

INSPIRING

2013-2014 ANNUAL REPORT



Reflections on 2013-2014: another great year for research, collections, engagement and impact.

- This past year has been filled with new approaches to nature inspiration with great results, lots of learning and enthusiasm for more experimentation.
- **Nature Nocturne has already attracted over 16,000 young professionals** to the Museum seeking an engaging and entertaining experience. Our second season is already creating buzz in the National Capital Region and triggering calls from fellow museums seeking to replicate the program in their city.
- **Attracting sophisticated adults** with nature inspired art was a focus for a number of special exhibits this past year. The highlight was *Edward Burtynsky: Oil* which attracted thousands of new visitors to the Museum and changed the visitor mix. NatureART programming will be a feature each year to ensure we maintain a program that attracts and engages our growing adult audience.
- In January we launched **natureTALKS**, a webcast talk show featuring our Research Scientists questioned by celebrity hosts Ivan Semeniuk and Fabienne L'Abbé. From de-extinction to plan intelligence, these TALKS provided powerful dialogue and debate about subjects that are relevant today and tomorrow.
- **Fossil preparation in the gallery** is a weekend program for adults and kids that is the natural follow-up to *Dino Idol*. After selecting a plaster encased fossil, we then had to prepare it and get it out of the stone it was encased in. We decided to do this in front of the public in our fossil gallery at the Victoria Memorial Museum Building (VMMB).
- Celebrating the **100th anniversary of Canada's first fossil gallery** was the theme for this year's Chairman's reception and was a hit with our donors, sponsors, patrons and community VIP's. The milestone provided an opportunity to tell the story of fossil research at the Museum and to share the most recent fossil finds from this year's field season.
- **Botany specimen mounting** at the VMMB has been happening periodically throughout the year and has proven to be an engaging visitor experience and a mechanism to attract new volunteers to our botany collection mounting project.



- The return of the **Natural Heritage Campus Open House** was a hit with the National Capital region residents. We had over 3,600 visitors to our Research and Collections Campus who interacted with our Curators, Research Scientists, Collections Experts, Programming Staff and many others involved in engaging our community. Plans are already underway for our next open house.
- **Arctic themed events** this past year proved to be a source of inspiration for our visitors and for our new collaborators in all things Arctic. Our April festival involved the Museum Programming Staff, Research and Collections Staff, travel partners Adventure Canada, education partners Students on Ice, film partners National Film Board, music partners National Arts Centre, and Inuit partner Inuit Tapiriit Kanatami (ITK). The theme for next year's Arctic Festival is *Edible Arctic* and is providing an opportunity to attract even more collaborators for this annual event that is part of our Arctic 2017 initiative.
- Building on the Arctic theme we collaborated with Science North to create a major travelling exhibit called **Arctic Voices** that opened in Sudbury in March 2014 and will open in Ottawa in December 2014. This exhibit is a major element of our initiative toward Arctic 2017.
- One other new program launched this year is the **Nature Inspiration Centre (NIC)** housed in our former Discovery Zone. This Centre will serve as a skunkworks for idea generation focussed on new approaches to inspiring connections with, and the exploration of nature. The NIC will focus its early efforts on adult programming for the corporate market, revenue generation, kids programming and cutting-edge design approaches for our future arctic gallery.
- We are incredibly fortunate to have a team of **passionate people committed to our purpose**. Their **curiosity, courage and creativity** has made the Canadian Museum of Nature an even more inspiring place to work, to visit and to collaborate.
- Our **226 Volunteers including our 11 member Board of Trustees** committed hundreds of hours to our Museum, enhancing our ability to create, advance and share knowledge about the natural world.

Thank you for your support and encouragement. Together we are inspiring understanding and respect for nature—for a better Canada.

table of contents

MESSAGE FROM THE CHAIR.....	3
MESSAGE FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER	4
A YEAR IN REVIEW.....	7
PERFORMANCE MEASURES FOR 2013-2014	13
OUR PEOPLE.....	18
COMMUNICATING RESEARCH RESULTS	20
INVOLVING THE COMMUNITY.....	29
COLLABORATORS	32
MANAGING OUR FINANCIAL RESOURCES	39

message from the chair



Stephen Henley
Chair, Board of Trustees

On behalf of the Board of Trustees of the Canadian Museum of Nature, it gives me great pleasure to present the museum's Annual Report for 2013-2014. This marks my first year as Chair for this national scientific institution—one that manages a treasure trove of more than 10 million specimens, an internationally acclaimed research program, and nature-themed education and outreach programs for all Canadians.

These foundations—research, collections and public engagement—underpin the essential activities of the Museum, which has roots dating back more than 150 years. But we live in a world of change: changes to our natural environment, changes to technology that pushes us to remain relevant in a wired world, and changes to the fiscal framework for how the museum does business. To that end, the museum's new Strategic Plan, launched in 2013-2014, will guide priorities—focussing on the Museum's strengths, while growing the capacity to enhance its importance across Canada and globally.

The natural history collection developed by the Museum and the collections-based research it undertakes, is used in increasingly important applications such as environmental stewardship. An important step in sharing this information was the launch of the Museum's *Collections Online* portal in March 2014. This initiative allows the knowledge stored with these collections to be accessed freely by anyone with a pertinent scientific interest.

To take its place as a museum of international first-rank, it has become imperative for the Canadian Museum of Nature to implement a business-enterprise approach and increase its philanthropic support to supplement its annual funding from the Government of Canada. Contributions from donors, as well as targeted collaborations and partnerships, allow the Museum to develop and expand research and collections programs such as those in our Centres of Excellence: *Arctic Knowledge and Exploration*, and *Species Discovery and Change*. With this support, the Museum can also develop new exhibitions and nature-themed outreach programs that will help it become, with its partners, the voice for Canada's natural world.

In keeping with this need for support, the Museum established in 2013 a National Nature Council (NNC) that encourages influential Canadians to play a role in the future of the Museum and its ability to serve Canada. Ian Pierce, former CEO of Xstrata Nickel and now President of X2 Resources, agreed to Chair the Council. Its members will help inspire support that funds research, school, and community programs at the Museum. A first outreach meeting in Calgary to cultivate corporate support proved successful and we hope to repeat this model in the coming year with similar sessions in Montréal and Toronto.

Among the Museum's successes that could benefit from this support is its travelling exhibitions program, which marked its 40th anniversary in 2013. Over that time, more than 12 million visitors at museums, science centres, libraries and other public venues across Canada have benefitted from the museum's expertise in exhibition design and nature-themed content. This success demonstrates the type of impact the Museum can have.

The Board of Trustees includes representatives from across Canada, who provide governance and oversight, and serve as ambassadors for the good work of the Museum. I was personally delighted to convene the Museum's Annual Public Meeting this year in St. John's, Newfoundland – my home town. As Canada moves towards the country's 150th anniversary in 2017, I look forward to guiding the Board to ensure that the Canadian Museum of Nature remains a point of pride for all Canadians, from coast to coast to coast.

message from the president and chief executive officer



Margaret Beckel
President and Chief Executive Officer

The Canadian Museum of Nature was formed with a mandate to inspire respect for and understanding of the natural world. These guiding principles are as true today as they were 100 years ago when the Museum's Scientists and Curators were pushing the boundaries of our knowledge of Canada's biodiversity and geodiversity. We marked two significant Museum centennials in 2013—the opening of Canada's first fossil gallery, boosted by specimens collected in Alberta's Badlands, and the launch of the first Canadian Arctic Expedition, which established Canada as a northern nation. These historic events reflect the same desire to create and share knowledge that drive the Museum today.

While our purpose has remained the same, the world around us is continuously evolving. As a result, the Museum has adapted its priorities in a new Strategic Plan to reflect its particular strengths in research, collections management and public engagement.

In 2013-2014, the Museum reinforced its position as a trusted source of knowledge about the natural world, by providing evidence-based insights, inspiring visitor experiences and real engagement with nature's past, present and future. Highlights of the Museum's achievements are aligned with the five priorities defined by this Strategic Plan: Arctic, Species Discovery, Nature Inspiration, Campus Excellence and Sustainable Enterprise.

Centre for Arctic Knowledge and Exploration

Changes to the environment in Canada's Arctic represent one of the most important natural history events of our lifetime. In carrying on the legacy of the Canadian Arctic Expedition, the Canadian Museum of Nature continues to carve out a leadership role in Arctic knowledge and exploration through scientific endeavours and public outreach.

In April 2013, the Museum presented its first annual Arctic festival offering cultural and scientific educational activities about Canada's North. We also developed a unique photo exhibit, *X-Rays of Arctic Fishes* that opened in January and was based on specimens from our authoritative collection of Arctic fishes. And as a stepping stone for a permanent Arctic Gallery that will be unveiled during Canada's 150th anniversary in 2017, the Museum collaborated with Science North in Sudbury, Ontario to launch *Arctic Voices*. We look forward to receiving this travelling exhibition at our Museum in 2014 before it tours North America.

The Museum also shared its Arctic expertise through a new educational website, expeditionarctic.ca, produced in partnership with Students on Ice and the Virtual Museum of Canada. This online exhibition follows the travels of four Museum scientists on the 2012 Students on Ice Arctic Expedition and features snapshots of 28 iconic Arctic animals, plants and fossils culled from the Museum's collections.



Centre for Species Discovery and Change

In 2013-2014, the Museum continued to pursue collections-based fieldwork and laboratory studies to identify species, and to share its expertise in the areas of paleobiology, zoology, botany and mineralogy. Our experts shared this knowledge through 74 scientific publications, which included the description of a new group of ancient marine reptiles, the identification of a marine hotspot in Canada's Arctic, and studies on mussel diversity. A major achievement was the launch in March 2014 of a free scientific database providing open access to more than 710,000 records of specimens from our collections. This initiative opens the Museum's back rooms to the world, enabling researchers to choose the data they want and apply them to the questions they are examining. Further to enabling species discovery, the Museum also completed plans to enlarge its DNA research lab, a crucial research space that expands our ability to define species and their inter-relationships.

Natural Heritage Campus Initiative

For 16 years, the Museum's 10.5 million specimens of plants, animals, fossil and minerals have been curated at our Natural Heritage Campus (NHC) in Gatineau, Quebec. This facility provides the proper safeguards to manage these authoritative collections, and is the Museum's research base. We believe the stories attached to these collections deserve to be shared more widely, so we opened our doors in October and attracted more than 3,600 people who roamed through our collections pods and labs, and engaged with our experts. The Open House will become an annual event. The Museum is also seeking to attract and house signature collections from public and private sources. In 2013-2014, the NHC welcomed the Bank of Canada's currency collections, relocated during the Bank's multi-year renovations, as well as the Government of Nunavut's recent anthropological and fossil collections from Nunavut.

Centre for Nature Inspiration and Engagement

This new initiative is progressively moving forward. The idea is to create a place, at the Museum's public venue, for piloting and testing experiences with visitors and other audiences. This approach is used to develop travelling exhibitions and to create innovative educational programs—both on site and online. Successful and innovative programs such as *Nature Nocturne* (monthly evenings for adults, featuring music, art and a new way of seeing our galleries) have followed this path and will continue in the coming year. We also launched *natureTALKS*, an innovative video and speaker series featuring Museum experts. This program was a product of the Nature Inspiration Centre's activities and another achievement in the Museum's efforts to broaden its audience.



Achieving a Sustainable Enterprise

For the past two years, the Museum has adopted an enterprise business model. This translates into an increased focus on revenue-generating activities, collaborative content creation, and audience and market development. In 2013-2014, 379,647 people visited the Museum, representing a 2 % increase over the previous year during an overall slow period for the National Capital Region's market.

To augment attendance and draw new audiences, the Museum brought in major world-class exhibitions. With the support of SunLife Financial, visitors were invited to reflect on the use of natural resources through *Edward Burtynsky: Oil*, featuring 56 large-scale images by this internationally renowned Canadian photographer. *Farmers, Warriors, Builders: The Hidden Life of Ants*—an exhibition of large-scale photos by photographer Mark W. Moffet and the Smithsonian Institution—was locally sponsored by Orkin Canada. And in the fall, visitors welcomed the return of *Frogs: A Chorus of Colour*, created by Clyde Peeling's Reptiland in Pennsylvania. These exhibitions were supported by aggressive marketing and communications strategies using creative approaches in traditional media as well as social media.

Growing the Museum's presence in the tourism sector of the National Capital Region became a greater priority in 2013-2014. Partnerships with Destination Marketing Organizations such as Ottawa Tourism and the Ontario Tourism Marketing Partnership Corporation have been reinforced. As well, business from group tours is growing due to participation at key international travel shows (RDV Canada, National Tour Association), Familiarization Tours and cultivation of sales leads.

Within and across these five strategic priorities, the Museum has increased its international presence and leadership. The Museum continues to host the Canadian Secretariat of the International Union for the Conservation of Nature (IUCN), and a representative of the Canadian Museum of Nature leads Canada's membership and participation in the Global Biodiversity Information Facility (GBIF). Our Collections Online initiative contributes to GBIF's wealth of free, open-access biodiversity data. As part of Canada's Chairmanship of the Arctic Council in 2013, I was pleased to lead the launch and early planning for the *Arctic Natural History Museums Alliance*. This network will seek collaborations with the national circumpolar museums that focus on natural history and will extend its presence in 2014.

With all these accomplishments over the last year, the Canadian Museum of Nature is taking steps to become a national leader and global influencer in advancing and sharing knowledge about nature. A thorough performance management framework developed in collaboration with our Internal Auditor will permit evaluation of these initiatives as we implement our new Strategic Plan. I look forward to the coming years as we seek to inspire more Canadians, and a growing international audience, to engage and connect with the natural world through the Canadian Museum of Nature.



A YEAR IN REVIEW

Progress was made towards setting the foundation for a new five-year strategic plan that builds on our strategic operational imperatives of: knowledge and discovery, inspiration and education, presence, performance and advancement.





knowledge and discovery

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

Several, significant advances were made to promote, highlight and expand the scientific leadership, knowledge and expertise of the Museum in the areas of species discovery and Arctic research. The programs of research in botany, mineralogy, palaeobiology, and zoology created new knowledge that was shared with the scientific community and through many forums, with the general public.

The Museum continued to advance planning for its Museum Research Centres of Excellence, *Arctic Knowledge and Exploration (CAKE)*, and *Species Discovery and Change (CSDC)*. The Museum continued to demonstrate its excellence in Arctic research. This collection-based work included two field parties in the High-Arctic, increasing our understanding of terrestrial and marine environments. Museum experts continued to lead the *Flora of the Canadian Arctic and Alaska* project through the analysis and processing of thousands of plant specimens and in coordinating the coming field season; some of their work was shown in an artistic display at the Victoria Memorial Museum Building. With the support of Special Advisor Peter Harrison, the CAKE continued to build a full program, including the co-production of a travelling exhibit with Science North and the production of national educational tools in collaboration with the Royal Canadian Geographical Society. The Museum continues to lead the development of the *Alliance of Arctic Council Museums* through the engagement of national museums in the eight Arctic nations and associate member nations. Museum science experts participated in several



advisory and working groups within the Arctic Council, and continue their participation with our strategic collaborator Students on Ice.

The full planning of the CSDC was completed, and benefitted from its new Special Advisor Geoff Munro, former Chief Scientist for Natural Resources Canada. Research occurred in the field and the laboratory with a substantial number of collaborators, involved many students who aspire to be experts, and presented new bodies of work to the scientific literature and professional gatherings. Museum researchers described nine new species of plants, animals, minerals and fossils. Our capacity to share information about our mineral, fossil, plant and animal collections increased through the implementation of a new photographic studio, the installation of state of the art equipment to scan plant specimens, and a web portal at nature.ca to provide free access to records and images. Museum experts continued to provide advice and support to many national and international initiatives, such as the Committee on the Status of Endangered Wildlife in Canada (COSEWIC), the Canadian

Commission for the International Union for the Conservation of Nature (CCIUCN), and Global Biodiversity Information Facility (GBIF). The Museum took a leadership role in developing a measure of taxonomic expertise in Canada, in formulating collections information from Canadian museums for Canada's 5th National Report to the Convention on Biological Diversity (CBD), and in advising the members of the Canadian Delegation to the CBD's science and technology meetings on the Nagoya Protocol and the Global Taxonomy Initiative. With the help of educators and exhibit designers, scientific findings were offered to the public to make it more understandable, useful and appreciated.

The Museum and the Smithsonian's Natural History Museum led the development and implementation of ground-breaking, web-based tools to provide information on all global site locations for pegmatites (an economically important group of minerals). Through our Research, our position within the Alliance of Natural History Museums in Canada, and numerous scientific collaborations, the national collection was used, developed and increased in value.

inspiration and education

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

The Canadian Museum of Nature hosted *Edward Burtynsky: Oil*, the Smithsonian's *Farmers, Warriors, Builders: The Hidden Life of Ants* and *Frogs: A Chorus of Colours* from Reptiland in Pennsylvania. The Museum added a Science Lounge experience to *Edward Burtynsky: Oil* providing opportunities for the primarily adult visitors to think more deeply, to respond to the questions raised by the exhibition and to engage in a dialogue with other visitors in the space. In *Frogs: A Chorus of Colours*, two areas were added by the Museum to increase the holding power and the appeal of the exhibition for its family audience. *Frogs* has seen a higher than anticipated capture rate in a season that is normally slow at the Museum.

Recognizing the financial pressures of many museums across the country, the Museum embarked on collaboration with Science North in Sudbury to share equally in the costs of developing a traveling exhibition on the Arctic. Through the collaboration both institutions were able to build a larger and more content rich show than they would have been able to do alone. The collaboration to co-create *Arctic Voices* was initiated in June 2013, and opened at Science North in March 2014 (an incredible pace for the development of any exhibition). This 5,000 square foot exhibition will open at the Museum in December 2014. The revenues from the exhibition as it travels North America over the next five years will be shared equally between the institutions. This collaboration model reflects a direction the Museum will continue to pursue to leverage scarce resources to best effect.

The year 2013-2014 also saw the incredible success of the Museum's *Nature Nocturne* evenings – these adult only evenings have seen sold out crowds and a new perspective on the Museum as a place for young adults – many of whom have not visited at all or since they were much younger. The conversion of the Museum to a social destination has been much more successful than imagined when the program was launched. *Nature Nocturne* also provided an opportunity to collaborate with another national museum with a special Star Wars themed event resulting in new visitors to the Museum and additional promotion of the Canada Aviation and Space Museum's *Star Wars Identities: The Exhibition*.

Building on a strong collaboration with the Globe and Mail, the Museum launched a more intimate opportunity for an exclusive clientele to participate in the discussion of scientific topics that highlight the Museum's research directions. Ivan Semeniuk – the Globe's science reporter, acting as interviewer, has explored such topics as de-extinction, plant intelligence and another perspective on the health benefits of parasites with Museum researchers in our *natureTALKS* program. Media assets from these interviews are available online.

Through the summer months, the Museum focused on live animal programs for our family audience. Experiments with surcharging for these up-close-and-personal encounters with live animals were successful in exploring the price points and logistics of this approach. Further experiments will be carried out in the next fiscal year.





presence

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



Museum attendance in 2013-2014 was level with that of the prior year at 379,647. This falls short of the 400,000 attendance forecast for the year, but far exceeds the 257,000 attendance average experienced prior to the Museum's renovations completed in 2010. Declines in tourist numbers to the National Capital resulted in year-over-year visitor declines at many other city attractions over the summer. The Museum only experienced summer declines in August, and then not to the same extent as others. Travelling Exhibitions reached over 1 million people in Canada and internationally. *Accessible Arctic*, an exhibit created in conjunction with the Royal Canadian Geographical Society, toured Canadian Embassies around the world, while *Winged Tapestries: Moths at Large* continued to show at the American Museum of Natural History in New York. *Creatures of Light: Nature's Bioluminescence*, a major exhibit created in collaboration with the American Museum of Natural History and The Field Museum in Chicago, extended its stay in Chicago and was seen by over a million people. It will come to Ottawa to open at the Museum in May 2014.



Marketing, in carrying forward the new bold brand introduced in 2012-2013, focused on the theme of *Nature: Up Close and Personal*, which resonated with live animal exhibits in *Farmers, Warriors, Builders: The Hidden Life of Ants*, *Frogs: A Chorus of Colours*, and special summer programming. In response to declining tourist visitation in the summer, a mascot moose handing out coupons was utilized to incent tourists to make the walk from Confederation Boulevard to visit the

Museum. This tactic successfully raised the image of the Museum on the street and with hotels.

The National Heritage Campus was the site of a one-day Open House of our collections and research facility. The attendance of over 3,600 people far surpassed attendance at previous open houses held two years ago and in previous years.

Marketing and media relations continued to increase efforts in the online and social media space. The Museum's Twitter followers now exceed 15,000 and Facebook "likes" exceed 7,000. Media relations activity was very positive with extensive media coverage of exhibit openings in the year, which paid particular interest to the Museum curators and research experts that had been involved. New relationships were also established with influential family, culture and arts bloggers during outreach for programs such as *Nature Nocturne* and *Extraordinary Arctic: the Festival*, as well as art-themed exhibitions such as *Edward Burtynsky: Oil*.

performance

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

The Museum has made significant progress towards achieving financial sustainability through a combination of revenue generation and expenditure reduction measures implemented over the past four years. Although fees from admissions have remained substantially the same at \$2.0 million, fees from programs delivered at the Victoria Memorial Museum Building (VMMB) have increased by \$0.3 million reaching \$0.5 million in 2013-2014, while revenue associated with ancillary operations such as rentals of facilities, boutique and cafeteria leases, and parking have increased by \$0.2 million to \$1.5 million in 2013-2014. The Museum continuously reviews its program, its means of delivery and its supporting activities to ensure they remain relevant to Canadians. Given the expenditure reduction measures implemented in previous years, and recognizing the financial pressures of many museums across the country, the Museum continued to identify and act on opportunities for collaboration that improve effectiveness and efficiencies.

As part of the work of the newly created Council of CEO's of the national museums, the Museum continued to identify and act on opportunities for collaboration with the national museums that improve effectiveness and efficiency. As a result of the three meetings of the CEO's and concurrent meetings of the CFO's, the Museums now have a systematic approach for identifying and advancing co-procurement projects, cooperative exhibit scheduling and

cooperative marketing projects. Specifically, during the year the Museum collaborated with the Canadian Museum of History on a request for proposal for security guard services which resulted in annual savings to the Museum of approximately \$0.1 million.

Since 2011-2012, the Museum has continued with the implementation of a business model moving from an appropriation based model to an enterprise model. This shift is meant to foster innovation. During the year the redesign of the organizational structure that began in the previous year was finalized with the hiring of a Director of Marketing and Media Relations and a Director of Advancement. Other initiatives related to human resources included revamping the employee performance review ensuring that they are done in a timely basis and aligned with the strategic direction of the Museum. Finally, the Museum leveraged its information technology infrastructure in order to increase its capacity to disseminate its collections and knowledge and improve visitor experience and public engagement.

Overall the results are consistent with the Museum's priority of implementing an enterprise model with clear metrics and accountabilities.



advancement

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 Advancement Division underwent several major developments in 2013-2014 with the introduction of a new Director after a two-year vacancy in leadership. This includes the professionalization of the Division, and changes to its approach to the fund development process involving the introduction of industry best-practices, new tools, reporting standards, data analysis and related metrics to support goals.

The Division continues to build capacity. An assessment of organizational structure resulted in re-aligning roles and responsibilities, the creation of a new Advancement Officer, an Annual Giving and Events position, and training to expand expertise in membership, major gifts and sponsorship. With these changes the Advancement Division is poised for success in achieving the ambitious financial targets required to fund the Museum's future aspirations.

A comprehensive review of the natureMEMBER program was completed and steps were taken to update and improve benefits, to align content and style of communications, to improve overall process and stewardship. An acquisition strategy was implemented to support the ambitious goal of 1,000 additional members.

Distinctive tailored naturePATRON experiences were created to deepen involvement of PATRONS in the life and future of the Museum. The experiences are designed to encourage more meaningful engagement and increasingly

higher levels of giving. A new annual Donor Appreciation Event: *Inspiration, Connection and Engagement* will be launched in April 2014 to support the culture of gratitude the Museum is building and reinforce a strong stewardship stance. Overall the number of naturePATRONS increased and both the financial and numeric objectives were achieved.

Significant achievements were made in advancing the National Nature Council (NNC), the Museum's profile raising and fundraising body. Ian Pearce, former CEO of Xstrata Nickel and current partner with X2 Resources, has agreed to lead the NNC initiative. This year, NNC members have given or raised over \$1.2 million in support of the Museum's programs and activities.

The Advancement Division had success in involving the Board in participating actively and directly in support of advancement activities, including playing leadership roles within the structure of the National Nature Council in their regions.

The Advancement Division was successful in significantly expanding its pipeline of potential donors, while acknowledging much more work needs to be done to achieve a robust enough group of prospective supporters to support the \$15.0 million overall fundraising goal. As part of the work of the Council of CEO's, the Museum led a feasibility review of a collaborative profile-raising and future fundraising effort for the



national museums. The recommendations for a collaborative profile-raising effort will be advanced in 2014-2015 as a precursor to any potential collaborative fundraising effort.

In 2013-2014, the Museum was pleased to receive support that met its \$3.0 million goal from individual and corporate donations; sponsorships; memberships; collaborations; in-kind support of media; and in-kind support of Research and Collections.

PERFORMANCE MEASURES FOR 2013-2014



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 (VMMB) 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 programs.

Outcome	Measure	2013–2014 Performance Target	2013-2014 Results
Recognition of the Canadian Museum of Nature (CMN) as a credible and comprehensive source of knowledge	<ul style="list-style-type: none"> Use and reference of research findings Extent of the quality and usefulness of Museum-led research information 	<ul style="list-style-type: none"> 50 primary publications Survey respondents' degree of satisfaction measured as very satisfied or satisfied at least 90% of the time 	<ul style="list-style-type: none"> 62 100%
Gain by participants of high-quality and relevant information	<ul style="list-style-type: none"> Extent to which collections are developed in accordance with collections plans and strategies Extent to which collections data is accessed through data portals 	<ul style="list-style-type: none"> 80 acquisitions events per year, consistent with collections plans and strategies 1,000,000 downloads 1,000,000 retrievals 	<ul style="list-style-type: none"> 98 583,534 1,642,306
Innovative approaches resulting in additional resources allocated to research activities core to CMN mandate	<ul style="list-style-type: none"> Indirect grant and in-kind support for CMN research 	<ul style="list-style-type: none"> \$500,000 	<ul style="list-style-type: none"> \$708,000
Safeguarding of assets	<ul style="list-style-type: none"> Extent to which assets are appropriately safeguarded 	<ul style="list-style-type: none"> Meet required environmental conditions at the Victoria Memorial Museum Building (VMMB) and the Natural Heritage Campus (NHC) 90% of the time 	<ul style="list-style-type: none"> 100%

Learning and Growth Perspective: Inspiration and Education

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

Outcome	Measure	2013–2014 Performance Target	2013-2014 Results
Participation in and use of the Canadian Museum of Nature as a knowledge destination	<ul style="list-style-type: none"> Interest in and attendance at the Museum's travelling exhibitions Participation in guided and unguided school visits Participation in ticketed public programmes 	<ul style="list-style-type: none"> 500,000 visitors 28,000 visitors 8,000 Visitors 	<ul style="list-style-type: none"> 1,367,160 30,111 15,844
Gain by participants of high-quality and relevant information	<ul style="list-style-type: none"> Extent to which visitors believe that the Museum's content is based on real artefacts, objects and stories Extent to which visitors want to learn more about nature after their visit Extent to which visitors find the Museum content relevant and useful 	<ul style="list-style-type: none"> Score at least 90% on the impact and engagement index 85% 85% 	<ul style="list-style-type: none"> 96% 90% 93%

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	2013–2014 Performance Target	2013-2014 Results
Participation in and use of the Canadian Museum of Nature's resources as a visitor destination	<ul style="list-style-type: none"> Effectiveness of marketing and communications strategies as measured through attendance at the VMMB 	<ul style="list-style-type: none"> 400,000 visitors 	<ul style="list-style-type: none"> 379,647 500,000 – Winterlude
Use of the VMMB as a civic and social destination	<ul style="list-style-type: none"> Number of visitors through rentals, events and festivals on site 	<ul style="list-style-type: none"> 25,000 visitors 	<ul style="list-style-type: none"> 27,230
Satisfaction and loyalty to Museum as a destination of choice	<ul style="list-style-type: none"> Extent to which visitors believe their visit to the VMMB has been valuable and satisfactory 	<ul style="list-style-type: none"> Score at least 85% on the VMMB value proposition satisfaction index** 	<ul style="list-style-type: none"> 84%

** 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 Museum strategic direction objectives.

Outcome	Measure	2013–2014 Performance Target	2013-2014 Results
Financial sustainability and revenue generation	<ul style="list-style-type: none"> Revenue from earned and contributed sources as a percentage of base operating costs Extent to which revenue is generated by visitors to the VMMB and use of facilities 	<ul style="list-style-type: none"> 18% \$10.00 per visitor \$680/ sm / year net profit boutique \$700 per seat per year net profit café \$600,000 net profit parking 	<ul style="list-style-type: none"> 21% \$10.56 \$470 \$600 \$635,690
Efficient and effective operations	<ul style="list-style-type: none"> Extent to which facilities are managed in accordance with financial planning framework strategies Extent to which facilities are monetized as capacity allows Extent to which use of volunteers are maximized 	<ul style="list-style-type: none"> Meet the budget target of: <ul style="list-style-type: none"> VMMB \$174 per square metre NHC \$127 per square meter Collections services and space lease \$350,000 240 volunteers with an economic value of \$180,000 	<ul style="list-style-type: none"> VMMB \$170.38 NHC \$118.37 \$380,779 226 with an economic value of \$188,636

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	2013–2014 Performance Target	2013-2014 Results
Enhance support from donors, sponsor, grantors and members	<ul style="list-style-type: none"> • Number of donors • Extent of support raised • Number of memberships • Amount generated from memberships • Renewal of memberships • Number of patrons • Amount generated from patrons • Number of sponsors • Amount generated from sponsors 	<ul style="list-style-type: none"> • 110 donors • \$3 million in pledges, cash and gift-in-kind • 5,000 members • \$442,000 • 50% • 50 patrons • \$75,000 • 6 sponsors • \$200,000 net of media and research 	<ul style="list-style-type: none"> • 96 • \$2.994 million • 4,156 • \$337,000 • 53.5% • 59 • \$96,000 • 12 • \$101,671

OUR PEOPLE



Board of Trustees

The Board of Trustees is the Museum's governing body, responsible to Parliament through the Minister of Canadian Heritage and Official Languages. The 11 members are Governor-in-Council appointees from all regions of Canada. Through accountability and strategic policy and planning frameworks, the Board provides corporate direction and delegates authority to the President and CEO for the management of the Museum. In 2013–2014, the Board met three times, either in person by conference call or by videoconference. Seven meetings of the Committees of the Board were held.

STANDING COMMITTEES

Executive Committee

Stephen Henley, 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

Ron Calderoni, 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

Stephen Henley

Chairperson
St. John's, Newfoundland
(06-Jun-2013 – 05-Jun-2017)

Nicholas Offord

Vice-Chairperson
Toronto, Ontario
(30-Sep-2010 – 29-Sep-2014)

Barbara J. Barry

West Vancouver, British Columbia
(05-Nov-2009 – 10-Apr-2014)

Ron Calderoni

Boucherville, Quebec
(05-Apr-2012 – 04-Apr-2016)

Doug Feasby

Ottawa, Ontario
(06-Mar-2014 – 05-Mar-2018)

Martin Joannis

Gatineau, Quebec
(27-Jun-2009 – 26-Jun-2013)

Susan Knott

Vancouver, British Columbia
(10-Apr-2014 – 09-Apr-2018)

Reg Manhas

Dallas, Texas
(01-Mar-2012 – 29-Feb-2016)

Alice McCarron

Halifax, Nova Scotia
(21-Dec-2010 – 20-Dec-2013)

Byron Neiles

Calgary, Alberta
(20-Oct-2011 – 19-Oct-2015)

Erin Rankin Nash

London, Ontario
(01-Mar-2012 – 29-Feb-2016)

Chris Nelson

Ottawa, Ontario
(15-Sep-2009 – 06-Mar-2014)

Corporate Secretary

Irene Byrne

EXECUTIVE STAFF

Margaret Beckel

President and
Chief Executive Officer

Mark Graham

Vice President, Research
and Collections

Michel Houle

Vice President, Corporate
Services and Chief Financial
Officer

John Swettenham

A/Vice President,
Experience and Engagement

MANAGEMENT TEAM

Carol Campbell

Director, Exhibitions

Marc Chréien

Director, Facilities and
Protection

Kathleen Conlan

Section Head, Zoology

Scott Ercit

Section Head, Mineralogy

Laura Evans

Director, Advancement

Caroline Genet

A/Director, Marketing
and Media Relations

Marie Lasnier

Director, Commercial
Operations

Diane McCullagh

Director, Human Resources

Ivo Mokros

Director, Information
Technology

Michel Poulin

Section Head, Botany

Kathlyn Stewart

Section Head, Paleobiology

COMMUNICATING RESEARCH RESULTS



Research and Collections staff

Museum staff published 62 articles in refereed journals – which have other scientists review all articles submitted before they are accepted for publication – and 12 in non-refereed publications. Museum staff also published a selection of books, reports and other papers. A complete list follows (names in boldface are Museum staff members). Publications are listed in the language in which they are written.

Refereed Publications

Douglas, H., P. Bouchard, **R.S. Anderson**, P. de Tonnancour, R. Vigneault and R.P. Webster. 2013. New Curculionoidea (Coleoptera) records for Canada. *Zookeys*, 309:13-48.

Anderson, R.S. and A.E. Marvaldi. 2013. Finding unexpected beetles in odd places: *Archicorynus kuscheli* Anderson and *Marvaldi*, a new genus and species representing a new tribe, Archicorynini, of Oxycoryninae (Coleoptera: Belidae) from Nicaragua. *The Coleopterists Bulletin*, 67:61-71.

Anderson, R.S. 2013. Two new species of Dryophthorinae in the genera *Metamasius* and *Melchus* from the Lesser Antilles (Coleoptera: Curculionidae). *Zootaxa*, 3750:396-400.

Anderson, R.S., P. Bouchard and H. Douglas. 2014. Weevils (Coleoptera: Dryophthoridae, Brachyceridae, Curculionidae) of the Prairies Ecozone in Canada. In D.J. Giberson and H.A. Cárcamo (Eds.). *Arthropods of Canadian Grasslands (Volume 4): Biodiversity and Systematics Part 2. Biological Survey of Canada*. pp. 143-167.

Hussain, N., A. Rasen, K. Amjad, B.Y. Al-Kafiji and **B.W. Coad**. 2012. Bull shark occurrence *Carcharhinus leucas* (Valenciennes, 1839) at the inland waters of southern Iraq. *Journal of the University of Duhok, Iraq*, 15(1):140-143.

Mostafavi, H., F. Pletterbauer, **B.W. Coad**, A.S. Mahini, R. Schinegger, G. Unfer, C. Trautwein and S. Schmutz. 2014. Predicting presence and absence of trout (*Salmo trutta*) in Iran. *Limnologica*, 46:1-8.

Farashi, A., M. Kaboli, H.R. Rezaei, M.R. Naghavi, H. Rahimian, and **B.W. Coad**. 2014. Reassessment of the taxonomic position of *Iranocypris typhlops* Bruun & Kaiser 1944 (Actinopterygii: Cyprinidae). *Zookeys*, 374:69-77.

Mostafavi, H., F. Pletterbauer, **B.W. Coad**, A.S. Mahini, R. Schinegger, G. Unfer, C. Trautwein and S. Schmutz. 2014. Predicting presence and absence of trout (*Salmo trutta*) in Iran. *Limnologica*, 46:1-8.

Conlan, K.E., **E.A Hendrycks**, A. Aitken, W. Williams, S. Blasco and E. Crawford. 2013. Macrofaunal biomass distribution on the Canadian Beaufort Shelf. *Journal of Marine Systems*, 127:76-87. doi: 10.1016/j.jmarsys.2013.07.013.

Dayton, P.K., S. Kim, S.C. Jarrell, J.S. Oliver, K. Hammerstrom, J.L. Fisher, K.E. O'Connor, J.S. Barber, G. Robilliard, J. Barry, A.R. Thurber and **K.E Conlan**. 2013. Recruitment, growth and mortality of an antarctic hexactinellid sponge, *Anoxycalyx joubini*. *PLoS ONE*, 8(2):e56939. doi:10.1371/journal.pone.0056939.

Gagnon, J.-M., L. Beaudin, N. Silverberg and A. Mauviel. 2013. Mesocosm and in situ observations of the burrowing shrimp *Calocaris templemani* (Decapoda: Thalassinidea) and its bioturbation activities in soft sediments of the Laurentian Trough. *Marine Biology*, 160(10):2687-2697.

Génier, F. and **H.F. Howden**. 2014. *Onthophagus fragosus* n.sp. a second endemic species of *Onthophagus* Latreille from Cuba (Coleoptera: Scarabaeidae, Scarabaeinae). *Zootaxa*, 3795(5):597-599.

Daniëls F.J.A., **L.J. Gillespie** and **M. Poulin**. Plants. 2013. In H. Meltofte (Ed.). Arctic Biodiversity Assessment. Status and trends in Arctic biodiversity. Conservation of Arctic Flora and Fauna, Akureyri. Pp. 310-353.

Meltofte, H., T. Barry, D. Berteaux, H. Bültmann, J.S. Christiansen, J.A. Cook, A. Dalhberg, F.J.A. Daniëls, D. Ehrich, J. Fjeldså, F. Friöríksson, B. Ganter, A.J. Gaston, **L.J. Gillespie**, L. Grenoble, E.P. Hoberg, I.D. Hodgkinson, H.P. Huntington, R.A. Ims, A.B. Josefson, S.J. Kutz, S.L. Kuzmin, K.L. Laidre, D.R. Lassuy, P.N. Lewis, C. Lovejoy, C. Michel, V. Mokievsky, T. Mustonen, D.C. Payer, **M. Poulin**, D.G. Reid, J.D. Reist, D.F. Tessler and F.J. Wrona. 2013. Arctic Biodiversity Assessment. Synthesis. Conservation of Arctic Flora and Fauna, Akureyri. 128 pp.

David, N. and **M. Gosselin**. 2013. Variable species-group names and their gender endings. In E.C Dickinson and J.V. Remsen Jr. (Eds.). *The Howard and Moore Complete Checklist of the Birds of the World*. Christopher Helm Publisher, UK. 1-405-408.

Grice, J.D., R. Kristiansen, H. Friis, **R. Rowe**, **G. Poirier**, R.S. Selbekk, M.A. Cooper and A.O. Larsen. 2013. Ferrochiavennite, a beryllium silicate zeolite from syenite pegmatites in the Larvik Plutonic Complex, Oslo Region, southern Norway. *Canadian Mineralogist*, 51:285-296.

Poulin, R.S. and **J.D. Grice**. 2013. Volkovskite, a complex borate mineral: Refined crystallographic data and optics. *Canadian Mineralogist*, 51:143-156.

Grice J.D., R. Kristiansen, H. Friis, **R. Rowe**, **G. Poirier**, R.S. Selbekk, M.A. 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*, 51:285-296.

Carbone, C., R. Basso, R. Cabella, A. Martinelli, **J.D. Grice** and G. Lucchetti. 2013. A natural compound Cu₃TeO₆ from the Gambatesa mine: A re-investigation of crystal structure and chemical composition of mcalpineite. *American Mineralogist*, 98:1899-1905.

- Grice, J.D.**, P.M. Belley and M. Fayek. 2013. Serendibite; A complex borosilicate mineral from Pontiac, Quebec: description, chemical composition, crystallographic data and genesis. *Canadian Mineralogist*, 52:301-314.
- Grice, J.D.** and **R. Rowe**. 2014. Hilgardite polytype distribution in Sussex, New Brunswick evaporate deposits. *Mineralogical Magazine*, 78:235-252.
- Karthick, B., **P.B. Hamilton** and J.P. Kocielek. 2013. [Abstract]. An illustrated guide to the common diatoms of peninsular India. Gubbilabs Publications, India. 65 pp.
- Wang, Q., **P.B. Hamilton** and F. Kang. 2014. Observations on attachment strategies of periphytic diatoms in changing lotic systems (Ottawa, Canada). *Nova Hedwigia*. doi: 10.1127/0029-5035/2014/0171.
- Potapova, M.G., **P.B. Hamilton**, L. Kpoyrina and N.K. Sosina. 2014. New and rare diatom (Bacillariophyta) species from a mountain lake in Eastern Siberia. *Phytotaxa*, 156(3):100–116. <http://dx.doi.org/10.11646/phytotaxa.156.3.2>.
- Cvetkoska, A., Z. Levkov and **P.B. Hamilton**. 2014. *Surirella subrotunda* sp. nov. and *Surirella parahelvetica* sp. nov., two new diatom (Bacillariophyta) species from Lake Prespa, Macedonia. *Phytotaxa*, 156(3):145–155. <http://dx.doi.org/10.11646/phytotaxa.156.3.5>.
- Cvetkoska, A., **P.B. Hamilton**, N. Ognjanova-Rumenova and Z. Levkov. 2014. Observations of the genus *Cyclotella* (Kützing) Brébisson in ancient lakes Ohrid and Prespa and a description of three new species *C. paraocellata* spec. nov., *C. prespanensis* spec. nov. and *C. pseudominuscula* spec. nov. *Nova Hedwigia*. doi: 10.1127/0029-5035/2014/0154.
- Morales, E.A., S.F. Rivera, C.E. Wetzel, M.H. Novais, **P.B. Hamilton**, L. Hoffmann and L. Ector. 2013. New epiphytic araphid diatoms in the genus *Ulnaria* (Bacillariophyta) from Lake Titicaca, Bolivia. *Diatom Research*. doi:10.1080/0269249X.2013.860399.
- Zhi, Y., **P.B. Hamilton** and C. Zhi. 2013. Analysis of virtual water consumption in China: using factor decomposition analysis based on a weighted average decomposition model. *Water and Environment Journal*. doi:10.1111/wej.12069.
- Guerra-Garcia, J.M. and **E.A. Hendrycks**. 2013. A new species of *Liropus* (Crustacea, Amphipoda, Caprellidae) from California, USA, with an illustrated key of the genus. *Zootaxa*, 3718(5):467-476.
- Kim, Y.-H. and **E.A. Hendrycks**. 2013. A new species of *Socarnes* Boeck, 1871 (Crustacea, Amphipoda, Lysianassidae) from Korean waters. *Zookeys*, 357:1-10.
- Khidas, K.**, J. Duhaime and H.M. Huynh. 2013. Morphological divergence of continental and island populations of Canada Lynx. *Northeastern Naturalist*, 20(4):587–608.
- Khidas, K.** 2013. La collection de mammifères du Musée canadien de la nature : 100e anniversaire en 2012. *Le Naturaliste canadien*, 137(1):45-50.
- Mallon, J.C.** and J.S. Anderson. 2013. Implications of beak morphology for the evolutionary palaeoecology of the megaherbivorous dinosaurs from the Dinosaur Park Formation (upper Campanian) of Alberta, Canada. *Palaeogeography, Palaeoclimatology, Palaeoecology*, 394:29–41.
- Mallon, J.C.** and J.S. Anderson. 2013. Skull ecomorphology of megaherbivorous dinosaurs from the Dinosaur Park Formation (Upper Campanian) of Alberta, Canada. *PLoS ONE*, 8(7):e67182. doi:10.1371/journal.pone.0067182.
- Mallon, J.C.**, D.C. Evans, **M.J. Ryan** and J.S. Anderson. 2014. Feeding height stratification among the herbivorous dinosaurs from the Dinosaur Park Formation (upper Campanian) of Alberta, Canada. *BMC Ecology*, 13:#14. doi: 10.1186/1472-6785-13-14.
- LeCorre, N., **A.L. Martel**, F. Guichard and L.E. Johnson. 2013. Variation in recruitment: differentiating the roles of primary and secondary settlement of blue mussels *Mytilus* spp. *Marine Ecology Progress Series*, 481:133-146.
- Layton, K.K.S., **A.L. Martel** and P.D.N. Hebert. 2014. Patterns of DNA barcode variation in Canadian marine molluscs. *PLoS ONE*, 9(4):e95003. doi: 10.1371/journal.
- Piilonen, P.C.**, **G. Poirier**, **R. Rowe** and A.O. Larsen. 2013. Pyrochlore-supergrupp minerals from the alkaline pegmatites in the Larvik plutonic complex, southern Norway. *Norsk Bergverksmuseums skriftserie*, 50:63-82.
- Piilonen, P.C.**, **R. Rowe**, **G. Poirier**, **J.D. Grice** and A.M. McDonald. 2013. Crystal structure determination of a unique Nb-Ti-rich thorite from Mont Saint-Hilaire, Quebec, with comments on thorogummite. *Canadian Mineralogist*, 51:597-612.
- Piilonen, P.C.**, A.M. McDonald, **R. Rowe**, **G. Poirier** and A.O. Larsen. 2013. Mafic minerals of the alkaline pegmatites of the Larvik plutonic complex, Oslo rift, southern Norway. *Canadian Mineralogist*, 51:735-770.
- Paktunc, D., J. Majzlan, L. Palatinus, J. Dutrizac, M. Klementova and **G. Poirier**. 2013. Characterization of ferric arsenate-sulfate compounds: Implications for arsenic control in refractory gold processing residues. *American Mineralogist*, 98:554–565.
- Comeau, A.M., B. Philippe, M. Thaler, M. Gosselin, **M. Poulin** and C. Lovejoy. 2013. Protists in Arctic drift and land-fast sea ice. *Journal of Phycology*, 49:229-240.
- Pennesi, C., **M. Poulin**, F. Hinz, T. Romagnoli, M. De Stefano and C. Totti. 2013. Comparison of two new species of *Mastogloia* (Bacillariophyceae) with other small members of section Ellipticae. *Phytotaxa*, 126:1-21.
- Belt, S.T., T.A. Brown, A.E. Ringrose, P. Cabedo-Sanz, C.J. Mundy, M. Gosselin and **M. Poulin**. 2013. Quantitative measurement of the sea ice diatom biomarker IP₂₅ and sterols in Arctic sea ice and underlying sediments: Further considerations for palaeo sea ice reconstruction. *Organic Geochemistry*, 62:33-45.

- Burt, A., F. Wang, M. Pućko, C.-J. Mundy, M. Gosselin, B. Philippe, **M. Poulin**, J.-É Tremblay and G.A. Stern. 2013. Mercury uptake within an ice algal community during the spring loom in first-year Arctic sea ice. *Journal of Geophysical Research – Oceans*, 118:4746-4754.
- Riaux-Gobin, C., G.S. Dieckmann, **M. Poulin**, J. Neveux, C. Labrune and G. Vétion. 2013. Environmental conditions, particle flux and sympagic microalgal succession in spring before the sea-ice break-up in Adélie Land, East Antarctica. *Polar Research*, 32:19675. <http://dx.doi.org/10.3402/polar.v32i0.19675>.
- Hop, H., B.A. Bluhm, M. Daase, R. Gradinger and **M. Poulin**. 2013. Arctic Report Card: Arctic sea ice biota. National Oceanic and Atmospheric Administration (NOAA) – Pacific Marine Environmental Laboratory, Seattle, Washington. www.arctic.noaa.gov/reportcard/sea_ice_biota.html.
- Morel, C., R. Cloutier and **C.B. Renaud**. 2013. How does a lamprey grow: A study of skeletogenesis and metamorphosis in the Sea Lamprey (*Petromyzon marinus*). *Bulletin Canadian Society of Zoologists*, 44(2):39.
- Cámara, F., E. Sokolova, F.C. Hawthorne, **R. Rowe, J.D. Grice** and K.T. Tait. 2013. VebleniteK₂[₂Na(Fe₅Fe₄Mn₇[₁])Nb₃Ti(Si₂O₇)₂(Si₈O₂₂)₂O₆(OH)₁₀(H₂O)₃, a new mineral from Seal Lake, Newfoundland and Labrador: mineral description, crystal structure, and a new (Si₈O₂₂) veblenite ribbon. *Mineralogical Magazine*, 77:2955-2974.
- Rowe, R., J.D. Grice** and R.S. Poulin. 2014. Differentiating veatchite polytypes using X-ray powder diffraction. *Powder Diffraction*, 29:69-75. <http://dx.doi.org/10.1017/S0885715613000766>.
- Davies, N.S., J.C. Gosse and **N. Rybczynski**. 2014. Cross-bedded woody debris from Pliocene forested river system in the High Arctic: Beaufort formation, Meighen Island, Canada. *Journal of Sedimentary Research*, 84:19–25.
- Cullen, T.M., D. Fraser, **N. Rybczynski** and C. Schroder-Adams, 2014. Early evolution of sexual dimorphism and polygyny in Pinnipedia. *Evolution* (Early Online) doi: 10.1111/evo.12360.
- 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(2013):1-9.
- Saarela J.M., L.J. Gillespie, L.L. Consaul** and **R.D. Bull**. 2013. Annotated checklist to the vascular plant flora of Tuktut Nogait National Park and vicinity (Canadian Low Arctic). *Phytotaxa*, 102:1-177.
- Saarela J.M., P.C. Sokoloff, L.J. Gillespie, L.L. Consaul** and **R.D. Bull**. 2013. DNA barcoding the Canadian Arctic flora: core plastid barcodes (rbcL + matK) for 490 vascular plant species. *PLoS ONE*, 8:e77982.
- Stewart, K.M.** and A.M. Murray. 2013. Earliest fish remains from the Lake Malawi basin, Malawi, and biogeographical implications. *Journal of Vertebrate Paleontology*, 33(3):532-539.
- Stewart, K.M.** 2013. The Archaeology of North Pacific Fisheries. M.L. Moss and A. Cannon (Eds.). Book Review (peer-reviewed). *American Antiquity*, 78(1):201-202.
- Wang, R.-F., S.-C. Xu, **X.-C. Wu**, C. Li and S.-Z. Wang. 2013. A new specimen of *Shansisuchus shansisuchus* Young, 1964 (Diapsida: Archosauriformes) from the Triassic of Shanxi, China. *Acta Geologica Sinica* (English Edition) 87:1185-1197. (Corresponding author).
- Li, C., D.-Y. Jiang, L. Cheng, **X.-C. Wu** and O. Rieppel. 2013. A new species of *Largocephalosaurus* (Diapsida: Saurosphargidae), with implications for the morphological diversity and phylogeny of the group. *Geological Magazine*, 151(1):100–120. (Corresponding author).
- Cheng, L., X.-H. Chen, Q.-H. Shang and **X.-C. Wu**. 2014. A new marine reptile from the Triassic of China, with a highly specialized feeding adaptation. *Naturwissenschaften*, doi: 10.1007/s00114-014-1148-4. (Corresponding author.)
- Wu, X.-C.** 2014. A new marine reptile from the Triassic of China, with a highly specialized feeding adaptation. *Naturwissenschaften*, 101:251–259. (Corresponding author).
- Wu, X.-C.**, C. Li, D.-Y. Jiang, L. Cheng and O. Rieppel. 2013 [Abstract]. Morphological diversity and phylogeny of the turtle-like Saurosphargidae. The 73rd Annual Meeting of Society of Vertebrate Paleontology, Los Angeles, USA. P. 240.

Non-refereed Publications

- Mueter, F.J., J.D. Reist, A.R. Majewski, C.D. Sawatzky, J.S. Christiansen, K.J. Hedges, **B.W. Coad**, O.V. Karamushko, R.R. Lauth, A. Lynghammar, S.A. MacPhee and C.W. Mecklenburg. 2013. [Abstract]. Marine Fishes of the Arctic. Arctic Report Card: Update for 2013. National Oceanic and Atmospheric Administration, Washington, Pp. 58-72. http://www.arctic.noaa.gov/reportcard/marine_fish.html.
- Gillespie, L.J., P.C. Sokoloff, J.M. Saarela** and **R.D. Bull**. 2013. [Abstract]. Botanical exploration of the Soper River: plant discoveries in the Canadian Arctic. Canadian Botanical Association 49th Annual Meeting and Conference, Kamloops, BC. P. 28.
- Gosselin, M.** 2014. De Pierre Chasseur à Ernest Wintle : 100 ans d'oiseaux. *QuébecOiseaux*, 25(3):14-20.
- Mallon, J.C.** and D.C. Evans. 2013. [Abstract]. Pachycephalosaur domes: allochthonous or autochthonous? *Society of Vertebrate Paleontology Program and Abstracts*, P.170.
- Mallon, J.C.** and D.C. Evans. 2013. Pachycephalosaur domes: allochthonous or autochthonous? *Canadian Paleontology Conference Proceedings*, 11:42–43.
- Saarela, J.M., R.D. Bull**, P.M. Peterson, R.J. Soreng and B. Paszko. 2013. [Abstract]. Phylogenetic relationships among the genera and tribes of the 'Aveneae-type plastid DNA' grasses (Pooideae: Poeae), with a focus on generic limits of *Calamagrostis/ Deyeuxia*. Monocots V: 5th International Conference on Comparative Biology of Monocotyledons. New York. P. 101.

Menna, A. and **J.M. Saarela**. 2013. [Abstract]. Molecular phylogenetics of *Bromus* (Poaceae: Pooideae: Bromoeae) based on nuclear ribosomal DNA sequence data (ITS and ETS), with a focus on section *Bromopsis*. Monocots V: 5th International Conference on Comparative Biology of Monocotyledons. New York. P. 78.

Saarela, J.M., L.J. Gillespie, P.S. Sokoloff and R.D. Bull. 2013. [Abstract]. New and noteworthy monocot records from the Canadian Arctic Archipelago. Monocots V: 5th International Conference on Comparative Biology of Monocotyledons. New York. P. 136.

Duvall, M.R., L.G. Clark, S.A. Kelchner, S.V. Burke, J.T. Columbus, P.P. Edger, A.L. Ingram, D.R. Mayfield, J.C. Pires, **J.M. Saarela**, W.P. Wysocki and F.O. Zuloaga. 2013. [Abstract]. Phylogenomics of crown grasses. Monocots V: 5th International Conference on Comparative Biology of Monocotyledons. New York. P. 37.

Reports and Other

Belley, P.M., **J.D. Grice**, M. Fayek, F.J. Piotr and E. Grew. 2013. Boron isotope fractionation between serendibite and tourmaline in calc-silicate rocks of the Portage-du-Fort group marble, Pontiac Regional County Municipality, Quebec, Canada. Geological Society of America Conference, Denver.

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.

Lupulescu, M., V. Bailey, D.G. Hawkins and **R. Rowe**. 2013. Six new rare minerals from New York. *Mineral News*, 29(7):1, 3-4, 9-10.

Research/Museum Associates

Dr. George Argus, Merrickville, ON
 Dr. Ed Bousfield, Mississauga, ON
 Dr. Fenja Brodo, Ottawa, ON
 Dr. Irwin Brodo, Ottawa, ON
 Dr. Michael Caldwell, Edmonton, AB
 Dr. Francis Cook, North Augusta, ON
 Dr. François Champleau, Ottawa, ON
 Dr. Steve Cumbaa, Ottawa, ON
 Mr. Gerald Fitzgerald, Ottawa, ON
 Mr. Colin Freebury, Ottawa, ON
 Mr. Robert Gault, Clayton, ON
 Dr. John Gillett, Nepean, ON
 Dr. David Gray, Metcalfe, ON
 Dr. Richard Harington, Ottawa, ON
 Dr. Sanja Hinić-Frlog, Gatineau, QC
 Dr. Robert Holmes, Edmonton, AB
 Dr. Henry Howden, Victoria, BC
 Dr. Zbigniew Kabata, Nanaimo, BC
 Mr. Jean Lauriault, Gatineau, QC
 Dr. Danna Leaman, Ottawa, ON
 Mr. Chris Lewis, Lakefield, ON
 Dr. Peter Outridge, Ottawa, ON
 Dr. Jarmila Kukalová-Peck, Ottawa, ON
 Dr. Stewart Peck, Ottawa, ON

Dr. Dale Russell, Raleigh, NC
 Dr. Michael Ryan, Cleveland, OH
 Dr. Tamaki Sato, Tokyo, Japan
 Dr. Frederick Schueler, Bishop Mills, ON
 Dr. Chang-tai Shih, Keelung, Taiwan
 Dr. Andrew Smith, Ottawa, ON
 Dr. Robin Smith, Calgary, AB
 Dr. Valerie Tait, Ottawa, ON
 Dr. Kyo Tanoue, Fukuota, Japan
 Dr. Robert Waller, Ottawa, ON
 Mrs. Willow Wight, Ottawa, ON

Refereed Publications

Brodo, I.M., C. Freebury and N. Alfonso. 2013. Notes on the lichens *Physcia aipolia* and *P. alnophila* in North America. *Evansia*, 30:110-119.

Brodo, I.M., R.C. Harris, W. Buck, J.C. Lendemer and C.J. Lewis. 2013. Lichens of the Bruce Peninsula, Ontario: Results from the 17th Tuckerman Workshop. *Opuscula Philolichenum*, 12:198-232.

Temina, M. and **I.M. Brodo**. 2013. New records of lichens from Mount Carmel National Park and Atlit Beach (Israel). *Herzogia*, 26:91-102.

Konishi, T., **M.W. Caldwell**, T. Nishimura, K. Sakurai and **K. Tanoue**. 2013. [Abstract]. A new halisaurine (Mosasauridae: Halisaurinae) material from northern Japan. 4th Triennial International Mosasaur Meeting, Dallas, Texas.

Cook, F.R. 2014. Tribute to Kenneth Stewart 1937-2011. *Canadian Field Naturalist*, 12(1):84-90.

Cumbaa, S.L., C.J. Underwood and C.J. Schröder-Adams. 2013. Paleoenvironments and paleoecology of the fauna from a Late Cretaceous marine bonebed. In G. Arratia, H.-P. Schultze and M.V.H. Wilson (Eds.). *Mesozoic Fishes 5 – Global Diversity and Evolution*. Verlag Dr. Friedrich Pfeil, Munich. Pp. 509-524.

Murray, A.M. and **S.L. Cumbaa**. 2013. Early Turonian acanthomorphs from Lac des Bois, Northwest Territories, Canada. *Journal of Vertebrate Paleontology*, 33(2):293-300.

Betts, M.W., S. Noël, E. Tourigny, M. Burns, P.E. Pope and **S.L. Cumbaa**. 2014. Zooarchaeology of the Historic Cod Fishery in Newfoundland and Labrador, Canada. *Journal of the North Atlantic*, 24:1-21.

McDonald, A.M., M.E. Back, **R.A. Gault** and L. Horváth. 2013. Peatite-(Y) and ramikite-(Y), two new Na-Li-Y ± Zr phosphate-carbonate minerals from the Poudrette pegmatite, Mont Saint-Hilaire, Quebec. *Canadian Mineralogist*, 51:569-596.

Taner, M.F., R.F. Martin and **R.A. Gault**. 2013. The mineralogy of skarns of the spurrite-merwinite subfacies, sanidinite facies, Güneyce-Ikizdere area, Eastern Black Sea, Turkey. *The Canadian Mineralogist*, 51-893-911.

- Harrington, C.R.**, M. Cournoyer, M. Chartier, T.L. Fulton and B. Shapiro. 2014. Brown bear (*Ursus arctos*) (9880 ± 35 BP) from late-glacial Champlain Sea deposits at Saint-Nicolas, Quebec, Canada, and the dispersal history of brown bears. *Canadian Journal of Earth Sciences*, 51(5):527-535.
- Holmes, R.B.**, D.S. Berman and J.S. Anderson. 2013. A new dissorophid (Temnospondyli, Dissorophoidea) from the early Permian of New Mexico. *Comptes rendus Palevol*, 12:419-435.
- Currie, P.J., **R. B. Holmes, M.J. Ryan**, C. Coy and E. Koppelhus. 2013. [Abstract]. The smallest, articulated ceratopsid (Dinosauria). *Journal of Vertebrate Paleontology*, P.111.
- Dulloo, M.E., H. Junter and **D.J. Leaman**. 2014. Plant diversity in addressing food, nutrition and medicinal needs. In A. Gurib-Fakim (Ed.). John Wiley and Sons, Ltd. Novel Plant Bioresources: Applications in Food, Medicine and Cosmetics, 1:3-21.
- Leaman, D.J.** and T.E.E. Oldfield. 2014. CITES Non-detriment Findings Guidance for Perennial Plants: a Nine-Step Process to Support CITES Scientific Authorities Making Science-based Non-detriment Findings (NDFs) for Species Listed in CITES Appendix II. Version 1.0. Bundesamt für Naturschutz (BfN), Bonn. http://www.bfn.de/0502_skripten.html.
- McMullin, R.T. and **C.J. Lewis**. 2014. The Unusual Lichens and Allied Fungi of Sandbanks Provincial Park, Ontario. *Botany*, 92:85-92.
- McMullin, R.T. and **C.J. Lewis**. 2013. New and Interesting lichens from Ontario, Canada. *Opuscula Philolichenum*, 12:6-16.
- S.B. Peck**, M.C. Thomas and R. Turnbow. 2014. The diversity and distributions of the beetles (Insecta: Coleoptera) of the Guadeloupe Archipelago (Grande-Terre, La Sesirade, Marie-Galante, Les Saintes, and Petite-Terre), Lesser Antilles. *Insecta Mundi*, 0352:1-156.
- S.B. Peck** and J.J. Wynne. 2013. *Ptomaphagus parashant* Peck and Wynne, new species (Coleoptera: Leiodidae: Cholevinae: Ptomaphagini) the most troglomorphic cholevine beetle known from western North America. *Coleopterists Bulletin*, 67:309-317.
- S.B. Peck** and J. Cook. 2013. Systematics and distributions of the genera *Cyrtusa* Erichson, *Ecarinosphaerula* Hatch, *Isoplastus* Horn, *Liocyrtusa* Daffner, *Lionothus* Brown, and *Zeadalopus* Broun of the United States and Canada (Insecta: Coleoptera: Leiodidae: Leiodinae: Leiodini). *Insecta Mundi*, 0310:1-32.
- S.B. Peck** and J. Cook. 2013. A revision of the systematics and distributions of the species of *Anogdus* LeConte of the United States and Canada (Coleoptera: Leiodidae; Leiodinae; Leiodini). *Insecta Mundi*, 0290:1-27.
- Brown, C.M., D.C. Evans, **M.J. Ryan**, A.P. Russell and D.B. Brinkman. 2013. New data on the diversity and abundance of small-bodied ornithopods (Dinosauria: Ornithischia) from the Belly River Group (Campanian) of Alberta. *Journal of Vertebrate Paleontology*, 3:495-520.
- Campbell, J.A., C.J. Schröder-Adams, J.W. Haggart, P.S. Druckenmiller, **M.J. Ryan** and G.D. Zazula. 2013. First records of a plesiosaurian (Reptilia: Sauropterygia) and an ichthyosaur (Reptilia: Ichthyosauria) from Yukon, Canada. *Canadian Field-Naturalist*, 127(3):234-239.
- Cullen, T.M., **M.J. Ryan**, C.J. Schröder-Adams, P.J. Currie and Y. Kobayashi. 2013. An Ornithomimid (Dinosauria) bonebed from the Late Cretaceous of Alberta. *PLoS ONE*, 8(3):e58853.
- Evans, D.E., R.K. Schott, D. Larson, C.M. Brown and **M.J. Ryan**. 2013. A new fully-domed pachycephalosaurid from Alberta (Late Cretaceous: Santonian) and the hidden diversity of small-bodied ornithischian dinosaurs. *Nature Communications*, 4:1828. doi: 10.1038/ncomms2749.
- Maiorino, L., A.A. Farke, P. Piras, **M.J. Ryan**, K.M. Terris and T. Kotsakis. 2013. The evolution of squamosal shape in ceratopsid dinosaurs (Dinosauria, Ornithischia). *Journal of Vertebrate Paleontology*, 33:1385-1393.
- Sato, T.**, L.-J. Zhao, **X.-C. Wu** and C. Li. 2014. A new specimen of the Triassic pistosauroid Yunguisaurus, with implications for the origin of Plesiosauria (Reptilia, Sauropterygia). *Palaeontology*, 57:55-76.
- Sato, T.**, Y.-N. Cheng, **X.-C. Wu** and X.-Y. Shan. 2014. *Diandongosaurus acutidentatus* Shang, Wu & Li, 2011 (Diapsida: Sauropterygia) and the relationships of Chinese eosauropterygians. *Geological Magazine*, 151(1):121-133.
- Sato, T.** Y.-N. Cheng, **X.-C. Wu** and X.-Y. Shan. 2013. [Abstract]. A new nothosaur from the Middle Triassic of China. The 73rd Annual Meeting of Society of Vertebrate Paleontology, Los Angeles, USA. P. 205.
- Trudeau, V.L., **F.W. Schueler**, L. Navarro-Martin, C.K. Hamilton, E. Bulaeval, A. Bennett, W. Fletcher 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.
- Peters, J.A., M.J. Cooper, S.M. Creque, M.S. Kornis, J.T. Maxted, W.L. Perry, **F.W. Schueler**, T.P. Simon, C.A. Taylor, R.F. Thoma, D.G. Uzarski and D.M. Lodge. 2014. Historical Changes and Current Status of Crayfish Diversity and Distribution in the Laurentian Great Lakes. *Journal of Great Lakes Research*, 40:1. <http://dx.doi.org/10.1016/j.jglr.2014.01.003>.
- Schueler, F.W.** and A. Karstad. 2014. Landscape: Progress towards a philosophy of sustainable occupancy. Library of One Thing and Another, Bishops Mills, Ontario. 222 pages. <http://pinicola.ca/books/landscape.htm> - <http://www.lulu.com/shop/aleta-karstad-and-frederick-w-schueler/landscape-progress-toward-a-philosophy-of-sustainable-occupancy/paperback/product-21448194.html>.
- Tanoue, K.** 2014. [Abstract]. Basal neoceratopsian tooth from the Lower Cretaceous Kanmon Group in Kyushu, southwestern Japan and its paleobiogeographical implication. International Symposium on Asian Dinosaurs in Fukui, Fukui, Japan.

Tanoue, K., D. Li and H. You. 2013. [Abstract]. Tooth replacement pattern in maxillary dentition of basal Neoceratopsia (Ornithischia, Dinosauria). 73rd Annual Meeting of the Society of Vertebrate Paleontology, Los Angeles, California.

Wight, W. 2013. Canadian Labradorite—Classic Colour. Proceedings 33rd International Gemmological Conference, p. 102-105. www.igc-gemmology.org.

Non-refereed Publications

Cook, F.R. 2014. [Book review]. A pocket guide to salamanders of Pennsylvania. By W.E. Meshaka, Jr., and J.T. Collins, 2012. The Pennsylvania Heritage Foundation, Harrisburg, Pennsylvania. *Canadian Field-Naturalist*, 128(2):95.

Cook, F.R. 2013. [Book review]. Frogs of the United States and Canada 2-volume set. By C.K. Dodd Jr. *Canadian Field-Naturalist*, 127(4):368-369.

Cook, F.R. 2013. [Book review]. The eponym dictionary of amphibians. By B. Beolens, M. Watkins and M. Grayson. 2013. Pelagic Publishing. *Canadian Field-Naturalist*, 127(3):275-276.

Cook, F.R. 2013. [Book review]. The snakes of Ontario: natural history, distribution, and status. By J.C. Rowell. 2012. Printed and bound by Art Bookbindery. *The Canadian Herpetologist*, 3(1):11-13.

Cook, F.R. 2013. [Book review]. Scientific and standard English names of amphibians and reptiles of North America north of Mexico, with comments regarding confidence in our understanding. Seventh Edition. B.I. Crother, *Committee Chair*. 2012 Society for the Study of Amphibians and Reptiles. *Canadian Field-Naturalist*, 126(4):340-341.

Cook, F.R. 2013. [Book review]. Amphibian biology volume 10. Conservation and decline of amphibians: ecological aspects, effect of humans, and management. In H. Heatwole and J.W. Wildinson (Eds.). 2012. xii + pages 3291 to 3727. Surrey Beatty & Sons, Baulkham Hills, New South Wales, Australia. *Canadian Field-Naturalist*, 126(4):341-342.

Cook, F.R. 2013. [Book review]. The Amphibians and Reptiles of Michigan: A Quaternary and Recent Faunal Adventure. By J.A. Holman. 2012. Wayne State University Press, Detroit, Michigan. 291 pages. *Canadian Field-Naturalist*, 126(4):342-344.

Cook, F.R. 2013. [Book review]. Contributions to the history of herpetology volume 3. In K. Adler (Ed.). 2012. Issued to Commemorate the 7th World Congress of Herpetology. Society for the Study of Amphibians and Reptiles. 564 pages. *Canadian Field-Naturalist*, 126(4):344-345.

Cook, F.R. 2013. [Book review.] A pocket guide to lizards and turtles of Pennsylvania. By W.E. Meshaka, Jr. and J.T. Collins. The Pennsylvania Heritage Foundation, Harrisburg, Pennsylvania. Available from Center for North American Herpetology, Lawrence, Kansas. 40 pages. *Canadian Field-Naturalist*, 126(4):345-346.

Ryan, M., R.B. Holmes and J.C. Mallon. 2013. [Abstract]. A new relict basal ceratopsid from the Oldman Formation (Campanian) of Alberta with implications for centrosaurine evolution. *Society of Vertebrate Paleontology Program and Abstracts*, P. 202.

Campbell, J., **M.J. Ryan**, C.J. Schroder-Adams, **R.B. Holmes** and D. Evans. 2013. [Abstract]. A specimen-based phylogenetic analysis of the chasmosaurine ceratopsid *Chasmosaurus* (Ornithischia) from the Upper Cretaceous (Campanian) Dinosaur Park Formation of western Canada suggests the validity of only one species. *Journal of Vertebrate Paleontology Program and Abstracts*, 99–100.

Ryan, M.J., D.C. Evans, P.J. Currie, D. Eberth, P. Bell, R. Barsbold, K. Tsogtbaatar and D. Badamgarav. 2013. New Data on the “Dragon’s Tomb” *Saurolophus* bonebed, Nemegt Formation (Late Cretaceous), Mongolia. 2013. [Abstract]. Hwaseong International Dinosaurs Expedition Symposium, Korea-Mongolia International Dinosaur Expedition, Hawaseong City, Korea, pp. 144-154.

Sissons, R., **M.J. Ryan**, Y.-L. Lee and R. Barsbold. 2013. [Abstract]. Hesperornithid tibiotarsus from Khermeen Tsav (Nemegt Formation), Mongolia. 2013 Hwaseong International Dinosaurs Expedition Symposium, Korea-Mongolia International Dinosaur Expedition, Hawaseong City, Korea, pp. 198-199.

Campbell, J.A., **M.J. Ryan**, C.J. Schröder-Adams, D.C. Evans and **R.B. Holmes**. 2013. [Abstract]. Chasmosaurinae (Dinosauria: Ornithischia) specimens from the Upper Cretaceous (Campanian) Dinosaur Park Formation, Alberta. Canadian Paleontology Conference and University of Alberta Laboratory for Vertebrate Palaeontology 50th Anniversary, Abstracts. University of Alberta, Edmonton, Alberta, pp. 24-25.

Cullen, T.M., **M.J. Ryan**, P.J. Currie, Y. Kobayashi and D.C. Evans. 2013. [Abstract]. Multi-element histological analysis of an ornithomimid (Dinosauria: Theropoda) bonebed from the late Cretaceous of Alberta, with implications for skeletochronology in theropods. Second International Symposium on Paleohistology.

Cullen, T.M., **M.J. Ryan**, C. Capobianco, M. Newbry and D.C. Evans. 2013. [Abstract]. A vertebrate microfossil site with a terrestrial-dominated faunal assemblage from the upper Foremost Formation (Campanian) of Alberta. *Journal of Vertebrate Paleontology*, on-line supplement, p. 110.

McFeeters, B., **M.J. Ryan** and C.J. Schröder-Adams. 2013. [Abstract]. New data on a partial skeleton referred to *Struthiomimus altus* (Ornithomimidae) from the Dinosaur Park Formation (Campanian), Alberta. *Journal of Vertebrate Paleontology*, on-line supplement, p. 175.

Ryan, M.J., E.E. Scott, K. Chiba and D.E. Evans. 2013. [Abstract]. Why Ceratopsid bone beds are better indicators of how they lived than how they died. North-Central Section, Geological Society of America, Abstracts with Programs, 45(4):22.

Sissons, R.L., **M.J. Ryan**, Y.N. Lee and R. Barsbold. 2013. [Abstract]. Potential avian tibia from Mongolia. Canadian Palaeontology Conference, Edmonton '13, University of Alberta. P.59.

Schueler, F.W. 2014. Jones Creek in November. *Chorus: Newsletter of the Ottawa Amphibian and Reptile Association*, 30(2):4-6.

Schueler, F.W. 2014. *Trifolium fragiferum* (Strawberry Clover): new to eastern Ontario. *Trail & Landscape*, 48(2):68-70.

Reports and Other

Brodo, I.M. 2013. Review: J.C.Lendemer, R.C Harris and E.A. Tripp. 2013. The lichens and allied fungi of Great Smoky Mountains National Park, an annotated checklist with comprehensive keys. *Memoirs New York Botanical Garden* 104: i-vii, 1-156. New York Botanical Garden Press. *Castanea*, 78:338-340.

Bergeron, D. 2013. Envole-toi, beau papillon! Éditeur Véritas. Collaboration scientifique : **J. Lauriault**, Associé du Musée canadien de la nature.

Karstad, A. and F.W. **Schueler**. 2013. INPUT – field notes for the database, Fragile Inheritance 2014. Calendar January 2014 (13 Months). <http://www.lulu.com/shop/frederick-w-schueler/input-field-notes-for-the-database-fragile-inheritance-2014/calendar/product-21339248.html>.

Karstad, A., **F.W. Schueler** and J.R. Francis. 2013. Preliminary Results: *Hyla versicolor* on the Bruce Peninsula, 1984-2013. Platform presentation, Canadian Amphibian and Reptile Conservation Network, 23rd annual meeting, Centre d'Arts Orford, Orford, Quebec.

Schueler, F.W. and A. Karstad. 2103. Preliminary Results: Do dry springs and moist Augusts favour Chorus Frogs in Bishops Mills, Ontario? Platform presentation, Canadian Amphibian and Reptile Conservation Network, 23rd annual meeting, Centre d'Arts Orford, Orford, Quebec.

Schueler, F.W. 2014. Re: Environmental Assessment for Zoning Amendment Request, Concession 12, Lot 1, Geographic Township of Drummond, now Township of Drummond/North Elmsley. Report to Corporation of the Township of Drummond/North Elmsley, 8 pp.

Professional Meetings

Museum staff contributed to our mandate by making presentations at the following professional meetings. A complete list follows (names in boldface are Museum staff members). Presentations are listed in the language in which they were made.

Mostafavi, H., **B.W. Coad**, H.R. Esmaeili, A.S. Mahini, A.H. Melcher, F. Pletterbauer, R. Schinegger, A. Teimori, C. Trautwein, S. Vatandoust, S. Schmutz. 2013. A probabilistic model characterizing fish assemblages in running waters of Iran: a framework for environmental assessment. XIV European Congress of Ichthyology Liège, Belgium. 3-8 July.

Mostafavi, H., F. Pletterbauer, **B.W. Coad**, A.S. Mahini, R. Schinegger, C. Trautwein, H.R. Esmaeili, A. Abdoli, S. Vatandoust, S. Schmutz. 2013. Predicting presence and absence of trout (Salmonidae: *Salmo trutta*) in Iran. The First Iranian Conference of Ichthyology, Isfahan University of Technology, Isfahan, Iran. 15-16 May.

Gillespie, L.J., P.C. Sokoloff, J.M. Saarela, R.D. Bull. 2013. Botanical exploration of the Soper River: plant discoveries in the Canadian Arctic. Canadian Botanical Association 49th Annual Meeting and Conference, Kamloops. 1-5 June.

Gosselin, M. 2014. Présentation sur l'Oologie. 5^e réunion annuelle de l'Atlas des oiseaux nicheurs du Québec, Valcartier. 23 mars.

Belley, P.M., **J.D. Grice**, M. Fayek, F.J. Piotr, E. Grew. 2013. Boron isotope fractionation between serendibite and tourmaline in calc-silicate rocks of the Portage-du-Fort group marble, Pontiac Regional County Municipality, Quebec, Canada. Geological Society of America Conference, Denver, Colorado. 27-30 October.

Grice, J.D. and R. Kristiansen. 2013. Hydrogen in the gugiaite structure. Geological Association of Canada - Mineralogical Association of Canada Joint Annual Meeting, Winnipeg. 24 May.

Belley, P.M., **J.D. Grice, G. Poirier, R. Rowe.** 2013. Serendibite from Portage-du-Fort Marble, Pontiac County, Quebec. Geological Association of Canada - Mineralogical Association of Canada Joint Annual Meeting, Winnipeg. 24 May.

Mallon, J.C., D.C Evans. 2013. Pachycephalosaur domes: allochthonous or autochthonous? Society of Vertebrate Paleontology Program and Abstracts: 170. Los Angeles, California. 30 October – 2 November.

Mallon, J.C., D.C Evans. 2013. Pachycephalosaur domes: allochthonous or autochthonous? Canadian Paleontology Conference Proceedings, 11:42-43, Edmonton. 29 August – 1 September.

Mundy, C.J., M. Gosselin, E. Alou, S. Roy, B. Philippe, **M. Poulin** and J.-É. Tremblay. 2014. Particulate absorption in the bottom layer of first-year sea ice in the Canadian Arctic: Characterization and seasonal trends. International Symposium on Sea Ice in a Changing Environment, Hobart, Australia. 10-14 March.

Duerksen, S.W., G.W. Thiemann, S.M. Budge, **M. Poulin** and C. Michel. 2013. Under-ice pelagic production of essential fatty acids and the implications for Arctic food webs. ArcticNet 9th Annual Scientific Meeting, Halifax. 9-13 December.

Pennesi, C., **M. Poulin**, C.S. Lobban, A. Caputo, T. Romagnoli and C. Totti. 2013. A revision of diatom genus *Diploneis* Ehrenberg ex Cleve, with the description of two new species. Società Botanica Italiana Annual Scientific Meeting, Venice, Italy. 18-19 October.

- Paillès, C., M.-M. Blanc-Valleron, **M. Poulin**, A. Crémière, O. Boudouma and C. Pierre. 2013. Une nouvelle espèce de diatomée fossile du genre *Entomoneis* dans les sédiments de la mer de Marmara. 32ème Colloque de l'Association des Diatomistes de Langue Française, Thonon-les-Bains, France. 16-18 September.
- Paillès, C., M.-M. Blanc-Valleron, **M. Poulin**, A. Crémière, O. Boudouma and C. Pierre. 2013. A new fossil species of *Entomoneis* from the Turkish Marmara Sea sediments. 7th Central European Diatom Meeting, Thonon-les-Bains, France. 18-20 September.
- Morel, C., R. Cloutier, **C.B. Renaud**. 2013. How does a lamprey grow: A study of skeletogenesis and metamorphosis in the Sea Lamprey (*Petromyzon marinus*). Bulletin, Canadian Society of Zoologists, 44(2):39. Guelph. 15 May.
- Ryan, M., R. Holmes, J.C. Mallon**. 2013. A new relict basal ceratopsid from the Oldman Formation (Campanian) of Alberta with implications for centrosaurine evolution. Society of Vertebrate Paleontology Program and Abstracts: 202, Los Angeles, California. 30 October – 2 November.
- Rybczynski, N.** 2014. Alberta Paleontological Society symposium. Keynote talk. "First evidence for a High Arctic camel found on Ellesmere Island", Calgary. 1 March.
- Rybczynski, N.**, L. Braschi, J.C. Gosse, C. Kennedy, D. Fraser, T. Lakeman. 2013. The Pliocene High Arctic terrestrial palaeoenvironmental record and the development of the western Canadian Arctic coastal plain. American Geophysical Union, San Francisco, California. 7-14 December.
- Fraser, D., C. Hassall, C. Gorelick., **N. Rybczynski**. 2013. Global climate drives temporal patterns of North American mammal beta diversity. Supplement to the online Journal of Vertebrate Paleontology, Los Angeles, California. 30 October – 2 November.
- Rybczynski, N.**, D. Fraser, M. Buckley, J. Gosse. 2013. First evidence for a high arctic camel suggests high latitude origins for *Camelus* ancestor. Supplement to the online Journal of Vertebrate Paleontology, Los Angeles, California. 30 October – 2 November.
- Saarela, J.M., R.D. Bull**, P.M. Peterson, R.J. Soreng, B. Paszko. 2013. Phylogenetic relationships among the genera and tribes of the 'Aveneae-type plastid DNA' grasses (Pooideae: Poeae), with a focus on generic limits of *Calamagrostis/ Deyeuxia*. Monocots V: 5th International Conference on Comparative Biology of Monocotyledons, New York, New York. 7-13 July.
- Menna, A., **J.M. Saarela**. 2013. Molecular phylogenetics of *Bromus* (Poaceae: Pooideae: Bromeae) based on nuclear ribosomal DNA sequence data (ITS and ETS), with a focus on section *Bromopsis*. Monocots V: 5th International Conference on Comparative Biology of Monocotyledons, New York, New York. 7-13 July.
- Saarela, J.M., L.J. Gillespie, P.S. Sokoloff, R.D. Bull**. 2013. New and noteworthy monocot records from the Canadian Arctic Archipelago. Monocots V: 5th International Conference on Comparative Biology of Monocotyledons, New York, New York. 7-13 July.
- Duvall, M.R., L.G. Clark, S.A. Kelchner, S.V. Burke, J.T. Columbus, P.P. Edger, A.L. Ingram, D.R. Mayfield, J.C. Pires, **J.M. Saarela**, W.P. Wysocki, F.O. Zuloaga. 2013. Phylogenomics of crown grasses. Monocots V: 5th International Conference on Comparative Biology of Monocotyledons, New York, New York. 7-13 July.
- Saarela, JM**. 2013. Botanical exploration of the Soper River: plant discoveries in the Canadian Arctic. Canadian Science Writers' Association 2013 Annual Conference. "Polar Plexus: Your Moment of Chill" session, sponsored by the Canadian Polar Commission, Montréal. 8 June.
- Wight, W.** 2013. Freshwater pearls from Quebec. IGC conference and field trip, Speaker-in-Residence for the Eastern Federation of Mineral and Lapidary Societies Fall workshop at the Wildacres retreat, Spruce Pine, North Carolina. 1-8 September.
- Wight, W.** 2013. "Canadian Labradorite – Classic Colour. 33rd International Gemmological Conference as the Canadian delegate. Hanoi, Vietnam. 8-20 October.

INVOLVING THE COMMUNITY



Donors, Partners, Sponsors

The generous support and involvement of donors, partners and sponsors helps the Museum connect people with nature through exhibitions, educational programmes and scientific research.

Anonymous (8)

Adventure Canada, Mississauga, ON
Andrea Boyd, Ottawa, ON
Andrew Wigston and Kate Conolly, Ottawa, ON
Anna L. Burwash, Etobicoke, ON
Anne and Herb Breau, Ottawa, ON
Anne Botman, Ottawa, ON
Anne and Tom Mimeo, Ottawa, ON
Annie Ellen Gray, Victoria, BC
Balestra, Ottawa, ON
Barbara J. Barry, West Vancouver, BC
Bell Media, Ottawa, ON
The Hawley Family, Ottawa, ON
Brian and Evelyn Swan, Orleans, ON
Brown University, Providence, RI
Bruce Neysmith, Saint-Lambert, QC
Byron Neiles, Calgary, AB
Cameron and Sylvie Oishi, Ottawa, ON
Carol A. Nixon, Osgoode, ON
Caroline Proulx and Lal Daswani, Ottawa, ON
Charles Khazzam and Marie Carmen Berlie, Ottawa, ON
Christine Climenhage and Todd Kuiack, Chelsea, QC
Christopher Rea and Wendy Simmons, Orleans, ON
Chuck Clark, Ottawa, ON
Cistel Technology Inc., Ottawa, ON
Adam, Claudia, Christina and Alexandra Chowanec, Ottawa, ON
Colin Lay, Nepean, ON
Connie Cheung and Kevin Dykstra, Ottawa, ON
David and Marcia Falconer, Nepean, ON
David J. Scott, Ottawa, ON
David Gray, Metcalfe, ON
Desjardins Group, Montréal, QC
Diane and Michael Mongrain, Orleans, ON
Dianne Caldbick, Ottawa, ON
Donald and Mary Hogarth, Ottawa, ON
Doug Feasby, Ottawa, ON
Edward Livingstone and Johanna MacCormick, Ottawa, ON
Elise Villeneuve, Rigaud, QC
Emond Harnden, LLP, Ottawa, ON
Eric Farquhar and Elena Valenzuela, Ottawa, ON
Erin Rankin Nash, London, ON
Flora of North America, St. Louis, MO

Florence Minz, Toronto, ON
Francois Morin, Blainville, QC
Frank and Loretta Ling, Rockliffe, ON
Gabriel Zafiu, Kanata, ON
Genevieve and Louis Crevier, Montréal, QC
Genome Canada, Ottawa, ON
Geological Survey of Canada, Ottawa, ON
Greg Huyer and Scott Rufolo, Ottawa, ON
Heather and Mackenzie King, Ottawa, ON
Henry Schultz, Ottawa, ON
Ian and Michelle Pearce, Oakville, ON
Icebreaker Merino, Vancouver, BC
Ikebana International Ottawa Centennial Chapter, Ottawa, ON
Johannes Hill and Inez Kettles, Ottawa, ON
Institute of Vertebrate Paleontology and Paleoanthropology, Beijing, China
Irene and Scott Byrne, Carleton Place, ON
J Terry Keough, Ottawa, ON
Joan C. Craig, Metcalfe, ON
Joe Bryant, Ottawa, ON
Joel and Margaret Rahn, Ottawa, ON
John D. Jenness, Langley, BC
John and Mary Udd, Ottawa, ON
Dr. John W. Reynolds, Kitchener, ON
Judy and Mark McLean, Toronto, ON
Karen and Jeff Wright, Ottawa, ON
Kathleen Fox, Gatineau, QC
Kathy Haycock, Eganville, ON
Kazimierz Dias, Ottawa, ON
Kevin Banks and Elizabeth Cahill, Wakefield, QC
KPMG LLP, Ottawa, ON
Kristina and Christopher Schmitt, Ottawa, ON
Kristy Oliver, Ottawa, ON
Laura Evans, Ottawa, ON
Le Droit, Ottawa, ON
Linda Kincaid, Ottawa, ON
Lindsay Angus and Robert Kearns, Ottawa, ON
Lisa Fooks, Ottawa, ON
Luc and Andrea Barbe, Bourget, ON
Lyyli Elliott, Ottawa, ON
Marcia Krawll and Rongo Wetere, Ottawa, ON
Meg Beckel and Stan Harwood, Ottawa, ON

Margot Steward, Comox, BC
Dr. Mark Graham, Wakefield, QC
Mark and Abigail Lee, Potsdam, NY
Nicolas Laing, Cornwall, ON
Metro Ottawa Newspaper, Ottawa, ON
Michael and Beryl Corber, Ottawa, ON
Michael and Gisella Keppel-Jones, Gloucester, ON
Michel Gosselin, Gatineau, QC
Michel and Karyn Houle, Kanata, ON
Mike Walsh, Conception Bay South, NL
Mining Association of Canada, Ottawa, ON
Miriam H. Tees, Westmount, QC
Molson Coors Canada, Toronto, ON
Murray Citron, Ottawa, ON
Murray and Heather Nicolson, Ottawa, ON
Nancy and Darryl Squires, Ottawa, ON
Nathalie Carter, Bourget, ON
National Bank Financial Group, Montréal, QC
National Museum of Natural Science, Taichung, Taiwan
Nature Canada, Ottawa, ON
Nicholas Offord, Toronto, ON
Nick and Tanya Monteiro, Ottawa, ON
Norman and Barbara Hewitt, Ottawa, ON
NSERC/CRSNG, Ottawa, ON
Nunavut Tourism, Iqaluit, NU
Orkin Canada, Mississauga, ON
Ottawa Citizen, Ottawa, ON
Pattison Outdoor Advertising, Ottawa, ON
Paul Hamilton, Nepean, ON
Paul Martin and Frances Bonier, Kingston, ON
Paul Smith, Mississauga, ON
PCL Constructors Canada Inc., Edmonton, AB
Peter and Melissa Humphries, Cumberland, ON
Dawn and Peter Morand, Ottawa, ON
Phyllis Odenbach Sutton and Jeff Sutton, Ottawa, ON
PSAC Local 70395, Gatineau, QC
PT Hatfield Indonesia, Bogor, Indonesia
Rachel Remoy, Hamburg, AR
RBC – Ontario North and East, Ottawa, ON
RBC Foundation, Toronto, ON
Reg Manhas, Dallas, TX
Richard Coxford and France Tremblay, Ottawa, ON
Robert Anderson, Ottawa, ON
Robin Porter, Kingston, ON
Robin Pridham, Vankleek Hill, ON
Rolf C. Hagen Inc, Baie-d'Urfe, QC
Ron Calderoni, Boucherville, QC
Sally M. St. Lewis, Ottawa, ON
Sandra Balch, Osgoode, ON
Scotiabank Group/Groupe Banque Scotia, Toronto, ON
Sean Oneil, Los Alamitos, CA
Shenkman Family Foundation, Ottawa, ON
Ottawa Weddings Your Way, Ottawa, ON
Sonia and Jaspaul Parmar, Ottawa, ON
Stanley Hughes, Ottawa, ON
Stephen J. Henley, St. John's, NL
Steve J. Gilchrist, Pickering, ON
Stewart Peck, Ottawa, ON
Students on Ice, Gatineau, QC
Susan Knott, Vancouver, BC
Susan R. Rust, Gloucester, ON
Sylvia Schultz, Ottawa, ON
TD Bank Financial Group, Ottawa, ON
TD Friends of the Environment Foundation, Ottawa, ON
Tedd Nathanson, Ottawa, ON
Tetsuyo and Sayury Ito, Ottawa, ON
David Laidley and Ellen Wallace, Montréal, QC
The Globe and Mail, Toronto, ON
The Service Company, Ottawa, ON
The Walrus, Toronto, ON
Thomas Frisch, Ottawa, ON
Tracey L. Mosley, Kanata, ON
Trottier Family Foundation, Montréal, QC
Université du Québec à Rimouski, Rimouski, QC
University of Manitoba, Winnipeg, MB
University of Ottawa, Ottawa, ON
University of Windsor, Windsor, ON
Vale, Toronto, ON
Wanda and Alex Fallis, Ottawa, ON
Wendi Campbell and Brian Rouble, Kanata, ON
Wendy Cecil, Toronto, ON
Wildlife Habitat Canada/Habitat Faunique Canda, Ottawa, ON
William and Sharon Saunders, Ottawa, ON
William Serson and Casandre Laveaux, Orleans, ON
Zhejiang Museum of Natural History, Zhejiang, China

COLLABORATORS



Collaborators are organizations such as universities, research institutes, museum or government agencies that work with the Museum on a range of projects including research activities, programming and exhibitions. These affiliations are part of the Museum's regional, national and international network, allowing the Museum to share its resources with others and enhance its effectiveness in connecting people with nature.

International

Aix Marseilles Université, Aix-en-Provence, France

Alfred Wegener Institute, Bremerhaven, Germany

American Association of Museums, Washington, D.C.

American Fisheries Society, Bethesda, Maryland

American Institute for Conservation, Washington, D.C.

American Museum of Natural History, New York City, New York

American Society of Plant Taxonomists, Laramie, Wyoming

Birkbeck College, University of London, London, United Kingdom

Botanic Gardens Conservation International, Surrey, United Kingdom

Botanica Marina, Berlin, Germany

California State University, Los Angeles, California

Cardiff University, Cardiff, United Kingdom

Carnegie Museum, Pittsburgh, Pennsylvania

Center for Applied Biosciences, Freiburg, Germany

Centre for Isotope Research, University of Groningen, Groningen, Netherlands

Chinese Academy of Geological Sciences, Beijing, China

CineMuse Inc., New York City, New York

Cleveland Museum of Natural History, Cleveland, Ohio

Conservation of Arctic Flora and Fauna (CAFF), Akureyri, Iceland

Consortium for the Barcode of Life, Washington, D.C.

Cornell University, Ithaca, New York

CSIRO Entomology, Canberra, Australia

DePaul University, Chicago, Illinois

Duke University, Durham, North Carolina

ECOSUR, Chiapas, Mexico

Explore-at-Bristol, Bristol, United Kingdom

Flinders University, Adelaide, Australia

Food and Agriculture Organization of the United Nations, Rome, Italy

Forschungsinstitut Senckenberg, Wilhelmshaven, Germany

Fu Jen Catholic University, Taipei, Taiwan

Getty Conservation Institute, Los Angeles, California

Global Biodiversity Information Facility, Copenhagen, Denmark

Göteborg University, Göteborg, Sweden

Harvard University, Cambridge, Massachusetts

Henan Geological Museum, Zhengzhou, China

High Commission of Canada to Singapore, Singapore, Singapore

Inner Mongolia Museum, Huhehaote, China

Institut Collectif Nederland (ICN), Amsterdam, Netherlands

Institute de Ecologia, A.C. Xalapa, Veracruz, Mexico

Institute Nacional de Biodiversidad, Santo Domingo, Costa Rica

Institute of Vertebrate paleontology and paleoanthropology, Chinese Academy of Sciences, Beijing, China

International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM), Rome, Italy

International Phycological Society, Lawrence, Kansas

IUCN (International Union for Conservation of Nature), Gland, Switzerland

IUCN Commission on Education and Communication, Gland, Switzerland

Kyoto University, Kyoto, Japan

Leiden University, Leiden, Netherlands

Liberty Science Center, Jersey City, New Jersey

Lincoln University, Christchurch, New Zealand

Lufeng Dinosaur Museum, Yunnan, China

Marshall University, Huntington, West Virginia

Martin-Luther-Universität Halle-Wittenberg, Halle, Germany

Moss Landing Marine Laboratories, Moss Landing, California

Murdoch University, Murdoch, Australia

Museo Nacional de Historia Natural, Santiago, Chile

Muséum d'histoire naturelle de Neuchatel, Neuchatel, Switzerland

Museum für Naturkunde der Humboldt-Universität, Berlin, Germany

Muséum national d'Histoire naturelle, Paris, France

Museum of Paleontology, Claremont, California

Museum Victoria, Melbourne, Australia

Nationaal natuurhistorisch Museum naturalis, Leiden, Netherlands

National Museum of Kenya, Nairobi, Kenya

National Museum of Natural Science, Taiwan, China

National Science Foundation, Washington, D.C.

National Science Museum, Tokyo, Japan

Natural History Museum of Los Angeles County, Los Angeles, California

Natural History Museum, London, United Kingdom

Natural History Museum, University of Kansas, Lawrence, Kansas

Natuurmuseum, Rotterdam, Netherlands

Nausicaä, Centre National de la Mer, Boulogne-sur-Mer Cedex, France

Netherlands Cultural Heritage Agency, Amersfoort, Netherlands

Newell Farms Wildlife Rehabilitation Center, Warrenton, North Carolina

New England Aquarium, Boston, Massachusetts

New York Botanical Garden, New York City, New York

North American Association of Environmental Education, Washington, D.C.

Northern Illinois University, Dekalb, Illinois

Northwest University, Xi-an, China

Norwegian Polar Institute, Tromsø, Norway

Organization for Economic Cooperation and Development (OECD), Paris, France

ORNithological Information System (ORNIS), Berkeley, California

Pablo de Olavide University, Seville, Spain

Paleontological Institute, Russian Academy of Sciences, Moscow, Russia

PanArctic Flora Project, Oslo, Norway

Polish Academy of Sciences, Sopot, Poland

Premier Exhibition Management, LLC, Atlanta, Georgia

Rancho Santa Ana Botanic Garden, Claremont, California

Royal Belgian Institute of Natural Sciences, Brussels, Belgium

Royal Botanic Garden Herbarium, Kew, London, United Kingdom

Royal Botanic Gardens, Sydney, New South Wales, Australia

Saint Louis University, St. Louis, Missouri

Scripps Institution of Oceanography, San Diego, California

Second University of Naples, Caserta, Italy

Senckenberg Research Institute and Natural History Museum, Frankfurt, Germany

Shanxi Geological Museum, Taiyuan, China

Sharypic, Paris, France

Smithsonian Institution, Washington, D.C.

Society for the Preservation of Natural History Collections, New York City, New York

South Australian Museum, Adelaide, Australia

South Australian Research and Development Institute, Adelaide, Australia

Southampton Oceanography Centre, Southampton, United Kingdom

Texas Parks and Wildlife Department, Mission, Texas

The Field Museum, Chicago, Illinois

The New York Botanical Garden, New York City, New York

Tokyo Gakugei University, Tokyo, Japan

Tucson Gem and Mineral Society, Tucson, Arizona

Universidad Autonoma de la Ciudad de Mexico, Mexico City, Mexico

Universidade Nova de Lisboa, Lisbon, Portugal

Universidad EARTH, Limon, Costa Rica

Università Politecnica delle Marche, Ancona, Italy

Universität Hamburg, Zoologisches Institut und Museum, Hamburg, Germany

Université de Nantes, Nantes, France

Université de Perpignan, Perpignan, France

Université du Mans, Le Mans, France

University of Alaska, Fairbanks, Alaska

University of Arizona, Tucson, Arizona

University of Bergen, Bergen, Norway

University of California, Davis, California

University of Colorado, Boulder, Colorado

University of Colorado, Denver, Colorado

University of Copenhagen, Copenhagen, Denmark

University of Kansas, Lawrence, Kansas

University of Michigan, Ann Arbor, Michigan

University of Münster, Münster, Germany

University of Nebraska State Museum, Lincoln, Nebraska

University of Oslo, Oslo, Norway

University of Oxford, Oxford, United Kingdom

University of Plymouth, Plymouth, United Kingdom

University of Tennessee, Knoxville, Tennessee

University of Zurich, Zurich, Switzerland
US Fish and Wildlife Service, Washington D.C.
and Arlington, Virginia
USDA - Wildlife Services, Raleigh, North Carolina
USDA Agricultural Research Service, Beltsville, Maryland
USDA Forest Service, Morgantown, West Virginia and
Logan, Utah
West Chester University, West Chester, Pennsylvania
Workman Publishing, New York City, New York
Yale University Press, New Haven, Connecticut
Zhejiang Museum of Natural History, Hangzhou, China
Zoological Institute, Russian Academy of Sciences,
St. Petersburg, Russia
Zoological Museum, Copenhagen, Denmark

National

Alberta
Calgary Zoo, Calgary
Esplanade Arts and Heritage Centre, Medicine Hat
Fort Vermilion School District, Fort Vermilion
Royal Alberta Museum, Edmonton
Royal Tyrrell Museum of Palaeontology, Drumheller
TELUS World of Science, Calgary
TELUS World of Science, Edmonton
The Banff Centre, Banff
University of Alberta, Edmonton
University of Calgary, Calgary
British Columbia
Institute of Ocean Sciences, Sydney
Ocean Networks Canada, Victoria
Regional District of Central Okanagan Museum, Kelowna
Royal British Columbia Museum, Victoria
School District #57, Prince George
Simon Fraser University, Burnaby
Stewart Historical Museum, Stewart
Teck Corporation, Vancouver
University of British Columbia, Vancouver
University of Victoria, Victoria

Manitoba
Canadian Fossil Discovery Centre, Morden
Centre for Earth Observation Science,
University of Manitoba, Winnipeg
Fisheries and Oceans Canada, Freshwater Institute,
Winnipeg
Manitoba Museum, Winnipeg
University of Manitoba, Winnipeg
University of Winnipeg, Winnipeg
New Brunswick
Canadian Rivers Institute, University of New Brunswick,
Saint John
Fisheries and Oceans Canada, Moncton
Irving Oil, Saint John
New Brunswick Museum, Saint John
Université de Moncton, Moncton
Newfoundland and Labrador
Canadian Healthy Oceans Network (CHONE),
Memorial University, St. John's
Johnson, GEO Centre, St. John's
Memorial University, St. John's
The Rooms, St. John's
Northwest Territories
Aurora Research Institute, Inuvik
Environment and Natural Resources, Yellowknife
Prince of Wales Northern Heritage Centre, Yellowknife
Nova Scotia
Bedford Institute of Oceanography, Dartmouth
Dalhousie University, Halifax
Fisheries and Oceans Canada, Dartmouth
Nova Scotia Museum of Natural History, Halifax
Nunavut
Government of Nunavut, Iqaluit
Nunavut Research Institute, Iqaluit
Ontario
Aboriginal Affairs and Northern Development Canada,
Ottawa
Advanced Broadband Enabled Learning Program (ABEL),
Toronto
Agriculture and Agri-Food Canada, Ottawa
Algonquin College, Ottawa
Alliance of Natural History Museums of Canada, Ottawa

Alpine Gems, Kingston
Biodiversity Institute of Ontario, University of Guelph, Guelph
Bird Studies Canada, Port Rowan
Bruce Peninsula National Park, Parks Canada, Tobermory
Cambridge Butterfly Conservatory, Cambridge
Cameron McKnight-MacNeil, Ottawa
Canada Aviation Museum, Ottawa
Canada Post, Ottawa
Canada Science and Technology Museum, Ottawa
Canada's SchoolNet, Ottawa
Canadian Agriculture Museum, Ottawa
Canadian Association for Conservation, Ottawa
Canadian Association of Professional Conservators, Ottawa
Canadian Association of Science Centres, Ottawa
Canadian Association of Zoos and Aquariums, Ottawa
Canadian Barcode of Life Network (University of Guelph), Guelph
Canadian Biodiversity Information Network, Ottawa
Canadian Biodiversity Institute, Ottawa
Canadian Botanical Association, Guelph
Canadian Botanical Conservation Network, Burlington
Canadian College of Teachers, Ottawa
Canadian Commission for UNESCO, Ottawa
Canadian Committee for IUCN, Ottawa
Canadian Conservation Institute, Ottawa
Canadian Food Inspection Agency, Ottawa
Canadian Forest Service, Natural Resources Canada, Ottawa
Canadian Geographic Enterprises, Ottawa
Canadian Heritage, Ottawa
Canadian Institutes of Health Research, Ottawa
Canadian International Development Agency, Ottawa
Canadian Museums Association, Ottawa
Canadian Parks and Wilderness Society, Ottawa
Canadian Science Writers Association, Ottawa
Canadian Society of Zoologists, Ottawa
Canadian War Museum, Ottawa
Canadian Water Network, Waterloo
Canadian Wildlife Federation, Ottawa
Canadian Wildlife Service, Ottawa
CANARIE Inc., Ottawa
CANMET, Natural Resources Canada, Ottawa
Carleton University, Ottawa
Carousel 008, Ottawa
Catholic District School Board of Eastern Ontario, Kemptville
Chipworks, Ottawa
City of Ottawa, Ottawa
Committee on the Status of Endangered Wildlife in Canada (COSEWIC), Ottawa
Conseil des écoles catholique du Centre-Est, Ottawa
Conseil des écoles publiques de l'est de l'Ontario, Ottawa
Conseil scolaire de district catholique de l'Est Ontarien, L'Orignal
DJ Ali Aziman, Ottawa
DJ Ron Lavoie, Ottawa
Doors Open Ottawa, Ottawa
École élémentaire catholique La Source, Orleans
Entomological Society of Canada, Ottawa
Environment Canada, Ottawa
Fisheries and Oceans Canada, Ottawa
Fleming College, Peterborough
Gem and Mineral Club of Scarborough, Scarborough
Geological Survey of Canada, Natural Resources Canada, Ottawa
Glanmore National Historic Site, Belleville
Greta Grip, Ottawa
Heartbeatgal, Ottawa
Historica Encounters, Ottawa
Ikebana International Ottawa Centennial Chapter, Ottawa
Institute of the Environment, University of Ottawa, Ottawa
Inuit Circumpolar Council – Canada, Ottawa
Inuit Tapiriit Kanatami, Ottawa
IUCN Academy of Environmental Law, Ottawa
Kawartha Rock and Fossil Club Inc., Peterborough
Lakehead University, Thunder Bay
Laurentian University, Sudbury
Laurier House National Historic Site of Canada, Ottawa
Library and Archives Canada, Ottawa
Luminartists, Ottawa
Malborough Academy, North Gower
Mississippi Field Naturalists, Almonte
National Arts Centre, Ottawa

COLLABORATORS

National Capital Commission, Ottawa
National Gallery of Canada, Ottawa
National Film Board, Ottawa
National Sciences and Engineering Research Council of Canada (NSERC), Ottawa
National Water Research Institute, Burlington
Natural Resources Canada, Ottawa
Nature Canada, Ottawa
NatureServe Canada, Ottawa
Nuit Blanche, Ottawa
Nunavut Sivuniksavut, Ottawa
Ontario Biodiversity Council, Toronto
Ontario Forestry Association, North York
Ontario Ministry of Natural Resources, Peterborough
Ontario Teachers Federation, Toronto
Ottawa Asian Heritage Society, Ottawa
Ottawa Field Naturalists, Ottawa
Ottawa Inuit Children's Centre, Ottawa
Ottawa Lapsmith and Mineral Club, Ottawa
Ottawa Public Library, Ottawa
Ottawa Regional Science Fair, Ottawa
Ottawa Riverkeeper, Ottawa
Ottawa School of Dance, Ottawa
Ottawa School of Speech and Drama, Ottawa
Ottawa-Carleton Catholic School Board, Ottawa
Ottawa-Carleton District School Board, Ottawa
Ottawa-Gatineau Geoheritage Committee, Ottawa
Paleotec Services, Ottawa
PAMA (Peel Art Museum and Archives), Brampton
Parks Canada, Ottawa
Pembina Institute, Ottawa
Peterborough Centennial Museum and Archives, Peterborough
Planet in Focus Film Festival, Toronto
Portrait Gallery of Canada, Library and Archives Canada, Ottawa
P.O.W.E.R. (Protect our Water and Environmental Resources), Georgetown
Professional Engineers Ontario, Toronto
Prospectors and Developers Association of Canada Mining Matters, Toronto
Protect Heritage Corp., Ottawa
Public Health Agency of Canada, Ottawa
Public Works and Government Services Canada, Ottawa
Pump House Steam Museum, Kingston
Quadeville Beryl and Rose Quartz Mines, Quadeville
Queen's University, Kingston
Red Rock Marina Building, Red Rock
Rideau Valley Conservation Authority, Manotick
Roots and Shoots, Jane Goodall Institute, Toronto
Royal Botanical Garden, Burlington
Royal Canadian Mint, Ottawa
Royal Ontario Museum, Toronto
Science North, Sudbury
Sierra Youth Coalition, Ottawa
St-Laurent Academy, Ottawa
Studio 44, Ottawa
Sudbury Rock and Lapidary Society, Sudbury
TD Friends of the Environment Foundation, Toronto
The Climate Project Canada, Ottawa
The Dendron Project, Ottawa
The Kawartha Pine Ridge District School Board, Peterborough
Timmins Museum: NEC, Timmins
Toronto Zoo, Toronto
Tree Canada, Ottawa
University of Guelph, Guelph
University of Ottawa, Ottawa
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
Bibliothèque de Rigaud, Rigaud

Bibliothèque Madeleine-Doyon, Beauceville
Biodôme de Montréal, Montréal
Canadian Biodiversity Information Network, Gatineau
Canadian Environmental Education Network, Gatineau
Canadian Heritage Information Network, Gatineau
Canadian Museum of History, Gatineau
Central Quebec School Board, Quebec City
CHUQ/CHUL Research Center, Quebec City
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, Montréal
Fisheries and Oceans Canada, Maurice Lamontagne Institute, Mont-Joli
Insectarium de Montréal, Montréal
Institut des sciences de la mer de Rimouski, Rimouski
Institut québécois de la biodiversité (IQBIO), Montréal
Jardin Botanique de Montréal, Montréal
McCord Museum of Canadian History, Montréal
McGill University, Montréal
Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec, Buckingham
Ministère des Ressources naturelles et de la Faune, Québec
Ministère du Développement durable, Environnement et Lutte contre les changements climatiques, Gatineau
Montréal Science Center, Montréal
Municipalité de Saint-Zotique, Saint-Zotique
Municipalité Régionale du Comté de Pontiac, Campbell's Bay
Musée du Fjord, La Baie
Musée régional de la Côte-Nord, Sept-îles
Museums Assistance Program (MAP), Gatineau
National Film Board of Canada, Montréal
Planétarium de Montréal, Montréal
Québec-Océan, Université Laval, Quebec City
Redpath Museum, McGill University, Montréal
Réseau des BIBLIO de l'Outaouais, Gatineau
Sherbrooke Nature Science Museum, Sherbrooke
Société Québécoise de Bryologie, Saint-Valérien-de-Rimouski
Students on Ice, Gatineau
Takuvik, Université Laval, Quebec City
Thetford Mines Mineralogical and Mining Museum, Thetford Mines
UNEP Convention on Biological Diversity, Global Taxonomy Initiative, Montréal
Université de Montréal, Montréal
Université du Québec à Montréal, Montréal
Université du Québec à Rimouski, Rimouski
Université Laval, Quebec City
Ville de Lavaltrie, Lavaltrie
Ville Rivière-Rouge, Rivière-Rouge
Western Quebec School Board, Gatineau
Saskatchewan
Pasquia Regional Park, Arborfield
Royal Saskatchewan Museum, Regina
Saskatchewan Watershed Authority, Regina
Swift Current Museum, Swift Current
University of Saskatchewan, Saskatoon
Yukon
Académie Parhélie, Whitehorse
Government of Yukon, Whitehorse
Kluane National Park and Reserve of Canada, Haines Junction
NatureServe Yukon, Yukon Department of the Environment, 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

The Museum has made significant progress towards achieving financial sustainability through a combination of revenue generation and expenditure reduction measures implemented over the past four years. To enable that outcome, the Museum is shifting from an appropriation based operating model to a business enterprise operating model. This shift is meant to foster innovation and calls for new skills and accountabilities for staff and volunteers. The challenge for the Museum is ensuring this shift happens at the required pace through recruitment, training and performance management.

An early example of this shift to a business enterprise model is the incredible success of the Museum's *Nature Nocturne* evenings – these adult only evenings have seen sold out crowds and a new perspective on the Museum as a place for young adults. The introduction of new programs at the Victoria Memorial Museum Building (VMMB) such as *Nature Nocturne* has resulted in nearly tripling the revenues generated from programs. Other important initiatives were the revenues generated from collections storage and management service fees and facility leasing fees to fund strategic investments in the *Centre for Arctic Knowledge & Exploration* and the *Centre for Species Discovery & Change*. The aforementioned 2013-2014 revenue generation measures are in addition to those initiated in the previous fiscal year such as the introduction of a new pricing structure for admissions, surcharges for major temporary exhibitions, value based pricing for education programs, new programming such as the 3D Theatre, aggressive membership marketing and automated parking. In both 2013-2014 and 2012-2013, the Museum generated revenue excluding contributions equivalent to 21 percent of base operating costs, well above its target of 18 percent.

Building a high performance advancement operation focussed on developing a pipeline of annual, sponsorship and major gifts prospects and donors is an important element of the business enterprise operating model and to the success of the Museum in the future. During the year a new advancement strategy focused on building support from individual, corporate and foundation donors was launched that included a Patron Circle fundraising program and a National Nature Council to raise the Museum's profile and raise funds in support of the Museum's position as a leader in Arctic research and discovery. The Museum was successful in significantly expanding its pipeline of potential donors, while acknowledging that much more work

needs to be done to achieve a robust group of prospective supporters to support the \$15.0 million overall fundraising goal. In 2013-2014, the Museum received support from individual and corporate donations, sponsorships, memberships, collaborations, and in-kind support for research and collections and from the media, reaching the annual goal of \$3.0 million.

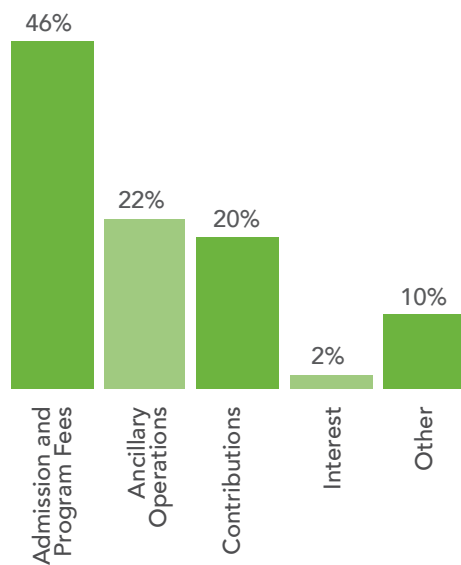
The Museum continuously reviews its program, its means of delivery and its supporting activities to ensure they remain relevant to Canadians. Given the expenditure reduction measures implemented in previous years and recognizing the financial pressures of many museums across the country, the Museum embarked on collaboration with Science North in Sudbury to share equally in the costs of developing a traveling exhibition on the Arctic. Through the collaboration both institutions were able to build a larger and more content rich show than they would have been able to do alone. The collaboration to co-create *Arctic Voices* was initiated in June 2013, and opened at Science North in March 2014. This collaboration model reflects a direction the Museum will continue to pursue to leverage scarce resources to best effect.

Furthermore, the Museum continued to identify and act on opportunities for collaboration with the national museums that improve effectiveness and efficiency. The Museums now have a systematic approach for identifying and advancing co-procurement projects, cooperative exhibit scheduling and cooperative marketing projects. During the year the Museum collaborated with the Canadian Museum of History on a request for proposal for security guard services which resulted in annual savings to the Museum of approximately \$0.1 million.

In spite of the progress towards achieving financial sustainability, addressing the financial pressures related to operating the two facilities under its stewardship remains as the most critical issue facing the Museum as it 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 appropriation 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 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 inspire understanding and respect for nature.

Revenue
(excluding parliamentary appropriations)



Financial Performance

Revenue and Parliamentary Appropriations

Revenue and parliamentary appropriations decreased to \$41.9 million in 2013-2014 from \$43.2 million in 2012-2013 with appropriations representing 84 percent of the total in 2013-2014.

The Museum has established a target of generating revenue excluding parliamentary appropriations and contributions equivalent to 18 percent of base operating costs. In 2013-2014, with attendance reaching 379,647 (373,906 in 2012-2013), the Museum surpassed its target with revenue equivalent to 21 percent of base operating costs (21 percent in 2012-2013).

Parliamentary Appropriations

On an accrual basis, parliamentary appropriations decreased to \$35.2 million in 2013-2014 from \$36.0 million in 2012-2013. Of the \$0.8 million decrease, \$0.6 million is due to supplementary appropriations received or receivable for the severance benefits paid during the year, as \$0.6 million in supplementary appropriations was recognized in 2013-2014 for severance benefits paid during the year compared to \$1.2 million in 2012-2013. Supplementary appropriations in 2013-2014 totaling \$0.9 million also included \$0.3 million (\$0 in 2012-2013) related to salary increases. The remainder of the year over year difference is due to the variation in deferred capital appropriations.

Admission and Program Fees

Revenue associated with admission and program fees, increased by \$0.1 million to \$3.1 million in 2013-2014 from \$3.0 million in 2012-2013 and is consistent with the attendance levels of 379,647 in 2013-2014 and 373,906 in 2012-2013. Included in admission and program fees are the surcharges related to the Museum’s major temporary exhibitions which in 2013-2014 included *Nature Unleashed: Inside Natural Disasters*; *Edward Burtynsky: Oil*; and, *Frogs: A Chorus of Colours*.

Although fees from admissions have remained substantially the same when compared to the previous year, fees from programs delivered at the VMMB have increased by \$0.3 million reaching \$0.5 million in 2013-2014 as a result of the incredibly successful *Nature Nocturne* evenings.

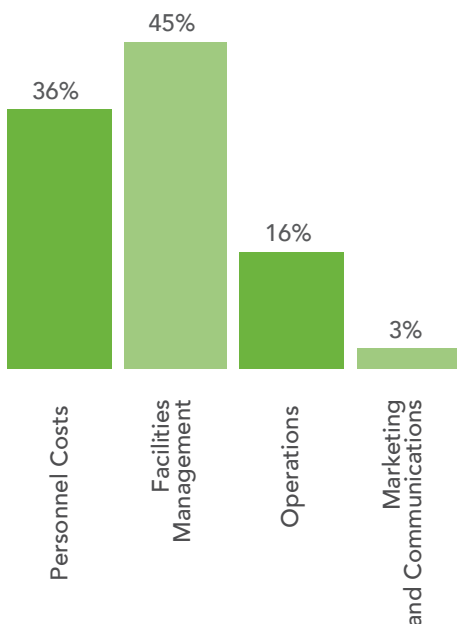
Ancillary Operations

Revenue associated with ancillary operations includes rentals of facilities, boutique and cafeteria leases, and parking. Ancillary operations increased by \$0.2 million to \$1.5 million in 2013-2014 from \$1.3 million in 2012-2013 mainly due to the introduction of a new pricing structure and more space options for rentals of facilities.

Contributions

Contributions recognized as revenues vary from year to year based upon the resources required to fund and install new permanent galleries. Contributions decreased to \$1.3 million in 2013-2014 from \$2.4 million in 2012-2013 mainly due to the exhibition activity related to the development of phase 2 of the *Vale Earth Gallery* that opened in the fall of 2012.

Expenses



Other

Other revenue increased by \$0.1 million to \$0.6 million in 2013-2014 from \$0.5 million in 2012-2013. Included in other are revenues generated from collections storage and management service fees, travelling exhibitions, publishing and facility leasing fees at the Natural Heritage Campus.

Expenses

Expenses decreased to \$40.9 million in 2013-2014 from \$43.6 million in 2012-2013.

Inspiration and Engagement

Inspiration and engagement decreased to \$7.5 million in 2013-2014 from \$9.8 million in 2012-2013. The \$2.3 million decrease is mainly attributable to exhibitions expenses which decreased by \$1.7 million due to the major temporary exhibition *Whales Tohora* and the development of phase 2 of the *Vale Earth Gallery*. Marketing and communications expenses decreased by \$0.2 million due to the advertising of major temporary exhibitions and new galleries while personnel costs and professional and special services expenses related to inspiration and engagement decreased by \$0.4 million.

Collections Care and Access

Collections care and access decreased to \$2.4 million in 2013-2014 from \$2.9 million in 2012-2013. In 2012-2013 collections care and access included \$0.3 million for specimen donations. The remaining \$0.2 million of the year over year decrease is due to the expenditure reduction measures implemented during the year to address to Museum's financial pressures.

Research and Discovery

Research and discovery decreased to \$4.4 million in 2013-2014 from \$4.7 million in 2012-2013 due to the expenditure reduction measures implemented during the year to address the Museum's financial pressures.

Internal Support Services

Internal support services increased to \$6.5 million in 2013-2014 from \$6.4 million in 2012-2013 due to one-time professional and special services related to the Museum's financial system. The expenditure reduction measures implemented over the past two years to address the Museum's financial pressures have been maintained.

Buildings and Grounds

Expenses related to the Museum's buildings and grounds increased to \$20.1 million in 2013-2014 from \$19.8 million in 2012-2013. Amortization of buildings and grounds represents \$8.4 million of the total in 2013-2014 and \$8.1 million in 2012-2013 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 programs.

Net Results of Operations

The net results of operations resulted in a surplus of \$1.0 million in 2013-2014 which can be attributed to the following:

- The Museum recorded \$0.6 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 \$0.3 million in revenues in excess of plan, as contributions, ancillary operations and other revenues were respectively \$0.2 million, \$0.1 and \$0.1 million higher than planned while revenues from admissions and program fees were \$0.1 million lower than planned.
- The Museum recorded \$0.5 million in revenues 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.
- Partially offsetting the surplus is \$0.4 million in expenses 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 2031. This does not impact the Museum's cash flow or financial stability in any way.

Financial Situation

Assets

Cash and cash equivalents decreased to \$7.9 million in 2013-2014 from \$8.6 million in 2012-2013 in part due to the variation in deferred capital appropriations consistent the Museum's approved five year long-term capital plan.

Accounts receivable - Government departments and agencies decreased to \$0.3 million in 2013-2014 from \$1.1 million in 2012-2013. The 2012-2013 balance included \$0.5 million related to GST/HST receivable and \$0.4 million related to supplementary appropriations receivable.

Prepaid expenses increased to \$1.1 million in 2013-2014 from \$0.8 million in 2012-2013. The current year balance includes \$0.6 million used to commit and prepay for major temporary exhibitions and \$0.2 million for prepaid rent.

Restricted cash and cash equivalents decreased to \$1.4 million from \$1.9 million in 2012-2013 due to the recognition of contributions.

Tangible capital assets decreased to \$198.0 million in 2013-2014 from \$204.5 million in 2012-2013 due to amortization expense of \$8.8 million offset by acquisition of tangible capital assets of \$2.3 million.

Liabilities

Deferred revenues, contributions and parliamentary appropriations decreased to \$3.3 million in 2013-2014 from \$6.7 million in 2012-2013 due to restricted parliamentary appropriation spent to acquire tangible capital assets and restricted contributions spent for public education programming.

Employee future benefits decreased to \$3.5 million in 2013-2014 from \$3.9 million in 2012-2013 mainly due to severance benefits paid during the year.

Accumulated Deficit

The accumulated deficit of \$10.1 million as at March 31, 2014, 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.

Objectives for 2014-2015 and Beyond

In 2014-2015, the Museum will begin to advance a new strategic plan that leverages its research and collections strengths in arctic knowledge and species discovery. New approaches to the design and delivery of visitor experiences will enable the Museum to attract and inspire new audiences. These new engaging experiences will lead to higher memberships, higher membership renewal and will provide a foundation for enhanced fundraising. Overall higher levels of engagement will lead to a better understanding of and connection with Canada's natural world.

The 2014-2015 to 2018-2019 Corporate Plan sets out five strategic objectives:

- To create a *Centre for Arctic Knowledge and Exploration* that transforms people's understanding of Canada's arctic and its relationship to Canada as a country in a 21st Century global context.
- To create a *Centre for Species Discovery and Change* that transforms people's understanding of the relevance of species diversity to their lives now and in the future.
- To create a *Centre for Nature Inspiration and Engagement* that transforms people's expectations of the Museum as a destination for discussion, connection and exploration with nature's past, present and future.
- To position the Natural Heritage Campus as a centre of excellence in collections management and in knowledge creation, advancement and sharing.
- To create a sustainable business enterprise model of operation that leverages the Museum's strategic imperatives: knowledge and discovery, inspiration and engagement, presence, performance and advancement.

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.

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 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, CPA, CMA
Vice President, Corporate Services and
Chief Financial Officer

June 19, 2014



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 2014, and the statement of operations, statement of changes in accumulated deficit and 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 2014, 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, after giving retroactive effect to the change in the method of accounting for specimen donations and contributions of goods and services as explained in Note 3 to the financial statements, 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 regulations and the by-laws of the Canadian Museum of Nature.



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

19 June 2014
Ottawa, Canada

Statement of Financial Position as at March 31, 2014

<i>(in thousands of dollars)</i>	2014	2013
Assets		
Current		
Cash and cash equivalents (Note 4)	7,888	8,619
Accounts receivable		
Trade	352	647
Government departments and agencies (Note 17)	293	1,133
Prepaid expenses	1,053	827
	9,586	11,226
Restricted cash and cash equivalents (Note 4)	1,416	1,904
Collections (Note 5)	1	1
Tangible capital assets (Note 6)	197,985	204,457
	208,988	217,588
Liabilities		
Current		
Accounts payable and accrued liabilities		
Trade	3,200	3,030
Government departments and agencies (Note 17)	165	30
Obligation under capital lease (Note 7)	649	588
Deferred revenues, contributions and parliamentary appropriations (Note 8)	3,283	6,680
Employee future benefits (Note 9)	422	795
	7,719	11,123
Obligation under capital lease (Note 7)	28,353	29,002
Deferred capital funding (Note 10)	179,997	185,468
Employee future benefits (Note 9)	3,055	3,113
	219,124	228,706
Accumulated deficit		
Unrestricted	573	(822)
Endowment (Note 11)	305	305
Investment in tangible capital assets (Note 12)	(11,014)	(10,601)
	(10,136)	(11,118)
	208,988	217,588

Contractual Obligations and Contingencies (Notes 18 and 19).
The accompanying notes form an integral part of the financial statements.

Approved by the Board of Trustees:



Stephen Henley
Chair of the Board of Trustees



Ron Calderoni, CPA, CA
Chair of the Audit
and Finance Committee



Meg Beckel
President and Chief Executive
Officer



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

Statement of Operations for the year ended March 31, 2014

<i>(in thousands of dollars)</i>	2014	Restated (Note 3) 2013
Revenue		
Admission and program fees (Note 14)	3,107	2,970
Ancillary operations (Note 15)	1,488	1,251
Contributions (Note 16)	1,330	2,363
Interest	111	129
Other	646	461
	6,682	7,174
Expenses (Note 21)		
Inspiration and engagement	7,496	9,848
Collections care and access	2,413	2,866
Research and discovery	4,358	4,675
Internal support services	6,521	6,406
Buildings and grounds	20,095	19,839
	40,883	43,634
Net result of operations before government funding	(34,201)	(36,460)
Parliamentary appropriations (Note 13)	35,183	35,997
Net result of operations	982	(463)

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

Statement of Changes in Accumulated Deficit for the year ended March 31, 2014

<i>(in thousands of dollars)</i>	Unrestricted	Endowment	Invested in tangible capital assets	2014	2013
Accumulated Deficit, beginning of year	(822)	305	(10,601)	(11,118)	(10,655)
Net result of operations	982			982	(463)
Net change in investment in tangible capital assets (Note 12)	413		(413)	-	-
Accumulated deficit, end of year	573	305	(11,014)	(10,136)	(11,118)

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, 2014

<i>(in thousands of dollars)</i>	2014	Restated (Note 3) 2013
Operating activities		
Cash receipts - customers	6,628	4,912
Cash receipts - parliamentary appropriations	24,846	26,712
Cash disbursements - employees	(15,035)	(15,503)
Cash disbursements - suppliers	(14,280)	(16,594)
Interest received	113	153
Interest paid	(2,912)	(2,968)
Cash used in operating activities	(640)	(3,288)
Capital activities		
Acquisition of tangible capital assets	(2,302)	(7,264)
Disposition of tangible capital assets	9	-
Cash used in capital activities	(2,293)	(7,264)
Investing activities		
Decrease in restricted cash and cash equivalents	488	172
Cash provided by investing activities	488	172
Financing activities		
Appropriations used to purchase depreciable tangible capital assets	2,302	7,264
Obligation under capital lease	(588)	(532)
Cash provided by financing activities	1,714	6,732
Decrease in cash and cash equivalents	(731)	(3,648)
Cash and cash equivalents, beginning of year	8,619	12,267
Cash and cash equivalents, end of year	7,888	8,619

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

Notes to the Financial Statements for the year ended March 31, 2014

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:

- **Inspiration and Engagement**

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

- **Collections Care and Access**

The Corporation acquires, 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 and Discovery**

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 Support 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.

- **Buildings and Grounds**

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), and reflect the application of 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. Specimens purchased for the collections are recorded as an expense in the year of acquisition. Specimens donated to the collections are recorded as contributions with an offsetting expense to collections care and access at fair market value, when the following three criteria are met: i) a fair market value has been established for the specimen; ii) the acquisition has been approved; and iii) transfer of the specimen's title to the Corporation has taken place.

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 the 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
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

Employees are entitled to severance benefits, as provided for under labor contracts and conditions of employment.

The severance benefit obligation for employees who retire or resign, that accrued up to March 31, 2012 and remains unpaid, is measured using the projected benefit method. The actuarial gains and losses are amortized over the expected average remaining service life of the related employee group.

Other event driven termination benefits will be recognized in the period when the event that obligates the Corporation occurs.

iii) Sick leave benefits

Employees are entitled to sick leave benefits, as provided for under labor contracts and conditions of employment.

The cost of sick leave benefits is accrued to operations as the employees earn them. The projected benefit 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.

F) Revenue Recognition

Revenues from admission and program fees, ancillary operations, 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) In-kind Sponsorships

In-kind sponsorships involve obtaining non-financial support for a project, activity or product in return for substantial public relations benefit. An in-kind sponsorship is recognized if the contributed good or service is used in the normal course of operations and would otherwise have been purchased. It is recorded in the financial statements only when there is a signed agreement between the Corporation and the sponsor, and once the exchange has taken place. In-kind sponsorships are recorded at their fair market value as contributions with an offset to the related expense on the Statement of Operations.

H) 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 for the purchase of depreciable tangible capital assets are recorded as deferred revenues, contributions and parliamentary appropriations on the Statement of Financial Position. When the depreciable tangible capital assets are purchased, the portion of the parliamentary appropriations used for 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 for specific expenses are recorded as deferred revenues, contributions and parliamentary appropriations on 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.

I) 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.

The externally restricted endowment agreement stipulating that the principal be maintained permanently, is recorded as a direct decrease to accumulated deficit during the year in which it is 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.

J) Volunteer Services

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

K) 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, and accounts receivable 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.

L) Allocation of expenses

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

3. Change in Accounting Policy

During the year, the Corporation made a change to the accounting policy it applies to record specimen donations and in-kind sponsorships.

Specimens donated are now recorded as contributions at fair market value in the year when the following three criteria are met: i) a fair market value has been established for the specimen; ii) the acquisition has been approved; and iii) transfer of the specimen's title to the Corporation has taken place. The recording of specimen donations results in an offsetting expense to collections care and access.

In-kind sponsorships are now recorded as contributions at fair market value in the year that the good or service is received and when: i) an agreement has been signed between the Corporation and the sponsor which details the terms of the arrangement; and ii) the good or service is used in the normal course of business and would otherwise have been purchased. The recording of in-kind sponsorships results in an offset to the related expense account.

The reason for this accounting policy change is to provide greater consistency with the policy which recognizes cash donations as contributions, and cash purchases of specimens, goods, and services as expenses. This change will provide the reader with more complete and accurate information regarding the Museum's advancement activities because growing the Corporation's resources and collections is a critical aspect of its fundraising.

The impact of this accounting policy change is as follows:

<i>(in thousands of dollars)</i>	2014	Restated 2013
Net result of operations, prior to the change in accounting policy	982	(463)
Adjustment to Contributions	242	356
Adjustment to Inspiration and engagement	(234)	(57)
Adjustment to Collections care and access	(8)	(299)
Net result of operations, as currently reported	982	(463)

4. Cash and Cash Equivalents and Restricted Cash and Cash Equivalents

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

Restricted cash and cash equivalents include deferred contributions and funds received for the Endowment. 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, 2014 and 2013 the entire amount was held in cash.

5. Collections

The natural history collections consist of over 10.5 million specimens and grew by 7,091 items this fiscal year (2013 – 33,398). 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 \$2.3 million in 2014 (2013 – \$2.8 million) for the management, protection and conservation of its collections.

In this fiscal year, the Corporation purchased \$15,823 (2013 – \$0), and acquired through donation \$4,099 (2013 – \$298,973), of specimens for the collections.

There were no sales of specimens related to the collections during the year (2013 – \$0).

6. Tangible Capital Assets

<i>(in thousands of dollars)</i>	March 31 2014			March 31 2013		
	Cost	Accumulated amortization	Net book value	Cost	Accumulated amortization	Net book value
Land	627	-	627	627	-	627
Victoria Memorial Museum Building	204,727	33,903	170,824	204,727	28,902	175,825
Property under capital lease	35,040	17,848	17,192	35,040	16,857	18,183
Leasehold improvements	10,432	5,476	4,956	9,192	3,599	5,593
Collection cabinets and compactors	3,770	1,849	1,921	3,770	1,740	2,030
Building improvements	2,334	866	1,468	1,595	401	1,194
Furnishings and office equipment	1,495	1,056	439	1,483	979	504
Research equipment	3,335	3,140	195	3,431	3,200	231
General equipment	571	378	193	483	349	134
Computer equipment	3,132	2,962	170	2,936	2,800	136
	265,463	67,478	197,985	263,284	58,827	204,457

The current year amortization expense amounts to \$8,765,000 (2013 – \$8,372,000). During the year, the Corporation sold a spectrometer for \$10,000. The recorded cost of the spectrometer was \$123,000, and the accumulated amortization was recorded at \$114,000, resulting in a gain on disposal of \$1,000.

7. 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>		March 31, 2014	March 31, 2013
2015		3,500	3,500
2016		3,500	3,500
2017		3,500	3,500
2018		3,500	3,500
2019		3,500	3,500
Thereafter		43,750	47,250
Total minimum future payments	(1)	61,250	64,750
Deduct: Imputed interest		(32,248)	(35,160)
Present value of financing obligations	(2)	29,002	29,590
Current portion		649	588
Long term portion		28,353	29,002
		29,002	29,590

(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 \$31 million.

8. Deferred Revenues, Contributions and Parliamentary Appropriations

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

<i>(in thousands of dollars)</i>		2014	2013
Deferred contributions from non-government sources		1,041	1,290
Deferred parliamentary appropriations		2,039	4,980
Total deferred contributions and parliamentary appropriations		3,080	6,270
Deferred revenues – goods and services		203	410
Balance, end of year		3,283	6,680

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

<i>(in thousands of dollars)</i>	2014	2013
Balance, beginning of year	6,680	8,790
Add :		
Restricted contributions received	283	1,013
Restricted parliamentary appropriations received	-	6,192
Deferred revenue for the provision of goods and services	597	611
	880	7,816
Less :		
Restricted contributions recognized	(532)	(1,733)
Restricted parliamentary appropriations spent	(2,941)	(7,711)
Deferred revenue for the provision of goods and services recognized	(804)	(482)
	(4,277)	(9,926)
Balance, end of year	3,283	6,680

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>	2014	2013
Corporation's contributions	1,393	1,501
Employees' contributions	837	806

The President of the Treasury Board of Canada sets the required employer contributions based on a multiple of the employees' required contribution. The required employer contribution rate for 2014 was dependent on the employee's employment start date. For employment start dates before January 1, 2013, the Corporation's contribution rate was 1.64 times (2013 – 1.74) the employee's contribution; and for employment start dates after December 31, 2012, the Corporation's contribution rate was 1.57 times (2013 – 1.57) the employee's contribution.

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

Since April 1, 2012, employees no longer accumulate severance benefits payable upon resignation or retirement. Employees were given the option to be paid the full or partial value of benefits earned at that date or to defer this payment until their departure from public service. The severance benefit liability represents the portion that employees chose to defer. 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. The estimated average remaining service period of the employees is 9.4 years. The Corporation has chosen to amortize the actuarial gain of severance over the 9.4 years.

Information about the plan, evaluated by an actuary at the Statement of Financial Position date, is as follows:

<i>(in thousands of dollars)</i>	2014	2013
Accrued severance benefits obligation, at the beginning of year	2,129	3,396
Interest cost on benefit obligation	36	(23)
Actuarial loss on obligation	17	-
Severance benefits paid during the year	(632)	(1,244)
Accrued severance benefits obligation, end of year	1,550	2,129
Short term portion	194	611
Long term portion	1,356	1,518
	1,550	2,129

Assumptions in the actuarial evaluation include a discount rate of 2.28% for 2014, as well as an inflation rate of 2% for 2014. Included in the severance benefits obligation is a non-amortized actuarial gain of \$188 (2013 – \$0).

iii) Paid Sick Leave

The Corporation has recorded an obligation related to sick leave benefits for its employees. 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>	2014	2013
Sick leave obligations, at the beginning of year	1,779	1,807
Current service cost	140	141
Interest cost on benefit obligation	55	55
Actuarial loss (gain) on obligation	19	(20)
Sick leave used during the year	(66)	(204)
Sick leave obligation, end of year	1,927	1,779
Short term portion	228	184
Long term portion	1,699	1,595
	1,927	1,779

Assumptions in the actuarial evaluation include a discount rate of 2.53% for 2014 (2013 – 2.68%) as well as an inflation rate of 2% for 2014 (2013 – 1.5%). Included in the sick leave obligation is a non-amortized actuarial loss of \$139,893 (2013 – \$235,328).

10. 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>	2014	2013
Balance, beginning of year	185,468	185,575
Appropriations used to purchase tangible capital assets	2,302	7,264
Amortization of deferred contributions related to tangible capital assets	(7,773)	(7,371)
Balance, end of year	179,997	185,468

11. 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 \$3,634 (2013 – \$2,891). The total amount deferred of investment income earned on resources held for endowment is \$10,261 (2013 – \$11,669). This amount is available for activities related to systematic entomology. During the year \$5,043 was recognized in the statement of operations (2013 –\$0).

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

12. Investment in Tangible Capital Assets

The investment in tangible capital assets consists of the following:

<i>(in thousands of dollars)</i>	2014	2013
Tangible capital assets	197,985	204,457
Less amounts financed by capital lease	(29,002)	(29,590)
Less amounts financed by deferred contributions related to tangible capital assets	(179,997)	(185,468)
	(11,014)	(10,601)

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

<i>(in thousands of dollars)</i>	2014	2013
Tangible capital asset additions	2,302	7,264
Tangible capital asset disposals	(9)	–
Add repayment of obligation under capital lease	588	532
Less tangible capital assets financed with deferred capital contributions	(2,302)	(7,264)
Tangible capital assets purchased with the Corporation's funds	579	532
Amortization of deferred capital contributions	7,773	7,371
Amortization of tangible capital assets	(8,765)	(8,372)
Net change in investment in tangible capital assets	(413)	(469)

13. 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>	2014	2013
Appropriations received and receivable:		
Operating and Capital Budgets	25,835	33,135
Supplementary Budgets	936	1,236
	26,771	34,371
Portion of parliamentary appropriations received in current year deferred for future capital projects	–	(6,192)
Previous year's appropriations used in current year to complete specific projects	2,941	7,711
Appropriations used to purchase depreciable tangible capital assets	(2,302)	(7,264)
Amortization of deferred capital funding	7,773	7,371
Appropriations recognized during the year	35,183	35,997

14. Admission and Program Fees

Admission and program fees are comprised as follows:

<i>(in thousands of dollars)</i>	2014	2013
Admission fees – general	2,022	2,009
Admission fees – temporary exhibitions	287	492
Programs	461	158
Memberships	337	311
	3,107	2,970

15. Ancillary Operations

Ancillary operations are comprised as follows:

<i>(in thousands of dollars)</i>	2014	2013
Parking	676	669
Rental of facilities	571	417
Boutique and cafeteria leases	241	165
	1,488	1,251

16. Contributions

Contributions are comprised as follows:

<i>(in thousands of dollars)</i>	2014	Restated (Note 3) 2013
Cash contributions and sponsorships	1,088	2,007
In-kind sponsorships	238	57
Specimen donations	4	299
	1,330	2,363

17. Related Party Transactions

The Corporation is related to all Government of Canada departments, agencies and Crown corporations. The Corporation conducted transactions with these entities in the normal course of operations, under the same terms and conditions that applied to outside parties and recorded at the exchange amount.

<i>(in thousands of dollars)</i>	2014	2013
Revenues from Government of Canada related parties:		
Ancillary operations	1	10
Contributions	218	198
Other	26	3
	245	211
Expenses with Government of Canada related parties:		
Personnel costs	2,222	2,513
Real property taxes	1,686	1,601
Operation and maintenance of buildings	3	125
Professional and special services	46	14
Information management infrastructure and systems	11	12
Marketing and communications	8	28
Exhibitions	2	–
Repairs and maintenance	1	9
Travel	–	1
Freight and cartage	1	2
Other	–	1
	3,980	4,306

The following balances with Government of Canada related parties were outstanding at the end of year:

<i>(in thousands of dollars)</i>	2014	2013
Due from related parties	293	1,133
Due to related parties	165	30

The Corporation's related parties also include its key management personnel which consist of 4 members of its senior management team and 10 members of its Board of Trustees, and their immediate family members. Transactions with these individuals, excluding compensation arrangements, include contributions of \$45,421 (2013 – \$38,670).

18. Contractual Obligations

As of March 31, 2014, the Corporation has contracts for information systems and building maintenance services with a remaining value of \$4,879,000 (2013 – \$3,465,000). Estimated future minimum payments under these contracts are as follows:

<i>(in thousands of dollars)</i>	2015	2016	2017	2018	2019
Future minimum payments	3,957	670	182	35	35

19. 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, 2014 and March 31, 2013, there were no claims against the Corporation.

20. 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 \$645,000 (2013 – \$1,780,000). In order to reduce this risk, the Corporation closely monitors the issuance of credit and collection of 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, 2014, \$6,255 (2013 – \$0) of accounts receivable were past due and fully 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 4 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 of 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, 2014 and March 31, 2013, 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.

21. Summary of Expenses by Object

<i>(in thousands of dollars)</i>	2014	Restated (Note 3) 2013
Personnel costs	14,604	15,181
Amortization of tangible capital assets	8,765	8,372
Operation and maintenance of buildings	3,897	3,881
Interest on capital lease obligation	2,912	2,967
Real property taxes	2,799	2,640
Professional and special services	2,750	3,500
Information management infrastructure and systems	1,646	1,407
Marketing and communications	1,135	1,339
Exhibitions	1,277	2,976
Repairs and maintenance	676	691
Travel	315	276
Freight and cartage	57	56
Objects for collections	20	299
Other	30	49
	40,883	43,634

22. 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