

# A VITAL FUTURE

2012-2013 ANNUAL REPORT



canadian museum of nature  
**nature**  
musée canadien de la nature

Canada





## Reflections on 2012 – 2013: another great year of inspiring connections with our natural world at the Canadian Museum of Nature!

- Over 375,000 visitors enjoyed inspiring and engaging galleries, exhibits and programs at the Victoria Memorial Museum Building, bringing them closer to nature and helping them understand the environment they live in.
- Over 1 million visitors were impacted by our travelling exhibits and suitcases in over 30 cities across Canada and around the world.
- Our research team collaborated with scientists, museums, universities and colleagues in 110 cities around the world, 45 cities in Canada.
- Over 39 new publications by our research scientists were peer reviewed and published, sharing our knowledge with thousands of Canadians and colleagues around the world.
- Our collections management team provided loans from our collection of 10.5 million specimens to organizations in 70 cities around the world, 36 cities in Canada.
- Over 28,000 students from schools throughout Ontario and Quebec visited the Museum and engaged in self-guided, gallery guided and facilitated workshops about nature's past, present and future.
- Over 280 schools from across Canada and around the world downloaded our education content from our website to inspire and inform their students.
- Over 20,000 people experienced the Museum building as a civic and social destination through participation in a private rental or event.
- Over 100,000 people visited and made purchases at our café.
- Over 80,000 people visited and made purchases at our boutique.
- Over 150 volunteers provided their time, expertise and passion for the Museum to the benefit of our visitors, our research and our collection.
- Over 130 staff shared their passion for the Museum with our visitors, colleagues, partners and stakeholders by fulfilling their roles with professionalism and enthusiasm.
- Our 11 board members provided time, energy and wise counsel to ensure the Museum continues to advance its vision and fulfill its mission to inspire understanding and respect for nature.

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# message from the interim chair



**Nicholas Offord**  
Interim Chair, Board of Trustees

On behalf of the Board of Trustees of the Canadian Museum of Nature, I am pleased to present the 2012–2013 Annual Report. The report speaks to the progress the Museum continues to achieve in fulfilling its Parliamentary charter of furthering knowledge, appreciation, and respect for the natural world by maintaining and developing for research and posterity a collection of natural history objects and by demonstrating nature, the knowledge derived from nature, and the understanding it represents. Unprecedented change to our natural environment, change in access to information, and change in social and interactive engagement, have demanded that the Museum vigorously adapt and renew methods and means. Coupled with demands for greater fiscal independence, the Museum is embracing new alliances and collaborators, expanding reach and engagement over the web and onto mobile platforms, and improving facilities to better serve both existing and new user segments.

Renewal, started with the dramatic renovation of the Victoria Memorial Museum Building, continued apace at the Canadian Museum of Nature this year. The Natural Heritage Campus, the vital heart of the Museum's research activity and the home of the Museum's globally significant collection of 10.5 million specimens of fossils, minerals, plants and animals, completed a facility renovation to address urgent capital repairs. Returned to modern standards, the Natural Heritage Campus is now well positioned to carry-on its leading work in Arctic research and species discovery, as exemplified by the recent ground-breaking discovery of the "arctic camel". As a global leader in collections storage, preservation and digitization, in addition to the Museum's own collection, the National Heritage Campus proudly houses collections for diverse clients including the government of Nunavut, and will soon welcome the Bank of Canada's Currency Museum collection while the Bank undergoes renovations.

In keeping with facilities renewal, a bold new brand platform more consistent with the mission and roles of the Canadian Museum of Nature was introduced. The new brand carries a visual association with the diverse elements of nature and presents a brand character that is modern, cool, and Canadian. The new brand has already bolstered connections with new audiences locally, reached out to Canadians across the country through travelling exhibitions, and attracted new collaborators to the museum's research, collections and education programs.

In keeping with the rapid renewal taking place, the Board renews its commitment to act as ambassadors and fundraisers in support of the Museum's strategic objectives, in addition to providing governance and oversight. The Board said farewell to three members this year: our past chair Florence Minz; Melody McLeod; and Mark Muise. I would like to express my gratitude to each of them and acknowledge their very valuable contributions to the Museum during their terms. The Museum also welcomes two new members to the Board, Mr. Ron Calderoni from Quebec and Mrs. Marilyn Buchanan from Yellowknife.

Nature is inherent to the Canadian identity. Faced with challenges to the environment as demonstrated by climate change, rapid progress in our knowledge of species development, and the evidence that human activity is causal to outcomes, the mandate of the Canadian Museum of Nature is of increasing national and global importance. The renewal necessary to carry-out that mandate as an international first rank Museum has been undertaken, and I am confident that our country will be well served.

# message from the president and chief executive officer



**Margaret Beckel**  
President and Chief Executive Officer

As we enter the anthropocene evolutionary period, wherein the impact of humanity is the leading factor in determining the future course of our planet's environment and species, the understanding of nature and the role of Canada's natural heritage, especially the Arctic, has never been more important. In this, the Canadian Museum of Nature has a central and vital role to play in Canada and around the globe. With a mission to inspire respect and understanding of the natural world, through learning from our past, engaging with our present, and planning for our future, the Museum is continuing a course of renewal to leverage its expertise and assets and deliver on its five strategic objectives: Knowledge and Discovery; Inspiration and Education; Presence; Performance; and Advancement.

## **Knowledge and Discovery**

Fittingly for the centennial of the Canadian Arctic Expedition, which first established the Museum's role in Arctic research, leadership was advanced this year through the creation of the Centre for Arctic Knowledge and Exploration. A second centre of excellence, The Centre for Species Discovery and Change, was also established. Research, collections, digitization, education, and exhibition programs will be anchored on these centres, with knowledge freely disseminated through new digital access tools introduced this year. Such information sharing has been a focus of the Alliance of Natural Museums of Canada, which brings reciprocal benefits to the Museum as the founding member. In a similar vein, the Museum has initiated the creation of the Alliance of Arctic Council Museums to co-ordinate effort and share benefits of Arctic knowledge and discovery across Arctic Council nations.

## **Inspiration and Education**

The engaging special exhibits "Whales Tohora" – an in-depth view of the world's largest animals, and "Nature Unleashed" – an interactive and educational look at

causes and impacts of natural disasters, were featured at the Victoria Memorial Museum Building this year. Public educational programming was integrated with these, as with other smaller exhibits such as "Extraordinary Arctic" and "Ikebana", to enhance the visitor experience and actualize positive action surrounding the natural environment. Travelling exhibits also continued to serve Canadians across the country, reaching 28 communities and over half-a-million visitors. An international presence reached even more people, as "Winged Tapestries: Moths" showed at the American Museum of Natural History in New York and "Bioluminescence" moved from New York to the Field Museum in Chicago before it comes to Ottawa in 2014.

The Museum's reach also extended to new audiences and new media through the launch of "Nature Nocturne" which metamorphosed the Museum into a program-themed nightclub. These monthly Friday-night events were sensationally viral on social media as sell-out crowds of young adults danced in the Museum foyer and halls, engaged in nature-themed activities, and toured the Museum galleries.



## Presence

The heightened presence of the Museum was expressed in a new and more approachable brand treatment which better personifies the Museum's roles and connections to the many facets of our natural world, while boldly asserting a calibre of international leadership. The brand renewal echoes the refreshed look of the Victoria Memorial Museum Building following the 2010 re-opening, and of the Natural Heritage Campus which had renovations completed this year.

Focused on history, art, science and innovation, immigration, human rights, and nature, Canada's National Museums relate to the very essence of the Canadian identity. Within the National Capital Region, Canada's National Museums both complement and compete in affecting attendance numbers. While paid attendance to special exhibits was strong in 2012-2013, overall attendance fell short of targets but well exceeds attendance levels prior to the Museum's renovation. The Museum is committed to increasing co-operation with other National Museums to better serve and to increase the overall visitor base. Innovative cross and co-promotion activities are planned for the coming year.

## Performance

Pricing and new revenue generating activities served to increase commercial operations revenues by \$0.8 million or 22 percent in 2012-2013 as revenue per attendee crossed the \$10 milestone. This, coupled with \$1.3 million in cost reductions achieved primarily through mandate-neutral job cuts, served to reduce a structural deficit that has persisted over the last five years. The Museum has adopted an enterprise business model which is increasingly permeating all aspects of the Museum's operations.

## Advancement

The newly launched naturePATRON Program welcomes individuals and corporations to directly participate in the Museum's mission, and now has over 55 members. Ambassadorship for the Museum is further extended through the National Nature Council which lays the foundation for leadership giving. Advancement efforts by the Board of Trustees has also gained momentum and is greatly welcomed. The focus of the advancement plan is the opening of the new Canadian Arctic Gallery and Species Discovery Gallery as part of Canada's 150<sup>th</sup> Anniversary in 2017, which

will hallmark the Museum's Centres of Excellence.

Looking forward from 2012-2013, I observe that the Canadian Museum of Nature is stronger than ever, but its imperative in a fast-changing natural world and within an Arctic nation has never been greater. Keeping in-step with its strategic roadmap, the Museum is on course to play an increasingly significant role in determining our natural future.





# A YEAR IN REVIEW

## Highlights

Progress was made towards consolidating the major advances achieved since the reopening of the renovated Victoria Memorial Museum Building in May 2010. As the Museum returned to steady-state operations, work continued towards achieving its five strategic objectives: **knowledge and discovery, inspiration and education, presence, performance and advancement.**





## Objective 1

To develop innovative approaches to creating, advancing and sharing knowledge that increase awareness of Canada's natural environment based upon research and collections programmes.



## knowledge and discovery

Several, significant advances were made to promote, highlight and expand the scientific leadership, knowledge and expertise of the Museum.

- The Museum continued to demonstrate scientific leadership in Arctic research, with a track record that is traced to the first *Canadian Arctic Expedition* (1913-1916). The Museum is leading and coordinating a comprehensive effort involving international experts to document the Arctic and to widely disseminate this knowledge through publications, freely available online databases, workshops and symposia. This year Dr. Peter Harrison, former Chair of International Polar Year 2012, has agreed to serve as special advisor to our newly created *Centre for Arctic Knowledge & Exploration*, a centre of excellence that will anchor the research, collections and education programmes focussed on Canada's Arctic at the Museum.
- The Museum is an expert in Canada and abroad in the scientific skills encompassing species discovery. This involves taxonomic work in the field and laboratory – finding, describing, documenting and increasing access to natural history specimens. It also involves training young scientists, reviewing and contributing to the scientific literature, presenting new findings and working with educators and the public to make scientific knowledge more understandable, useful and appreciated. This year we established the *Centre for Species Discovery & Change*, a centre of excellence that will anchor our research, collections, digitization, education and exhibition programmes focussed on species discovery, species change and species extinction. Museum researchers discovered and described 14 new species of animals, plants, fossils and minerals.
- The Museum's engagement as a founding member of the Alliance of Natural History Museums of Canada (ANHMC) continues to benefit the Museum and its collaborators across Canada. The ANHMC has enabled regular opportunities to share and address concerns over the development and preservation of Canada's natural history record, including a primary focus on facilitated sharing of information between institutions regarding existing collections and new acquisitions. The Museum is facilitating its involvement by implementing the tools to freely share its collections through [nature.ca](http://nature.ca).
- Engaging the public in our scientific research took a new turn this year when we launched *Dino Idol* in February 2013. Dr. Jordan Mallon selected five fossils still in their plaster jacket from the 1912 to 1918 fossil rush in Alberta, that he was interested in studying. He then invited the public to vote on which fossil jacket to open to study. Over 5,000 votes were cast and the specimen named *Canadian Club* was the winner.
- A research team led by Natalia Rybczynski, identified the first evidence of an extinct giant camel in Canada's High Arctic. The discovery was based on 30 fossil fragments of a leg bone found on Ellesmere Island, Nunavut, and represents the most northerly record for early camels, whose ancestors are known to have originated in North America some 45 million years ago. This discovery garnered visitor, sponsor, member, media and collegial attention across Canada and around the world, clearly placing the Canadian Museum of Nature at the forefront of natural history research.
- In support of our objective to advance and share knowledge, our research team collaborated with scientists, museums, universities and colleagues in 110 cities around the world, 45 cities in Canada. Our collections management team provided loans from our collection of 10.5 million specimens to organizations in 70 cities around the world, 36 cities in Canada.

## Objective 2

To present the natural world through public education programmes that increase understanding of Canada's changing natural environment.



## inspiration and education

A comprehensive redevelopment of the Museum's public galleries and the mounting of a lively public education programme have resulted in heightened public interest and the launch of a new season for 2012-2013 that included blockbuster exhibitions and new programmes and activities that would appeal to visitors of all ages.



- The Museum continued its own active programme of travelling exhibitions serving museums and science centres across Canada. The Museum's travelling exhibition programme is considered to be the only national natural history travelling exhibition programme of its kind in Canada. Its 20 travelling exhibitions reached 28 communities and over 1 million visitors. This year we launched a North American tour of *Winged Tapestries: Moths* starting with a 12 month booking at the American Museum of Natural History in New York.
- Public programmes are an important part of the visitor experience at the Museum as Canadians are eager to learn more about how they can take positive actions regarding their natural environment. An integrated programme planning approach continued this year whereby marketing

- Phase 2 of the *Vale Earth Gallery* was completed and opened to public acclaim on November 28, 2012. This specimen-rich exhibition tells the story of the Earth and underlines the benefits of geology and mineralogy to everyday life. Highlights include more than 1,000 exceptional specimens of rocks and minerals from the national collection; a walk-through immersive cave and 'build your own volcano' and 'make an earthquake' interactives. The Museum also has dedicated space for special temporary exhibitions. Ten special temporary exhibitions were featured in 2012-2013: *Whales Tohorā – The Exhibition*, *Ikebana*, *Nature into Sculpture*, *Canadian Wildlife Photography of the Year*, *Unrequited Death*, *Extraordinary Arctic*, *The Barrick Gold Coin*, *Fury: Portraits of turbulent skies*, *Nature Unleashed: inside natural disasters* and *Lichens*.

and education programming were integrated to special temporary exhibitions. This strategy of integrating education programming with special temporary exhibitions proved successful and this approach will continue in the future in order to provide a more complete and seamless experience to visitors.

- Attracting new audiences was a major focus for adult programming this year. In January 2013 we launched *Nature Nocturne*, a monthly Friday night club-like experience that targeted and attracted young professionals from the Ottawa area. Also in January we launched a new approach to café scientifique with *de Natura*, a panel discussion approach to inspiring connections with authors, scientists and public personalities known for their work in the natural world.



## Objective 3

To create unique experiences and increase value for visitors through the renewal of the Victoria Memorial Museum Building and associate programming and services.



## presence

- The reopening of the fully renovated Victoria Memorial Museum Building in May 2010, with new galleries, revamped programmes, and improved visitor amenities continues to attract higher visitor levels than prior to the renovation. Attendance reached 375,000 visitors in 2012-2013; a level that we believe is our new normal. Prior to the renovations of the Victoria Memorial Museum Building attendance averaged 257,000 visitors. The Museum also reached an additional 600,000 visitors through an outdoor Arctic exhibit on display at the National Capital Commission's Winterlude festival.
- During the year the Museum introduced a new marketing approach whereby large promotion plans were integrated to create awareness of the Museum's exciting line up of blockbuster special temporary exhibitions and complementary programming. This new approach was used for the first time to promote *Whales Tohorā – The Exhibition* which opened on March 2, 2012. Over 100,000 visitors purchased the special exhibition ticket for this show resulting in a significant increase in year over year admissions revenue. The special temporary exhibition ticket surcharge also helped with the promotion of membership as an economical option for frequent visitors. Memberships increased from 3,000 to 4,200 in the fiscal year.
- An investment was made in a new advertising agency with a powerful visual approach to creative. As a result, a major Canadian newspaper agreed to be our season media sponsor providing full page colour ads promoting our special exhibition *Nature Unleashed: Inside Natural Disasters* as well as Museum positioning ads created by the agency. The reach of this advertising campaign was pan Canadian, resulting in media inquiries about the exhibition and our arctic research program from across Canada.





## Objective 4

To establish leading edge governance practices and corporate systems that support and help finance the Museum's strategic directions and objectives.



## performance

- The financial pressures were further reduced through increases in earned revenue. The significant improvement over the last fiscal year is due to a number of revenue generating initiatives including the introduction of a new pricing structure for admissions at the Victoria Memorial Museum Building which includes a surcharge for major temporary exhibitions. Other initiatives include the introduction of new programming such as the 3D Theatre, value based pricing for education programmes, collections storage service fees, collections management fees, facility leasing fees, aggressive membership marketing, automated parking and a new patron programme. As a result commercial operations increased year over year by \$0.8 million or by 22 percent.
- The Museum developed and initiated the implementation of a new business model moving from an appropriation based model to an enterprise model. This shift is meant to change the corporate culture to one that fosters innovation and risk taking. Initiatives included the redesign of the organizational structure; developing and attracting employees with the experience and skill set that reflects and supports the strategic direction of the Museum; and, ensuring that employee performance objectives align with the strategic direction and support the enterprise model. Another important initiative was finding revenue sources such as leasing fees to fund strategic investments in the *Centre for Arctic Knowledge & Exploration* and the *Centre for Species Discovery & Change*. Finally, the Museum leveraged its information technology infrastructure in order to improve the visitor experience and public engagement. Initiatives included the implementation of ubiquitous Wi-Fi installed in both facilities allowing smart phones to access Museum developed apps and website.



## Objective 5

To create and cultivate meaningful relationships with visitors, members, donors, partners and stakeholders who are philosophically and financially committed to the vision and mandate of the museum and wish to play a part in the future of the Museum.



## advancement

In the fall of 2011 the Museum launched a multi-year advancement strategy focused on building support from individual, corporate and foundation donors. Key components of this strategy included:



- A naturePATRON fundraising programme which allows individuals and corporations to play a vital role in supporting the Museum's objectives. To date the Museum has attracted 50 paid and guest patrons of nature. These gifts will be used to support environmental education and preservation as well as the Museum's extensive field research programmes.
- Establish a *National Nature Council* composed of individuals committed to the future of the Museum. The purpose of the *National Nature Council* is to establish a high profile ambassadorship programme for the Museum laying the foundation for a leadership gift programme targeting individual philanthropists across Canada. To date the Museum has confirmed seven members of the *National Nature Council* and two leadership gifts since its founding.
- Build a case for fundraising support and implement a five-year plan to advance the Museum's position as a leader in Arctic research and species discovery, culminating in 2016-2017 in time for Canada's 150<sup>th</sup> anniversary with the unveiling of the *Canadian Arctic Gallery* and a new *Species Discovery Gallery*. To date the case for support for Arctic research is complete and the species discovery case will be the focus for 2013-2014.
- In 2012-2013, the Museum received a generous pledge of \$1 million in kind in support of the new branding strategy as well as sponsorship, grant, patron, membership, collection and major gifts support of \$2.3 million bringing total cash and in-kind support from individuals, corporations and foundations to \$3.3 million.





# PERFORMANCE MEASURES FOR 2012-2013





## A Balanced Scorecard

In 2010–2011, the Museum established a new performance measurement framework that enables the organization not only to track its performance in diverse areas, but also to measure its impact on target audiences and its value to Canada and people around the world. Simply put, the framework is a detailed work plan that aligns the Museum’s strategic objectives to relevant expected outcomes. Each outcome is defined by a set of performance measures and targets.

A Balanced Scorecard distills the performance measurement framework and establishes a set of key, high-level measures that evaluate the efficacy of corporate strategies and the achievement of organizational objectives. The measures are organized according to the five distinct ways of defining the Museum’s success.

These five perspectives are:



1. *The scientific perspective*, which relates to the Museum’s goal to develop innovative approaches that increase awareness of Canada’s natural environment based on research and collections programmes (Objective 1: Knowledge and Discovery).
2. *The learning and growth perspective*, which considers the Museum’s ongoing ability to present the natural world through public education programmes that increase understanding of Canada’s changing natural environment (Objective 2: Inspiration and Education).
3. *The customer perspective*, which is linked to the Museum’s aim of creating unique experiences and increasing value for visitors through the renewal of the Victoria Memorial Museum Building and associated programming and services (Objective 3: Presence).
4. *The internal-business-process perspective*, which is tied to the Museum’s goal to establish leading edge governance practices and corporate systems that support and help achieve the Museums strategic direction objectives (Objective 4: Performance).
5. *The financial perspective*, which is tied to the Museum’s goal to create and cultivate meaningful relationships with visitors, members, donors, partners and stakeholders who are philosophically and financially committed to the vision and mandate and wish to play a part in the future of the Museum (Objective 5: Advancement)

The Museum constantly seeks to improve its processes and performance targets. Consequently, the balanced scorecard is subject to refinement and will be revised over time to reflect changes in the business environment, the prioritization of activities and outcomes in conjunction with annual corporate planning exercises, and the evolution of new initiatives that contribute to the Museum’s key expected outcomes.

## Scientific Perspective: Knowledge and Discovery

To develop innovative approaches that increase awareness of Canada's natural environment based on research and collections programmes.

Outcome	Measure	2012–2013 Performance Target	2012–2013 Results
Recognition of the Canadian Museum of Nature as a credible and comprehensive source of knowledge	<ul style="list-style-type: none"> <li>Use and reference of research findings</li> <li>Extent of the quality and usefulness of Museum-led research information</li> </ul>	<ul style="list-style-type: none"> <li>50 primary publications</li> <li>Survey respondents' degree of satisfaction measured as very satisfied or satisfied at least 90% of the time</li> </ul>	<ul style="list-style-type: none"> <li>39 primary publications</li> <li>Very satisfied or satisfied 100% of the time</li> </ul>
Gain by participants of high-quality and relevant information	<ul style="list-style-type: none"> <li>Extent to which collections are developed in accordance with collections plans and strategies</li> </ul>	<ul style="list-style-type: none"> <li>80 acquisitions events per year, consistent with collections plans and strategies</li> <li>Zero deaccessions</li> </ul>	<ul style="list-style-type: none"> <li>65 acquisitions consistent with collections plan and strategies</li> <li>Zero deaccessions</li> </ul>
Safeguarding of assets	<ul style="list-style-type: none"> <li>Extent to which assets are appropriately safeguarded</li> </ul>	<ul style="list-style-type: none"> <li>Meet required environmental conditions at the Victoria Memorial Museum Building (VMMB) and Natural Heritage Campus (NHC) 90% of the time</li> </ul>	<ul style="list-style-type: none"> <li>Temperature requirement 100% of the time</li> <li>Humidity requirement met 95% of the time.</li> </ul>

## Learning and Growth Perspective: Inspiration and Education

To present the natural world through public education programmes that increase understanding of Canada's changing natural environment.

Outcome	Measure	2012–2013 Performance Target	2012-2013 Result
Participation in and use of the Canadian Museum of Nature's resources	<ul style="list-style-type: none"> <li>Interest in and attendance at the Museum's travelling exhibitions</li> <li>Participation in guided and unguided school visits</li> <li>Participation in ticketed public programmes</li> </ul>	<ul style="list-style-type: none"> <li>350,000 visitors</li> <li>22,000 visitors</li> <li>10,000 visitors</li> </ul>	<ul style="list-style-type: none"> <li>1,130,799 visitors</li> <li>28,286 visitors</li> <li>6,429 visitors</li> </ul>

## Customer Perspective: Presence

To create unique experiences and increasing value for visitors through the renewal of the Victoria Memorial Museum Building and associated programming services.

Outcome	Measure	2012–2013 Performance Target	2012-2013 Results
Participation in and use of the Canadian Museum of Nature's resources	<ul style="list-style-type: none"> <li>Effectiveness of marketing and communications strategies as measured through attendance at the Victoria Memorial Museum Building attendance by target audiences</li> </ul>	<ul style="list-style-type: none"> <li>475,000 visitors</li> </ul>	<ul style="list-style-type: none"> <li>375,000 visitors – VMMB</li> <li>600,000 visitors - Winterlude</li> </ul>
Gain by participants of high-quality and relevant information	<ul style="list-style-type: none"> <li>Extent to which visitors believe the exhibitions have increased their knowledge and understanding of issues related to the natural environment</li> </ul>	<ul style="list-style-type: none"> <li>Score at least 80% on the exhibitions educational impact index*</li> </ul>	<ul style="list-style-type: none"> <li>Scored 89% on client surveys</li> </ul>
Satisfaction and loyalty to Museum as a destination of choice	<ul style="list-style-type: none"> <li>Extent to which visitors believe their visit to the Victoria Memorial Museum Building has been valuable and satisfactory</li> </ul>	<ul style="list-style-type: none"> <li>Score at least 85% on the Victoria Memorial Museum Building value proposition satisfaction index**</li> </ul>	<ul style="list-style-type: none"> <li>Scored 90% on client surveys</li> </ul>

\* The exhibitions educational impact index includes the following factors: knowledge, attitude, interest, relevance and enjoyment.

\*\* The VMMB value proposition satisfaction index and loyalty index includes the following factors: experience, product, service, price, access, return visit and recommendation.

## Internal-business-process Perspective: Performance

To establish leading-edge governance practices and corporate systems that support and help achieve the Museums strategic direction objectives.

Outcome	Measure	2012–2013 Performance Target	2012-2013 Results
Financial sustainability and revenue generation	<ul style="list-style-type: none"> <li>Revenue from earned and contributed sources as a percentage of base operating costs</li> <li>Extent to which revenue is generated by visitors to the Victoria Memorial Museum building and use of facilities</li> </ul>	<ul style="list-style-type: none"> <li>19%</li> <li>\$10.00 per visitor</li> </ul>	<ul style="list-style-type: none"> <li>21%</li> <li>Earned Revenue Growth \$0.8 million (22%)</li> <li>\$10.00 per visitor</li> </ul>
Efficient and effective operations	<ul style="list-style-type: none"> <li>Extent to which facilities are maintained in accordance with financial planning framework strategies (operating and maintenance costs per square metre of the Natural Heritage Campus and the Victoria Memorial Museum Building)</li> </ul>	<ul style="list-style-type: none"> <li>Meet the budget target of:               <ul style="list-style-type: none"> <li>VMMB Operations \$180 per square metre</li> <li>NHC Operations \$130 per square meter</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Total square metre cost of               <ul style="list-style-type: none"> <li>VMMB Operations \$165 per square metre</li> <li>NHC Operations \$116 per square meter</li> </ul> </li> </ul>



## Financial Perspective: Advancement

To create and cultivate meaningful relationships with visitors, members, donors, partners and stakeholders who are philosophically and financially committed to the vision and mandate and wish to play a part in the future of the Museum.

Outcome	Measure	2012–2013 Performance Target	2012-2013 Results
Enhance support from donors and members	<ul style="list-style-type: none"> <li>• Number of donors</li> <li>• Extent of ongoing and new donors support</li> <li>• Number of memberships</li> <li>• Amount generated from memberships</li> <li>• Renewal of memberships</li> <li>• Number of sponsors</li> <li>• Amount generated from sponsors</li> </ul>	<ul style="list-style-type: none"> <li>• 150 donors</li> <li>• \$2,500,000 in pledges, cash and in-kind</li> <li>• 4,000 memberships</li> <li>• \$400,000 gross</li> <li>• 50%</li> <li>• 4 sponsors</li> <li>• \$200,000</li> </ul>	<ul style="list-style-type: none"> <li>• 141 donors</li> <li>• \$3,300,000 in pledges, cash and in-kind</li> <li>• 4,218 memberships</li> <li>• \$340,383 gross</li> <li>• 42%</li> <li>• 6 sponsors</li> <li>• \$113,250</li> </ul>

# 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 from all regions of Canada are appointed by the Minister with the approval of the Governor-in-Council. Through accountability and strategic policy and planning frameworks, the Board provides corporate direction and delegates authority to the President and CEO for the management of the Museum. In 2012–2013, the Board met three times, either in person by conference call or by videoconference. Eight meetings of the Committees of the Board were held.

### STANDING COMMITTEES

#### Executive Committee

##### Nicholas Offord, Interim Chair

**Mandate:** The Executive Committee's sole purpose is to act for the Board on urgent matters arising between regular Board meetings in cases where it is not possible to convene a meeting of the Board, and to do other things as delegated by the Board to the Committee.

#### 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 Canadian Museum of Nature's financial reports, and the systems and practices of internal control.

#### Governance and Nominating Committee

##### Nicholas Offord, Chair

**Mandate:** The Governance and Nominating Committee is responsible for monitoring when terms of office for members of the Board of Trustees expire and for recommending to the Board individuals to be nominated for appointment or reappointment as Trustees and to undertake annually the President's performance review.

### BOARD OF TRUSTEES

#### Nicholas Offord

*Interim Chair and Vice Chair  
Toronto, Ontario*

#### Barbara J. Barry

*West Vancouver, British  
Columbia*

#### Marilyn Buchanan

*Whitehorse, Yukon  
(effective December 13, 2012)*

#### Ron Calderoni

*Boucherville, Quebec  
(effective April 5, 2012)*

#### Martin Joanisse

*Gatineau, Quebec*

#### Alice McCarron

*Halifax, Nova Scotia*

#### Melody McLeod

*Yellowknife, Northwest  
Territories  
(until April 5, 2012)*

#### Mark Muise

*Yarmouth, Nova Scotia  
(until December 13, 2012)*

#### Erin Rankin Nash

*London, Ontario*

#### Chris Nelson

*Ottawa, Ontario*

#### Byron Neiles

*Calgary, Alberta*

#### Reg Manhas

*Dallas, Texas*

#### Irene Byrne

*Corporate Secretary*

### EXECUTIVE STAFF

#### Margaret Beckel

*President and Chief Executive  
Officer*

#### Julie Bowen

*Vice President, Experience  
and Engagement*

#### Mark Graham

*Vice President, Research  
and Collections*

#### Michel Houle

*Vice President, Corporate  
Services and Chief Financial  
Officer*

### MANAGEMENT TEAM

#### Carol Campbell

*Director, Exhibitions*

#### Marc Chrétien

*Director, Facilities*

#### Kathleen Conlan

*Section Head, Zoology*

#### Scott Ercit

*Section Head, Mineralogy*

#### Marie Lasnier

*Director, Commercial  
Operations*

#### Diane McCullagh

*Director, Human Resources*

#### Ivo Mokros

*Director, Information  
Technology*

#### Michel Poulin

*Section Head, Botany*

#### Kathlyn Stewart

*Section Head, Palaeontology*

#### John Swettenham

*Director, Marketing and Media  
Relations*





COMMUNICATING  
RESEARCH  
RESULTS

## Research and Collections staff

Museum staff published 31 articles in refereed journals – which have other scientists review all articles submitted before they are accepted for publications – and 14 in non-referred 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 are written.

### Refereed publications

- Anderson, R.S.** and A.E. Marvaldi. 2012. In N.P. Kristensen, R.G. Beutel (eds.). 4.7.3 Dryophthorinae. *Handbook of Zoology, Arthropoda, Insecta, Coleoptera 3.* De Gruyter Press.
- Anderson, R.S.**, R.G. Oberprieler and A.E. Marvaldi. 2012. In N.P. Kristensen, R.G. Beutel (eds.). 4.1 Nemonychidae. *Handbook of Zoology, Arthropoda, Insecta, Coleoptera 3.* De Gruyter Press.
- Oberprieler, R.G., A.E. Marvaldi and **R.S. Anderson**. 2013. In N.P. Kristensen, R.G. Beutel (eds.). 4.7.0 Curculionidae: Introduction. *Handbook of Zoology, Arthropoda, Insecta, Coleoptera 3.* De Gruyter Press.
- Sweeney, J., **R.S. Anderson**, R.P. Webster and R. Neville. 2012. First records of *Orchestes fagi* (L.) (Curculionidae: Curculioninae) in North America, with a checklist of the North American Rhamphini. *The Coleopterists Bulletin*, 66(4):297-304.
- Vallender, R., **R.D. Bull**, L.L. Moulton, R.J. Robertson. 2012. Blood parasite infection and heterozygosity in pure and genetic-hybrid Golden-winged Warblers (*Vermivora chrysoptera*) across Canada. *The Auk*, 129(4):716-724.
- Coad, B.W.** and N.G. Bogutskaya. 2012. A new species of riffle minnow, *Alburnoides holciki*, from the Hari River basin in Afghanistan and Iran (Actinopterygii: Cyprinidae). *Zootaxa*, 3453:43–55.
- Dayton, P.K., S. Kim, S.C. Jarrell, J.S. Oliver, K. Hammerstrom, J.L. Fisher, K. O'Connor, J.S. Barber, G. Robilliard, J. Barry, A.R. Thurber and **K. Conlan**. 2013. Recruitment, growth and mortality of an Antarctic hexactinellid pponge, *Anoxycalyx joubini*. *PLoS ONE*, 8(2):e56939. doi:10.1371/journal.pone.0056939.
- di Prisco, G., P. Convey, J. Gutt, D. Cowan, **K. Conlan**, C. Verde. 2012. Understanding and protecting the world's biodiversity: the role and legacy of the SCAR Programme "Evolution and Biodiversity in the Antarctic". *Marine Genomics*, 8:3-8.
- Kim, Y-h., S.-s. Hong, **K. Conlan**, K.-s. Lee. 2012. The genus *Peramphithoe* Conlan and Bousfield, 1982 from Korean waters (Crustacea: Amphipoda: Ampithoidae). *Zootaxa*, 3400:1-19.
- Barnes, D.K.A. and **K. Conlan**. 2012. The dynamic mosaic: disturbance and development of Antarctic benthic communities. In A.D. Rogers, N.M. Johnstone, E.J. Murphy and A. Clarke (eds.). *Antarctic Ecosystems: An Extreme Environment in a Changing World*. Wiley, 255-290.
- Grice, J.D.** and A. Pring. 2012. Veatchite: structural relationships of the three polytypes. *American Mineralogist*, 97:489-495.
- Grice, J.D.**, R. Kristainsen, H. Friis, **R. Rowe**, **G. Poirier**, R.S. Selbeck, M. Cooper and A.O. Larsen. 2013. Ferrochiavennite, a new beryllium silicate zeolite from syenite pegmatites in the Larvik Plutonic Complex, Oslo Region, southern Norway. *Canadian Mineralogist*, 51:443-454.
- Poulin, R. and **J.D. Grice**. 2013. Volkovskite, a complex borate mineral: refined crystallographic data and optics. *Canadian Mineralogist*, 51:157-169.
- Hamilton, P.B.**, I. Lavoie, **M. Poulin**. 2012. Spatial, seasonal and inter-annual variability in environmental characteristics and phytoplankton standing stock of the temperate, lowland Rideau River, Ontario, Canada. *River Research and Applications*, 28:1551-1566.
- Lavoie I., **P.B. Hamilton**, **M. Poulin**. 2011. Phytoplankton community metrics based on absolute and relative abundance and biomass: implications for multivariate analyses. *Journal of Applied Phycology*, 23:735-743.
- Kim, Y.H., **E.A. Hendrycks** and K.S. Lee. 2012. New genera and species of the *Synchelidium* group (Amphipoda: Oedicerotidae) from Asia-North Pacific. *Journal of Natural History*, 46(37-38):2349-2376.
- Lambert, S. and **A.L. Martel**. 2012. A summary of glochidia hosts for *Pyganodon cataracta* (Say, 1817) and evidence of additional fish hosts (*Fundulus diaphanus* and *Apeltes quadracus*) from Nova Scotia. *Ellipsaria*, 14(3):8-1.
- Piilonen, P.C.**, A.M. McDonald, **G. Poirier**, **R. Rowe**, A.O. Larsen and S. Dahlgren. 2012. The mineralogy and crystal chemistry of alkaline pegmatites in the Larvik plutonic complex, Oslo rift valley, Norway: Part 1 - Magmatic and secondary zircon – implications for petrogenesis from trace-element geochemistry. *Mineralogical Magazine*, 76:649-672.
- Paktunc, D., J. Majzlan, L. Palatinus, J. Dutrizac, M. Klementova, **G. Poirier**. 2013. Characterization of ferric arsenate-sulfate compounds: Implications for arsenic control in refractory gold processing residues, *American Mineralogist*, 98:554-565.
- Haring, M.M.M., A.M. McDonald, M.A. Cooper, **G. Poirier**. 2012. Laurentianite,  $[\text{NbO}(\text{H}_2\text{O})]_3(\text{Si}_2\text{O}_7)_2[\text{Na}(\text{H}_2\text{O})_2]_3$ , a new mineral from Mont Saint-Hilaire, Quebec: description, crystal-structure determination and paragenesis. *The Canadian Mineralogist*, 50:1265-1280.

- Comeau, A.M., B. Philippe, M. Thaler, M. Gosselin, **M. Poulin**, C. Lovejoy. 2012. Protists in Arctic drift and land-fast sea ice. *Journal of Phycology*, doi:10.1111/jpy.12026.
- Pennesi C., **M. Poulin**, M. De Stefano, T. Romagnoli, C. Totti. 2012. Morphological studies of some marine *Mastogloia* (Bacillariophyceae) belonging to section Sulcatae, including the description of new species. *Journal of Phycology*, 48:1248-1264.
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- Rybczynski N.**, J.C. Gosse, **C.R. Harington**, R.A. Wogelius, A.J. Hidy and M. Buckley. 2013. Mid-Pliocene warm-period deposits in the High Arctic yield insight into camel evolution. *Nature Communications*, 4:1550. doi:10.1038/ncomms2516.
- Ryan, M.J., D.C. Evans, **K.M. Shepherd**. 2012. A new ceratopsid from the Foremost Formation (middle Campanian) of Alberta. *Canadian Journal of Earth Sciences*, 49(11):1251–1262. doi:10.1139/e2012-056.
- Gilmour, C.N., **J.R. Starr**, R.F.C. Naczi. 2013. *Calliscirpus*, a new genus for two narrow endemics of the California Floristic Province, *C. criniger* and *C. brachythrix* sp. nov. (Cyperaceae). *Kew Bulletin*, 68:85-105.
- Ford, B.A., H. Ghazvini, R.F.C. Naczi, and **J.R. Starr**. 2012. Phylogeny of *Carex* subg. *Vignea* (Cyperaceae) based on amplified fragment length polymorphism and nrDNA data. *Systematic Botany*, 37:913-925.
- Cuthbertson R., **A. Tirabasso**, **N. Rybczynski** and **R. Holmes**. 2012. "Kinetic limitations of intracranial joints in *Brachylophosaurus canadensis* and *Edmontosaurus regalis* (Dinosauria: Hadrosauridae), and their implications for the chewing mechanics of Hadrosaurids". *Journal of Anatomy*, 295:968-979.
- Li, C., **X.-c. Wu**, J.-j. Zhao, **T. Sato** and L.-t. Wang. 2012. A new archosaur (Diapsida, Archosauriformes) from the marine Triassic of China. *Journal of Vertebrate Paleontology*, 36(5):1064-1081.
- Shan, H.-y., Y.-n. Cheng and **X.-c. Wu**. 2012. The first fossil skull of *Alligator sinensis* from the Pleistocene, Taiwan, with a paleogeographic implication of the species. *Journal of Asian Earth Sciences*, 69:17-25.
- Cheng, Y.-n., **X.-c. Wu**, **T. Sato** and H.-y. Shan. 2012. A new Eosauroptrygian (Diapsida, Sauroptrygia) from the Triassic of China. *Journal of Vertebrate Paleontology*, 36(6):1335-1349.
- Non-refereed publications**
- Gosselin, M.** 2012. Le Traité des Oyseaux. *QuébecOiseaux*, 24(1):28-33.
- Gosselin, M.** 2012. Changements taxonomiques. *QuébecOiseaux*, 24(1):4.
- Coad, B.W.** 2012. Review of "The ROM Field Guide to Freshwater Fishes of Ontario".
- By E. Holm, N.E. Mandrak and M. Burrige, 2009. Royal Ontario Museum. 462 pp.
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- Mostafavi, H., **B.W. Coad**, H.R. Esmaeili, A.S. Mahini, A. Melcher, F. Pletterbauer, R. Schinegger, A. Teimori, C. Trautwein, S. Vatandoust and S. Schmutz. 2012. [Abstract]. A probabilistic model characterizing fish assemblages in running waters of Iran: a framework for environmental assessment. XIV European Congress of Ichthyology, University of Liège, Belgium.
- Hussain, N.A., A.K. Rasen, B.Y. Al-Kafiji and **B.W. Coad**. 2012. [Abstract]. Bull shark occurrence *Carcharhinus leucas* (Valenciennes, 1839) at the inland waters of southern Iraq. The 1<sup>st</sup> Scientific Agricultural Conference, Faculty of Agriculture and Forestry - University of Duhok, Iraq.
- Dayton, P.K., S. Kim, S. Jarrell and **K. Conlan**. 2012. [Abstract]. Episodic growth of sponges on artificial structures in McMurdo Sound, Antarctica. XXXII SCAR Open Science Conference, Portland, Oregon.
- Conlan, K.**, **E. Hendrycks**, A. Aitken. 2012. [Abstract]. Impoverishment to Richness: Gradients of Benthic Change in the Eastern Canadian Arctic. International Polar Year Conference 2012, Montreal.
- Conlan, K.**, B. Williams, **E. Hendrycks**, A. Aitken, S. Blasco. 2012. [Abstract]. A Benthic Hotspot on the Canadian Beaufort Shelf: the Easternmost Outpost for a Declining Grey Whale Food Resource. International Polar Year Conference 2012, Montreal.
- Blasco, S., K. Blasco, R. Bennett, **K. Conlan** and K. Jerosch. 2012. [Abstract]. Mud volcanoes, gas vents and unique habitats on the Canadian Beaufort Shelf. International Polar Year Conference 2012, Montreal.
- Roy, V., P. Archambault, **K. Conlan**. 2012. [Abstract]. Effectiveness of abiotic surrogates to explain benthic hotspots in the Canadian Arctic. International Polar Year Conference 2012, Montreal.
- Tremblay, J.-É., L. Fortier, C. Lovejoy, J. Gagné, P. Larouche, M. Gosselin, Y. Simard, **M. Poulin** et N. Price. 2010. 4.4 Marine productivity and sustainable exploitation of emerging fisheries (Project 1.4). In W.F. Vincent, M. Lemay et C. Barnard (eds.). *Impacts of environmental change in the Canadian coastal Arctic. A compendium of research conducted during ArcticNet Phase 1 (2004-2008)*, 1-119-139. ArcticNet Inc., Québec.
- Gosselin, M., L. Fortier, J. Gagné, M. Hammill, P. Larouche, C. Michel, **M. Poulin**, N. Price, Y. Simard, J.-É. Tremblay. 2012. 1.3 Climate variability/change and marine ecosystem resources in Hudson Bay (Project 3.3) In R. Pienitz, M. Lemay, J. Michaud, K. Blasco et J. Veillette (eds.). *Impacts of environmental change in the Canadian coastal Arctic. A compendium of research conducted during ArcticNet Phase 1 (2004-2008)*, 2:59-71. ArcticNet Inc., Québec.

Gosselin, M., C.J. Mundy, M. Ardyna, S.T. Belt, T. Brown, A. Comeau, P. Larouche, E.A. Font, C. Lovejoy, G. Massé, E. Medrinal, C. Nozais, B. Philippe, **M. Poulin**, A. Sallon, S. Roy, R. Terrado, et M. Thaler. 2012. In D. Barber, T. Tjaden, D. Leitch, L. Barber and W. Chan (eds.) *On the edge: from knowledge to action during the fourth International Polar Year Circumpolar Flaw Lead system study (2007-2008) Light, nutrients and primary production*, pp. 69-78 University of Manitoba, Winnipeg, Manitoba.

**Renaud, C.B.** 2011. Robert (Bob) Campbell (1943-2011): Biologist, conservationist, pastor. *Canadian Field-Naturalist*, 125(4):370-372.

## Reports and Other

**Conlan, K.** 2012. Report of the Standing Scientific Group Life Sciences. WP 13. XXXII SCAR Delegates Meeting, Portland, Oregon. *SCAR Bulletin*, 182-3:13-14.

**Conlan, K.** 2012. Scientific Research Programme Proposal Ant-ERA: Antarctic Thresholds: Ecosystem Resilience and Adaptation. WP 8. Report to the XXXII SCAR Delegates Meeting, Portland, Oregon. *SCAR Bulletin*, 182-3:8-9.

**Conlan, K.** 2012. Scientific Research Programme Proposal Ant-Eco: State of the Antarctic Ecosystem. WP 7. Report to the XXXII SCAR Delegates Meeting, Portland, Oregon. *SCAR Bulletin*, 182-3:7-8.

Poulin, R., **J.D. Grice** and K. Hattori. 2012. Refinement of borate mineral species; Hilgardite, Veatchite and Volkovskite. Mineralogical Association of Canada Meeting, St. John's, Newfoundland.

Belley, P.M., **J.D. Grice**, **G. Poirier** and **R. Rowe**. 2013. Serendibite from Portage-du-Fort Marble, Pontiac County, Quebec. Geological Association of Canada - Mineralogical Association of Canada Joint Annual Meeting, Winnipeg, Manitoba.

Poulin, R. and **J.D. Grice**. 2012. Borate Minerals from the Penobsquis and Millstream deposits, New Brunswick. Prospectors and Developers Convention, Toronto, Ontario.

Ford, B.A., **J.R. Starr**, N.T.K. Thanh, V.A. Tai. 2013. Vietnam: Evolutionary hotspot for a hyperdiverse flowering plant clade. Final project report for National Geographic Society Research and Exploration Grant #9035-11. Pp. 1-10.

## Research & Museum Associates

**Dr. G.W. Argus**, Merrickville, Ontario

**Dr. F. Brodo**, Ottawa, Ontario

**Dr. I Brodo**, Ottawa, Ontario

**Dr. M. Caldwell**, University of Alberta, Edmonton, Alberta

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

**Dr. F. Chapleau**, Ottawa, Ontario

**Dr. S. Cumbaa**, Ottawa, Ontario

**G.R. Fitzgerald**, Ottawa, Ontario

**C.E. Freebury**, Ottawa, Ontario

**R. Gault**, Clayton, Ontario

**Dr. J.M. Gillett**, Ottawa, Ontario

**Dr. D.R. Gray**, Metcalfe, Ontario

**Dr. E. Haber**, Ottawa, Ontario

**Dr. R. Harington**, Ottawa, Ontario

**Dr. S. Hinić-Frlog**, Gatineau, Quebec

**Dr. R.B. Holmes**, University of Alberta, Edmonton, Alberta

**A.T. Howden**, Ottawa, Ontario

**Dr. H.F. Howden**, Ottawa, Ontario

**J. Lauriault**, Gatineau, Quebec

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

**C. Lewis**, Lakefield, Ontario

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

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

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

**Dr. F. Schueler**, Bishop Mills, Ontario

**Dr. A.B.T. Smith**, Ottawa, Ontario

**Dr. K. Tanoue**, Fujisawa-shi, Japan

**Dr. R.R. Waller**, Ottawa, Ontario

**W. Wight**, Ottawa, Ontario

**P.Y. Wong**, Ottawa, Ontario

## Researcher/Curator Emeritus

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**Dr. S. Cumbaa**, Ottawa, Ontario

**Dr. Z. Kabata**, Biological Sciences Branch, Pacific Biological Station, Nanaimo, British Columbia

**Dr. D.A. Russell**, North Carolina Museum of Natural Sciences, Raleigh, North Carolina

**C.-t. Shih**, National Taiwan Ocean University, Keelung, Taiwan

## Refereed publications

**Brodo, I.M.** and J.C. Lendemer. 2012. On the perplexing variability of reproductive modes in the genus *Ochrolechia*: Notes on *O. africana* and *O. arborea* in eastern North America. *Opuscula Philolichenum*, 11:120-134.

**Brodo, I.M.** and **F.R. Cook**. 2012. A tribute to Phillip Merrill Youngman 1927-2011. *Canadian Field-Naturalist*, 126(2):167-171.

**Caldwell, M.W.** 2012. A challenge to categories: "What if anything, is mosasaur." *Bulletin de la Société Nationale de Géologie de France*, 183:7-33.



- LeBlanc, A., **M.W. Caldwell** and N. Bardet. 2012. A new mosasaurine from the Maastrichtian (Upper Cretaceous) phosphates of Morocco and the implications for the systematics of the Mosasaurinae. *Journal of Vertebrate Paleontology*, 32:1-23.
- LeBlanc, A., **M.W. Caldwell** and J. Lindgren. 2013. Aquatic adaptation, cranial kinesis and the skull of the mosasaurine *Plotosaurus bennisoni*. *Journal of Vertebrate Paleontology*, 33:349-362.
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- Duplain, R., **F. Chappleau** and T.A. Munroe. 2012. A new species of *Trinectes* (*Pleuronectiformes: Achiridae*) from the Upper San Juan and Rio Condoto, Colombia. *Copeia*, 2102(3):541-546.
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- Cook, F.R.** and E.L. Bousfield. 2012. A tribute to Charles Hogg Douglas. *Canadian Field-Naturalist*, 126(2):164-166.
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- Mallon, J.C., D.C. Evans, **M.J. Ryan** and J.A. Anderson. 2012. Biostratigraphy of the megaherbivorous dinosaurs from the Dinosaur Park Formation (upper Campanian) of Alberta, Canada. *Palaeogeography, Palaeoclimatology, Palaeoecology*, 350-352:124-138.
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- Stern G.A., R.W. Macdonald, **P. Outridge**, S. Wilson, A. Cole, J. Chételat, H. Hintelmann, L.L. Loseto, A. Steffen, F. Wang and C. Zdanowicz. 2012. How does climate change affect Arctic mercury? *Science of the Total Environment*, 414:22-42.
- Sanei H., **P. Outridge**, A. Dallimore and **P.B. Hamilton**. 2012. Mercury - organic matter relationships in the pre-pollution sediments of thermokast and tundra lakes from the Mackenzie River Delta, Canada: the role of depositional environment. *Biogeochemistry*, 107:149-164.
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- Ryan, M.J.**, D.C. Evans and **K.M. Shepherd**. 2012. A new ceratopsid from the Foremost Formation (middle Campanian), Alberta. *Canadian Journal of Earth Sciences*, 49:1251-1262.
- Ryan, M.J.**, D.C. Evans, P.J. Currie, C.M. Brown and D. Brinkman. 2012. New leptoceratopsids from the Upper Cretaceous of Alberta, Canada. *Cretaceous Research*, 35:69-80.
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- Hsiao, S.H., T.-H. Fang, **C.-t. Shih**, J.-S. Hwang. 2011. Effects of the Kuroshio Current on copepod assemblages in Taiwan. *Zoological Studies*, 50:475-490.
- Young, S.-S., **C.-t. Shih**, 2011. Freshwater calanoids (Copepoda, Calanoida) of Taiwan, with some comments on the morphology of *Neutrodiaptomus tumidus* Kiefer, 1937 observed by SEM. *In* D. Dafaye, E. Suárez-Morales & J. C. von Vaupel Klein (eds.). *Studies on Freshwater Copepoda: a Volume in Honour of Bernard Dussart*. *Crustaceana Monograph*, 16:545-566.
- Trudeau, V.L., **F.W. Schueler**, L. Navarro-Martin, C.K. Hamilton, E. Bulaeva, A. Bennett, W. Feltcher and L. Taylor. 2013. Efficient induction of spawning of Northern leopard frogs (*Lithobates pipiens*) during and outside the natural breeding season. *Reproductive Biology and Endocrinology*, 11:14. doi:10.1186/1477-7827-11-14.
- K.E. Gunson, **F.W. Schueler**, 2012. Effective placement of road mitigation using lessons learned from turtle crossing signs in Ontario. *Ecological Restoration*, 30:329-334.

K.E. Gunson, D. Ireland and **F.W. Schueler**. 2012. A tool to prioritize high-risk road mortality locations for wetland-forest herpetofauna in southern Ontario, Canada. *North-western Journal of Zoology*, 8(2):409-413. [http://www.ecokare.com/pdf/2012\\_ecokare\\_proof\\_mortality\\_ontario.pdf](http://www.ecokare.com/pdf/2012_ecokare_proof_mortality_ontario.pdf)

Karstad, A., **F.W. Schueler** and C. Vetter. 2012. Island of biodiversity: A natural history of the North Russell Red Shale Hill. Library of One Thing and Another, Bishops Mills, Ontario. paperback, 94 pages. <http://www.lulu.com/shop/aleta-karstad-and-frederick-w-schueler-and-candice-vetter/island-of-biodiversity/paperback/product-20231924.html>

**Sato, T.**, T. Konishi, R. Hirayama and **M.W. Caldwell**. 2012. A review of the Cretaceous marine reptiles of Japan. *Cretaceous Research*, 37:319-340.

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### Non-refereed publications

**Caldwell, M.W.**, R. Nydam and A. Palci. 2012. [Abstract]. The key role of fossils (1869–2012) to our understanding of snake origins and evolution. World Congress of Herpetology, Vancouver, B.C.

**Caldwell, M.W.** and A. Palci. 2012. [Abstract]. On the Crista Circumfenestralis of Snakes: Comparative Anatomy, Similarity, Function, and the fossil snakes *Dinilysia* and *Najash*. Abstracts of Papers, 72nd Annual Meeting, Society of Vertebrate Paleontology. *Supplement to the online Journal of Vertebrate Paleontology*, p.72.

Croghan, J., and **M.W. Caldwell**. 2012. [Abstract]. *Ogmophis*, *Calamagras*, and the 32 MY old aggregation of snakes from The White River Formation: Are They Erycines? Abstracts of Papers, 72nd Annual Meeting, Society of Vertebrate Paleontology. *Supplement to the online Journal of Vertebrate Paleontology*, p.82.

Palci, A. and **M.W. Caldwell**. 2012. [Abstract]. On the postorbital and supraorbital ossifications of snakes: new insights from old bones. Abstracts of Papers, 72nd Annual Meeting, Society of Vertebrate Paleontology. *Supplement to the online Journal of Vertebrate Paleontology*, p.153-154.

Street, H., **M.W. Caldwell**. 2012. [Abstract]. The reassignment of *Mosasaurus gracilis* and the need for revision of mosasaurine systematics. Abstracts of Papers, 72nd Annual Meeting, Society of Vertebrate Paleontology. *Supplement to the online Journal of Vertebrate Paleontology*, p.180.

**Chapleau, F.** 2012. Les poissons du parc de la Gatineau : une faune à protéger. Amis du Parc de la Gatineau.

**Cook, F.R.** 2012. *The Canadian Field-Naturalist* now fully online.

*The Canadian Herpetologist*, 2(1):21-22.

**Cook, F.R.** 2012. The passing of Ken Stewart. *The Canadian Herpetologist*, 2(1):22.

**Gray, D.R.** 2013. The CAE's Human Touch. *Canadian Geographic*, 133(1):23.

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**University of Toronto, Toronto**  
**University of Waterloo, Waterloo**  
**University of Western Ontario, London**  
**Volunteer Ottawa, Ottawa**  
**Wabi Sabi, Ottawa**  
**Waterloo Collegiate Institute, Waterloo**  
**Wildlife Habitat Canada, Ottawa**  
**World Wildlife Fund Canada, Ottawa**  
**YMCA-YWCA, Ottawa**

**Prince Edward Island**  
**University of Prince Edward Island, Charlottetown**

**Quebec**  
**ArcticNet, Quebec City**  
**Arctic Watch, La Pêche**  
**Biodôme de Montréal, Montreal**  
**Canadian Arctic Shelf Exchange Study (CASES), Quebec City**  
**Canadian Biodiversity Information Network, Gatineau**  
**Canadian Environmental Education Network, Gatineau**  
**Canadian Heritage Information Network, Gatineau**

**Canadian Museum of Civilization**, Gatineau  
**Central Quebec School Board**, Quebec City  
**CHUQ/CHUL Research Center**, Quebec City  
**Club de minéralogie de l'Outaouais**, Gatineau  
**Club des ornithologues de l'Outaouais**, Gatineau  
**Commission scolaire au Cœur-des-vallées**, Gatineau  
**Commission scolaire des Draveurs**, Gatineau  
**Commission scolaire des Portages-de-l'Outaouais**, Gatineau  
**Ecomuseum, Saint-Lawrence Valley Natural History Society**,  
 Sainte-Anne-de-Bellevue  
**Environment Canada**, Gatineau  
**Espace pour la vie**, Montreal  
**Insectarium de Montréal**, Montreal  
**Institut Maurice-Lamontagne**, Mont-Joli  
**Institut québécois de la biodiversité (IQBIO)**, Montreal  
**Jardin Botanique de Montréal**, Montreal  
**Laval University**, Quebec City  
**McCord Museum of Canadian History**, Montreal  
**McGill School of Environment**, Montreal  
**McGill University**, Montreal  
**Ministère de l'Agriculture, des Pêcheries et de l'Alimentation  
 du Québec**  
**Ministère des ressources naturelles et de la faune  
 du Québec**, Quebec City  
**Ministère du développement durable, de l'environnement et  
 des parcs du Québec**  
**Montreal Science Center**, Montreal  
**Municipalité Régionale de Comté Pontiac**, Campbell's Bay  
**Musée du Fjord**, La Baie  
**Museums Assistance Program (MAP)**, Gatineau  
**National Capital Commission, Gatineau Park**, Gatineau  
**National Film Board of Canada**, Montreal  
**Planeterium de Montréal**, Montreal  
**Redpath Museum, McGill University**, Montreal  
**Réseau des BIBLIO de l'Outaouais**, Gatineau  
**Students on Ice**, Gatineau  
**Thetford Mines Mineralogical and Mining Museum**,  
 Thetford Mines  
**Université de Montréal**, Montreal

**Université du Québec à Montréal**, Montreal  
**Université du Québec à Rimouski**, Rimouski  
**Western Quebec School Board**, Gatineau

### Saskatchewan

**Pasquia Regional Park**, Arborfield  
**Royal Saskatchewan Museum**, Regina  
**Saskatchewan Watershed Authority**, Regina  
**University of Saskatchewan**, Saskatoon

### Yukon

**Académie Parhélie**, Whitehorse  
**Government of Yukon**, Whitehorse  
**Kluane National Park, Yukon, Canada (Parks Canada)**,  
 Haines Junction  
**NatureServe Yukon, Yukon Department of the Environment,  
 Fish & Wildlife Branch**, Whitehorse  
**Old Crow School District**, Yukon Territory  
**Yukon Beringia Interpretive Centre**, Whitehorse





# MANAGING OUR FINANCIAL RESOURCES



The Canadian Museum of Nature's (the "Museum") 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 that Act and 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.

## Management Discussion and Analysis

### Financial Overview

This past year the Museum made significant progress towards achieving its strategic objectives and priorities including the development of strategies to deal with financial pressures. Achieving financial sustainability has been, and will continue to be, one of the main priorities of the Museum.

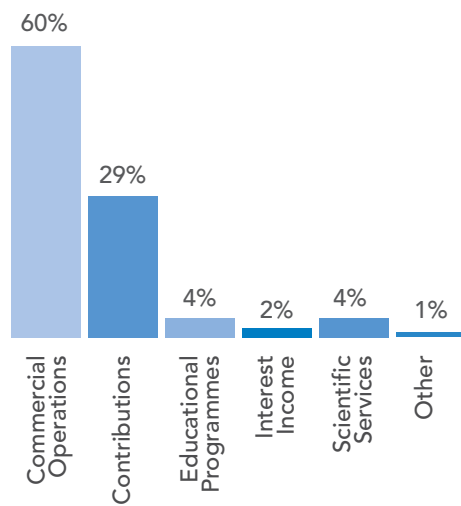
Through a combination of revenue generation and expenditure reduction measures implemented over the past three years, the Museum has made significant progress in narrowing the gap in funds to operate the two facilities under its stewardship. However, the challenging financial situation remains as the Museum is still vulnerable to the impact of inflation on key inputs such as utilities and property taxes. In 1996, Treasury Board approved a management regime that devolved the responsibility for funding non-discretionary fixed costs related to facilities from Public Works and Government Services Canada (PWGSC) to individual organizations. Unlike PWGSC and the Department of National Defence, most departments, agencies and Crown corporations did not receive the authority to seek annual adjustments in their appropriations to reflect increases in non-discretionary fixed costs related to facilities. At the time, it was anticipated that this could eventually pose challenges to small cultural organizations like museums.

The Museum reviewed its programmes, its means of delivery and its supporting activities to ensure that they remain relevant to Canadians. To address the organization's financial pressures, on June 27, 2012 the Museum abolished 10 positions, the majority affecting the internal services area which has not impacted on the ability of the Museum to fulfill its mandate.

The financial pressures were further reduced through increases in earned revenue. The significant improvement over the last fiscal year is due to a number of revenue generating initiatives including the introduction of a new pricing structure for admissions at the Victoria Memorial Museum Building (VMMB) which includes a surcharge for major temporary exhibitions. Other initiatives include the introduction of new programming such as the 3D Theatre, value based pricing for education programmes, facility leasing fees, aggressive membership marketing, automated parking and a new patron programme. Another important initiative was finding revenue sources such as collections storage and management services fees to fund strategic investments in the *Centre for Arctic Knowledge & Exploration* and the *Centre for Species Discovery & Change*.

A new advancement strategy focused on building support from individual, corporate and foundation donors was launched to include a Patron Circle fundraising programme, a National Nature Council to raise the Museum's profile and the development of a five year plan to advance the Museum's position as a leader in Arctic research and discovery, culminating in 2016-2017 with the unveiling of the Canadian Arctic Gallery.

**Revenue**  
(excluding parliamentary appropriations)



**Financial Performance**

**Revenue and Parliamentary Appropriations**

Revenue and parliamentary appropriations increased to \$42.8 million in 2012-2013 from the \$37.9 million reported in 2011-2012 and appropriations represented 84 percent of the total in 2012-2013. Revenue increased to \$6.8 million in 2012-2013 from the \$4.7 million reported in 2011-2012 mainly due to an increase in both contributions and commercial operations which increased by \$1.4 and \$0.8 million respectively. The recognition of contributions is normally tied to the development of permanent galleries.

The Museum has established a target of generating revenue excluding parliamentary appropriations equivalent to 15 percent of base operating costs. In 2012-2013, with attendance reaching 375,000, the Museum surpassed its target with revenue equivalent to 21 percent of base operating costs. This compares to the 15 percent reported in 2011-2012. The year-over-year increase is mainly attributable to the recognition of contributions associated with the development of phase 2 of the Vale Earth Gallery that opened on November 28, 2012.

**Parliamentary Appropriations**

On an accrual basis, parliamentary appropriations increased to \$36.0 million in 2012-2013 from the \$33.2 million reported in 2011-2012. Of the \$2.8 million year over year increase, \$1.2 million is related to supplementary appropriations received and receivable in 2012-2013 for severance benefits paid during the year. These benefits paid during the year were the result of collective bargaining and consistent with the Government of Canada’s approach, whereby effective April 1, 2012, employees no longer accumulate severance pay upon resignation or retirement. The accumulated severance pay will be calculated at the rate of one week of pay for each year of service and paid as per the term of the collective agreement. The remainder of the year over year increase is due mainly to the variation in deferred capital appropriations.

**Commercial Operations**

Revenue associated with commercial operations includes admission fees, parking, rentals of facilities, boutique and cafeteria leases, memberships and publishing royalties. Commercial operations increased by \$0.8 million to \$4.1 million in 2012-2013 from the amount reported in 2011-2012 mainly due to the introduction of a new pricing structure for admissions at the VMMB which includes a surcharge for major temporary exhibitions. Another contributor to the increase in commercial operations is the introduction of new programming such as the 3D Theatre and Nature Nocturne.

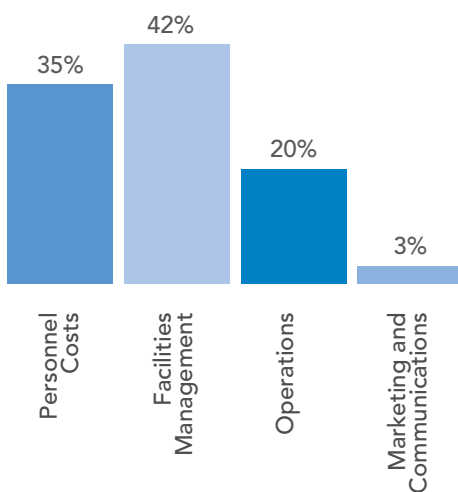
**Contributions**

Contributions recognized as revenues vary from year to year based upon the resources required to fund and install new permanent galleries. Contributions increased to \$2.0 million in 2012-2013 from the \$0.6 million reported in 2011-2012 due to exhibition activity related to the development of phase 2 of the Vale Earth Gallery.

## Expenses

Expenses increased to \$43.3 million in 2012-2013 from the \$40.7 million reported in 2011-2012.

### Expenses



### Public Education Programmes

Public education programmes increased to \$9.8 million in 2012-2013 from the \$7.3 million reported in 2011-2012. Exhibitions expenses increased by \$1.6 million due to exhibitions costs related to the development of phase 2 of the Vale Earth Gallery. Professional and special services increased by \$0.8 million due to initiatives aimed at augmenting public education programmes and enhancing the visitor experience. Marketing and communications expenses increased by \$0.4 million due to costs related to the advertising of major temporary exhibitions and new galleries.

### Collections Management and Internal Services

Collections management decreased to \$2.5 million in 2012-2013 from the \$2.8 million reported in 2011-2012 while internal services decreased to \$6.4 million from the \$6.7 million reported in 2011-2012. In both cases the year over year decrease is due to expenditure reduction measures implemented during the year to address to Museum's financial pressures.

### Accommodation

Accommodation increased to \$20.1 million in 2012-2013 from the \$19.5 million reported in 2011-2012. Amortization of accommodation related tangible capital assets represents \$8.1 million of the total in 2012-2013 and \$6.8 million in 2011-2012 and accounts for the year over year increase. The increase in amortization is the result of acquisitions of tangible capital assets consistent with the Museum's long term capital plan. The remaining costs are associated with managing the Museum's two buildings. The new museum-standard environmental control systems and additional space that must now be maintained at the renovated VMMB have placed an additional pressure on the Museum's operating budget. The Museum continues to explore additional facilities cost reduction and control measures in order to minimize the financial impact on its programmes.

## Net Results of Operations

The net results of operations resulted in a deficit of \$0.5 million in 2012-2013 which can be attributed to the following:

- \$0.5 million is due to the accounting treatment related to the Museum's Natural Heritage Campus located in Gatineau, Quebec which is recorded on the Statement of Financial Position as an obligation under capital lease. This accounting treatment will keep the Museum's accumulated deficit in a deficit position for many years due to the interest expense on the capital lease obligation being higher in the earlier years than in the years closer to the end of the lease term. Accordingly, the accumulated deficit related to this accounting treatment will begin to reverse in 2019-2020 until it is fully eliminated by the end of the lease term in 2032. This does not impact the Museum's cash flow or financial stability in any way.
- The Museum recorded \$1.2 million in supplementary appropriations received or receivable for severance benefits paid during the year. The payments were the result of collective bargaining and consistent with the Government of Canada's approach, whereby effective April 1, 2012, employees no longer accumulate severance pay upon resignation or retirement. The accumulated severance



recorded as an accrued benefit obligation was recognized in prior years and in part paid during the year as per the terms of the collective agreement. Therefore, this resulted in a timing difference between the accrued benefit obligation recognized in prior years and the supplementary appropriations recognized during the year.

- The Museum recorded \$1.2 million in expenses attributable to a timing difference between the recognition of parliamentary appropriations for operating expenditures that are recognized in the fiscal year that they are approved and expenses that are recognized in the fiscal year they are incurred. Specifically, these funds were used to commit and to prepay for major temporary exhibitions and other public education programmes delivered during the year.

## Financial Situation

### Assets

Cash and cash equivalents decreased to \$8.6 million in 2012-2013 from the \$12.3 million reported in 2011-2012 in part due to the variation in deferred capital appropriations consistent with the Museum's approved five year long-term capital plan.

Accounts receivable increased to \$1.8 million in 2012-2013 from the \$0.6 million reported in 2011-2012. The 2012-2013 balance includes \$0.5 million related to GST/HST receivable and \$0.4 million related to supplementary appropriations receivable.

Prepaid expenses decreased to \$0.8 million in 2012-2013 from the \$1.7 million reported in 2011-2012. The prior year balance included \$0.6 million related to the Whales Tohora major temporary exhibition and \$0.3 million for prepaid rent.

Tangible capital assets decreased to \$204.5 million in 2012-2013 from the \$205.6 million reported in 2011-2012 due to amortization expense of \$8.4 million offset by acquisition of tangible capital assets of \$7.3 million.

### Liabilities

Deferred revenues, contributions and parliamentary appropriations decreased to \$6.7 million in 2012-2013 from the \$8.8 million reported in 2011-2012 due to restricted parliamentary appropriation spent to acquire tangible capital assets and restricted contributions spent for the development of phase 2 of the Vale Earth Gallery.

Employee future benefits decreased to \$3.9 million in 2012-2013 from the \$5.2 million reported in 2011-2012 due to severance benefits paid during the year. The payments were the result of collective bargaining and consistent with the Government of Canada's approach, whereby, effective April 1, 2012, employees no longer accumulate severance pay upon resignation or retirement. The accumulated severance recorded as an accrued benefit obligation was recognized in prior years and in part paid during 2012-2013 as per the terms of the collective agreement.

### Accumulated Deficit

The accumulated deficit of \$11.1 million as at March 31, 2013, is mainly due to the accounting treatment related to the Museum's Natural Heritage Campus located in Gatineau, Quebec as explained previously under Net Results of Operations. This does not impact the Museum's cash flow or financial stability in any way.

## Summary

The strategic directions for the Museum acknowledge the intent to be a leading source of natural history knowledge and scientific inquiry for scientists and the public, thus contributing a distinctly Canadian perspective to the global body of knowledge.

The Museum will disseminate the results of this scientific inquiry, thus helping inspire Canadians to act conscientiously about the natural environment. As a public institution, the Museum also wishes to continue to demonstrate accountability, value and fiscal effectiveness through achieving measurable, meaningful results.

Achieving financial sustainability has been, and will continue to be, one of the main priorities of the Museum. 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 in support of the vision to be a national institution providing maximum value and service to the public.

The Museum hopes to maintain the momentum and sustain revenues equivalent to cover 15 percent of base operating costs in 2013-2014 and beyond.

The Museum will concentrate on the following overarching objectives for 2013-2014:

- To develop innovative approaches to creating, advancing and sharing knowledge that increase awareness of Canada's natural environment based upon research and collections programmes.
- To present the natural world through public education programmes that increase understanding of Canada's changing natural environment.
- To create unique experiences and increase value for visitors at the Victoria Memorial Museum Building and across Canada.
- To establish leading edge governance practices and corporate systems that support and help finance the Museum's strategic directions and objectives.
- To cultivate meaningful relationships with visitors, members, donors, partners and stakeholders who are philosophically and financially committed to the vision and mandate of the Museum and wish to play a part in the future of the Museum.

The Museum will concentrate on the following priorities for 2013-2014:

- Create and package centres of excellence that focus and anchor our research, collections and education programmes.
- Create and deliver new programming options that attract new audiences on-site and off-site.
- Identify and act on collaborations with local, national and international partners that enhance the strategic positioning of the Museum and support the advancement of our research, collections and education programmes.
- Advance a bold and consistent marketing, communications and identity campaign that position the Museum in the eyes of key influencers and markets across Canada and around the world.
- Advance the enterprise business model with clear bottom line metrics and management accountabilities.
- Build a high performance advancement operation focussed on developing a pipeline of annual, sponsorship and major gifts prospects and donors.
- Develop a new five-year strategic plan for 2014-2015 to 2019-2020 in support of the refreshed strategic direction of the Museum.

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 Public Sector Accounting Standards. 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. His report offers an independent opinion on the financial statements to the Minister of Canadian Heritage and Official Languages.



Margaret Beckel  
President and Chief Executive Officer



Michel Houle, CMA  
Vice President, Corporate Services and  
Chief Financial Officer

June 20, 2013





Auditor General of Canada  
 Vérificateur général du Canada

## INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage and Official Languages

### Report on the Financial Statements

I have audited the accompanying financial statements of the Canadian Museum of Nature, which comprise the statement of financial position as at 31 March 2013, and the statement of operations, the statement of changes in accumulated deficit and the statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

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 comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

*Opinion*

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Canadian Museum of Nature as at 31 March 2013, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

**Report on Other Legal and Regulatory Requirements**

As required by the *Financial Administration Act*, I report that, in my opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Canadian Museum of Nature 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 regulation and the by-laws of the Canadian Museum of Nature.



Maurice Laplante, CPA, CA  
Assistant Auditor General  
for the Auditor General of Canada

20 June 2013  
Ottawa, Canada

## Statement of Financial Position as at March 31, 2013

<i>(in thousands of dollars)</i>	<b>2013</b>	<b>2012</b>
<b>Assets</b>		
Current		
Cash and cash equivalents (Note 3)	8,619	12,267
Accounts receivable		
Trade	647	223
Government departments and agencies (Note 14)	1,133	356
Prepaid expenses	827	1,717
	11,226	14,563
Restricted cash, cash equivalents and receivables (Note 3)	1,904	2,076
Collections (Note 4)	1	1
Tangible capital assets (Note 5)	204,457	205,565
	<b>217,588</b>	<b>222,205</b>
<b>Liabilities</b>		
Current		
Accounts payable and accrued liabilities		
Trade	3,030	3,056
Government departments and agencies (Note 14)	30	114
Current portion - obligation under capital lease (Note 6)	588	532
Deferred revenues, contributions and parliamentary appropriations (Note 7)	6,680	8,790
Employee future benefits (Note 9)	795	1,883
	11,123	14,375
Obligation under capital lease (Note 6)	29,002	29,590
Deferred capital funding (Note 8)	185,468	185,575
Employee future benefits (Note 9)	3,113	3,320
	228,706	232,860
<b>Accumulated Deficit</b>		
Unrestricted	(822)	(828)
Endowment (Note 10)	305	305
Investment in tangible capital assets (Note 11)	(10,601)	(10,132)
	(11,118)	(10,655)
	<b>217,588</b>	<b>222,205</b>

Contractual Obligations and Contingencies (Notes 15 and 16).  
The accompanying notes form an integral part of the financial statements.

## Approved by the Board of Trustees:



Nicholas Offord

Interim Chair of the  
Board of Trustees



Martin Joanisse

Chair of the Audit and  
Finance Committee

## Recommended by Management:



Meg Beckel

President and Chief Executive  
Officer



Michel Houle, CMA

Vice President, Corporate Ser-  
vices and Chief Financial Officer



## Statement of Operations for the year ended March 31, 2013

<i>(in thousands of dollars)</i>	<b>2013</b>	<b>2012</b>
<b>Revenue</b>		
Commercial operations (Note 13)	4,115	3,361
Contributions	2,007	634
Educational programmes	277	353
Interest	129	154
Scientific services	246	191
Other	44	30
	<b>6,818</b>	<b>4,723</b>
<b>Expenses</b> (Note 18)		
Public education programmes	9,791	7,300
Collections management	2,460	2,762
Research	4,524	4,421
Internal services	6,400	6,709
Accommodation	20,103	19,475
	<b>43,278</b>	<b>40,667</b>
<b>Net result of operations before government funding</b>	<b>(36,460)</b>	<b>(35,944)</b>
Parliamentary appropriations (Note 12)	35,997	33,194
<b>Net result of operations</b>	<b>(463)</b>	<b>(2,750)</b>

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

## Statement of Changes in Accumulated Deficit for the year ended March 31, 2013

<i>(in thousands of dollars)</i>	<b>Unrestricted</b>	<b>Endowment</b>	<b>Invested in capital assets</b>	<b>2013</b>	<b>2012</b>
Accumulated Deficit, beginning of year	(828)	305	(10,132)	(10,655)	(7,905)
Net result of operations	(463)			(463)	(2,750)
Net change in investment in tangible capital assets (Note 11)	469		(469)		
<b>Accumulated Deficit, end of year</b>	<b>(822)</b>	<b>305</b>	<b>(10,601)</b>	<b>(11,118)</b>	<b>(10,655)</b>

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

A statement of remeasurement gains and losses has been excluded as there have been no remeasurement gains or losses.

## Statement of Cash Flows for the year ended March 31, 2013

<i>(in thousands of dollars)</i>	<b>2013</b>	<b>2012</b>
<b>Operating activities</b>		
Cash receipts - customers	5,268	5,286
Cash receipts - parliamentary appropriations	26,712	26,732
Cash disbursements - employees	(15,503)	(15,902)
Cash disbursements - suppliers	(16,950)	(14,268)
Interest received	153	173
Interest paid	(2,968)	(3,018)
<b>Cash used in operating activities</b>	<b>(3,288)</b>	<b>(997)</b>
<b>Capital activities</b>		
Acquisition of tangible capital assets	(7,264)	(1,951)
<b>Cash used in capital activities</b>	<b>(7,264)</b>	<b>(1,951)</b>
<b>Investing activities</b>		
Decrease (increase) in restricted cash, cash equivalents and receivables	172	(272)
<b>Cash provided by (used in) investing activities</b>	<b>172</b>	<b>(272)</b>
<b>Financing activities</b>		
Appropriations used to purchase depreciable tangible capital assets	7,264	1,951
Obligation under capital lease	(532)	(484)
<b>Cash provided by financing activities</b>	<b>6,732</b>	<b>1,467</b>
<b>Decrease in cash and cash equivalents</b>	<b>(3,648)</b>	<b>(1,753)</b>
Cash and cash equivalents, beginning of year	12,267	14,020
<b>Cash and cash equivalents, end of year</b>	<b>8,619</b>	<b>12,267</b>

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

# Notes to the Financial Statements for the year ended March 31, 2013

## 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 of the *Financial Administration Act* and is not subject to the provisions of the *Income Tax Act*. The Corporation is classified as a government not-for-profit organization (GNPO).

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.

Brief descriptions of the Corporation's activities are as follows:

- **Public Education Programmes**

The Corporation develops and maintains exhibitions, programmes, the **nature.ca** website, electronic and print publications, and activities to foster an understanding of, and respect for, nature.

- **Collections Management**

The Corporation develops, preserves and makes accessible collections of natural history specimens, objects and information to meet the growing needs of the public and private sectors for research, education and informed decision-making about the natural world.

- **Research**

The Corporation studies the past and helps Canadians prepare for the future by conducting systematics and applied research, and by developing and maintaining networks and linkages with Canadian and international science communities.

- **Internal Services**

The Corporation develops and implements the policies, processes and an accountability structure and processes to oversee the fulfilment of its mandate, including governance, strategic direction, corporate services, monitoring of corporate performance, reporting to Parliament and revenue generating activities.

- **Accommodation**

The Corporation provides secure and functional facilities that meet all safety and building code requirements. Among these facilities is the renovated Victoria Memorial Museum Building that furthers the vision and mandate of the Corporation.

## 2. Significant Accounting Policies

### A) Basis of Presentation

The financial statements have been prepared in accordance with Canadian public sector accounting standards (PSAS). The Corporation has elected to apply the Section 4200 series for GNPOs.

### B) Use of Estimates

The preparation of financial statements in accordance with PSAS 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 tangible capital assets are the most significant items for which estimates are used. Actual results could differ significantly from those estimated. These estimates are reviewed annually and as adjustments become necessary, they are recorded in the financial statements in the fiscal year which they become known.

### C) Collections

The Corporation holds and preserves invaluable collections of natural history specimens for the benefit of Canadians, present and future. The collections are shown as an asset on the Statement of Financial Position 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) Tangible Capital Assets

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

Amortization is calculated on the straight-line method using rates based on the estimated useful life of the assets, except for leasehold improvements which are amortized on a straight line basis over the shorter of the term of lease agreement or the asset's useful life.

When conditions indicate that an asset no longer contributes to the Corporation's ability to provide its services, the cost of the asset is written down to its residual value, if any.

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

## E) Employee Future Benefits

### i) Pension benefits

Substantially all of the employees of the Corporation are covered by the Public Service Pension Plan (the "Plan"), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Corporation to cover current service cost. Pursuant to legislation currently in place, the Corporation has no legal or constructive obligation to pay further contributions with respect to any past service or funding deficiencies of the Plan. Consequently, contributions are recognized as an expense in the year when employees have rendered service and represent the total pension obligation of the Corporation.

### ii) Severance benefits and sick leave benefits

Employees are entitled to severance benefits and sick leave 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 severance benefit obligation by using a method based upon assumptions and its best estimates while an actuarial method is used to determine the value of the sick leave obligation. The actuarial gains and losses are amortized over the expected average remaining service life of the related employee group. The severance benefits represent the only obligation of the Corporation that entails settlement by future payment. As a result of collective bargaining and consistent with the Government of Canada's approach, effective April 1, 2012, employees no longer accumulate severance pay upon resignation or retirement. The accumulated severance pay will be calculated at the rate of one week of pay for each year of service.

## 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 Appropriations

The Government of Canada provides financing to the Corporation through parliamentary appropriations.

- The parliamentary appropriations for operating expenditures are recognized as revenue in the fiscal years for which they are approved.
- The parliamentary appropriations allocated to the purchase of depreciable tangible capital assets are recorded as deferred revenues, contributions and parliamentary appropriations on the Statement of Financial Position. When depreciable tangible capital assets are purchased, the portion of the parliamentary appropriations used for the acquisition of these tangible capital assets is then reclassified as deferred capital funding on the Statement of Financial Position and recognized as revenue on the Statement of Operations on the same basis as the amortization of the corresponding tangible capital assets.
- Parliamentary appropriations allocated to specific expenses are deferred in the Statement of Financial Position and recognized as revenue in the Statement of Operations in the fiscal year in which the related expenses are incurred.

The Corporation is required to report on the spending of appropriations in its annual report.

### H) Contributions

Contributions are comprised of donations received from individuals, foundations and corporations. The Corporation applies the deferral method to recognize its contributions as applicable for not-for-profit organizations.

Unrestricted contributions are recognized as revenue in the Statement of Operations when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions externally restricted for specific projects or expenses are deferred in the Statement of Financial Position and recognized as revenue in the Statement of Operations in the fiscal year in which the related expenditures are incurred.

Investment income related to restricted contributions is first recorded in the Statement of Financial Position as deferred revenues and then recognized as revenue in the Statement of Operations in the fiscal year in which the related expenses are incurred.

Externally restricted endowment stipulating that the principal of the endowment fund be maintained permanently is recorded as direct decreases to accumulated deficit during the year in which they are received. Investment income on the endowment is externally restricted for specific purposes and is first recorded in the Statement of Financial Position as deferred revenues until it is used for specific externally restricted purposes and consequently recognized as revenue in the Statement of Operations.

### I) Volunteer Services

Volunteers contribute a significant number of hours every year. Due to the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

### J) Financial Instruments

The Corporation's financial assets and financial liabilities are measured at cost. Financial assets include cash and cash equivalents, restricted cash and cash equivalents, accounts receivable and restricted receivables while financial liabilities include accounts payable and accrued liabilities.

Financial instruments are tested annually for impairment at the financial statements date, and any permanent impairment is reported in the Statement of Operations.

Transaction costs are added to the carrying value of items in the cost when they are initially recognized.

### K) Allocation of expenses

The Corporation does not apply the method of allocating costs for the purpose of distributing expenses between functions.

## 3. Cash and Cash Equivalents and Restricted Cash, Cash Equivalents and Receivables

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

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

As per the Corporation's Investments Policy, operating funds are invested in 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 acceptances, promissory notes and term deposits. The Corporation held investments during the year and earned interest revenue on these investments. However, as of March 31, 2013 and 2012 the entire amount was held in cash.

## 4. Collections

The natural history collections consist of over 10.5 million specimens and grew by 33,398 items this fiscal year (2012 – 10,507). These are exceptional scientific resources that are 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, fish, amphibians and reptiles),
- the Invertebrates collection (molluscs, insects, crustaceans, parasites, annelids), and
- 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 \$2.5 million in 2013 (2012 – \$2.8 million) for the management, protection and conservation of its collections.

There were no material changes or sale of specimens related to the collections during the year.

## 5. Tangible Capital Assets

<i>(in thousands of dollars)</i>	March 31			March 31		
	Cost	Accumulated amortization	Net book value	Cost	Accumulated amortization	Net book value
Land	627	-	627	627	-	627
Victoria Memorial Museum Building	204,727	28,902	175,825	204,727	23,900	180,827
Property under capital lease	35,040	16,857	18,183	35,040	15,866	19,174
Collection cabinets and compactors	3,770	1,740	2,030	3,678	1,631	2,047
Leasehold improvements	9,192	3,599	5,593	3,932	1,923	2,009
Furnishings and office equipment	1,483	979	504	1,265	903	362
Research equipment	3,431	3,200	231	3,364	3,128	236
Computer equipment	2,936	2,800	136	2,830	2,690	140
Building improvements	1,595	401	1,194	144	84	60
General equipment	483	349	134	412	329	83
Motor vehicles	-	-	-	42	42	-
	<b>263,284</b>	<b>58,827</b>	<b>204,457</b>	<b>256,061</b>	<b>50,496</b>	<b>205,565</b>

The current year amortization expense amounts to \$8,372,000 (2012 – \$7,261,000). During the year, the Corporation disposed of two motor vehicles that were fully amortized.

## 6. Obligation Under Capital Lease

The Natural Heritage Campus houses the Corporation's 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 ten dollars.

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

<i>(in thousands of dollars)</i>		<b>March 31, 2013</b>	<b>March 31, 2012</b>
2014		3,500	3,500
2015		3,500	3,500
2016		3,500	3,500
2017		3,500	3,500
2018		3,500	3,500
Thereafter		47,250	50,750
Total minimum future payments	(1)	64,750	68,250
Deduct: Imputed interest		(35,160)	(38,128)
<b>Present value of financing obligations</b>	(2)	<b>29,590</b>	<b>30,122</b>
Current portion		588	532
Long term portion		29,002	29,590
		<b>29,590</b>	<b>30,122</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 8.75% is estimated at \$32 million.

## 7. Deferred Revenues, Contributions and Parliamentary Appropriations

Deferred revenues, contributions and parliamentary appropriations during the fiscal year were as follows:

<i>(in thousands of dollars)</i>		<b>2013</b>	<b>2012</b>
Deferred contributions from non-government sources		1,290	2,010
Deferred parliamentary appropriations		4,980	6,500
Total deferred contributions and parliamentary appropriations		6,270	8,510
Deferred revenues – goods and services		410	280
<b>Balance, end of year</b>		<b>6,680</b>	<b>8,790</b>



Changes in the deferred revenues, contributions and parliamentary appropriations during the year were as follows:

<i>(in thousands of dollars)</i>	<b>2013</b>	<b>2012</b>
Balance, beginning of year	8,790	8,459
Add :		
Restricted contributions received	1,013	1,188
Restricted parliamentary appropriations received	6,192	1,789
Deferred revenue for the provision of goods and services	611	412
	7,816	3,389
Less :		
Deferred revenue for the provision of goods and services recognized	(482)	(415)
Restricted contributions recognized	(1,733)	(558)
Restricted parliamentary appropriations spent	(7,711)	(2,085)
	(9,926)	(3,058)
<b>Balance, end of year</b>	<b>6,680</b>	<b>8,790</b>

## 8. Deferred Capital Funding

Deferred capital funding represents the portion of the parliamentary appropriations used to purchase depreciable tangible capital assets.

Changes in the deferred capital funding balance are as follows:

<i>(in thousands of dollars)</i>	<b>2013</b>	<b>2012</b>
Balance, beginning of year	185,575	189,881
Appropriations used to purchase tangible capital assets	7,264	1,951
Amortization of deferred contributions related to tangible capital assets	(7,371)	(6,257)
<b>Balance, end of year</b>	<b>185,468</b>	<b>185,575</b>

## 9. 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>	<b>2013</b>	<b>2012</b>
Corporation's contributions	1,501	1,546
Employees' contributions	806	802

The President of the Treasury Board of Canada sets the required employer contributions based on a multiple of the employees' required contribution. The general contribution rate effective for the year was 1.74 (1.86 for the prior year).

The Government of Canada holds a statutory obligation for the payment of benefits relating to the Plan. Pension benefits generally accrue up to a maximum period of 35 years at an annual rate of 2 percent of pensionable service times the average of the best five consecutive years of earnings. The benefits are coordinated with Canada/Quebec Pension Plan benefits and they are indexed to inflation.

**ii) Severance benefits**

Effective April 1, 2012, employees no longer accumulate severance pay upon resignation or retirement. Employees subject to this change are being given the option to be paid the full or partial value of benefits earned to date or collect the full or remaining value of benefits upon departure from public service. Accumulated severance pay is calculated at the rate of one week of pay for each year of service. The Corporation will continue to provide termination benefits to its employees based on years of service and final salary. This benefit plan is unfunded 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 Statement of Financial Position date, is as follows:

<i>(in thousands of dollars)</i>	<b>2013</b>	<b>2012</b>
Accrued benefit obligation, beginning of year	3,396	2,653
Adjustment of the year	(23)	800
Benefits paid during the year	(1,244)	(57)
<b>Accrued benefit obligation, end of year</b>	<b>2,129</b>	<b>3,396</b>
Short term portion	611	1,698
Long term portion	1,518	1,698
	<b>2,129</b>	<b>3,396</b>

**iii) Paid Sick Leave**

The Corporation has recorded an obligation related to sick leave benefits for its employees. The most recent actuarial valuation was dated May 23, 2013.

The estimated average remaining service period of the employees is 12 years. The Corporation has chosen to amortize the actuarial loss of sick leave over the 12 years.

Information on these benefits, evaluated by an actuary at the date of the Statement of Financial Position consists of the following:

<i>(in thousands of dollars)</i>	<b>2013</b>	<b>2012</b>
Sick leave obligations, at the beginning of the fiscal year	1,807	1,753
Current service cost	141	114
Interest cost on benefit obligation	55	70
Actuarial loss (gain) on obligation	(20)	20
Sick leave used during the fiscal year	(204)	(150)
<b>Sick leave obligation, end of year</b>	<b>1,779</b>	<b>1,807</b>
Short term portion	184	185
Long term portion	1,595	1,622
	<b>1,779</b>	<b>1,807</b>

Assumptions in the actuarial evaluation include a discount rate of 2.68% for 2013 (2.75% for 2012) as well as an inflation rate of 1.50% for both years. Included in the sick leave obligation is a non-amortized actuarial loss of \$213,855 (\$220,409 as at March 31, 2012).

## 10. Endowment Restrictions

An endowment fund for Systematic Entomology was received from Anne and Henry Howden in the principal amount of \$305,000, as well as a significant entomological collection. The endowment was established to enable professional studies and research of entomological collections for the Corporation.

The entire amount restricted for endowment purposes is subject to externally imposed restrictions stipulating that the resources be maintained permanently in the principal of the endowment fund.

The net investment income earned on resources held for endowment is \$2,891 (\$3,043 in 2012). The total amount deferred of investment income earned on resources held for endowment is \$11,669 (\$8,778 in 2012). This amount is available for activities related to systematic entomology. No amount was recognized in the statement of operations for 2013 (\$345 in 2012).

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. Investment in Tangible Capital Assets

A. The investment in tangible capital assets consists of the following:

<i>(in thousands of dollars)</i>	<b>2013</b>	<b>2012</b>
Tangible capital assets	204,457	205,565
Less amounts financed by capital lease	(29,590)	(30,122)
Less amounts financed by deferred contributions related to tangible capital assets	(185,468)	(185,575)
	<b>(10,601)</b>	<b>(10,132)</b>

B. The net change in investment in tangible capital assets is calculated as follows:

<i>(in thousands of dollars)</i>	<b>2013</b>	<b>2012</b>
Tangible capital asset additions	7,264	1,951
Add: repayment of obligation under capital lease	532	483
Less: tangible capital assets financed with deferred capital contributions	(7,264)	(1,951)
Tangible capital assets purchased with the Corporation's funds	532	483
Amortization of deferred capital contributions	7,371	6,257
Amortization of tangible capital assets	(8,372)	(7,261)
<b>Net change in investment in tangible capital assets</b>	<b>(469)</b>	<b>(521)</b>

## 12. Parliamentary Appropriations

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

<i>(in thousands of dollars)</i>	<b>2013</b>	<b>2012</b>
<b>Appropriations received and receivable:</b>		
Operating and Capital Budgets	33,135	28,555
Supplementary Budgets	1,236	37
	<b>34,371</b>	<b>28,592</b>
Portion of parliamentary appropriations received in current year deferred for future capital projects	(6,192)	(1,789)
Previous year's appropriations used in current year to complete specific projects	7,711	2,085
Appropriations used to purchase depreciable tangible capital assets	(7,264)	(1,951)
Amortization of deferred capital funding	7,371	6,257
<b>Appropriations recognized during the year</b>	<b>35,997</b>	<b>33,194</b>

## 13. Commercial Operations

Commercial operations revenue is comprised as follows:

<i>(in thousands of dollars)</i>	<b>2013</b>	<b>2012</b>
Admission fees	2,485	1,845
Parking	669	656
Rental of facilities	415	403
Boutique and cafeteria leases	170	204
Memberships	311	234
Publishing royalties	55	2
Publishing revenues	10	17
	<b>4,115</b>	<b>3,361</b>

## 14. Related Party Transactions

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

In addition to those related party transactions disclosed elsewhere in these financial statements, the Corporation incurred expenses for the work and services provided by other government departments, agencies, and Crown corporations such as employee benefit administration, realty taxes and postage fees. These services totalled \$4,306,000 (\$3,174,000 in 2012). The Corporation from time to time may receive grants for certain projects or provide rental services to related parties. The earned revenues totalled \$211,000 (\$55,000 in 2012). These transactions were conducted in the normal course of operations, under the same terms and conditions that applied to outside parties and recorded at the exchange amount.



## 15. Contractual Obligations

As of March 31, 2013, the Corporation has contracts for information systems and building maintenance services with a remaining value of \$3,465,000 (\$7,457,000 in 2012). Estimated future minimum payments under these contracts are as follows:

<i>(in thousands of dollars)</i>	2014	2015	2016	2017	2018
Future minimum payments	2,623	683	62	62	35

## 16. Contingencies

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability and an expense are recorded in the Corporation's financial statements.

As of March 31, 2013 and March 31, 2012, there were no claims against the Corporation.

## 17. Financial Instruments

### A) Financial Risk Management

To achieve its mandate, the Corporation uses an enterprise risk management approach to manage risks proactively and prudently. The Corporation's Board of Trustees and Management ensure that an accountability regime, a governance structure, and systems are in place to appropriately manage risks through the systematic consideration of risk at the functional level. Management, in a timely and proactive manner will identify, assess, mitigate and monitor risks that may prevent the Corporation from achieving its objectives and priorities. There has been no change to the level of risk compared to the prior year and no changes in the risk management practises used to manage risks.

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

#### i) Credit risk

The credit risk is one party to a financial instrument that causes a financial loss for the other party by failing to meet its financial commitments.

##### Accounts receivable

The Corporation is exposed to credit risk, through its normal commercial activities, on its accounts receivable of \$1,780,000 (\$579,000 at March 31, 2012). 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.

As at March 31, 2013, there are no (\$144,000 at March 31, 2012) accounts receivables past due or provisioned by an allowance for bad debt. The allowance for doubtful accounts is based on an account by account analysis that considers the aging of the account and the current creditworthiness of the customer. Accounts which have exceeded 120 days are considered past due.

##### Cash and cash equivalents (unrestricted and restricted)

The Corporation is exposed to credit risk, through its operations of cash management. In order to reduce this risk, the Corporation has an investment policy that limits the Corporation to secure investments. The details of this policy are described in note 3 of these financial statements.

#### 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. The Corporation's financial liabilities are due within three months of the date of the Statement of Financial Position.

**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 or its issuer, or factors affecting all similar financial instruments traded in the market. Market risks comprise three types of risk: Currency risk, Interest rate risk, and Price risk. As the entire amount of cash and cash equivalents (unrestricted and restricted) was held in cash at March 31, 2013 and March 31, 2012, the Corporation is not exposed to market risk.

**B) Fair value**

All financial instruments are measured at cost. The statement of remeasurement gains and losses has been excluded as there have been no remeasurement gains or losses.

**18. Summary of Expenses by Object**

<i>(in thousands of dollars)</i>	<b>2013</b>	<b>2012</b>
Personnel costs	15,181	16,133
Amortization of tangible capital assets	8,372	7,261
Operation and maintenance of buildings	3,881	4,021
Interest on capital lease obligation	2,967	3,017
Real property taxes	2,640	2,611
Professional and special services	3,500	2,724
Exhibitions	2,976	1,406
Information management infrastructure and systems	1,407	1,388
Repairs and maintenance	691	694
Marketing and communications	1,282	891
Travel	276	342
Freight and cartage	56	68
Others	49	111
	<b>43,278</b>	<b>40,667</b>

**19. Comparative Figures**

Certain comparative figures have been reclassified to conform to the current year's presentation.



**Canadian Museum of Nature**

nature.ca

**Victoria Memorial Museum Building**

240 McLeod Street, Ottawa, Ontario

**Natural Heritage Campus**

1740 Pink Road, Gatineau, Quebec

**Information**

613-566-4700 or 1-800-263-4433