

# Contributing to International Polar Year



2008-2009 ANNUAL REPORT



Photo: Martin Lipman

### Focus on ... The *Puijila darwini* Team *Puijila darwini* – “Missing Link” Discovery on Devon Island

Dr. Natalia Rybczynski, a vertebrate palaeontologist with the Canadian Museum of Nature and her expedition team had a spectacular find in the High Arctic, in the Houghton impact crater on Devon Island. Their fossil quest yielded an amazingly complete (around 65 percent) skeleton of an extinct animal previously unknown to science. In fact, it represents a “missing link” in the evolution of pinnipeds (which today includes seals, sea lions and walruses).

The fossil remains were that of a four-legged, semi-aquatic carnivore that lived 24 to 20 million years ago. Since named *Puijila darwini*, this new genus helps us to understand how pinnipeds evolved from terrestrial to semi-aquatic to marine forms. *Puijila* appears to be an early transitional form in the freshwater, semi-aquatic stage.

*Puijila* had an elongated, streamlined body and webbed feet, much like today’s otters. It would have moved through the water with great agility and speed to catch fish in the crater’s now-vanished freshwater lake. It is likely to have hunted both on land and in water at a time when the Arctic climate was cool and humid, similar to that found in Atlantic Canada today.



Photo: Ed A. Hendrycks

### Focus on ... Canada’s Three Oceans Study

As part of International Polar Year research, the Museum’s Dr. Kathleen Conlan and Ed Hendrycks are researchers on the Three Oceans Project. The goal of this project is to study the chemistry and biology of the waters in the North Pacific, Arctic and North Atlantic Oceans and to establish a scientific base for sustainable, long term monitoring.

The results of this project will help to build an integrated view of the chemical, physical and biological oceanic structure of subarctic and arctic waters around Canada. This information will help scientists to monitor changes and investigate causal mechanisms, consequences and stability of northern ocean domains.

Dr. Conlan has been a marine biologist with the Museum since 1979. An experienced polar diver, Dr. Conlan studies how natural and human disturbance in the Arctic and in Antarctica affects marine life on the sea floor. She is also the author of the award-winning children’s book *Under the Ice*. Ed Hendrycks has been a research assistant at the Museum since 1985, and has taken part in numerous deep sea collecting expeditions. During a recent Three Oceans expedition (July 2007) aboard the CCGS icebreaker Louis S. St. Laurent, he collected samples of marine invertebrates from the sea floor of the Eastern Arctic Ocean at depths reaching 800 metres.

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## Message from the Chair and the President and Chief Executive Officer

On behalf of the Board of Trustees and the Staff, we are pleased to present this Annual Report for the period from April 1, 2008 to March 31, 2009.



### Research Results

The Museum is a living institution that seeks to increase our understanding of the natural world. Its researchers and scientists are constantly making important discoveries.

The discovery by Museum scientists of *Puijila darwini* provides the first fossil evidence that early ancestors of seals, sea lions and walruses lived in the Arctic. Museum palaeontologists also discovered the world's oldest known fossilized turtle, helping to solve a long-standing mystery of evolution – how the turtle got its shell. This year alone, Museum researchers published more than 60 papers in respected scientific journals, documenting and sharing their findings with the world.

### Arctic Focus

Ongoing work by Museum experts is helping to maintain its position as one of the world's foremost centres of knowledge on Polar Regions. This year, among other Arctic achievements, Museum researchers made major contributions to International Polar Year studies. The Museum sponsored the Students on Ice programme for the seventh consecutive year and facilitated the participation of 14 members of the Alliance of Natural History Museums of Canada (ANHMC) in the *Polar Perspectives* series of public forums and lectures focused on the question "What does the Arctic mean to you?" These programmes helped to raise national awareness about the Canadian Arctic and its people, this year with a particular emphasis on the impact of climate change on Polar Regions.

### National Service

The Museum continued to build on a tradition of national service by reaching new audiences across Canada. Events like the *Polar Perspectives* lecture series engaged Canadians in the debate on issues of relevance to our country's natural heritage; travelling exhibitions introduced audiences in 21 cities to new perspectives on nature; public programming involved and informed Canadians on matters relating to their natural world; and the Museum's website, [nature.ca](http://nature.ca), was enhanced to provide students, parents and teachers with more information and easier access to knowledge.

The Museum continued to be an active member of the Alliance of Natural History Museums of Canada, working with colleagues in 15 museums across Canada to exchange information on natural history collections, research and education. A milestone achievement this year was the definition of a national collections development strategy that will help Alliance members effectively manage their limited budgets and resources while building and maintaining Canada's natural history legacy.

### Renewal of the Victoria Memorial Museum Building

The Renewal Project continued at a fast pace throughout the year focusing on the completion of work to the East Wing and central core of the Victoria Memorial Museum Building. While renovation work progressed on time and on budget, the Museum's three new signature exhibitions, the Talisman Energy Fossil Gallery, the Bird Gallery, and the Mammal Gallery, continued to please both new audiences and returning visitors.

The Museum's primary focus for 2009-2010 is to complete the renewal of the Victoria Memorial Museum Building. The grand reopening in May 2010 will provide a once-in-a-century opportunity to celebrate a major achievement and to reinforce the Museum's presence in the National Capital Region. In 2010, when the signatories to the 1992 International Convention on Biological Diversity are called to account for their progress, the Government of Canada will be able to point proudly to the renewed Canadian Museum of Nature as a major step forward in fulfilling its commitments.

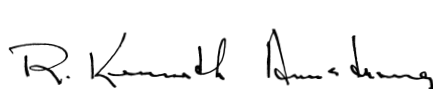
### **Promising Results, Ongoing Challenges**

Generating revenues continued to be a priority for the Museum. The goal is to double earned and contributed revenue to 15 percent of the operating budget by 2011-2012. This year's attendance and revenue figures were highly promising; however, the Museum continued to work on finding new sources of revenue and a solution to the \$2.2 million shortfall in operating costs that will occur when the Victoria Memorial Museum Building fully opens to the public in May 2010.

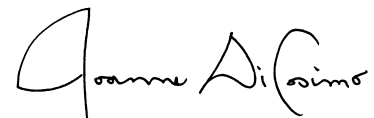
### **A New Corporate Strategy**

2008-2009 was a transition year for the Museum during which its new Strategic Plan was finalized. In following the plan over the next five years, the Museum will define its role in Canadian society as an advocate for nature. To fulfill this role, the Museum's new strategies and objectives emphasize a new institutional direction – one that encourages environmental responsibility through scientific discovery and debate. At the same time, just as it has for the past five years, the Museum will continue to shape and refine its national service strategy to deliver ever-increasing value across the country.

The past year has seen the Museum make great progress on many fronts. The significant achievements of its people in this and prior years have established a firm foundation on which to build future success. As we enter the new fiscal year, we are excited by the challenges and prospects afforded by our new Strategic Plan, and are eagerly preparing for the grand reopening of the Victoria Memorial Museum Building. In this year's Annual Report we highlight our recent accomplishments as we look with anticipation to the future.



**R. Kenneth Armstrong**  
*Chairman of the Board of Trustees*



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

## Performance Highlights

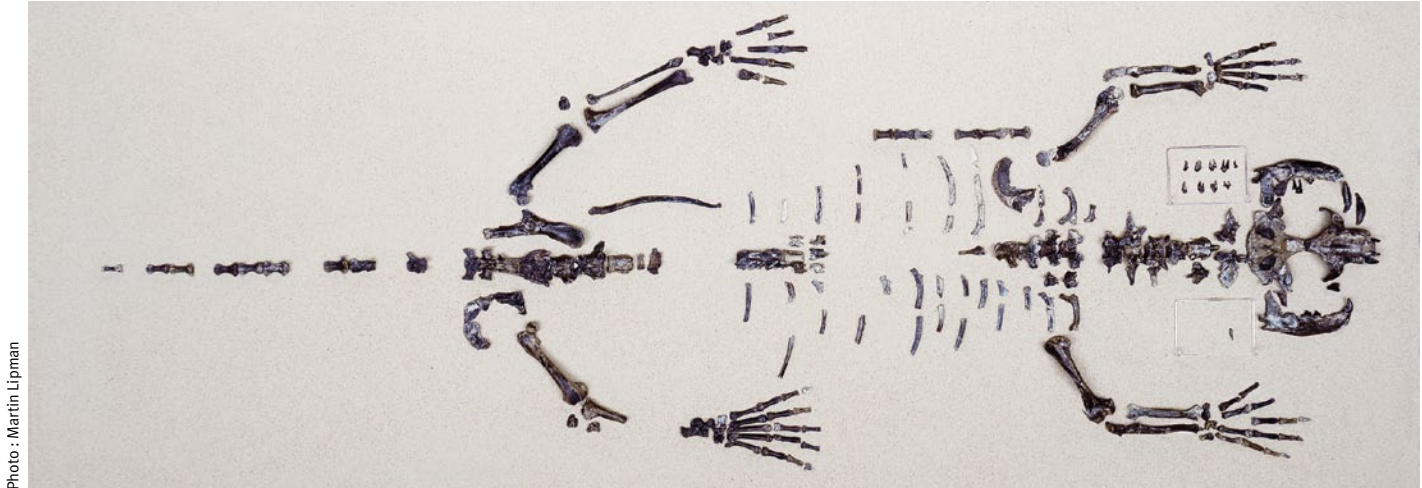


Photo: Martin Lipman

### ***Puijila darwini* – The Missing Link**

A research team led by Museum palaeontologist Dr. Natalia Rybczynski is credited with the discovery of a prehistoric “walking seal”, believed to be a missing link between land and sea mammals. *Puijila darwini* was a semi-aquatic carnivore with webbed feet, robust forelimbs and a long tail. As reported in the journal *Nature*, the discovery of the 24- to 20-million-year-old fossil on Devon Island in Nunavut provides new insight into evolutionary processes that draw a direct line to today’s seals, sea lions and walruses.

In celebration of this discovery, the Museum has created a 32-page feature on its website [nature.ca](http://nature.ca). The *Puijila* feature includes an interactive 3-D recreation of the animal, as well as the story of its discovery.



Photo: PKG Joint Venture Architects

### **Victoria Memorial Museum Building Renewal**

Now entering the final stretch, the renewal of the Victoria Memorial Museum Building continues to be on schedule for its grand reopening in May 2010. Throughout the year, work continued on restoring the building’s East Wing and Central Core. In preparation for the grand reopening, preliminary design of the new Earth Gallery was completed, as was the design and marketing plan for the Water Gallery.



Photo: Institute of Vertebrate Palaeontology and Palaeoanthropology, Beijing

### **An Old Shell Game?**

While searching for marine reptiles in the Triassic limestone deposits of southwestern Guizhou province in China, Dr. Xiao-chun Wu and his team made a thrilling discovery that may explain how today’s turtles got their shells. Dr. Wu’s team uncovered three adult specimens estimated to be 220-million-years old. The fossils clearly show characteristics never before seen in turtles including teeth and an incomplete upper shell. With dry scientific humour, the new discovery has been named *Odontochelys semitestacea* (meaning toothed, half-shelled turtle).

The discovery, reported in the journal *Nature*, is significant because it supports the theory that turtle shells formed from the animal’s belly, followed by the later development of the upper carapace.

Photo: Courtesy of Granby Zoo



### Mumba – Canada’s Silverback Gorilla

When Mumba, a long-time resident of the Granby Zoo in Quebec died in October, his remains were carefully preserved for scientific study through an important collaboration between the Zoo and the Canadian Museum of Nature. At 48 years of age, Mumba was the oldest male gorilla in captivity. Taken when he was just 15 months old from the forests of Cameroon, Mumba was a favourite of Zoo visitors. He drank tea, enjoyed listening to soft rock and jazz, and liked to watch Scooby Doo cartoons on television. In his later years he suffered from arthritis. Mumba will now provide researchers with important insight into anthropoid aging and development, and his legacy as a spokesperson for conservation will live on in the public eye.

Photo: Martin Lipman



### Polar Perspectives

The *Polar Perspectives* series of forums and lectures featured well-known speakers discussing a variety of subjects ranging from environmental impacts in the Arctic to the latest polar research discoveries. Held in 15 Alliance of Natural History Museum and other venues across Canada in recognition of International Polar Year, the *Polar Perspectives* series helped introduce many Canadians to the issues and challenges of the Arctic and its people.

In cooperation with the Students on Ice programme, *Polar Perspectives* also included a speakers’ series for secondary school students addressing the Arctic ecosystem, climate change and northern issues.

Photo: Peter Frank



### Henry and Anne Howden Collection

For over a decade, the Museum has been receiving a planned donation of more than 456,000 scarab and weevil beetles from the collection of Dr. Henry and Anne Howden. The collection including their 2008 donation of 63,927 specimens, represents more than 50 years of study and effort and includes many rare and irreplaceable specimens. It will make the Museum the primary resource for consultation on *Scarabaeoidea* and *Curculionoidea*.

Both Henry and Anne Howden continue their lifelong work on the collection as research associates at the Museum.

Photo: Michelle Valberg



### Travelling Exhibitions

Two new travelling exhibitions have been developed for launches in June and November of 2009 – *Canadian Wildlife Photography of the Year* (June), a partnership with Canadian Geographic and the Alliance of Natural History Museums of Canada; and *Canada’s Waterscapes* (November), a partnership with Parks Canada, the Natural Sciences and Engineering Research Council of Canada, the Royal Bank of Canada and the Canadian Water Network.

## 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 Wilfred Laurier, the Victoria Memorial Museum Building commemorates Queen Victoria, who died in 1901. The building opened its doors to the public in 1912 with spectacular exhibits of Canadian minerals, birds and fossils in beautiful new display cases. The skeleton of *Edmontosaurus* was the first dinosaur mounted for public display in Canada in 1913 and 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.





Photo: National Archives of Canada PA9864

### 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.

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 150<sup>th</sup> anniversary.

### Focus on ... Arctic Exploration

The Canadian Arctic Expedition (CAE) was the first multi-disciplinary scientific expedition to the Canadian Arctic. Prior to 1940, it was the only Canadian expedition of a purely scientific nature conducted in the Western Arctic.

The CAE has become the subject of many books and legends. Forced to abandon ship in August 1913 when its research vessel became trapped in ice, the Expedition continued on foot and by dog sled for nearly five years. The team made geological surveys, sounded uncharted waters, discovered four islands, and identified more than 100 new species of fish and insects. It served to reinforce Canada's sovereignty in the Arctic while expanding knowledge of the region's people and natural environment.

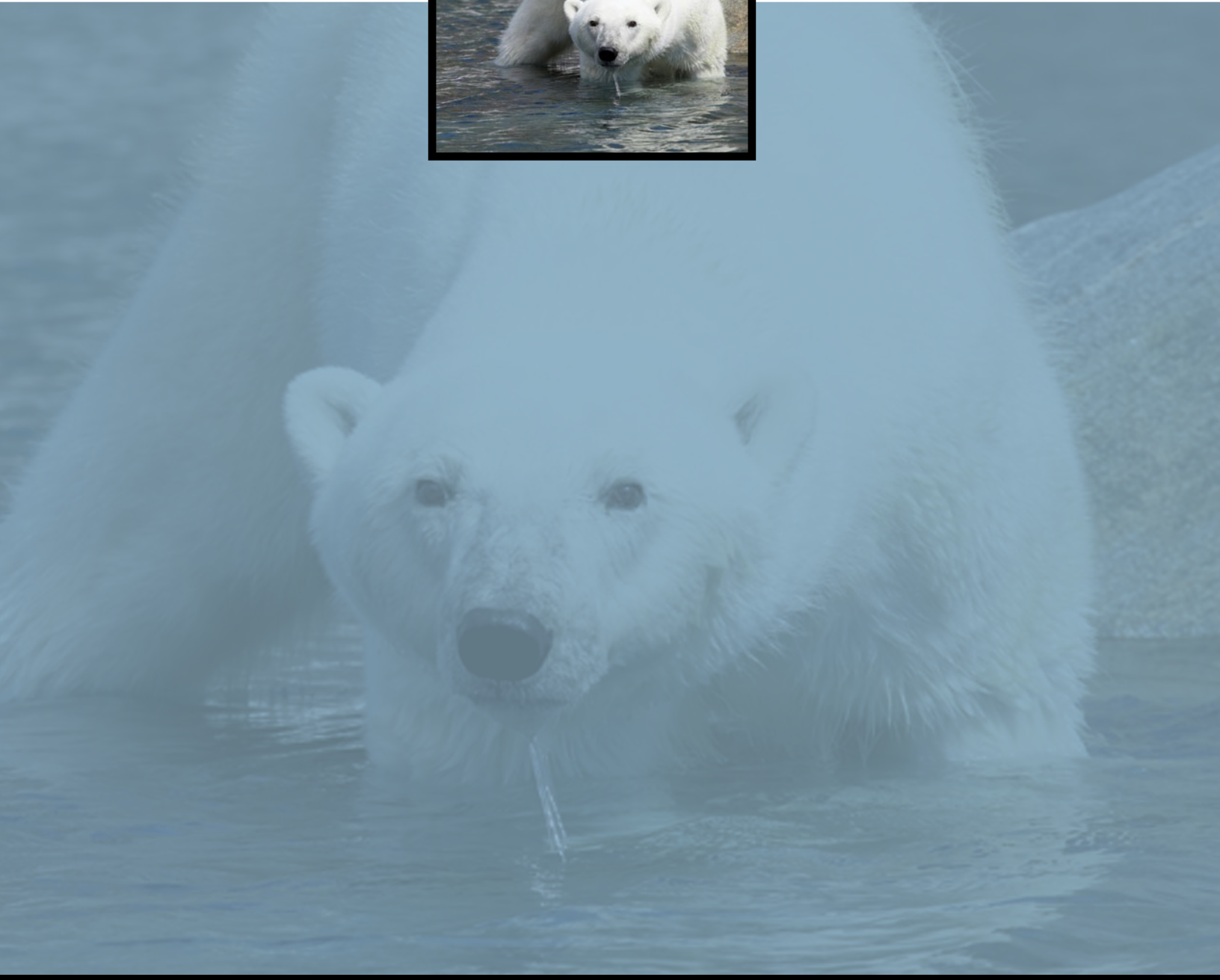
As a result of the Expedition, 14 volumes of scientific data were published and the Canadian Museum of Nature's collections were enriched with thousands of animal, plant, fossil and rock specimens. These specimens today provide a valuable resource for researching the impact of climate change on the North.

Since that first Expedition, the Canadian Museum of Nature has continued to explore and preserve the natural heritage of Canada's North. Today, the Museum is custodian of the Nunavut natural history collections. Its sponsorship of the Students on Ice programme provides young people from around the world with an opportunity to visit and experience the North. Annual expeditions by Museum staff continue to result in significant findings, including the recent discovery of *Puijila darwini*.



Photo: CMN Archives

# Performance Against Objectives in 2008-2009



## 1

## OBJECTIVE

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

The Museum's national educational projects will be recognized by client groups and peers as a key source of relevant information about the environment and our place in it. The Museum will be national in its collections scope — recognized both as coordinator of the national repository and as an international leader in the production and circulation of travelling exhibitions. The Museum will be recognized as a leader in the management and preservation of collections, and in the documentation processes and systems that make these collections relevant to CMN 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

The Museum's educational projects continued to encourage and foster formal and informal learning by Canadians about nature and their natural environment. In addition to the Museum's signature and special exhibitions at the Victoria Memorial Museum Building, public education programmes included activities in and around the National Capital Region and travelling exhibitions that toured the country.

#### Exhibitions

To prepare for the 2010 reopening, Museum staff completed the preliminary design of the new Earth Gallery and the new Water Gallery, to be featured in the renovated East Wing of the Victoria Memorial Museum Building.

Special exhibitions offered through the year in the Victoria Memorial Museum Building's 3<sup>rd</sup> Floor Gallery included:

- *F. H. Varley: Portraits into the Light* – a popular art exhibition presented in partnership with the Portrait Gallery of Canada;
- *Barbara Gamble: Natural Affinities* – an historical perspective by a famed Canadian naturalist;
- *The Language of Nature* – weaving nature and words through the artistry of Montreal's Susan Coolen;
- *Discovering Chimpanzees* – the remarkable world of Jane Goodall;
- *Ice Age Mammals* – The dramatic effects of environmental change over time.

## Travelling Exhibitions

The Museum's educational projects continued to encourage and foster formal and informal learning by Canadians about nature and their natural environment.

Eleven full-sized travelling exhibitions continued to tour, reaching 21 museums and science centres across the country and attended by over 355,300 visitors. The decline in overall attendance in comparison to the last year reflects visits by these exhibitions to smaller and sometimes more remote communities. In addition, the Museum's popular suitcase exhibitions on a variety of topics from genetics, dinosaurs, minerals, monarch butterflies and whales were also presented at 25 venues across the country, including libraries, community centres, and schools, as well as museums.

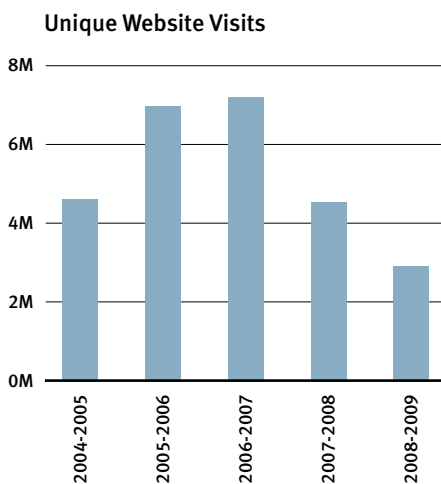
Examples of the 11 travelling exhibitions include:

- *Fatal Attraction* – Sponsored by the Canadian Museum of Nature in collaboration with the Alliance of Natural History Museums of Canada and the European Consortium of Natural History Museums, this fact-loaded look at animal courtship continued to thrill visitors through to its closing at the Manitoba Museum in September.
- *The Gee! in Genome* – The Museum launched a second national tour of this highly popular travelling exhibition on genomics. The first tour reached over 1.5 million Canadians. The new tour opened at the Red Deer Museum and Art Gallery in June, the Thunder Bay Art Gallery in September, and opened at the Musée minéralogique et minier de Thetford Mines in January. It is scheduled to open in Kitchener at the Children's Museum in April 2009 and in Vancouver at Science World in October 2009.
- *On the Labrador: photographs by Arnold Zageris* – This exhibition about one of Canada's remote natural regions completed its tour at The Rooms in St. John's, Newfoundland and travelled to Labrador where it was presented from April through September.
- *Ice Age Mammals* – This exhibition, produced by CMN in partnership with the Royal Tyrrell Museum of Palaeontology, the Yukon Beringia Centre and Montreal Science Centre was on display over the summer months in Ottawa prior to opening at the New Brunswick Museum in September. It opened at the Nova Scotia Museum of Natural History in January 2009.
- *Extreme Mammals: the Biggest, Smallest and Most Amazing Mammals of All Time* – This travelling exhibition was developed by the American Museum of Natural History in New York, the California Academy of Sciences, the Cleveland Museum of Natural History, the Instituto Sangari in Sao Paulo and the Canadian Museum of Nature. It will be hosted by the Museum in Ottawa in the summer of 2011.
- A successful and expanding collaboration with the Royal Canadian Geographical Society led to the development of two new travelling exhibitions: *A Global Challenge*, which opened at Canada House in London in September, and the *Canadian Wildlife Photography of the Year* exhibition scheduled to open at the Canadian Museum of Nature in Ottawa in June 2009.

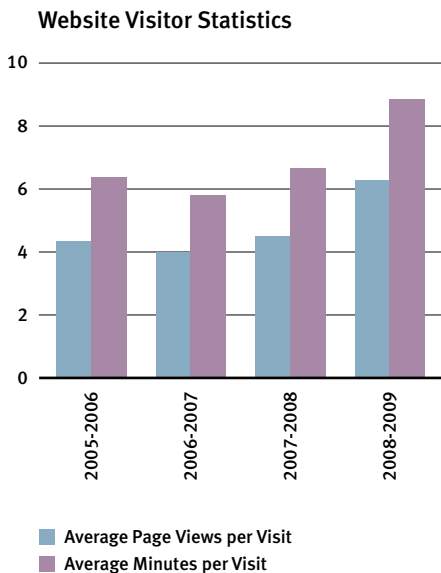
### Public Programming

- The Museum partnered with various organizations in the planning and delivery of innovative programmes: with Canada-Wide Science Fair 2008; during International Polar Year with Students on Ice and the Alliance of Natural History Museums of Canada in the *Polar Perspectives* national lecture and student forum series; with the Learning Object Collection in cooperation with the Virtual Museum of Canada; with the Independent Learning Centre, reporting to the Ontario Ministry of Education; with the University of Ottawa to offer practicum placements to Bachelor of Education students; with Historica – Encounters with Canada programme, and with the Canada Science and Technology Museum for *Café Scientifique* programmes.
- The Museum offered a variety of programming to school groups, including curriculum-linked workshops on 17 different topics, a videoconferencing programme for high schools, self-guided activities, Web-based educational resources, portable teacher's kits, a High-Definition film programme, workshops for pre-service teachers, and a Museum Specimen Loans Programme. Museum workshops saw an increase of 6.5 percent over last year and unguided visits remained stable for 2008-2009 at 18,578 students.
- The CANARIE Infrastructure Assistance Programme awarded the Museum a connection to its high-speed cross-country research and education optical network. This connection allows the Museum to pursue high band-width activities such as videoconferencing with schools, and sharing of rich data and multimedia content with universities and other museums.

### CMN website – nature.ca



- **nature.ca**, continued to be one of the Museum's most popular and visible services, providing Museum stakeholders with immediate access to a wealth of information about the natural environment and about the organization.
- To engage students, teachers and parents, the website's Natural History Notebooks feature was redesigned and expanded. The enhanced Natural History Notebooks section now provides bilingual descriptions of 250 animal species and includes over 1,500 photographs, maps, and illustrations. The new Browse and Search tool greatly simplifies the retrieval of "rich" content both within the Notebooks section and across the entire website.
- To engage shoppers, the Museum launched its first online e-commerce application featuring a catalogue of publications and other products. This application has the potential to contribute to the Museum's strategy for increasing revenues by making it easier for customers to access and purchase items through the Museum's virtual store.
- To engage a broader audience using emerging technologies, the Museum initiated several pilot projects on social networking sites including YouTube, Facebook and Flickr. The Museum is exploring ways of delivering services and communicating with audiences through emerging media such as these sites. As part of this initiative, the Museum also launched two blogs.



■ While the overall number of visitors to the Museum site **nature.ca** was lower by 37 percent from last year, the length of time visitors spent at the site increased by 30 percent to just over 9 minutes. The average number of Web pages viewed per visitor also increased by 39 percent to more than 6.5 pages. The quality of visits is clearly increasing as visitors are staying longer and reading more. The Natural History Notebooks micro site used to account for more than 65 percent of all page views in 2005-2006. In 2008-2009 it accounted for just over 40 percent of all page views. The other areas of the site have either stayed the same or increased in popularity. The core content of **nature.ca**, not including any of the micro sites, grew from 18 percent to 32 percent of all page views for the same periods. Search engine results favouring Wikipedia articles, may be responsible for the continued dropping in popularity of Natural History Notebooks.

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

As a major repository for Canada's natural history collections, the Canadian Museum of Nature is one of the country's largest sources of information and knowledge about the natural world, with 23 major science collections representing Botany, Vertebrates, Invertebrates and the Earth Sciences. The collections contain more than 10 million specimens and represent more than 150 years of work to create a consistent and cumulative physical record of our national environment.

- The Museum added 86,059 specimens to the national collection in the past fiscal year with the highest volumes of growth in the insect, bird and vascular plant collections. The collaborative framework with the Alliance of Natural History Museums of Canada ensures that the Museum collections activities build on our particular strengths and expertise and are complementary to our collaborators' efforts in collections preservation.
- 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, the Museum makes use of the Global Biodiversity Information Facility (GBIF) network servers, which act as a clearinghouse of specimen information in service of researchers on an international scale. In the past year, almost 4 million records were retrieved through the GBIF network. Since posting collections data to the CMN node on the GBIF network, 100,964 user sessions have accessed 7.9 million records and almost 1.9 million records have been downloaded.
- 1.6 million records were downloaded in 2008-2009 from the Museum's GBIF node by scientists conducting natural history and environmental research. This represents a 14-fold increase from the previous year and reflects the broader access GBIF has created for Internet search engines.
- An important addition to the collection was the donation by the Granby Zoo of the remains of Mumba, one of the oldest and best loved Eastern Lowland Gorillas in captivity. The tea-drinking Mumba died at the age of 48, and will now provide researchers with important insight into anthropoid aging and development.

Photo: Dr. Andrew B. T. Smith



### Focus on ... Dr. Henry F. Howden

Dr. Henry Howden is considered to be the world's preeminent expert on scarab beetle systematics. In a career spanning half a century, Dr. Howden has published more than 206 scientific books, papers, monographs and studies, including collaborations with over 40 coauthors.

As a teacher, Dr. Howden has inspired hundreds of students with his lessons on evolution, biogeography and insect systematics. As a field scientist, he has organized and led research expeditions in the Amazon, Australia and across the Americas.

Now retired after nearly 30 years at Carleton University, Dr. Howden continues his studies as a Professor Emeritus at the university and as an honorary research associate at the Canadian Museum of Nature. He and his wife Anne, also a research associate at the Museum, donated their insect collection of more than 456,000 specimens to the Museum of Nature over a 19 year period.

- Work continued on refining the Museum's collection development plans. With a general framework for collections development in place, a pilot plan for the Vertebrate collection was completed and is now being used as a model for the analysis of other collections. Analysis of the Invertebrate, Botany and Earth Sciences collections will follow. This work directly compliments the Museum's participation in developing a National Collections Strategy with the other members of the Alliance of Natural History Museums of Canada.

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

Research by Museum scientists through fieldwork and laboratory investigations enhanced Museum collections with new specimens, assisted in the development of government policy for conservation and made new mineral discoveries that are a key asset for marketable industrial products. The Museum's scientific research programme also increased our understanding of the natural world and created new knowledge that was used to engage the public. In addition to publishing more than 100 scientific papers based on their findings and experience, Museum scientists also wrote natural history books for children and adults, gave popular talks, answered public enquiries, and demonstrated scientific methods and processes for enthusiastic audiences.

- Museum research scientists pursued a strong programme of field research in the Canadian Arctic. Land-based activities took place on Victoria Island as botanical work continued on the flora of the Arctic. A team of palaeontologists continued their exploration for vertebrate fossils on Devon and Ellesmere Islands, while another team looked for deposits along the Anderson River in the Northwest Territories.
- In summer 2007, on Devon Island in the High Arctic, a Museum palaeontologist discovered the fossil remains of a new species that represents a "missing link" in the evolutionary transition from land to water of pinnipeds (the group that includes today's seals, sea lions and walruses). The animal – named *Puijila darwini* – is estimated to be 24-20 million years old. The announcement of the find was published in the prestigious scientific journal *Nature*.
- Ship-based work took place in Hudson Bay, Lancaster Sound, Amundsen Gulf and the Mackenzie Shelf as part of the Arctic Flaw Lead and the Three Oceans Projects while work continued on the Beaufort Shelf Project, a five-year environmental assessment in preparation for future oil and gas exploration.
- Museum scientists were also active beyond Canada's borders, making important contributions in areas related to geology, palaeontology and entomology. From studies of ants and weevils in Central America to analyses of geological formations in Maine, Museum scientists continued to uncover new information about the natural world. For example, the Museum's work with scientists in China resulted in the discovery and description of the world's oldest known fossilized turtle. This discovery was critical to deciphering how turtle shells develop and to being able to conclude that turtles, as a group, originated in the sea.

- The products of primary investigations by Museum scientists were represented in scholarly journals such as *Nature*, the *Coleopterist Journal*, and the *Canadian Mineralogist*. Their work was also on the Web in Zootaxa, in reports, and in books such as the *Freshwater-floras of Prince Patrick, Ellef Ringnes and northern Ellesmere Islands from the Canadian Arctic Archipelago* (part of the continuing series on the diatoms of North America), and *Environmental Influences on Human Brain Evolution* (part of the Museum's continuing work on the National Geographic Society's Human Origins Project). Several popular books incorporating Museum research are soon to be published, including the *Mammals of Canada*, *Minerals and Rocks of Canada* and *Arctic Marine Fishes of Canada*.
- Museum research scientists took part in university teaching and graduate student supervision in botany, mineralogy, palaeontology and zoology as adjunct professors in university faculties throughout Canada.
- Museum science experts contributed to the operation of professional organizations through their work on governing boards, editorial boards, and committees for the Canadian Committee of the International Union for the Conservation of Nature, the Global Biodiversity Information Facility, the International Mineralogical Association, the Science Committee for Antarctic Research, the Conservation of Arctic Flora and Fauna, and the Committee on the Status of Endangered Wildlife in Canada.



Photo: Sarah-jeanne Royer

### Focus on ... The Circumpolar Flaw Lead Study

In support of International Polar Year, the Museum's Dr. Michel Poulin has been working with other researchers on the Circumpolar Flaw Lead (CFL) Study. The flaw lead is a breach of open water forming in the winter between the central ice pack and the land-fast ice that is usually attached to the shore.

The main objective of the CFL project is to examine how physical changes will affect the biological processes within the flaw lead. Dr. Poulin will determine the species composition and abundance of phytoplankton (microscopic plants) in the flaw lead and the algae that live in the sea ice and how they are affected by environmental factors.

A phycologist with strong expertise in microscopic algae, Dr. Poulin has been with the Canadian Museum of Nature since 1984. In his work with the Museum, he applies a multidisciplinary approach to the study of biodiversity in aquatic ecosystems. He is also involved in ArcticNet, a Canadian Network of Centres of Excellence involving 100 Canadian researchers collaborating with foreign scientists to study the impacts of climate change in the coastal Canadian Arctic.

Performance Measures	Targets	2008-2009 Achievements
Educational programmes are a key source of relevant information about the environment	Assessed programmes achieve 75% of desired attributes by 2012-2013	A preliminary evaluation of <i>Fire and Ice</i> has been completed. It is estimated to have achieved 75% of desired attributes
Website visits	5.0 million	2,963,065 visits
Number of accessible electronic collections records	759,000 collection records accessible by 2012-2013	622,513 electronically accessible records
Usefulness of the Museum's collections	10,000 transactions per year by 2012-2013	8,064 transactions
Refereed publications by staff on issues of relevance to Canadians	32 per year (a minimum of two per researcher)	82 referred publications



## 2

## OBJECTIVE

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

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

As Canada's leading natural history museum, the Canadian Museum of Nature continued to play an important role in supporting the development and operation of networks, organizations and agencies engaged in natural history research and education.

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

Working with fellow members of the Alliance of Natural History Museums of Canada, the Museum helped to develop and refine national strategies for public education, collections development and communications.

- The Museum, on behalf of the Alliance of Natural History Museums of Canada, continued to work with the federal government and the Council of Canadian Academies to further the assessment of the "State and Trends in Biodiversity Science in Canada: Are we Equipped to Understand the Challenges of our Biodiversity Resources?" The list of proposed names for a panel of experts is being considered to oversee the assessment which is projected to be completed in the next 12 months.

#### **Public Education**

- A public education strategy emphasizing public engagement through workshops, forums and lectures was defined and launched. This year, the strategy strongly supported many of the key initiatives of International Polar Year. The ANHMC successfully launched the *Polar Perspectives* series at the Canadian Museum of Nature in Ottawa in Spring 2008. This national programme focused on the importance of the Polar Regions and featured prominent scientists, writers, artists, filmmakers, adventurers and leaders on Arctic issues. A national forum series and lectures for youth in partnership with the Students on Ice programme focused on the question "What does the Arctic mean to you?" The project was awarded \$220,000 in funding from the International Polar Year Committee and received an additional \$40,000 from the Walter and Duncan Gordon Foundation to support the northern videoconferencing activities.

- The public education strategy strongly supports the use of travelling exhibitions as a means of bringing vital natural history information to locations across the country. Travelling exhibitions also provide an outstanding way for the Museum to combine its knowledge resources with those of other natural history museums, to share collections, and to examine emerging natural history issues jointly for the greater benefit of Canadians in all regions.
- As part of this strategy, travelling exhibitions like *Ice Age Mammals* continued to tour the country engaging audiences in all regions. A new travelling initiative, *Canadian Wildlife Photography of the Year*, a collaborative project with Canadian Geographic, was launched in Spring 2009.
- A framework has been developed and planning is now underway for a national launch and programmes for the International Year of Biodiversity in 2010.

### **Collections Development**

- The Museum's expertise and resources contributed to the preparation of a National Collections management and development strategy which describes how Alliance museums will collaborate and share responsibility for creating a comprehensive and truly national collection of natural history specimens. The National Collections Development Strategy will allow Alliance museums to focus on specific areas of collection interest or expertise, and will provide an effective means of managing limited budgets and resources for building and maintaining Canada's natural history legacy. In addition, greater emphasis is being placed on the accessibility of collection records through distributed databases made accessible through the Internet. This work will allow Alliance members to better understand and utilize the collection resources at hand and to develop complementary research and collection programmes that make best use of this collecting legacy.

### **Communications**

- In establishing its communications strategy, the ANHMC relied on the Museum's support for launching a new website to provide both ANHMC members and visitors with key ANHMC information on a timely basis. In support of the strategy, the Museum hosted important networking events like the ANHMC's 4<sup>th</sup> Annual General Meeting and participated in the ANHMC Science Forum at the Canadian Museums Association Conference held in Toronto.
- At the ANHMC Annual General Meeting, at a special ceremony on Parliament Hill, the 2008 Bruce Naylor Award for significant contributions to museum-based natural history was presented to Dr. Jon Barlow. Known for his studies on bird evolution, Dr. Barlow is the foremost authority on vireos (small-to-medium sized songbirds). It has been said that through his unique combination of talents – researcher, collector, curator, educator, mentor, editor, administrator and larger-than-life personality – he transformed the ornithology programme into a flagship department at the Royal Ontario Museum in Toronto. Dr. Barlow passed away in February 2009.

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

- Museum staff shared new approaches and concepts in collections management and conservation with members of the Canadian Museums Association and the Canadian Association of Science Centres. By contributing its expertise in collections management, the Museum is helping Canadian institutions to consolidate and specialize their local collections while promoting a comprehensive nation-wide network of collections.
- Museum research scientists supported, for the seventh consecutive year, the Students on Ice Programme, an initiative that takes high school students from around the world on an adventure to Canada's Arctic. This year a Museum botanist accompanied students on a two-week educational expedition to study marine biology, botany, earth sciences, sustainable development, Inuit culture, environmental issues and Arctic sovereignty.

## 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.

- Continuing its active involvement with the Federal Biodiversity Information Partnership (FBIP) the Museum supported Canada's work to fulfill its commitments under the International Convention on Biological Diversity. With federal partners including Fisheries and Oceans Canada, Natural Resources Canada, Agriculture and Agri-Foods Canada, Public Health Alliance of Canada, Health Canada, Canadian Food Inspection Agency, Parks Canada, and Environment Canada, the Museum collaborated in activities to make publicly funded research results more accessible, in particular those pertaining to issues important in Canada.

Performance Measures	Targets	2008-2009 Achievements
Undertake national projects and activities with the ANHMC addressing issues of relevance to Canadians	Undertake two (2) projects / activities with the Alliance in 2008-2009	The Museum has been active on a variety of fronts with the ANHMC and has exceeded its 2008-2009 targets. See Objective 2 for details
Degree of success of projects developed jointly with the ANHMC	Increase collaboration with ANHMC	Collaboration with ANHMC has met targets for 2008-2009
Participation in the Canadian Museums Association (CMA) and the Canadian Association of Science Centres (CASC)	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 were maintained at similar levels as the previous year
Products, publications and services created through partnerships with federal agencies and portfolio partners	Maximize the number of products created	Seven products have been created in partnership with other federal entities

# 3

## OBJECTIVE

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

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

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

- The Museum participated in a variety of national forums for debating and sharing information on relevant environmental issues. *The Gene! in Genome* travelling exhibition, for example, encourages discussion about the ethical and social implications of cutting-edge science associated with DNA, genes and genomics. This exhibition will continue its successful tour across Canada through 2010.
- The Museum was a Gold Sponsor of the 2008 Canada-wide Science Fair and played a major role in organizing and implementing this successful event in Ottawa. The Museum hosted a “Hands-On Science” afternoon for students at its Natural Heritage Building while the Victoria Memorial Museum Building served as one of the main Science Fair venues.
- To support the development of public policy on natural history issues, the Museum’s Canadian Centre for Biodiversity (CCB) worked closely with Canadian and international authorities to establish guidance and legislation on nature-related subjects. The CCB coordinated several international projects under the auspices of the International Union for the Conservation of Nature (IUCN) including the 2008 IUCN Resolution on Global Strategy for Plant Conservation.



Photo: Mollie MacCormac

Palaeontologist Dr. Steve Cumbaa shows a fossil from the Museum's collections to participants of the 2008 Canada-wide Science Fair.

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

- Under its new Strategic Plan, the Museum will continue to refine and expand its role as a responsible advocate for nature, both in the development of public policy and in the education and engagement of Canadians on matters of importance to the natural environment. The power and value of this advocacy role is demonstrated by the Museum's work with three Outaouais school boards and the University of Ottawa's Department of Education to develop a teacher training strategy on biodiversity and to introduce butterfly gardens into primary level classrooms.

Performance Measures	Targets	2008-2009 Achievements
New forums developed, implemented and made accessible to encourage engagement of Canadians	Develop two (2) new forums during 2008-2009	Four new forums were developed; A dark fibre connection from CANARIE's network to the VMMB to allow linkage to other institutions; a website for the ANHMC; the <i>Polar Perspective</i> youth-forums and public lectures; and, the Canadian Outreach Guide to Plant Biodiversity Education website
Museum provides expertise to assist in the development of public policy	Contribute to 20 national and international organizations	The Museum has contributed to 15 associations related to environmental change
Museum activities provide expertise to assist in the development of public policy options	Museum is active in two (2) activities that will provide options on public policy	This year, the Museum developed public policy options with the Canadian Centre for Biodiversity and with the ANHMC

# 4

## OBJECTIVE

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

**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.**

With internal stakeholders, the Museum continues to explore and develop ways to make the working environment attractive and productive. With external stakeholders, the Museum seeks opportunities to increase the number of people it benefits and its geographic reach. In both instances, emphasis on collaborative, cooperative practices has led to tangible achievements.

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

- Within the Museum, partnerships, networks and multi-disciplinary teams were established to achieve the organization's objectives. The development of the new five-year Strategic Plan demonstrated the power of an integrated approach and saw Museum teams engaging experts and stakeholders in a process of analysis and discovery. The resulting Strategic/Corporate Plan reflects the involvement of and contributions from the majority of the Museum's employees.

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

- Its ability to create larger public value through participation in networks, alliances and other forms of partnership is a key feature of the Museum's model for national service. In working with numerous external groups, the Museum has defined and refined its partnership framework and is in the process of evaluating each of its relationships to enhance the contribution of the Museum and to assess the value produced.

Performance Measures	Targets	2008-2009 Achievements
Professional development days undertaken by staff	4 days of professional development per employee	3.74 days per employee which is slightly lower than the target
New partnerships undertaken	Increase partnership value by achieving 75% of desired criteria by 2012-2013	The one partnership assessed, with Students on Ice expeditions, achieved a score of 100%

## 5

## OBJECTIVE

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

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.

The five-year project to renew the Victoria Memorial Museum Building has created many challenges for Museum staff and visitors alike. Completion of the first phase, the West Wing in October 2006 was an important event that allowed for the unveiling of the first of the wonderfully restored gallery spaces and three new signature exhibitions. Following the reopening of the West Wing, construction shifted to the Central Core and the East Wing areas, and to the splendid new glass Lantern feature.

- The Renewal Project remains within budget and Phases 4 and 5 of the Project are on track for completion for the opening of the fully renovated Museum in May 2010.

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

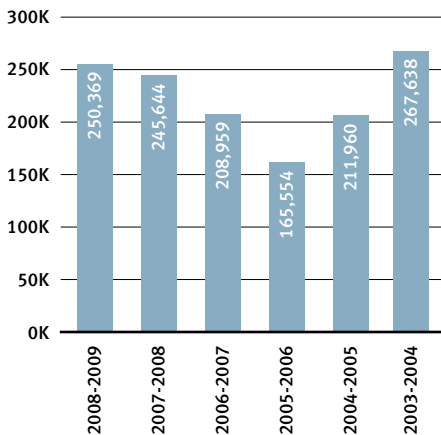
- Preliminary design of the new East Wing Earth Gallery was completed, as was the design and marketing plan for the Water Gallery. These new galleries coupled with the three already opened and the new visitor amenities will secure the Museum's status as a key attraction in the National Capital Region. The new positioning strategy for the Victoria Memorial Museum Building is a key element of the Museum's integrated marketing plan to increase consumer awareness, raise attendance levels, and create a strong and positive Canadian Museum of Nature brand.



Photo: Martin Lipman

Visitors of all ages enjoy the touch-screen computers in the galleries, which enhance the learning experience.

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



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

The Museum has remained open throughout construction (except for very short intervals) and base level programming and visitor services have been maintained. As evidence of the Renewal Project’s achievements to date, the number of visitors to the Museum has increased, as have revenues.

The Museum is on track to achieve pre-renovation attendance levels with only half the building open to the public. Admissions for 2008-2009, were 2 percent higher than the previous year. Contributing to the increased number of visitors has been the heightened public interest in the environment and the superb quality of the new signature exhibitions, including the Talisman Energy Fossil Gallery, the Bird Gallery, and the Mammal Gallery. Attendance is expected to remain stable in 2009-2010 and increase significantly in 2010-2011, following the grand reopening of the fully renovated Museum in May 2010.

Performance Measures	Targets	2008-2009 Achievements
VMMB physical and programming renovation completed on schedule	Phases 4 and 5 of the project reach completion in 2009-2010	Phases 4 and 5 are on schedule for completion in 2009-2010
Number of visitors to the Museum galleries	Maintain an attendance level appropriate to the site conditions	241,860 visits to the VMMB and 1,314 visits to the NHB
Market share of visitors to national museums in the National Capital Region	Maintain a market share of 15% by the end of 2012-2013	Average market share of 8.2%



## 6

## OBJECTIVE

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

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 2004-2005 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.

- The Museum realized significant progress in improving conditions at the Natural Heritage Building, in large part due to \$2.8 million in federal funds provided for urgent health and safety repairs to its Gatineau facility. The funding has been applied to a four-year capital repair programme, now in its second year. More than 50 percent of planned projects are completed and most others are ongoing or scheduled to be executed within the next fiscal year.
- Through the Strategic Review and the 2008 federal budget, the Government of Canada approved \$20.6 million in additional funding primarily for infrastructure pressures over the next five years. This funding is greatly appreciated and allows the Museum to establish a planned capital repair programme for the Natural Heritage Building in order to address major repairs to building systems, the building envelope, and site conditions.
- As identified in its 2003 Treasury Board submission for the Victoria Memorial Museum Building Renewal Project, the Museum is facing an annual funding shortfall of \$2.2 million to operate and maintain the new spaces, environmental control systems and to pay increased taxes at the Victoria Memorial Museum Building once it is fully renovated and commissioned. The Museum continues to work with the Government of Canada to find a long-term solution to this serious issue.

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

Throughout the year, the Museum continued to review and refine its management practices and to streamline its operating systems and processes. As a result, operating costs and expenditures continue to be controlled while the quality of service has been largely maintained. To achieve this balance, the Museum has instituted several new initiatives, including maintenance outsourcing and increased levels of transparency and public accountability. Work to adopt new accounting standards is also underway.

- Outsourcing to the private sector of building operations and maintenance for the Victoria Memorial Museum Building and the Natural Heritage Building, which began in April 2008, is already resulting in savings. In addition, a new Computer Aided Maintenance Management system will assist with preventive and corrective maintenance planning and implementation to allow the Museum to optimize maintenance activities while extending the operational life of its assets.
- As part of its public accountability programme, the Museum held its 2<sup>nd</sup> Annual Public Meeting at the Victoria Memorial Museum Building in September 2008. It also started planning and analysing the impact of the required conversion from Canadian Generally Accepted Accounting Principles to International Financial Reporting Standards for the 2011-2012 fiscal year.
- The Museum continued to work to ensure a robust corporate governance system for the institution, including quarterly meetings of the Board of Trustees. In this capacity the Board continued to provide strategic direction to the corporation, exercised its fiduciary role, oversaw the renovation of the Victoria Memorial Museum Building, and participated in the development of the new Strategic Plan.

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

The Museum continued to develop and improve its information technology services and capabilities by replacing outdated systems and implementing new functionality.

- The Museum's information management systems and services were enhanced by the replacement of the Museum's aging telephone system with a new PBX voice system that can readily be migrated to a Voice-over-IP protocol in the future. The new system is expected to reduce telecommunication costs while increasing the quality of voice services.
- To increase customer access to the Museum, the development of an e-commerce application was initiated to provide customers with an easy-to-use internet outlet for purchasing gifts and products from the Museum's Publications Catalogue and on-line gift store.



- The replacement of the entire network switching and Uninterruptible Power Supply (UPS) infrastructure at the Natural Heritage Building has brought the network standard to the same level as that of the Victoria Memorial Museum Building. As a result, the Museum’s business continuity and disaster recovery capabilities have been significantly enhanced.
- Deployment of new facilities management, service desk and library software applications all provided increased performance and efficiency for different areas within the Museum. These applications provided Museum staff with greater access to timely information needed for delivery of internal and external client services.

Performance Measures	Targets	2008-2009 Achievements
Operating and maintenance costs per gross square metre (see figure below)	Meet or exceed the recognized and accepted industry standard for museums	The NHB is operating at a cost of \$77.16 per square metre – 58% of the cost of similar facilities
Integrate strategic and operational planning processes	50% reduction in time spent on planning by 2012-2013	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	\$3.24 per user (including Web users) and \$9.96 per user (when excluding Web users)	\$5.61 (including Web users) and \$12.49 (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 costs	81.51*	77.16*	212.02	132.12	132.28

\* 2007 costs: Every second year, the Museum participates in a survey of the International Association of Museum Facilities Administrators which compiles data on performance measurements, practices and industry trends in the management of museum facilities.

# 7

## OBJECTIVE

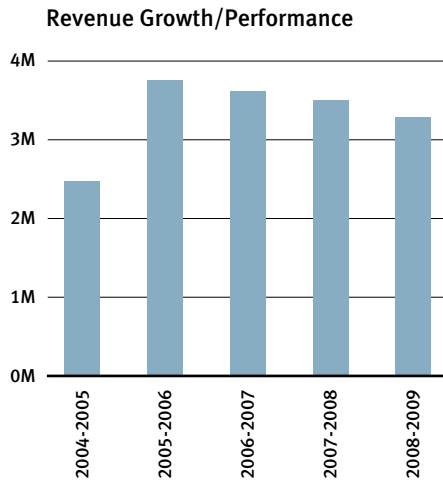
Increase the Museum's self-generated revenues.

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

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

The Museum continued to build a strong philanthropic base of support through private and public sponsorships, partnerships, alliances and donations.

- Total pledged to the *Natural Partnerships* Campaign to date is \$9.3 million. These funds are essential to the Museum's ability to develop new galleries, exhibitions and other public programmes.
- The Museum continues to pursue opportunities to work with the private sector in securing support for its various programmes and exhibitions. Negotiations continued with several large corporations for sponsorship of Museum programmes and exhibitions.
- The challenging economic downturn has forced the Museum to revise its interim targets for fundraising. Nevertheless, the Museum aspires to fulfill the current *Natural Partnerships* Campaign objective by 2011.
- In 2008-2009, a variety of offerings were developed to encourage membership in the Canadian Museum of Nature. A membership sales campaign was launched in the fall of 2008 featuring a unique set of Trading Cards; the Birds of Canada and a third season was initiated for the High-Definition film Armchair Traveller Series. A new Annual Pass was added to the membership categories and although Membership renewals have declined by 28.8 percent, revenues remain strong and are just under target by 4.73 percent. A new membership strategy is presently being developed to co-incide with the grand reopening in 2010.



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

- The Museum completed an in-depth review of revenue generating opportunities, and prepared for the Minister of Canadian Heritage and Official Languages a “Revenue Generation Framework” report. The Museum’s goal is to increase earned and contributed revenue to fund 15 percent of its operating budget by 2011-2012. The report identifies specific strategies and initiatives to achieve this target.
- This year, the self-generated revenues exceeded the annual target by 43 percent and generated revenues from admissions exceeded targets slightly by 1 percent, largely due to attendance levels that have grown in response to the stimulating new galleries and programmes on offer in the restored West Wing of the Victoria Memorial Museum Building.
- As part of the revenue generation strategy, the Museum continued to explore opportunities to establish new revenue generating partnerships, licensing agreements or to provide cost recovery services. For example, the Museum continues to work closely with CineMuse to develop specialized shows for the zoo and aquarium market.
- Intellectual Property material, especially visual material, was licensed to 35 external clients this past year, generating revenue and increasing the Museum’s visibility to the public. The material was used for television productions by Radio-Canada, CBC, TFO and NHK (Japan’s national television network). Images were also published in magazines, scientific and technical papers and trade publications from Canada, United States, France and England. Museums such as the American Museum of Natural History, the Royal Ontario Museum, the Ontario Science Centre and le Musée d’archéologie et d’histoire de Montréal were granted permission to reproduce images and video material from the Museum’s collection. The IP Office is currently re-organizing the photo collection and developing a database to manage IP requests from internal and external clients. This new system should be in place by the end of next fiscal year.

### Seek funding solutions for facilities operations and capital expenses.

- The Museum continued to work with the Government of Canada to seek a long-term solution to its shortfall in facilities operating funds. The Government’s commitment in Budget 2008 of additional funds primarily for infrastructure pressures has provided some relief in one critical area. The Museum continues to work with government to develop a solution to address the \$2.2 million shortfall in operating funds that is expected once the fully restored Victoria Memorial Museum Building opens to the public in May 2010.

Performance Measures	Targets	2008-2009 Achievements
Results of fundraising efforts	Raise \$2,103,000 in 2008-2009	\$1.3 million was raised in 2008-2009 and \$764,000 was recognized as revenue
Total amount of generated revenue	Generate \$1,873,000 in 2008-2009	\$2.7 million
Per visitor gross sales income	\$4.76 per visitor by 2012-2013	\$4.87 per visitor

## OBJECTIVE

Define the Strategic Plan and the corresponding implementation plan for 2009-2014.

As a result of far reaching survey work on a broad Canadian audience, the Museum formulated a Strategic Plan for 2003-2004 to 2007-2008. Fiscal 2008-2009 will be a transition year in which the Museum defines the new Strategic Plan and the steps required for implementation in 2009-2014.

### Develop the Strategic Plan for 2009-2014.

- In March, the Museum's new Strategic Plan for 2009-2014 received approval from the Board of Trustees and from the Government of Canada. The new plan, entitled "Connecting for Nature," sees the Museum becoming an advocate for Canada's natural environment and being a trusted source of information about the country's natural heritage.

### Develop the implementation plan.

- Following Board of Trustees' approval of the new Strategic Plan, the Museum immediately defined the implementation plan for 2009-2010. The plan identifies key priorities and actions for the coming fiscal year. Priorities for 2009-2010 include:
  - Completing the Victoria Memorial Museum Building Renewal Project;
  - Developing strategies that will define the new directions contained in the Museum's new Strategic Plan, particularly with respect to the Museum's role as an advocate for nature and encouraging environmental responsibility through scientific discovery and debate;
  - Achieving financial stability and maximizing revenue; and
  - Increasing the Museum's national service and benefit.



Photo: Martin Lipman

View of the Gee! in Genome national travelling exhibition.

### Develop the performance management framework.

- The Museum worked with the Department of Canadian Heritage to develop performance measures common to Canada's national museums. The project contributed some performance management elements to the Museum's new Corporate Plan and provided all parties with a better understanding of the challenges and expectations facing the country's national museums.

Performance Measures	Targets	2008-2009 Achievements
The Strategic Plan for 2009-2014 is defined	The Strategic Plan is finalized and the first phase is implemented in 2009-2010	The Strategic Plan has been finalized and implementation has started
New objectives and strategies are in place	New objectives and strategies respond to the national stakeholder input	New objectives and strategies have been formulated in response to stakeholder input

# Our People





## Board of Trustees

The Board of Trustees is the Museum's governing body, responsible to Parliament through the Minister of Canadian Heritage and Official Languages. The 11 members are Governor-in-Council appointees from all regions of Canada. Through accountability and strategic policy and planning frameworks, the Board provides corporate direction and delegates authority to the President for the management of the Museum. In 2008-2009, the Board met five times. Twenty-seven meetings of the Committees of the Board were held either in person or by conference call and two special meetings were held 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 Joanisse, Chair

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

#### Community and Government Relations Committee

Teresa MacNeil, Chair (until June 18, 2008)  
Chris Nelson, Chair (effective September 25, 2008)

**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

#### R. Kenneth Armstrong, O.M.C.

Chair, Peterborough, Ontario

#### Dana Hanson, M.D.

Vice-Chair, Fredericton, New Brunswick

#### Lise des Greniers

Granby, Quebec

#### Martin Joanisse

Gatineau, Quebec

#### Teresa MacNeil, O.C.

Johnstown, Nova Scotia  
(until June 18, 2008)

#### Melody McLeod

Yellowknife, Northwest Territories

#### Mark Muise

Yarmouth, Nova Scotia  
(effective June 18, 2008)

#### Erin Rankin Nash

London, Ontario

#### Chris Nelson

Ottawa, Ontario

#### Harold Robinson

Edmonton, Alberta

#### Henry Tom

Vancouver, British Columbia

#### Jeffrey A. Turner

Manotick, Ontario

#### Irene Byrne

Corporate Secretary

### ■ Executive Staff

#### Joanne DiCosimo

President and Chief Executive Officer

#### Maureen Dougan

Vice-President, Corporate Services  
and Chief Operating Officer

### ■ Management Team

#### Roger Baird

Director, Collections Services

#### Marc Chrétien

Manager, Facilities Management  
Services

#### Kimberley Curran

Director, Natural Partnerships  
Campaign

#### Mark Graham

Director, Research Services

#### Denyse Jomphe

Director, Human Resources Services

#### Lynne Ladouceur

Director, Financial Management  
Services

#### Marie Lasnier

Manager, Community Services

#### 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 2008-2009.

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Annie Carbonneau  
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Margaret Feuerstack  
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Garnet Muething  
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Renisha Nadarajah  
Kimberly Newman

Marie Noland  
Joanna Northover  
Lyanne Payette  
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Diane Picard  
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Gilles Proulx  
Julien Racette  
Sophia Reilly  
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Joanne Desnoyers  
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Samia Messaoudi  
Xavier Rankin  
Alan McDonald  
Maria Somjen

## ■ Research Services

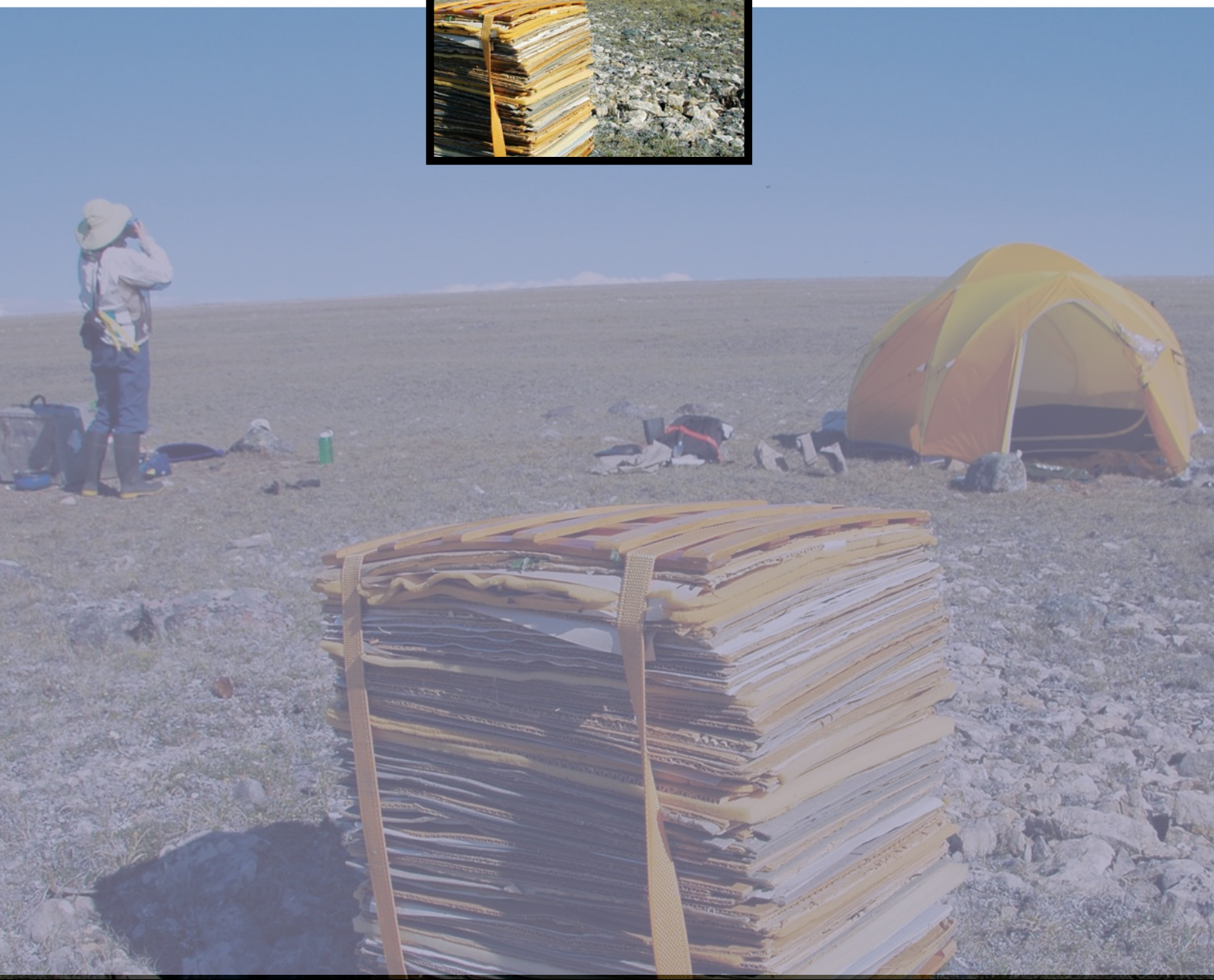
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## Volunteers

**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, 169 volunteers have contributed over 8400 hours of service.**

Victor Adomaitis	Stephanie Chapman	Tammy Gillis	Diane Lemieux	Michelle Nugent	Andrea Simard
Colette Anfossi	Camelia Chiujde	Ian Gorlick	Hao Li	Jordanna Ostrega	Jennifer Small
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Suzanne Carr	Andy Fytche	Anne Laybolt	Arlene Neilson	Ruth Secunda	
Maggie Case	Huguette Gavrel	Judy Leeson	François Nguyen	Olivia Seillier	
Nakul Chandan	Carol German	Lyse Lemay	Joanna Northover	John Sharpe	

# Communicating Research Results



## Research Services and Collections Services Staff

Museum staff published 82 articles in refereed journals – which have other scientists review all articles submitted before they are accepted for publication – and 37 in non-refereed publications. Museum staff also published a selection of books, reports and other papers. A complete list follows (names in boldface are Museum staff members). Publications are listed in the language in which they were written.

### ■ Refereed Publications

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Photo: Roger Bull

Lynn Gillespie collects plants on southern Victoria Island, Nunavut, as part of a botanical inventory of the region.

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Photo: Michael Skebo

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Photo: Roger Bull

Jeff Saarela and Laurie Consaul pressing plants in Yellowknife, Northwest Territories.

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**Cité étudiante Haute-Gatineau,** Maniwaki, Quebec

**City of Ottawa,** Ottawa, Ontario

**Club de minéralogie de l'Outaouais,** Hull, Quebec

**Club des ornithologues de l'Outaouais,**  
Gatineau, Quebec

**Collège préuniversitaire Nouvelles Frontières,**  
Gatineau, Quebec

**Collège St-Joseph,** Gatineau, Quebec

**Commission scolaire au Coeur-des-Vallées,**  
Gatineau, Quebec

**Commission scolaire des draveurs,**  
Gatineau, Quebec

**Commission scolaire des Portages-de-l'Outaouais,**  
Gatineau, Quebec

**Conseil du loisir scientifique de l'Outaouais,**  
Gatineau, Quebec

**Doors Open Ottawa,** Ottawa, Ontario

**Eastern Ontario Model Forest,** Kemptville, Ontario

**École l'Équipage,** Val-des-Monts, Quebec

**École secondaire du Versant,** Gatineau, Quebec

**École secondaire Grande-Rivière,** Gatineau, Quebec

**École secondaire Hormisdas-Gamelin,**  
Gatineau, Quebec

**École secondaire Louis-Joseph Papineau,**  
Papineauville, Quebec

**École secondaire Mont-Bleu,** Gatineau, Quebec

**Elmwood School,** Ottawa, Ontario

**Ikebana International, Ottawa Centennial Chapter  
120,** Ottawa, Ontario

**Jean Vanier School,** 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,**  
Gatineau, Quebec

**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**

**Paleotec Services,** Ottawa, Ontario

**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

**St-Laurent Academy,** Ottawa, Ontario

**St. Mark High School,** Ottawa, Ontario

**The Dendron Project,** Ottawa, Ontario

**University of Ottawa, Faculty of Education,**  
Ottawa, Ontario

**YMCA-YWCA,** Ottawa, Ontario

# Managing our Financial Resources



## Management Discussion and Analysis Overview – 2009

**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 to Canadian society.**

The Museum is managing several challenges.

2009 saw a comprehensive review of the Museum's strategic directions. The consultations leading to the development of the new, 5 year strategic plan and framework for 2009-2010 to 2013-2014 confirmed an interest in seeing the Museum undertake an advocacy role in support of natural history and the environment by sharing with the public in a more proactive way the results of its scientific research.

The renovation of the Victoria Memorial Museum Building remains an exciting and demanding opportunity which is now in its final stages. The five year, \$216M rehabilitation project is a cornerstone of the Museum's renewal strategy. The construction project is on budget and is scheduled to be completed in the Fall of 2009. When the Museum fully reopens to the public in May 2010, two new galleries will be installed in the renovated East Wing, complementing the three new galleries which have already been installed in the West Wing. Fundraising for the new galleries has achieved over 50 percent of its goal. However, the increasing strain upon the Museum's operating budget has resulted in the need to defer installation of two galleries – the Nature of Humans and the Discovery Centre.

During the reporting period, the Canadian Museum of Nature implemented the outcome of the Federal Strategic Review exercise which resulted in annual reductions of \$1.4 million to the Museum's ongoing appropriation.

This exercise, coupled with the lack of inflation protection for fixed facility costs, the new museum-standard environmental control systems and additional space that must now be maintained at the renovated Victoria Memorial Museum Building, have placed an additional severe pressure on the Museum's operating budget. Significant steps have been taken over a number of years to reduce costs across all areas of programme and administrative areas in order to reallocate funds to meet the annually rising costs of the two buildings. The additional expense of the renewed facility is well beyond CMN's budget capacity.

The Government's commitment in Budget 2008 of additional funds primarily for infrastructure pressures has provided some welcome, interim relief. This injection of funds, coupled with expenditure control measures, internal reallocations, and increased revenue and attendance, has allowed the Museum to cover its projected deficit for 2009 and report a surplus from operations of \$396,000.

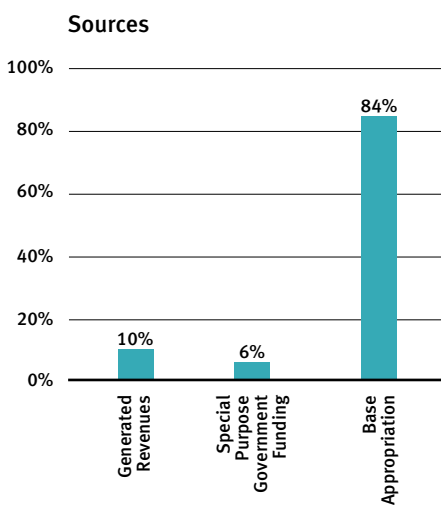
These measures will not be sufficient, however, to manage the significant deficit projected for 2010 once the fully restored Victoria Memorial Museum Building is commissioned and opens to the public in May 2010.

Revenues from commercial operations are expected to increase in the future with the re-opening of the fully renovated Victoria Memorial Museum Building in May 2010. The Museum's goal is to increase earned revenue to 15 percent of its operating budget by 2012. To achieve this target, an in-depth review of revenue generating opportunities and prospects for increasing revenue has been undertaken and shared with the Minister of Canadian Heritage and Official Languages.

However, the Museum does not expect this increase in revenue will be sufficient to address the projected shortfall in facilities operating costs. In addition, current economic conditions may have a negative impact on future revenues from all sources and could result in reductions in attendance and revenues in the immediate future. The Museum's financial framework and plan reflect, therefore, prudent assumptions for 2009-2010.

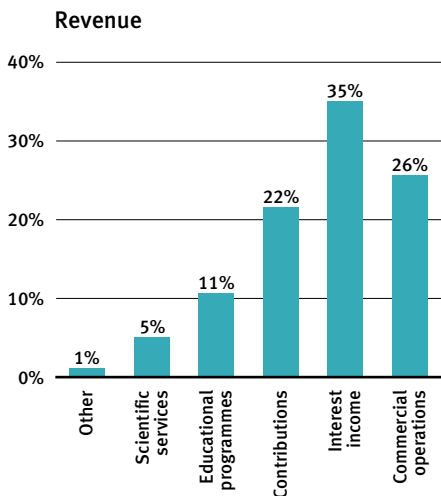
The Museum anticipates consecutive years of deficiencies of revenue over expenses in the future, because of depreciation charges for its facility in Gatineau which is shown on the Museum's balance sheet as a capital lease. This accounting treatment will keep the Corporation's Equity in a deficit position 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.

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.



### Sources of funds

Sources of funds include Parliamentary appropriation (the portion recognized as revenue) and generated revenues. Parliamentary appropriation represents 90 percent of the Museum's budget which is supplemented by revenue-generating activities. In 2009, sources of funds amounted to \$33,704,000 compared with \$32,317,000 in 2008. This variation results from a 5 year investment by the federal government to offset primarily capital pressures.



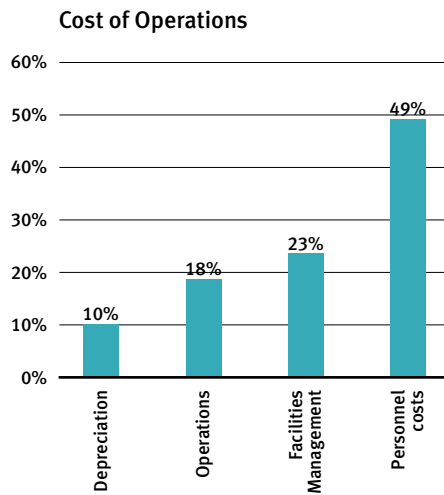
### Parliamentary Appropriation

The Museum's approved Parliamentary appropriation decreased from \$85,092,000 in 2008 to \$62,339,000 in 2009 of which \$32,000,000 was dedicated to the Renewal Project. The difference is due to a decrease of \$26 million in the cash flow requirements of the Renewal Project as approved by the Treasury Board Secretariat and a one-time increase, net of strategic review reductions, in funding for capital projects and wage compensation.

On an accrual basis, however, Parliamentary appropriation increased from \$28,735,000 in 2008 to \$30,241,000 in 2009. This is due mainly to the first installment of a 5 year investment by the federal government to offset primarily infrastructure pressures.

### Revenue

Generated revenues in 2009 were 3.3 percent lower than in 2008. The Museum's commercial revenue continued to increase as a result of the reopening, in October 2006, of the West Wing of the Museum with renewed galleries and enhanced services available to the public. Contribution revenues vary from year to year depending upon fundraising. The results for 2009 when compared to 2008 reflect, for example, the successful International Polar Year Project and sponsorships for both Water travelling and permanent gallery projects. However interest income decreased due to fewer funds available for investment purposes and a drastic drop in interest rates.



## Cost of Operations

The Museum's total cost of operations in 2009 was \$33,308,000 compared to \$32,268,000 in 2008. The variance is due mainly to increases in personnel and employee benefits costs.

### Personnel costs

Personnel costs rose by 7 percent due to salary increases granted during the year, a one-time charge related to employer's share of benefits and staffing of four temporary or permanent positions which had remained vacant the previous year.

### Operation and maintenance of buildings

The costs of operating and maintaining the Museum's two facilities have increased since 2004 and will continue to climb as the renovated spaces at the Victoria Memorial Museum Building come on stream. In 2009, because the Museum outsourced its facilities management services to the private sector, it benefited from significant savings in the operating costs of its buildings. These savings contributed to the financial results for 2009.

## Summary

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

Achieving financial sustainability has been, and will continue to be, one of the main priorities of the Museum. The issue of rising facility costs, including a permanent resolution for the operating costs of the Victoria Memorial Museum building remains without a definitive answer. The Museum will continue to work with the Government of Canada to seek a long-term solution to its shortfall in facilities operating funds.

The Museum will also concentrate on the following priorities for 2010:

- Complete the renewal of the Victoria Memorial Museum Building and prepare for the grand opening of the fully renovated building in May 2010;
- Implement the new Strategic Plan for 2009-2010 to 2013-2014;
- Maximize revenue from commercial operations and fundraising/sponsorships;
- Maintain and sustain participation in partnerships and associations that help the Museum fulfill its national service role;
- Control costs through prudent management and stewardship of its resources.

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

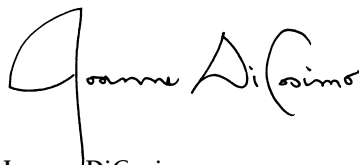
## Management's responsibility for financial reporting

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

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

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

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



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



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

May 29, 2009

## Auditor's Report

To the Minister of Canadian Heritage and Official Languages

I have audited the balance sheet of the Canadian Museum of Nature as at March 31, 2009 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, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

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



**Mark G. Watters, CA**  
*Assistant Auditor General*  
*for the Auditor General of Canada*

Ottawa, Canada  
May 29, 2009

## Balance Sheet as at March 31, 2009

<i>(in thousands of dollars)</i>	2009	2008 Restated (note 18)
<b>Assets</b>		
Current		
Cash and cash equivalents (note 3)	43,467	45,478
Accounts receivable		
Trade	311	421
Government departments and agencies (note 13)	3,965	1,369
Prepaid expenses	403	616
	<b>48,146</b>	<b>47,884</b>
Restricted cash, cash equivalents and receivables (note 4)	1,892	2,032
Collections (note 5)	1	1
Capital assets (note 6)	191,687	159,109
	<b>241,726</b>	<b>209,026</b>
<b>Liabilities</b>		
Current		
Accounts payable and accrued liabilities		
Trade	8,343	8,177
Government departments and agencies (note 13)	762	848
Current portion – obligation under capital lease (note 7)	396	359
Deferred revenue and parliamentary appropriation	34,313	35,620
Employee future benefits (note 8)	444	411
	<b>44,258</b>	<b>45,415</b>
Obligation under capital lease (note 7)	31,042	31,438
Deferred capital funding (note 9)	168,691	135,114
Employee future benefits (note 8)	2,287	2,065
	<b>246,278</b>	<b>214,032</b>
<b>Equity</b>		
Deficit	(6,034)	(6,430)
Accumulated other comprehensive income	1,482	1,424
	<b>(4,552)</b>	<b>(5,006)</b>
	<b>241,726</b>	<b>209,026</b>

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

Approved by the Board of Trustees:



**R. Kenneth Armstrong**  
Chairman of the Board of Trustees

Recommended by Management:



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



**Martin Joannis**  
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, 2009**

<i>(in thousands of dollars)</i>	2009	2008 Restated (note 18)
<b>Revenue</b>		
Commercial operations (note 11)	897	891
Interest income	1,218	1,594
Contributions	764	605
Educational programmes	387	350
Scientific services	165	87
Other	32	55
	<b>3,463</b>	<b>3,582</b>
<b>Expenses (note 20)</b>		
Public education programmes	6,286	5,490
Collection management	2,241	2,449
Research	4,437	4,166
Corporate management	7,196	6,988
Accommodation	9,999	10,179
Depreciation of capital assets	3,149	2,996
	<b>33,308</b>	<b>32,268</b>
<b>Net result of operations before government funding</b>	<b>(29,845)</b>	<b>(28,686)</b>
Parliamentary appropriation (note 12)	30,241	28,735
<b>Net result of operations for the year</b>	<b>396</b>	<b>49</b>
<b>Other comprehensive income (loss)</b>		
Restricted contributions from non-owners received	315	338
Net investment income attributed to restricted contributions from non-owners	28	54
Restricted contributions from non-owners recognized	(285)	(414)
<b>Total of other comprehensive income (loss) for the year</b>	<b>58</b>	<b>(22)</b>
<b>Comprehensive income for the year</b>	<b>454</b>	<b>27</b>

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

## Statement of Changes in Equity for the year ended March 31, 2009

<i>(in thousands of dollars)</i>	2009	2008 Restated (note 18)
<b>Deficit</b>		
Balance, beginning of year	(6,430)	(6,479)
Net results of operations for the year	396	49
<b>Balance, end of year</b>	<b>(6,034)</b>	<b>(6,430)</b>
<b>Accumulated Other Comprehensive Income</b>		
Restricted contributions from non-owners (note 10)		
Balance, beginning of year	1,424	1,446
Other comprehensive income (loss)	58	(22)
<b>Accumulated Other Comprehensive Income, end of year</b>	<b>1,482</b>	<b>1,424</b>
<b>Equity, end of year</b>	<b>(4,552)</b>	<b>(5,006)</b>

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

## Statement of Cash Flows for the year ended March 31, 2009

<i>(in thousands of dollars)</i>	2009	2008 Restated (note 18)
<b>Operating activities</b>		
Cash receipts – customers	3,283	3,954
Cash receipts – parliamentary appropriation	23,522	53,867
Cash disbursements – suppliers and employees	(26,755)	(25,732)
Interest received	1,299	1,609
Interest paid	(3,141)	(3,176)
	<b>(1,792)</b>	<b>30,522</b>
<b>Financing activities</b>		
Appropriation used to purchase depreciable capital assets	35,727	31,834
Obligation under capital lease	(359)	(325)
	<b>35,368</b>	<b>31,509</b>
<b>Investing activities</b>		
Acquisition of capital assets	(35,727)	(31,834)
Decrease in restricted cash, cash equivalents and receivable	140	403
	<b>(35,587)</b>	<b>(31,431)</b>
<b>(Decrease) increase in cash and cash equivalents</b>	<b>(2,011)</b>	<b>30,600</b>
Cash and cash equivalents, beginning of year	45,478	14,878
<b>Cash and cash equivalents, end of year</b>	<b>43,467</b>	<b>45,478</b>

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

## Notes to the Financial Statements for the year ended March 31, 2009

### 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 shown on the right.

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.

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

## 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) Financial Instruments

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

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

**J) Adoption of New Accounting Standards**

Effective April 1, 2008, the Corporation adopted the following new Canadian Institute of Chartered Accountants (“CICA”) Handbook Sections:

**i) Section 1535, “Capital Disclosures”**

Section 1535, “Capital Disclosures”, establishes disclosure requirements for an entity to enable users of the financial statements to evaluate objectives, policies and processes for managing capital, quantitative information about what the Corporation regards as capital and disclosures of any externally imposed capital requirements, as well as the consequences for non-compliance. The Corporation has provided this disclosure in note 16.

**ii) Section 3862, “Financial Instruments - Disclosures” and Section 3863, “Financial Instruments – Presentation”**

These standards 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. Disclosure requirements pertaining to these Sections are contained in note 17.

**K) Future Accounting Change****International Financial Reporting Standards**

In February 2008, the CICA confirmed that Canadian publicly accountable enterprises will be required to adopt International Financial Reporting Standards (“IFRS”) for years beginning on or after January 1, 2011. The Corporation’s transition date is April 1, 2011 and will require restatement for comparative purposes of amounts reported by the Corporation for the year ending March 31, 2011. The Corporation has initiated an IFRS transition project.

**3. Cash and Cash Equivalents**

<i>(in thousands of dollars)</i>	2009	2008
Cash	38,467	12,418
Cash Equivalents	5,000	33,060
	<b>43,467</b>	<b>45,478</b>

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

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, 2009 was 1.23 percent (2008 – 3.59 percent) and the average term to maturity is 6 days (2008 – 29 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.

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. As of March 31, 2009, the Corporation did not hold any investment.

## 5. Collections

The natural history collections consist of over 10.5 million specimens and grew by 86,059 items this fiscal year (2008 – 80,151). They are an exceptional scientific resource that is available nationally and internationally for research, exhibits and education.

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

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

The collections are managed and cared for through a collections risk assessment process that seeks to preserve the value of collections and uses a rational process for the establishment of priorities for their care. The Corporation has incurred \$2.2 million in 2009 (2008 – \$2 million) for the management, protection and conservation of its collections.

## 6. Capital Assets

*(in thousands of dollars)*

			2009	2008 Restated (note 18)
	Cost	Accumulated depreciation	Net book value	Net book value
Land	627	–	627	627
Renovation work in progress	109,033	–	109,033	74,555
Victoria Memorial Museum Building	65,046	9,011	56,035	57,037
Property under capital lease	35,040	12,890	22,150	23,141
Collection cabinets and compactors	3,575	1,318	2,257	2,360
Research equipment	3,200	2,629	571	734
Leasehold improvements	1,140	631	509	419
Computer equipment and software	2,105	1,887	218	105
Furnishings and office equipment	954	745	209	53
Technical equipment	342	275	67	70
Motor Vehicles	42	36	6	–
Building improvements	11	6	5	8
	<b>221,115</b>	<b>29,428</b>	<b>191,687</b>	<b>159,109</b>

## 7. Obligation Under Capital Lease

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

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

<i>(in thousands of dollars)</i>	Obligation under capital lease
2010	3,500
2011	3,500
2012	3,500
2013	3,500
2014	3,500
Thereafter	61,250
Total minimum future payments	<sup>(1)</sup> 78,750
Deduct: Imputed interest	(47,312)
<b>Present value of financing obligations</b>	<b><sup>(2)</sup> 31,438</b>

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

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

## 8. Employee Future Benefits

### i) Pension benefits

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

<i>(in thousands of dollars)</i>	2009	2008
Corporation's contributions	2,100	1,623
Employees' contributions	878	784

### 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>	2009	2008
Accrued benefit obligation, beginning of year	2,476	2,483
Cost for the year	365	288
Benefits paid during the year	(110)	(295)
<b>Accrued benefit obligation, end of year</b>	<b>2,731</b>	<b>2,476</b>
Short term portion	444	411
Long term portion	2,287	2,065
	<b>2,731</b>	<b>2,476</b>

## 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>	2009	2008 Restated (note 18)
Beginning balance	135,114	105,274
Appropriation used to purchase depreciable capital assets	35,727	31,834
Amortization of deferred capital funding	(2,150)	(1,994)
<b>Ending balance</b>	<b>168,691</b>	<b>135,114</b>

## 10. Restricted Contributions From Non-Owners

Included in restricted contributions from non-owners is an endowment in the principal amount of \$305,000 (2008 – \$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 \$7,612 (2008 – \$13,644), 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>	2009	2008
Admission fees	505	498
Parking	196	181
Publishing royalties	39	65
Memberships	57	62
Boutique and cafeteria leases	59	54
Rental of facilities	32	19
Publishing revenues	9	12
	<b>897</b>	<b>891</b>



## 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>	2009	2008 Restated (note 18)
<b>Appropriation approved:</b>		
Capital and Operating Budget	59,176	84,221
Supplementary budgets	3,163	871
	<b>62,339</b>	<b>85,092</b>
Portion of parliamentary appropriation in current year deferred for future capital projects	(33,483)	(35,220)
Previous year's appropriation used in current year to complete specific projects	34,962	8,703
Appropriation used to purchase depreciable capital assets	(35,727)	(31,834)
Amortization of deferred capital funding	2,150	1,994
<b>Appropriation used</b>	<b>30,241</b>	<b>28,735</b>

## 13. Related Party Transactions

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

In addition to those related party transactions disclosed elsewhere in these financial statements, the Corporation incurred expenses for the work and services provided by other government departments, agencies, and Crown corporations totalling \$2,788,000 (2008 – \$4,209,247), and earned revenues totalling \$164,000 (2008 – \$235,247). 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, 2009, the Corporation has contracts for information systems and building maintenance services with a remaining value of \$4,785,000. Future minimum payments under these contracts are as follows:

2010	2011	2012	2013	2014
3,455,000	839,000	232,000	128,000	131,000

As of March 31, 2009, the Corporation also has long-term contracts, with a remaining value of \$16,804,000, 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, 2011.

## 15. Contingencies

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability and an expense are recorded in the Corporation's financial statements. As of March 31, 2009, no amount has been accounted for in the financial statements.

## 16. Capital Disclosures

The Corporation's capital is defined as including its cash and cash equivalents, restricted cash, cash equivalents and receivable, capital assets and accumulated other comprehensive income (AOCI). The Corporation's primary objectives include maintaining sufficient capital for operations and protecting its ability to meet its on-going obligations including those related to restricted contributions from non-owners included in the AOCI. As at March 31, 2009, the Corporation meets its obligations with regards to capital management.

## 17. Financial Instruments

### A) Financial Risk Management

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

#### i) Credit risk

Credit risk is defined as an unexpected loss if a debtor is unable to discharge its obligations toward the Corporation in a timely manner or when a guaranteed party defaults on its obligation. The Corporation is exposed to credit risk, through its normal commercial activities, on the accounts receivable from its customers (\$4,276,000) and short term investments (\$5,000,000). In order to reduce this risk, the Corporation closely monitors the issuance and collection of credit to commercial clients and the concentration of this risk is also minimized because the Corporation has a large and diverse customer base. The Investment policy limits the Corporation to secure investments (see notes 3 and 4).

#### ii) Liquidity risk

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

#### iii) Market risk

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

### B) Fair value

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

## 18. Retroactive Adjustment

During 2006-2007, Phases 2 and 3 of the renovations to the Victoria Memorial Museum Building were placed into service. The Corporation omitted to commence depreciating general costs associated to these phases at that time. Costs totaling \$21,037,000 have been reclassified from work in progress to Victoria Memorial Museum Building as at March 31, 2008.

The purpose of this adjustment is to depreciate general costs related to Phases 2 and 3 retroactively to 2007, when these phases were completed and reopened to the public. This change decreased both the capital assets and the deferred capital funding of 2008 of \$789,000, with no impact on Equity. Consequently, the financial statements for the year ended March 31, 2008 were restated as follows:

<i>(in thousands of dollars)</i>	2008 Restated	2008 as previously stated
<b>Balance Sheet:</b>		
Capital Assets	159,109	159,898
Deferred Capital Funding	135,114	135,903
<b>Statement of Operations and Comprehensive Income:</b>		
Depreciation of capital assets	2,996	2,470
Parliamentary appropriation	28,735	28,209
<b>Notes to Financial Statements:</b>		
Renovation work in progress (note 6)	74,555	95,592
Victoria Memorial Museum Building – net book value (note 6)	57,037	36,789
Deferred Capital Funding, beginning balance (note 9)	105,274	105,537
Amortization of deferred capital funding (notes 9 and 12)	(1,994)	(1,468)

## 19. Comparative Figures

The 2008 comparative figures have been reclassified to conform to the 2009 financial statement presentation.

## 20. Summary of Expenses by Classification

<i>(in thousands of dollars)</i>	2009	2008 Restated (note 18)
Personnel costs	16,455	15,382
Depreciation of capital assets	3,149	2,996
Interest on capital lease obligation	3,141	3,175
Professional and special services	2,572	2,401
Operation and maintenance of buildings	2,259	2,876
Real property taxes	1,617	1,527
Information management infrastructure and systems	1,195	1,096
Exhibitions	960	897
Travel	779	517
Repairs and maintenance	619	611
Marketing and communications	457	460
Freight and cartage	64	74
Purchase of objects for collections	29	203
Other	12	53
	<b>33,308</b>	<b>32,268</b>

**CANADIAN MUSEUM OF NATURE**  
**nature.ca**

**VICTORIA MEMORIAL MUSEUM BUILDING**  
240 McLeod Street, Ottawa, Ontario

**NATURAL HERITAGE BUILDING**  
1740 Pink Road, Gatineau, Quebec

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