
Present value of financing obligations	⁽²⁾ 31,797

(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 9.00% is estimated at \$34 million.

8. Employee Future Benefits

i) Pension benefits

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

<i>(in thousands of dollars)</i>	2008	2007
Corporation's contributions	1,623	1,781
Employees' contributions	784	757

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. Benefits will be paid from future appropriations. Information about the plan, measured at the balance sheet date, is as follows:

<i>(in thousands of dollars)</i>	2008	2007
Accrued benefit obligation, beginning of year	2,483	2,263
Cost for the year	288	258
Benefits paid during the year	(295)	(38)
Accrued benefit obligation, end of year	2,476	2,483
Short term portion	411	588
Long term portion	2,065	1,895
	2,476	2,483

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:

<i>(in thousands of dollars)</i>	2008	2007
Beginning balance	105,537	74,756
Appropriation used to purchase depreciable capital assets	31,834	31,661
Amortization of deferred capital funding	(1,468)	(880)
Ending balance	135,903	105,537

10. Restricted Contributions from Non-owners

Included in restricted contributions from non-owners is an endowment in the principal amount of \$305,000 (2007 – \$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 \$13,644 (2007 – \$13,128), and is included in Other Comprehensive Income.

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

11. Commercial Operations

Commercial operations revenue is comprised as follows:

<i>(in thousands of dollars)</i>	2008	2007
Admission fees	560	375
Parking	181	155
Publishing royalties	65	64
Boutique and cafeteria leases	54	51
Rental of facilities	19	19
Publishing revenues	12	16
	891	680

12. Parliamentary Appropriation

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

<i>(in thousands of dollars)</i>	2008	2007
Appropriation approved:		
Capital and Operating Budget	84,221	59,145
Supplementary budgets	871	616
	85,092	59,761
Portion of parliamentary appropriation in current year deferred for future capital projects	(35,220)	(8,361)
Previous years appropriation used in current year to complete specific projects	8,703	14,487
Appropriation used to purchase depreciable capital assets	(31,834)	(31,661)
Amortization of deferred capital funding	1,468	880
Appropriation used	28,209	35,106

13. Related Party Transactions

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

In addition to those related party transactions disclosed elsewhere in these financial statements, the Corporation incurred expenses for the work and services provided by other government departments, agencies, and Crown corporations totalling \$4,209,247 (2007 – \$4,766,096), and earned revenues totalling \$235,247 (2007 – \$209,091). These transactions were conducted in the normal course of operations, under the same terms and conditions that applied to outside parties and recorded at the exchange amount.

14. Contractual Commitments

As of March 31, 2008, the Corporation has contracts for information systems and building maintenance services with a remaining value of \$5,939,000. Future minimum payments under these contracts are as follows:

(in thousands of dollars)

2009	3,098
2010	2,190
2011	543
2012	108
2013	–

As of March 31, 2008, the Corporation also has long-term contracts with a remaining value of \$36,398,000, for building construction and design services for the renovation of the Victoria Memorial Museum Building. This project will be completed in the fiscal year ending March 31, 2010.

15. Contingencies

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the Corporation's financial statements. As of March 31, 2008, no amount has been accounted for in the financial statements.

16. Financial Instruments

Fair value

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

Canadian Museum
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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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RESPECT FOR PEOPLE AND NATURE
THE PURSUIT OF EXCELLENCE
CONTINUOUS LEARNING

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