

The largest natural history museum in Canada known for: nature inspiration and engagement; arctic knowledge and exploration; species discovery and change; and a 10.5 million specimen collection housed at a 76 hectare research campus.

## 2014-2015 ANNUAL REPORT



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# message from the chair

Sustainability is a word increasingly heard in Governance: at a micro level with respect to the ongoing health and viability of an enterprise; and at a macro level with respect to our ability to maintain a regenerating natural environment capable of supporting current global trends of increasing population, economic growth, and energy consumption. Responding to both of these aspects of sustainability have been central themes to progress at the Canadian Museum of Nature (CMN) in the past year.

At the macro level, the Canadian Museum of Nature conducts research to create knowledge which has direct relevance to understanding environmental change. And, through the National Natural History Collection, it maintains a scientific body of reference that is vital to environmental management. Fulfilling this role depends, at the micro level, on the museum itself managing sustainable operations. To be relevant, the museum must be clear in the value it provides to the scientific community, and, through public engagement, to the population at large.

In 2014-2015, the museum fielded 13 scientific expeditions comprising 170 exploration days —sustaining the legacy of the Geological Survey of Canada of 150 years ago, the Canadian Arctic Expedition of a century ago, recent scientific endeavours such as the discovery of the Arctic camel and the ongoing fieldwork for the Arctic Flora Project. Excellence demands focus, which was heightened by the appointments of Dr. Jeff Saarela as Director of the museum's Centre for Arctic Knowledge and Exploration, and of Dr. Bob Anderson as Director of the museum's Centre for Species Discovery and Change. Their



**STEPHEN HENLEY**  
Chair, Board of Trustees

leadership will ensure that each of these Centres of Excellence continues to make important contributions to the body of knowledge that must be leveraged to manage environmental change in the Arctic and maintain a wealth of biodiversity in Canada and worldwide.

The Centres of Excellence were supported by developments at the Natural Heritage Campus, which houses the National Natural History Collection of 10.5 million specimens and the museum's research laboratories. Digitization of specimen data continues, with over 800,000 records now available on the Museum's web site through "Collections Online" - an improved access interface, and through data integration alliances such as one with the Global Biodiversity Information Facility. Overall, more than 32 million data downloads of museum specimen data were undertaken by interested parties in Canada and around the world over the year. To ensure that species discovery research benefits from





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state-of-the-art techniques, the DNA labs on the campus were expanded and modernized.

Sustainability in Public Engagement was improved by an operational realignment which reduced staff by five positions, mostly in public programming. The resulting lower-cost base cost will allow ongoing operations of the museum to continue at current levels, with no increase in Government funding, following a model of 5% increases in commercial revenues and 1% growth in cost. These targets were readily surpassed this year, as museum admission fees were increased, attendance rose by over 9% to over 400,000, and cost efficiencies were implemented in areas such as Information Technology services.

As the museum competes in the rapidly changing leisure and entertainment sector, future success and growth in public engagement will demand finding new and innovative ways to interact

with our visitors. The Centre for Nature Inspiration and Engagement was established this year to do just that, carrying out pilots of eight different engagement innovations with museum visitors this year. The idea is to boldly try new concepts and models, engaging customers in trial and feedback, and building on successes to improve existing visitor experiences, create extensions of existing programs, or introduce new experiences entirely. Part of the Museum's role in leading nature inspiration is to recognize excellence in others. To do this, the Nature Inspiration Awards were inaugurated in 2014, to celebrate leadership from youth and adult individuals, small and large non-profits, and corporations. We look forward to the Nature Inspiration Awards becoming part of the Museum's ongoing legacy.

I feel sure that progress over the year, aligned with the strategic plan moving forward, has placed the Canadian Museum of Nature on a sustainable path to playing a vital role in creating our sustainable future. The Canadian Museum of Nature is grateful to the Government of Canada's ongoing support and its strong commitment to Canada's national museums.

# message from the president and chief executive officer

## Reflections on 2014-2015: What a year we had...

**DNA lab expansion:** doubled in size to address increasing demand from CMN scientists and colleagues from across Canada and around the world.

**Spaces and places:** a reconfiguration of the labs and collections spaces at the Natural Heritage Campus, creating better use of existing space and accommodating the larger DNA lab.

**Nature TALKS:** four amazing and surprising conversations about nature's intrigues.

**Nature CAMPS:** a pilot for deeper engagement with young visitors.

**Nature SCOOP:** short video vignettes based on research or collections development stories. <http://nature.ca/naturescoop/>

**Arctic Flora fieldwork:** exploration and discovery of the Arctic's flora continues.

**Creatures of Light:** a truly illuminating experience for our visitors and our exhibit team.

**Weston Foundation Post Doc:** a wonderful opportunity to develop the next generation of natural science talent.

**Nature Inspiration Centre pilots:** from camps to brunch, from ibeacons to apps, from minerals to metrics.

### **Arctic Natural History Museums**

**Alliance:** the first official gathering of Museum Directors from Canada, the US, Denmark, Norway, Sweden, Iceland and Finland.

**Nature Inspiration Awards:** an inspiring launch of a new award recognizing innovation and impact in nature inspiration and engagement.

**Arctic Alive Giant Floor Map:** in collaboration with the Royal Canadian Geographical Society, the chance to walk across Canada's Arctic without getting cold or bitten by mosquitos.

**Arctic Voices:** an innovative collaboration with Science North, creating an experience with the many voices of Canada's Arctic.

**Arctic testsite for Mars:** who knew that an Arctic Botanist could help prepare future astronauts travel to Mars?

**Minerals Traveller:** the miracle on McLeod Street opened in December after a few logistical bumps and bruises. The exhibit team delivers again!

### **International Union for Conservation of Nature (IUCN) World Parks**

**Congress Sydney Australia:** a special focus on connecting youth with nature in partnership with Parks Canada and 10,000 of our closest friends.

**Arctic Biodiversity Congress Trondheim Norway:** a first time event hosted by the Arctic Council's working group on Conservation of Arctic Flora and Fauna focused on actions to advance the recommendations of the Arctic Biodiversity Assessment.

**Arctic Change 2014 Ottawa Canada:** an inspiring gathering of Scientists, Students, non-governmental organizations, Corporations, Government and other agencies committed to a sustainable future for the Arctic.

**Sustainable Museum Enterprise 5 and 1:** a path to a sustainable future with a plan to grow earned revenues each year by 5% and grow expenses by only 1%.

**170 Field days:** spent in the field across Canada and around the world advancing our role as a creator of knowledge about the natural world.

**90 Publications:** sharing knowledge of the plants, animals, fossils and minerals of the natural world to inspire understanding and respect for nature.



**MARGARET BECKEL**

President and Chief Executive Officer



**56,000 new specimens:** specifically two gifts from private collections adding to our mineral collection and our invertebrate collection.

**39M touchpoints onsite, offsite, online:** the increasing reach of our visitor, knowledge, social and civic destination experiences.

**663 media mentions:** the Museum was in the news and generating buzz locally, nationally and internationally.

**24 full page colour ads:** we were thrilled to see 24 full page colour ads in the Globe and Mail promoting our exhibits, our Collections on Line, the Nature Inspiration Awards and our Arctic Season.

**42 wedding events:** the Victoria Memorial Museum Building (VMMB) continues to be a venue of choice for weddings and other special events.

**5,300 Memberships/21,200 Members:** our visitors recognize the value of membership and the joy of being an active part of the life and future of this great Museum.

**\$6 million committed to the life and future of the Museum:** cash, collections and in-kind support of the Museum continues to grow as we tell our story to a broader audience.

**8 innovations piloted:** new approaches to the design, development and delivery of visitor experiences that engage and have impact. Some will become part of our core offering, whereas others will be redesigned or set aside for another day.

**131 individual staff:** demonstrated their passion for our purpose with courage, commitment and capability.

**38 students mentored.**

**36M downloads of collection data.**

**230 Volunteers:** committed their time, talent and treasure to help advance the mission and mandate of the Museum, ensuring we continue to inspire understanding and respect for nature for a better Canada.

Another wonderful year for the Canadian Museum of Nature.

Thank you for playing your part.



# PERFORMANCE MEASURES FOR 2014-2015





In 2014-2015, the Museum began 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 high levels of engagement will lead to a better understanding of and connections with Canada's natural world.

## Strategic Objective #1:

Create a Centre for Arctic Knowledge and Exploration that **transforms people's understanding of Canada's Arctic** and its relationship with Canada as a country in a 21st century global context.

**Strategies:** Advance a five year program to enhance and advance the Research, collections, education and exhibition programs focussed on Canada's Arctic within a national and global context.

- Launch new Arctic alliances and content that position the Museum nationally and internally.
- Launch the newly formulated Centre for Arctic Knowledge and Exploration.
- Unveil an Arctic sculpture and associated programming.
- Launch the Arctic Gallery and associated programming and research.

**Outcome #1:** Be a global museum leader in Arctic Knowledge and Exploration

New Arctic programming attracted more participants and more sponsorship and media support than anticipated. The higher profile of the Arctic generally due to Canada's chairmanship of the Arctic Council helped raise the profile of the Research and programming of the Museum.

## Performance Measures:

Outcome	Measure	2014–2015 Performance Target	2014–2015 Results
Be a global museum leader in Arctic Knowledge and Exploration.	• Number of participants in arctic themed experiences: gallery, exhibit, program, digital	• From 250,000 to 400,000 annually	• 1,136,620
	• Funds raised supporting arctic research, collections and engagement programming	• \$200,000	• \$270,000 cash • \$50,000 indirect
	• Number of contacts with CMN and its experts and collections for arctic related content, expertise and collaboration	• 60	• 80
	• Awareness of the Museum's arctic content and expertise as measured by media mentions, stories, etc.	• 20 stories	• 108 stories • 17 mentions

## Strategic Objective #2:

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.

**Strategies:** Advance a five year program to advance and disseminate the research, collections, education and exhibition programs explaining Canada’s species diversity aligned with the United Nations Convention on Biodiversity 2020 program.

- Lead Canada’s membership and participation in Global Biodiversity Information Facility (GBIF).
- Launch the newly formulated Centre for Species Discovery and Change.
- Unveil the Regions of Canada Gardens at the VMMB.
- Position the Museum’s leadership in species discovery at national and international conferences such as IUCN World Congress.
- Launch a national campaign profiling research expertise.

**Outcome #2:** Be a national leader and global influencer in advancing and sharing knowledge about species discovery and change.

Species discovery performance measures are tied to the research program of our scientists and the number and value of external research grants received. This year we received more than expected support for graduate students and had less time to describe and classify new species. Access to our digitized collections data is primarily through the GBIF. GBIF developed new tools for tracking downloads of data and so our number increased dramatically. Our efforts to encourage a new system for funding Canada’s membership in GBIF failed this year. We will continue to encourage our colleagues within the Government of Canada to find a source to fund Canada’s membership in GBIF.

### Performance Measures:

Outcome	Measure	2014–2015 Performance Target	2014–2015 Results
Be a national leader and global influencer in advancing and sharing knowledge about species discovery and change.	• Number of publications	• 45	• 56
	• Number of new species described by the Museum	• 20	• 39
	• Number of collaborators involved in the work the Museum does	• 320	• 131 Research and Collections • 109 Experience and Engagement
	• Number of new experts being guided by us	• 22	• 38
	• Number of collections acquired	• 20,000	• 56,445
	• Amount of data shared digitally over the internet: downloads	• 1.2 million downloads	• 7,478,286 downloads
	• Percentage of GBIF memberships funded	• 10%	• zero

## Strategic Objective #3:

Create a Centre for Nature Inspiration and Engagement that **transforms people's expectations of the Canadian Museum of Nature as a destination** for discussion, connection and exploration with nature's past, present and future that advances understanding and respect for Canada's natural world.

**Strategies:** Advance a five year program of inspiration and engagement activities on-site and off-site that deliver a different and compelling approach to connection and engagement with nature.

- Launch the Nature Inspiration Centre (NIC) as a place for piloting new experiences with new and existing audiences.
- Launch an annual award recognizing excellence in nature inspiration.
- Launch the global summit on nature inspiration to share new approaches to inspiring engagement with nature and our natural future.
- Launch commercial products piloted in the NIC in markets across Canada.
- Launch a national salon series in collaboration with a major partner – giving nature a voice across Canada

**Outcome #3:** Be a national leader in nature inspiration experiences on-site and off-site.

The length of time our visitors spend in the Museum is impacted by many factors including the number of temporary exhibits in the building at any one time and the number of experiences we charge extra for. We cut back the number of temporary exhibits this year as part of our budget streamlining exercise and introduced a surcharge for our fall/winter temporary exhibit. This was offset by a 25% increase in our membership program.

## Performance Measures:

Outcome	Measure	2014–2015 Performance Target	2014–2015 Results
Be a national leader in nature inspiration experiences on-site and off-site.	• Number of visitors attending the VMNB and Natural Heritage Campus (NHC) generated experiences	• 2.5 million	• 2.4 million
	• Change in the holding power of the Museum visitor experiences	• Increase hold by 10%	• Stable
	• Change in membership renewal rate and total memberships	• 4300 memberships • 43% renewal	• 5,300 memberships • 57% renewal
	• Change in reach of museum expertise demonstrated by number of collaborations, conference presentations and workshop	• 25 events	• 408 events
	• Number of organizations collaborating with the Museum for content and experience creations	• 6 collaborators	• 80 collaborators
	• Funds raised in support of nature inspiration, content and experiences	• \$200,000	• \$891,000



## Strategic Objective #4:

**Position the Natural Heritage Campus as a centre of excellence** in collections management and knowledge creation, advancement and sharing by becoming a collections collaborator with institutions around the world seeking to collect, preserve, digitize and disseminate specimens that document the nature of Canada.

**Strategies:** Advance a five year program that positions the Campus as a globally excellent research, collections, administration and experience site that advances understanding and respect for nature.

- Participate in, and collaborate with national and international research and collections management organizations.
- Launch a public awareness campaign highlighting the role and achievements of Museum scientists and collection management staff.
- Animate the Campus through public programmes.
- Launch the collections digitization and access project aligned with the Museum’s role with GBIF thus leveraging its technology in providing greater online access to its collections and knowledge.
- Launch a digital/IT network upgrade to increase the Museum’s capacity and improve access to support new digital nature experiences.
- Attract and house signature collections from public and private sources.

**Outcome #4:** Be a global museum leader in natural heritage collections storage, study, preservation, digitization and dissemination.

Our research scientists and our collection care experts are increasingly recognized for their expertise and are therefore called upon to participate and/or lead boards, committees and councils across Canada and around the world. In addition to tracking digital access to our collections based knowledge through GBIF, we are tracking digital access through our own web based Collections On Line system, resulting in a total of 16 million digital downloads of collections data.

### Performance Measures:

Outcome	Measure	2014–2015 Performance Target	2014–2015 Results
Be a global museum leader in natural heritage collections storage, study, preservation, digitization and dissemination.	• Number of leadership roles in national and international collections management and research bodies	• 20	• 38
	• Growth of collections through new signature public and private sources gifted to the Canadian Museum of Nature	• 2% increase	• 2% increase
	• Access to NHC on-site and digitally through the Museum and third party created experiences	• 26.4 million	• 35.8 million
	• Position relative to Alliance of Natural History Museums of Canada collections for # of Canadian collections digitized	• 750,000	• 791,155 • 2 <sup>nd</sup> in Canada

## Strategic Objective #5:

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.

**Strategies:** Advance a five year program of continuous innovation in all aspects of the Museum operation in order to create a financial and operational model that sustains the Museum now and into the future.

- Position the Museum as a fundamental element of the National Capital experience.
- Launch a collaborative national museums positioning campaign leading up to 2017.
- Launch a fundraising program in support of the Arctic and Species Discovery initiatives.
- Systematize the contribution analysis model enterprise management.
- Launch a program to develop the skills/competencies and human capacity needed to advance and maintain a sustainable museum enterprise.
- Continue to leverage the Council of CEOs with collaborative procurement, profile raising and exhibit planning coordination. This year will result in \$10,000 reduction in costs.

**Outcome #5:** Be a national leader in sustainable museum enterprise operations within an international best practice context.

Most measures were close to target with the exception of total earned revenue as a percent of the total budget. The success of our special exhibit *Creatures of Light* and our adult program *Nature Nocturne* resulted in higher than anticipated revenues at year end.

## Performance Measures:

Outcome	Measure	2014–2015 Performance Target	2014–2015 Results
Be a national leader in sustainable museum enterprise operations within an international best practice context.	• Earned revenue as % of total budget	• 19%	• 24%
	• Penetration of tourist market	• 10%	• 10%
	• Advancement revenue as % of earned revenue (excluding collections)	• 16%	• 25%
	• Number of experience connections per FTE and cost per connection	• 223,385 • \$1.11	• 242,895 • \$0.75
	• Conversion of connections to stakeholder relationships	• 17,000	• 21,200
	• Number of media mentions	• 1,200 mentions	• 430 stories • 233 mentions
	• Align the performance management and succession plans to support the enterprise model and the skills and human resources needed.	• Roll out new performance management system – Year 1	• Launched new Performance Management Program – Year 1

# 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 2014–2015, 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 - 11-Dec-2018)

### Barbara J. Barry

*West Vancouver, British Columbia*

(05-Nov-2009 - 10-April-2014)

### Ron Calderoni

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(05-Apr-2012 - 04-Apr-2016)

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(20-Oct-2011 - 19-Oct-2015)

### Erin Rankin Nash

*London, Ontario*

(24-Feb-2008 - 29-Feb-2016)

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Irene Byrne

## Executive staff

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### Ailsa Barry

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*Engagement*

### Mark Graham

*Vice President, Research and Collections*

### Michel Houle

*Vice President, Corporate Services and*

*Chief Financial Officer*

## Management Team

### Charles Bloom

*Director, Information Management and Information Technology*

### Michael Booth

*A/Director, Human Resources Management Services*

### Carol Campbell

*Director, Content*

### Kathleen Conlan

*Section Head, Zoology*

### Scott Ercit

*Section Head, Mineralogy*

### Laura Evans

*Director, Advancement*

### Martin Leclerc

*Director, Facilities and Protection*

### Michel Poulin

*Section Head, Botany*

### Kathlyn Stewart

*Section Head, Paleobiology*

### John Swettenham

*Director, Marketing and Media Relations*

### Stephanie Tak

*A/Director, Visitor Experience*

# COMMUNICATING RESEARCH RESULTS



## Research and Collections Staff

Museum staff published 57 articles in refereed journals – which have other scientists review all articles submitted before they are accepted for publication – and 21 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 (57)

- Anderson, R.S.** 2014. A New Species of *Sphenophorus* Schönherr (Coleoptera: Curculionidae: Dryophthorinae) from Sinaloa, Mexico. *The Coleopterists Bulletin*, 68(3):437-440.
- Anderson, R.S.**, P. Bouchard and H. Douglas. 2014. Weevils (Coleoptera: Dryophthoridae, Brachyceridae, Curculionidae) of the Prairies Ecozone in Canada. Pp. 143-167. In: *Arthropods of Canadian Grasslands (Volume 4): Biodiversity and Systematics Part 2*. D.J. Giberson and H.A. Cárcamo (eds.), Biological Survey of Canada.
- Yoshitake, H., **R.S. Anderson** and M. Genka. 2014. A List of New World Weevils (Coleoptera: Curculionidae) Intercepted at the Kobe Plant Protection Station, Japan. *The Coleopterists Bulletin*, 68(3):628-630.
- Luna-Cozar, J., **R.S. Anderson**, R.W. Jones and J. Leon-Cortes. 2014. A taxonomic monograph of the genus *Tylostinus* Champion (Coleoptera: Curculionidae: Cryptorhynchinae: Tylostinina) of Chiapas, Mexico. *Zootaxa*, 3788:1-63.
- Alonso, A., **R.D. Bull**, C. Acedo and **L.J. Gillespie**. 2014. Design of plant-specific PCR primers for the ETS region with enhanced specificity for tribe Bromaeae and their application to other grasses (Poaceae). *Botany*, 92:693–699. DOI: 10.1139/cjb-2014-0062.
- Coad, B.W.** 2015. Review of the spiny eels of Iran (Family Mastacembelidae). *Iranian Journal of Ichthyology*, 2(1):1-12.
- Coad, B.W.** 2015. Review of the freshwater catfishes of Iran (Order Siluriformes). *Iranian Journal of Ichthyology*, 1(4):218-257.
- Coad, B.W.** 2014. *Fishes of Afghanistan*. Pensoft Publishers, Sofia-Moscow. 393 pp.
- Esmaeili, H.R., **B.W. Coad**, H.R. Mehraban, M. Masoudi, R. Khaefi, K. Abbasi, H. Mostafavi and S. Vatandsoust. 2014. An updated checklist of fishes of the Caspian Sea basin of Iran with a note on their zoogeography. *Iranian Journal of Ichthyology*, 1(3):152-184.
- Esmaeili, H.R., A. Teimori, F. Owfi, K. Abbasi and **B.W. Coad**. 2014. Alien and invasive freshwater fish species in Iran: Diversity, environmental impacts and management. *Iranian Journal of Ichthyology*, 1(2):61-72.
- 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.
- Grebmeier, J.M., B. Bluhm, **K.E. Conlan**. 2014. Benthic fauna of the Pacific Arctic region. In: *The Pacific Arctic Sector: Ecosystem status and trends in a rapidly changing environment*. J.M. Grebmeier, W.E. Maslowski (eds.). 450 pp. Springer.
- Nelson, R.J., C.J. Ashjian, B.A. Bluhm, **K.E. Conlan**, R.R. Gradinger, J.M. Grebmeier, V.J. Hill, R.R. Hopcroft, B.P.V. Hunt, H.M. Joo, D.L. Kirchman, K.N. Kosobokova, S.H. Lee, W.K.W. Li, C. Lovejoy, **M. Poulin**, E. Sherr and K.V. Young. 2014. Biodiversity and biogeography of the lower trophic taxa of the Pacific Arctic region: sensitivities to climate change. In: *The Pacific Arctic region. Ecosystem status and trends in a rapidly changing environment*, pp. 269-336. J.M. Grebmeier, W. Maslowski (eds.). Springer, Dordrecht.
- Pomerleau, C., J.M. Watkins, P. Archambault, **K. Conlan**, S. Ferguson, G. Gilchrist, K. Hedges, L. Loseto, C. Lovejoy, C. Michel, R.J. Nelson, **M. Poulin**, E. Richardson and J. Stow. 2014. Canadian Arctic Marine Biodiversity Plan 2-14-2017. Canadian Component of the Conservation of Arctic Flora and Fauna's Circumpolar Biodiversity Monitoring Program Arctic Marine Biodiversity Monitoring Plan. CAFF Monitoring Report No. 13. CAFF International Secretariat, Akureyri. 23 pp.
- Soreng, R.J., **L.J. Gillespie**, H. Koba, K. Boudko and **R.D. Bull**. 2015. Molecular and morphological evidence for a new grass genus, *Dupontiella* (Poaceae tribe Poeae subtribe Poinae s.l.), endemic to alpine Japan, and implications for the origin of *Dupontia* and *Arctophila*. *Journal of Systematics and Evolution*, 53. DOI: 10.1111/jse.12146.
- Walker, D.E. and **J.-M. Gagnon**. 2014. Locomotion and Functional Spine Morphology of the Heart Urchin *Brisaster fragilis*, with Comparisons to *B. latifrons*. *Journal of Marine Biology*, DOI: 10.1155/2014/297631.
- Grice, J.D.** and M.A. Cooper. 2014. Mammothite: A Pb-Sb-Cu-Al oxy-hydroxide-sulphate – hydrogen atom determination lowers space group symmetry. *Canadian Mineralogist*, 52:687-698.
- Grice, J.D.**, P.M. Belley and M. Fayek. 2014. Serendibite; A complex borosilicate mineral from Pontiac, Quebec: Description, chemical composition, crystallographic data and genesis. *Canadian Mineralogist*, 52:1-14.



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- Belley, P.M., **J.D. Grice**, M. Fayek, P.M. Kowalski and E.S. Grew. 2014. A new occurrence of the borosilicate serendibite in tourmaline-bearing calc-silicate rocks, Portage-du-Fort Marble, Grenville Province, Québec: Evolution of boron isotopes and tourmaline in a metamorphic context. *Canadian Mineralogist*, 52:595-616.
- Reznitskii, L., C.M. Clark, F.C. Hawthorne, **J.D. Grice**, H. Skogby, U. Hålenius and F. Bosi. 2014. Chromo-alumino-povondraite,  $\text{NaCr}_3(\text{Al}_4\text{Mg}_2)(\text{Si}_6\text{O}_{18})(\text{BO}_3)_3(\text{OH})_3\text{O}$ , a new mineral species of the tourmaline supergroup. *American Mineralogist*, 99:1767-1773.
- Zhi, Y., X.-A. Yin, Z.-F. Yang and **P.B. Hamilton**. 2015. Water footprint assessment considering intermediate products: Model development, and a case study of China 2007. *Journal of the American Water Resources Association*, 92C:267-273. DOI: 10.1016/j.jclepro.2014.12.058.
- Batni, A., K. Balasubramanian, J.C. Taylor and **P.B. Hamilton**. 2015. Two new species of *Nitzschia* from freshwater environs of Lonar Crater Lake, India. *Phycological Research*, 63:29-36. DOI: 10.1111/pre.12060.
- Cvetkoska, A., Z. Levkov, **P.B. Hamilton** and M. Potapova. 2014. The biogeographic distribution of *Cavinula* (Bacillariophyceae) in North America with the descriptions of two new species. *Phytotaxa*, 184: 181-207. DOI: 10.11646/phytotaxa.184.4.1.
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**Ann Kerby**, Ottawa, ON

**Ann Sicotte**, Ottawa, ON

**Anne and Herb Breau**, Ottawa, ON

**Anne and Tom Mimee**, Ottawa, ON

**Anne M. Botman**, Ottawa, ON

**Anne T. Howden**, Ottawa, ON

**Arthur Drache, C.M., Q.C. and Judy Drache**, Ottawa, ON

**Bill Poole**, Kitchener, ON

**Brian and Evelyn Swan**, Orleans, ON

**Byron Neiles**, Calgary, AB

**Canadian Mining Hall of Fame**, Toronto, ON

**Carlsberg Canada Inc.**, Oakville, ON

**Christopher Stamler**, Ottawa, ON

**Chuck Clark**, Ottawa, ON

**City Plastering**, Ottawa, ON

**Claude Caron**, Gloucester, ON

**Community Foundation of Ottawa**, Ottawa, ON

**Daniel Vulcanovic**, Ottawa, ON

**David Chisholm and Debra Boyd-Chisholm**, Ottawa, ON

**David E. Bond**, West Kelowna, BC

**David J. Scott**, Ottawa, ON

**David Laidley and Ellen Wallace**, Montreal, QC

**Deanna Quon**, Ottawa, ON

**Desjardins Group**, Montreal, QC

**Diane and Michael Mongrain**, Orleans, ON

**Dianne Caldbick**, Ottawa, ON

**Donald and Mary Hogarth**, Ottawa, ON

**Donald V. Doell**, Grafton, ON

**Dorothy Beckel**, North Vancouver, BC

**Doug Feasby**, Ottawa, ON

**Ed Lawrence**, Almonte, ON

**Edward H. Miller**, St. John's, NL

**Edward Terry and Ann Hyland**, Ottawa, ON

**Elizabeth MacLean**, Ottawa, ON

**Emily Davis**, Schoharie, NY

**Emond Harnden, LLP**, Ottawa, ON

**Eric David**, Quebec, QC

**Erin Rankin Nash**, London, ON

**Félix Joly**, Nepean, ON

**Florence Minz**, Toronto, ON

**Frank W. Taylor**, Nepean, ON

**Gisela and Paul Egli**, Baie D'Urfe, QC

**Greg Huyer and Scott Rufolo**, Ottawa, ON

**The Hawley Family**, Ottawa, ON

**Heather and Mackenzie King**, Ottawa, ON

**Herman and Helen Sallmen**, Ottawa, ON

**Hilary Hampson**, Ottawa, ON

**Holly McCoubrey**, Ottawa, ON

**Ian and Michelle Pearce**, Oakville, ON

**Ikebana International**, Ottawa Centennial Chapter, Ottawa, ON

**Irene and Scott Byrne**, Carleton Place, ON

**Ismo Heikkila**, Scarborough, ON

**Jason Lantz and Andrea Bell**, Ottawa, ON

**Jeffrey Smith**, Merrickville, ON

**Jennifer Kennedy**, Deep River, ON

**Jennifer Wilson**, Ottawa, ON

**Joe Bryant**, Ottawa, ON

**Johannes Hill and Inez Kettles**, Ottawa, ON

**John DeBruyn**, Ottawa, ON

**Dr. John W. Reynolds**, Kitchener, ON

**Judy Korecky**, Ottawa, ON

**Karen and Frank Vandenhoven**, Ottawa, ON

**Karen and Jeff Wright**, Ottawa, ON

**Karen E. Floyd**, Ottawa, ON

**Karen Finstad**, Ottawa, ON

**KPMG Foundation**, Toronto, ON

**Kurt Schweitzer**, Manotick, ON

**Laura Evans**, Ottawa, ON

**Laurent Lesage**, Gatineau, QC

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**Linda Kincaid**, Ottawa, ON  
**Lindsay Hill**, Nepean, ON  
**Ling Ru Guo**, Kingston, ON  
**Lisa and Jonas Naphtali**, Ottawa, ON  
**Louise Poudrier-Lebel**, Ottawa, ON  
**Luc and Andrea Barbe**, Bourget, ON  
**Lynne Blackburn**, Bourget, ON  
**Manuela Dascal**, Carlsbad Springs, ON  
**Marc Morin**, Cantley, QC  
**Marcia Smith**, Ottawa, ON  
**Margaret and Larry Dickenson**, Ottawa, ON  
**Mario Dubé**, Pont-Rouge, QC  
**Marissa Croteau and Shaune Stevenson**, Richmond, ON  
**Dr. Mark Graham**, Wakefield, QC  
**Mark McEvoy**, Gloucester, ON  
**Mark McLean**, Toronto, ON  
**Martin Desrochers**, Ottawa, ON  
**McLean Foundation**, Toronto, ON  
**Meg Beckel and Stan Harwood**, Ottawa, ON  
**Megan Dewar**, Ottawa, ON  
**Michael B. Decter Foundation**, Toronto, ON  
**Michael Wood**, Ottawa, ON  
**Mining Association of Canada**, Ottawa, ON  
**Murray and Heather Nicolson**, Ottawa, ON  
**Murray Citron**, Ottawa, ON  
**Mychelle Mollot**, Ottawa, ON  
**National Bank Financial Group**, Montreal, QC  
**Natural Partnerships' Campaign Support**, Ottawa, ON  
**Nenita and Norman Bell**, Orleans, ON  
**Nicholas Offord**, Toronto, ON  
**Nicolas Laing**, Cornwall, ON  
**Norman and Barbara Hewitt**, Ottawa, ON  
**NSERC/CRSNG**, Ottawa, ON  
**Patricia M. Kirk**, Ottawa, ON  
**Paul Smith**, Stratford, ON  
**PCL Constructors Canada Inc.**, Edmonton, AB  
**Peter and Melissa Humphries**, Cumberland, ON  
**Peter Hepburn**, Toronto, ON  
**Pierre Poirier**, Gatineau, QC  
**Power Corporation of Canada**, Montreal, QC  
**PSAC**, Gatineau, QC  
**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  
**Ron Calderoni**, Boucherville, QC  
**Saif Syed**, Brampton, ON  
**Shaun and Ann Tolson**, Kars, ON  
**Stacey Bennett**, Bruce Mines, ON  
**Stephen J. Henley**, St. John's, NL  
**Steve Strong**, Ottawa, ON  
**Stewart Peck**, Ottawa, ON  
**Subsea 7**, St. John's, NL  
**Susan Cherry**, Ottawa, ON  
**Susan Knott**, Vancouver, BC  
**Susan R Rust**, Gloucester, ON  
**Suzanne Schriek**, Ottawa, ON  
**Sylvia Schultz**, Ottawa, ON  
**TD Bank Financial Group**, Ottawa, ON  
**T.E. Wealth Management**, Toronto, ON  
**TerraTundra Foundation**, Toronto, ON  
**Tetsuyo and Sayury Ito**, Ottawa, ON  
**The J.P. Bickell Foundation**, Toronto, ON  
**The Walrus**, Toronto, ON  
**Timothy and Tania Lewis**, Ottawa, ON  
**Trottier Family Foundation**, Montreal, QC  
**Vale**, Toronto, ON  
**Wanda and Alex Fallis**, Ottawa, ON  
**Wendy Cecil**, Toronto, ON  
**Whole Foods Market**, Chicago, IL  
**William Serson and Casandre Laveaux**, Ottawa, ON  
**Yanick Baudequin**, Ottawa, ON  
**Zachary McFarland**, Courtice, ON

# COLLABORATORS





## Our Collaborators



Our reach and impact is both national and international:

- Our travelling exhibits reach over 1M people each year.
- We research and collaborate in over 110 cities around the world.
- Our collections are loaned to organizations in over 70 cities around the world.

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

**Akvaplan-NIVA**, Fram Centre for Climate and the Environment, Tromsø, Norway

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

**Angkor Gold Corporation Institute of Technology Cambodia**, Phnom Penh, Cambodia

**Arizona State University**, Tempe, Arizona

**Arizona Weis Earth Science Museum**, Menasha, Wisconsin

**Arkansas State University**, Jonesboro, Arkansas

**Auburn University**, Auburn, Alabama

**Austin Peay State University**, Clarksville, Tennessee

**Australian Museum**, Sydney, Australia

**Biodiversity Information Standards (TDWG)**, San Francisco, California

**Black Hills Institute**, Hill City, South Dakota

**Botanical Natural History Museum**, Oslo, Norway

**California Academy of Sciences**, San Francisco, California

**California State University**, Los Angeles, California

**Carnegie Museum of Natural History**, Pittsburgh, Pennsylvania

**Central Michigan University**, Mt. Pleasant, Michigan

**Charles University**, Prague, Czech Republic

**Chinese Academy of Sciences**, Shanghai, China

**Ciudad Universitaria**, Copilco, Coyoacan, Mexico City, Mexico

**Clemson University**, Clemson, South Carolina

**Cleveland Museum of Natural History**, Cleveland, Ohio

**Colorado Plateau Museum of Arthropod**, Flagstaff, Arizona

**Cornell University**, Ithaca, New York

**Curtin University**, Bentley, Australia

**Dankook University**, Yongin-si, South Korea

**Duke University**, Durham, North Carolina

**Experimenta**, Heilbronn, Germany

**Flinders University**, Adelaide, Australia

**Florida Department of Agriculture and Consumer Services**, Gainesville, Florida

**Fort Hays State University**, Hays, Kansas

**GHD**, Doha, Qatar

**Global Biodiversity Information Facility**, Copenhagen, Denmark

**Helsinki University**, Helsinki, Finland

**Hungarian Natural History Museum**, Budapest, Hungary

**Icelandic Institute of Natural History**, Akureyri, Iceland

**Indian River Research and Education Centre**, Ft. Pierce, Florida

**Indiana University – Purdue University Fort Wayne**, Fort Wayne, Indiana

**Instituto Nacional de Pesquisas da Amazonia**, Manaus, Brazil

**Karl-Franzens-Universität Graz**, Graz, Austria

**Kutztown University**, Kutztown, Pennsylvania

**Louisiana State University**, Baton Rouge, Louisiana

**Macquarie University**, North Ryde, Australia

**Michigan State University**, East Lansing, Michigan

**Midwestern University**, Glendale, Arizona

**Ministry of Mines and Energy**, Phnom Penh, Cambodia

**Missouri Botanical Garden**, St. Louis, Missouri

**Montana State University** Bozeman, Montana

**Moss Landing Marine Laboratories**, California State University, Moss Landing, California

**Musée national d'histoire naturelle**, Paris, France

**Museo Nacional de Historia Natural**, Rio de Janeiro, Brazil

**Museum für Naturkunde**, Berlin, Germany

**Muséum national d'histoire naturelle**, Paris, France

**Museum of Comparative Zoology**, Harvard University, Cambridge, Massachusetts,

**Museum of China**, Beijing, China

**National Institute for Agro-Environmental Sciences**, Tsukuba, Japan

**National Museum**, Prague, Czech Republic

**National Museum of Natural History Naturalis**, Leiden, Netherlands

**Natural History Museum**, London, United Kingdom

**Natural History Museum**, Oslo, Norway

**Natural History Museum**, Reykjavik, Iceland



**Natural History Museum**, University of Kansas,  
Lawrence, Kansas

**Natural History Museum of Denmark**, Copenhagen, Denmark

**Natural History Museum of Helsinki**, Helsinki, Finland

**Natural History Museum of Utah**, Salt Lake City, Utah

**Naturhistoriska riskmuseet**, Stockholm, Sweden

**North Carolina Museum of Natural Sciences**, Raleigh, North  
Carolina

**North Carolina State University**, Raleigh, North Carolina

**Northern Illinois University**, Dekalb, Illinois

**Ohio University**, Athens, Ohio

**Philadelphia University**, Philadelphia, Pennsylvania

**Project Passenger Pigeon**, Chicago, Illinois

**Purdue University North Central**, Westville, Indiana

**Royal Belgian Institute of Natural Sciences**, Brussels, Belgium

**Royal Botanical Garden**, Edinburgh, United Kingdom

**Russian Academy of Sciences**, St. Petersburg, Russia

**San Bernardino County Museum**, Redlands, California

**Scripps Institution of Oceanography**, San Diego, California

**Senckenberg Forschungsinstitut und Naturmuseum**,  
Frankfurt, Germany

**Senckenberg Museum of Natural History Görlitz**, Görlitz,  
Germany

**Senckenberg Institute and Museum**, Wilhelmshaven, Germany

**Shiraz University**, Shiraz, Iran

**Smithsonian Institution**, Washington, D.C.

**Smithsonian's National Museum of Natural History**,  
Washington, DC

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

**South Australian Research and Development Institute  
(Aquatic Sciences)**, Adelaide, Australia

**South Dakota Geological Museum**, Rapid City, South Dakota

**Southern Illinois University**, Carbondale, Illinois

**Staatliche Naturhistorische Sammlungen**, Dresden, Germany

**State University of New York College of Environmental  
Science and Forestry**, Syracuse, New York

**Stephen F. Austin State University**, Nacogdoches, Texas

**Sternberg Museum of Natural History**, Fort Hays State  
University, Hays, Kansas,

**Swedish Museum of Natural History**, Stockholm, Sweden

**Texas Natural Science Center**, Austin, Texas

**The Field Museum**, Chicago, Illinois

**The Morton Arboretum**, Lisle, Illinois

**The Natural History Museum**, London, United Kingdom

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

**Tokyo Gakugei University**, Tokyo, Japan

**Tulane University (FishNet)**, New Orleans, Louisiana

**Universidad Autónoma de Querétaro**, Querétaro, Mexico

**Universidad de Panama**, Panama City, Panama

**Universidad Nacional de la Plata**, La Plata, Argentina

**Universidad Pablo de Olavide**, Seville, Spain



**Universidade de São Paulo**, São Paulo, Brazil  
**Universidade Federal de Mato Grosso**, Cuiaba, Brazil  
**Universidade Federal de Viçosa**, Viçosa, Brazil  
**Universidade Federal do Paraná**, Curitiba, Brazil  
**Universitat de Barcelona**, Barcelona, Spain  
**Università dell'Aquila**, L'Aquila, Italy  
**Università di Urbino Carlo Bo**, Urbino, Italy  
**University of Alaska**, Fairbanks, Alaska  
**University of Bergen**, Bergen, Norway  
**University of California (VertNET)**, Berkeley, California  
**University of Chicago**, Chicago, Illinois  
**University of Colorado**, Boulder, Colorado  
**University of Copenhagen**, Copenhagen, Denmark  
**University of Florida (iDigBio)**, Gainesville, Florida  
**University of Georgia**, Athens, Georgia  
**University of Hawaii at Manoa**, Honolulu, Hawaii  
**University of Illinois**, Urbana, Illinois  
**University of Kansas**, Lawrence, Kansas  
**University of Kentucky**, Lexington, Kentucky  
**University of Michigan**, Ann Arbor, Michigan  
**University of Mississippi**, Oxford, Mississippi  
**University of New Mexico**, Albuquerque, New Mexico  
**University of Oslo**, Oslo, Norway  
**University of Tasmania**, Hobart, Tasmania  
**University of Tokyo**, Merguro, Tokyo, Japan,  
**University of Torino**, Torino, Italy

**University of Uppsala**, Uppsala, Sweden  
**University of Washington**, Seattle, Washington  
**University of Wisconsin**, Madison, Wisconsin  
**University of Wrocklaw**, Wrocklaw, Poland  
**Uppsala University**, Uppsala, Sweden  
**Victoria Museum**, Melbourne, Australia  
**Western Kentucky University**, Bowling Green, Kentucky  
**Western Washington University**, Bellingham, Washington  
**Zoologisches Forschungsmuseum Alexander Koenig**,  
Bonn, Germany



## National

### Alberta

**Esplanade Arts and Heritage Centre**, Medicine Hat

**Pipestone Creek Dinosaur Initiative**, Clairmont

**Provincial Museum of Alberta**, Edmonton

**Royal Alberta Museum**, Edmonton

**Royal Tyrrell Museum of Palaeontology**, Drumheller

**Stuart MacPherson Public Library**, Lac la Biche

**University of Alberta**, Edmonton

**University of Calgary**, Calgary

### British Columbia

**Bamfield Marine Science Centre**, Bamfield

**Beaty Biodiversity Museum**

**Geological Survey of Canada**, Vancouver

**Ministry of Environment and BC Parks**, Victoria

**Qualicum Beach Museum**, Qualicum Beach

**Royal British Columbia Museum**, Victoria

**The Exploration Place**, Prince George

**University of British Columbia**, Vancouver

**Vancouver Aquarium**, Vancouver

### Manitoba

**Arctic Climate Change Youth Forum**

**Fisheries & Oceans Canada**, Winnipeg

**The Manitoba Museum**, Winnipeg

**University of Manitoba**, Winnipeg

### New Brunswick

**Fisheries and Oceans Canada**, Moncton

**New Brunswick Provincial Museum**, St. John

**Université de Moncton**, Campus d'Edmundston, Edmundston

**University of New Brunswick**, Fredericton

### Newfoundland and Labrador

**Johnson Geo Centre**, St. John's

**Long Point Lighthouse**, Twillingate

**Memorial University of Newfoundland**, St. John's

**Subsea 7**, St. John's

**The Rooms**, St. John's

### Northwest Territories

**Prince of Wales Northern Heritage Centre**, Yellowknife

### Nova Scotia

**Dalhousie University**, Halifax

**Fisheries and Oceans Canada**, Dartmouth

**Geological Survey of Canada**, Bedford Research Institute, Dartmouth

**Nova Scotia Museum of Natural History**, Halifax

**St. Francis Xavier University**, Antigonish

### Nunavut

**Government of Nunavut**,

### Ontario

**Agriculture and Agri-Food Canada**, Ottawa

**Algonquin College**, Ontario

**Alpine Gems**, Kingston

**Cambridge Butterfly Conservator**, Cambridge

**Canada Science and Technology Museum**, Ottawa

**Canadian Biodiversity Information Facility**, Ottawa

**Canadian Committee of the International Union for the Conservation of Nature**, Ottawa

**Canadian Forest Service**, Ottawa

**Canadian Geographic**, Ottawa

**Canadian Mining Hall of Fame**, Toronto

**Canadian Wildlife Service**, Ottawa

**Canterbury High School**, Ottawa

**Carleton University**, Ottawa

**Committee on the Status of Endangered Wildlife in Canada**, Ottawa

**Creative Nature Studio**, Cornwall

**Environment Canada**, Ottawa

**Foreign Affairs, Trade and Development**, Ottawa

**Inuit Tapiriit Kanatami**, Ottawa

**Ivanhoe Cambridge Atrium 1000**

**Land Force Central Training Centre**, Meaford

**Laurentian University**, Sudbury

**Mining Association of Canada**, Ottawa

**Ministry of Environment and Climate Change (MOECC)**, Ottawa

**Ministry of Natural Resources and Forestry**, Ottawa

**Ministry of Natural Resources and Forestry**, Pembroke

**National Capital Commission**, Ottawa

**Nipigon Historical Museum**, Nipigon  
**Ontario Field Naturalists**, Ottawa  
**Ottawa Catholic School Board**, Ottawa  
**Ottawa Riverkeeper**, Ottawa  
**Peel Art Gallery**, Brampton  
**Peterborough Centennial Museum and Archives**, Peterborough  
**Polar Continental Shelf Program**, Ottawa  
**Queen's University**, Kingston  
**Royal Botanical Gardens**, Hamilton  
**Royal Ontario Museum**, Toronto  
**Science North**, Sudbury  
**Thousand Islands National Park**, Mallorytown  
**Toronto Zoo**, Scarborough  
**University of Guelph**, Guelph  
**University of Ottawa**, Ottawa  
**University of Toronto**, Toronto  
**University of Western Ontario**, London  
**Quebec**  
**Agence de bassins versants des 7**, Gatineau  
**Arctic Net**, Laval  
**Bibliothèque Gabrielle-Bernard Dubé**, Carleton-sur-Mer  
**Bibliothèque Saint-Zotique**, Saint-Zotique  
**Canadian Heritage Information Network**, Gatineau  
**Canadian Museum of History**, Gatineau  
**Environment Canada**, Gatineau  
**Expographiq**, Gatineau  
**Global Taxonomy Initiative**, Montreal  
**Institut Maurice Lamontagne**, Mont Joli  
**McGill University**, Montreal  
**Mineralogical Association of Canada**, Quebec  
**Ministère des ressources naturelles et de la faune du Québec**, Quebec  
**Montreal Biodome**, Montreal  
**Montreal Space for Life**, Montreal

**Musée de la nature et des sciences de Sherbrooke**, Sherbrooke  
**Musée d'histoire naturelle de Miguasha**, Nouvelle  
**Musée du Fjord**, Saguenay  
**Musée minéralogique et minier de Thetford Mines**, Thetford Mines  
**Musée régional de la Côte-Nord**, Sept-Îles  
**Musée régional de Rimouski**, Rimouski  
**Parc Découverte nature**, Coaticook  
**Parc national de Plaisance**, Plaisance  
**Pointe à Callière**, Montreal  
**Quality Engineering Test Establishment**, Gatineau  
**Redpath Museum**, Montreal  
**Société Québécoise de bryologie**, Saint-Valérien-de-Rimouski  
**Students on Ice**, Gatineau  
**Université Laval**, Quebec  
**Université de Montréal (Canadensys)**, Montreal  
**Université du Québec à Rimouski**, Rimouski  
**Université du Québec à Chicoutimi**, Saguenay  
**Saskatchewan**  
**International Centre for Northern Governance and Development**, University of Saskatchewan, Saskatoon  
**Royal Saskatchewan Museum**, Regina  
**Strasbourg and District Museum**, Strasbourg  
**T. Rex Discovery Centre**, Eastend  
**Yukon**  
**NatureServe Yukon**, Yukon Department of the Environment, Whitehorse  
**Yukon Arts Centre**, Whitehorse  
**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 five years. In order to maintain financial sustainability, the Museum will strive to increase self-generated revenues by 5% annually while limiting increases in expenditures to 1% annually. To enable that outcome, the Museum is shifting from an appropriation based operating model to a sustainable museum 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 example of this shift to a sustainable museum enterprise operating model is the success of the *Creatures of Light: Nature's Bioluminescence* temporary exhibition which was opened at the Museum from May 2014 to November 2014. This temporary exhibition was created in collaboration with the American Museum of Natural History in New York and The Field Museum in Chicago. This collaboration along with an effective marketing and media relations campaign explains in part the significant year over year increase in attendance and revenues. Again this year, programs such as *Nature Nocturne* evenings have also contributed to the significant increase in attendance and the revenues – these adult only evenings have seen sold out crowds and a new perspective on the Museum as a place for young adults. The aforementioned revenue generation measures are in addition to those initiated in the previous two years 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. 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*. In 2014-2015 the Museum generated revenue excluding specimen donations and in-kind sponsorships equivalent to 24 percent of budgeted operating costs, compared to 21 percent in the previous year, well above its target of 19 percent.

The Museum continuously reviews its programs, 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 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 initially opened at Science North in March 2014 and subsequently opened at the Museum in December 2014. This exhibition is a forerunner for a new permanent Arctic gallery at the Museum to open in 2017 in celebration of Canada's 150<sup>th</sup> anniversary. This collaboration model reflects a direction the Museum will continue to pursue to leverage scarce resources to best effect.





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. Over the last two years the Museum collaborated with other national museums on two request for proposals that resulted in combined annual savings to the Museum of approximately \$110,000.

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 sustainable museum 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 million overall fundraising goal. In 2014-2015, the Museum received support from individual and corporate donations, sponsorships, memberships, collaborations, and in-kind support for research and collections and from the media totalling \$6.1 million,

exceeding the annual goal of \$3.0 million. These cash and in-kind commitments secured through the Museum's fundraising activities are broader in scope than the Contributions recognized on the Museum's Statement of Operations.

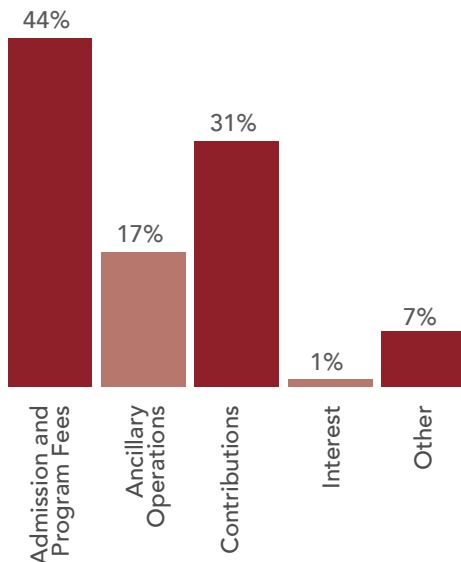
In spite of the progress towards achieving financial sustainability, addressing the financial pressures related to operating the two facilities under its stewardship remains as the most critical issue facing the Museum as it is still vulnerable to the impact of inflation on key inputs such as utilities 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.



## Financial Performance

### Revenue and parliamentary appropriations

**Revenue**  
(Excluding parliamentary appropriations)



Revenue and parliamentary appropriations increased to \$42.5 million in 2014-2015 from \$41.7 million in 2013-2014 with appropriations representing 79 percent of the total in 2014-2015 compared to 83 percent in 2013-2014.

The Museum has established a target of generating revenue excluding specimen donations and in-kind sponsorships equivalent to 19 percent of budgeted operating costs. In 2014-2015, with attendance reaching 410,293 (379,647 in 2013-2014), the Museum surpassed its target with revenue excluding specimen donations and in-kind sponsorships equivalent to 24 percent of budgeted operating costs (21 percent in 2013-2014).

#### Parliamentary Appropriations

On an accrual basis, parliamentary appropriations decreased to \$33.4 million in 2014-2015 from \$34.8 million in 2013-2014. Of the \$1.4 million decrease, \$0.5 million is due to appropriations received or receivable, including supplementary appropriations received or receivable for the severance benefits paid during the year, as \$0.1 million in supplementary appropriations was recognized in 2014-2015 compared to \$0.6 million in 2013-2014. The remaining \$0.9 million 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 \$0.9 million to \$4.0 million in 2014-2015 from \$3.1 million in 2013-2014 and is consistent with the attendance levels of 410,293 in 2014-2015 and 379,647 in 2013-2014. Of the \$0.9 million increase, \$0.7 million is due to memberships and admission fees, including surcharges related to the Museum's major temporary exhibitions which in 2014-2015 included *Creatures of Light: Nature's Bioluminescence* and *Arctic Voices*.

Fees from programs delivered at the VMMB have increased by \$0.2 million reaching \$0.6 million in 2014-2015 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. Revenue from ancillary operations totaled \$1.5 million 2014-2015, the same as in 2013-2014.

#### Contributions

Contributions recognized as revenues vary from year to year based upon the resources required to fund research, collections and public education programs including installing new permanent galleries. Contributions including cash contributions and sponsorships, in-kind sponsorships and specimen donations increased by \$1.2 million to \$2.8 million in 2014-2015 from \$1.6 million in 2013-2014. Of the \$1.2 million increase \$0.9 million is due to specimen donations.

#### Other

Other revenue totaled \$0.6 million in 2014-2015, the same as 2013-2014. 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 increased to \$40.8 million in 2014-2015 from \$40.7 million in 2013-2014.

### Inspiration and Engagement

Inspiration and engagement increased to \$7.7 million in 2014-2015 from \$7.4 million in 2013-2014. The \$0.3 increase is mainly attributable to exhibitions expenses which increased by \$0.4 million due to the major temporary exhibition *Creatures of Light: Nature's Bioluminescence*. Marketing and media relations expenses increased by \$0.1 million due to the advertising of major temporary exhibitions while personnel costs and professional and special services expenses related to inspiration and engagement decreased by \$0.2 million.

### Collections Care and Access

Collections care and access increased to \$3.1 million in 2014-2015 from \$2.4 million in 2013-2014. The increase is attributable to \$0.9 million for specimen donations.

### Research and Discovery

Research and discovery decreased to \$4.2 million in 2014-2015 from \$4.4 million in 2013-2014 due to the expenditure reduction measures implemented during the year to address the Museum's financial pressures.

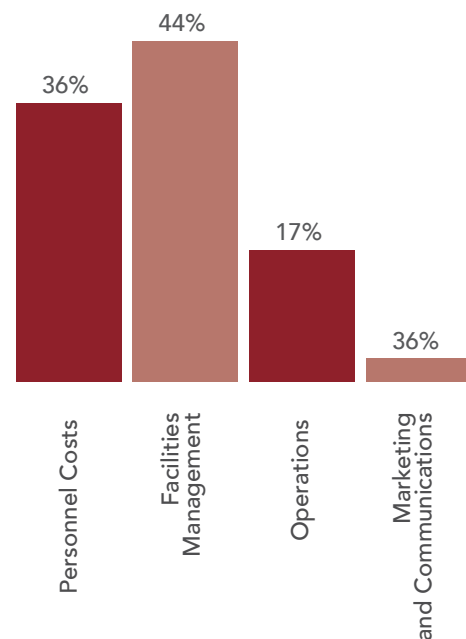
### Internal Support Services

Internal support services decreased to \$6.4 million in 2014-2015 from \$6.5 million in 2013-2014. 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 decreased to \$19.4 million in 2014-2015 from \$20.1 million in 2013-2014. Amortization of buildings and grounds represents \$7.9 million of the total in 2014-2015 and \$8.4 million in 2013-2014 and accounts for the majority of the year over year decrease. The decrease in amortization is a result of changes in 2014-2015 to the estimated useful life of the building improvements and leasehold improvements asset classes. 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.

Expenses





## Net Results of Operations

The net results of operations resulted in a surplus of \$1.7 million in 2014-2015 which can be attributed to the following:

- Excluding specimen donations the Museum recorded \$1.9 million in revenues in excess of plan, as contributions excluding specimen donations, admission and program fees, ancillary operations and other were respectively \$1.1 million, \$0.6, million, \$0.1 million and \$0.1 million higher than planned.
- The Museum recorded \$0.1 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.
- Partially offsetting the surplus is \$0.3 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 decreased to \$7.4 million in 2014-2015 from \$7.9 million in 2013-2014 in part due to the variation in deferred capital appropriations consistent with the Museum's approved five year long-term capital plan.

Restricted cash decreased to \$0.9 million in 2014-2015 from \$1.4 million in 2013-2014 due to the recognition of contributions.

Prepaid expenses decreased to \$0.7 million in 2014-2015 from \$1.1 million in 2013-2014. The current year balance includes \$0.3 million for prepaid real property taxes and \$0.1 million used to commit and prepay for major temporary exhibitions.

Capital assets decreased to \$194.2 million in 2014-2015 from \$201.0 million in 2013-2014 due to amortization expense of \$8.6 million offset by acquisition of capital assets of \$1.8 million.

### Liabilities

Deferred revenues, contributions and parliamentary appropriations decreased to \$1.6 million in 2014-2015 from \$3.3 million in 2013-2014 due to restricted parliamentary appropriation and restricted contributions spent to acquire capital assets and restricted contributions spent for public education programming.

Deferred capital funding decreased to \$177.2 million in 2014-2015 from \$183.0 million in 2013-2014 as deferred capital funding is recognized as revenue at the same pace as the amortization of the corresponding capital assets.

### Accumulated Deficit

The accumulated deficit of \$8.8 million as at March 31, 2015, 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 2015-2016 and Beyond

In 2015-2016, 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 2015-2016 to 2019-2020 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 21<sup>st</sup> 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 museum 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 18, 2015  
Ottawa, Canada



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 2015, 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 2015, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

**Report on Other Legal and Regulatory Requirements**

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

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



Etienne Matte, CPA, CA  
Principal  
for the Auditor General of Canada

18 June 2015  
Ottawa, Canada

## Statement of Financial Position as at March 31

<i>(in thousands of dollars)</i>	<b>2015</b>	<b>Restated (Note 3) 2014</b>
<b>Assets</b>		
Current		
Cash (Note 4)	7,440	7,888
Restricted cash (Note 4)	855	1,416
Accounts receivable		
Trade	429	352
Government departments and agencies (Note 17)	201	293
Prepaid expenses	746	1,053
	9,671	11,002
Collections (Note 5)	1	1
Capital assets (Note 6)	194,210	200,989
	<b>203,882</b>	<b>211,992</b>
<b>Liabilities</b>		
Current		
Accounts payable and accrued liabilities		
Trade	2,038	3,200
Government departments and agencies (Note 17)	3	165
Obligation under capital lease (Note 7)	717	649
Deferred revenues, contributions and parliamentary appropriations (Note 8)	1,593	3,283
Employee future benefits (Note 9)	388	422
	4,739	7,719
Obligation under capital lease (Note 7)	27,636	28,353
Deferred capital funding (Note 10)	177,224	183,001
Employee future benefits (Note 9)	3,075	3,055
	<b>212,674</b>	<b>222,128</b>
<b>Accumulated Deficit</b>		
Unrestricted	2,575	573
Endowment (Note 11)	-	305
Investment in capital assets (Note 12)	(11,367)	(11,014)
	(8,792)	(10,136)
	<b>203,882</b>	<b>211,992</b>

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

## Recommended by Management:



**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

<i>(in thousands of dollars)</i>	<b>2015</b>	<b>Restated (Note 3) 2014</b>
<b>Revenue</b>		
Admission and program fees (Note 14)	4,010	3,107
Ancillary operations (Note 15)	1,533	1,488
Contributions (Note 16)	2,780	1,564
Interest	109	111
Other	596	646
	<b>9,028</b>	<b>6,916</b>
<b>Expenses (Note 21)</b>		
Inspiration and engagement	7,676	7,378
Collections care and access	3,055	2,413
Research and discovery	4,204	4,358
Internal support services	6,421	6,460
Buildings and grounds	19,445	20,081
	<b>40,801</b>	<b>40,690</b>
<b>Net result of operations before government funding</b>	<b>(31,773)</b>	<b>(33,774)</b>
Parliamentary appropriations (Note 13)	33,422	34,756
<b>Net result of operations</b>	<b>1,649</b>	<b>982</b>

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

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

<i>(in thousands of dollars)</i>	<b>Unrestricted</b>	<b>Endowment</b>	<b>Invested in capital assets</b>	<b>2015</b>	<b>2014</b>
Accumulated deficit, beginning of year	573	305	(11,014)	(10,136)	(11,118)
Net result of operations	1,649	-	-	1,649	982
Transfer of endowment	-	(305)	-	(305)	-
Net change in investment in capital assets (Note 12)	353	-	(353)	-	-
<b>Accumulated deficit, end of year</b>	<b>2,575</b>	<b>-</b>	<b>(11,367)</b>	<b>(8,792)</b>	<b>(10,136)</b>

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

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

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

<i>(in thousands of dollars)</i>	<b>2015</b>	<b>Restated (Note 3) 2014</b>
<b>Operating activities</b>		
Cash receipts - customers	7,330	6,628
Cash receipts - parliamentary appropriations	26,327	27,148
Cash disbursements - employees	(14,502)	(14,983)
Cash disbursements - suppliers	(14,061)	(14,097)
Interest received	119	113
Interest paid	(2,851)	(2,912)
<b>Cash provided by operating activities</b>	<b>2,362</b>	<b>1,897</b>
<b>Capital activities</b>		
Acquisition of capital assets	(2,417)	(2,537)
Disposition of capital assets	-	9
<b>Cash used in capital activities</b>	<b>(2,417)</b>	<b>(2,528)</b>
<b>Financing activities</b>		
Obligation under capital lease	(649)	(588)
Transfer of endowment	(305)	-
<b>Cash used in financing activities</b>	<b>(954)</b>	<b>(588)</b>
<b>Decrease in cash and restricted cash</b>	<b>(1,009)</b>	<b>(1,219)</b>
Cash, beginning of year	7,888	8,619
Restricted cash, beginning of year	1,416	1,904
<b>Cash and restricted cash, end of year</b>	<b>8,295</b>	<b>9,304</b>
<b>Cash, end of year</b>	<b>7,440</b>	<b>7,888</b>
<b>Restricted cash, end of year</b>	<b>855</b>	<b>1,416</b>
<b>Cash and restricted cash, end of year</b>	<b>8,295</b>	<b>9,304</b>

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



# Notes to the Financial Statements for the year ended March 31, 2015

## 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) Measurement Uncertainty

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, the estimated useful lives of capital assets, and the fair market value of specimens donated to the collections 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.

## D) Capital Assets

- Capital assets are recorded at cost, including material, equipment and other expenses acquired for the purpose of the design and the development of permanent exhibitions.
- 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.

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 and 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.

Asset	Useful Life
Victoria Memorial Museum Building	40 years
Property under capital lease	35 years
Collection cabinets and compactors	35 years
Furnishings and office equipment General equipment Permanent exhibitions Research equipment	10 years
Building improvements	5 to 25 years
Leasehold improvements	5 to end of lease term
Computer equipment	3 years

## 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

The Corporation provides sick leave benefits for employees that accumulate but do not vest. The Corporation recognizes a liability and an expense for sick leave in the period in which employees render services in return for the benefits. The cost of the accrued benefit obligations related to sick leave entitlement earned by employees is actuarially determined using the projected benefit method prorated on service and management's best estimate of inflation, discount rate, employee demographics and sick leave usage of active employees. Actuarial gains (losses) are recognized on a systematic basis over the remaining service life of active employees covered by these sick leave benefits.

## F) Revenue Recognition

### **i) Admission and program fees, ancillary operations and other revenues**

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.

### **ii) 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.

### **iii) In-kind sponsorships and specimen donations**

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, 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.

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.

#### iv) 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 capital assets are recorded as deferred revenues, contributions and parliamentary appropriations on the Statement of Financial Position. When the depreciable capital assets are purchased, the portion of the parliamentary appropriations used for acquisition of these 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 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.

#### G) 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.

#### H) Financial Instruments

The Corporation's financial assets and financial liabilities are measured at cost. Financial assets include cash, restricted cash, 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.

#### I) Allocation of Expenses

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





### 3. Accounting Changes and Restatement

During the year, the Corporation has reviewed its approach for the capitalization of permanent exhibitions costs as assets. In the past, the Corporation expensed the cost related to permanent exhibitions and recognized any related government funding as Revenue.

In fiscal year 2015, the Corporation concluded that permanent exhibitions should be capitalized. Consequently, the Corporation has corrected its accounting for capital assets and deferred capital funding, resulting in a retroactive restatement of prior years' balances.

The Statement of Cash Flows has been adjusted as a result of the restricted cash reclassification in the Statement of Financial Position as a current asset. Consequently, the decrease in restricted cash and cash equivalents presented in prior years as investing activities was eliminated. The Corporation also noted the inclusion of non-cash items in its Statement of Cash Flows and has restated comparative figures. There was no impact on the net result of operations.

The impacts of these corrections are as follows:

<i>(in thousands of dollars)</i>	2014 Previously Reported	Exhibitions Adjustment	Cash Flow Adjustment	2014 Restated
<b>Statement of Financial Position</b>				
Capital assets	197,985	3,004		200,989
Deferred capital funding	179,997	3,004		183,001
<b>Statement of Operations</b>				
Contributions	1,330	234		1,564
Inspiration and engagement	7,496	(118)		7,378
Internal support services	6,521	(61)		6,460
Buildings and grounds	20,095	(14)		20,081
Parliamentary appropriations	35,183	(427)		34,756
<b>Statement of Cash Flows</b>				
Cash receipts – parliamentary appropriations	24,846		2,302	27,148
Cash disbursements – employees	(15,035)	52		(14,983)
Cash disbursements – suppliers	(14,280)	525	(342)	(14,097)
Acquisition of capital assets	(2,302)	(577)	342	(2,537)
Decrease in restricted cash and cash equivalent	488		(488)	-
Appropriations used to purchase depreciable tangible capital assets	2,302		(2,302)	-
Restricted cash, beginning of year	-		1,904	1,904
Restricted cash, end of year	-		1,416	1,416

## 4. Cash and Restricted Cash

Cash and restricted cash consist of balances with banks.

Restricted cash includes deferred contributions. Restricted cash accounts are managed in accordance with the donor's wishes and are invested in accordance with the Investment Policy of the Corporation.

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, 2015 and 2014 the entire amount was held in cash.

The Corporation holds in trust funds on behalf of the Alliance of Natural History Museums of Canada. As of March 31, 2015, these funds represented \$69,103 (2014 – \$54,695), however they are not recorded in the financial statements.

## 5. Collections

The natural history collections consist of over 10.5 million specimens and grew by 54,060 items this fiscal year (2014 – 7,091). 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 \$2.9 million in 2015 (2014 – \$2.3 million) for the management, protection and conservation of its collections.

In this fiscal year, the Corporation purchased \$39,647 (2014 – \$15,823), and acquired through donation \$928,983 (2014 – \$4,099), of specimens for the collections.

There were no sales of specimens related to the collections during the year (2014 – \$0).

## 6. Capital Assets

<i>(in thousands of dollars)</i>	March 31 2015			Restated March 31 2014		
	Cost	Accumulated amortization	Net book value	Cost	Accumulated amortization	Net book value
Land	627	-	627	627	-	627
Victoria Memorial Museum Building	204,727	38,905	165,822	204,727	33,903	170,824
Property under capital lease	35,040	18,839	16,201	35,040	17,848	17,192
Leasehold improvements	9,557	5,501	4,056	10,432	5,476	4,956
Permanent exhibitions	4,001	1,289	2,712	3,846	890	2,956
Collection cabinets and compactors	3,840	1,959	1,881	3,770	1,849	1,921
Building improvements	3,141	1,295	1,846	2,334	866	1,468
Furnishings and office equipment	1,462	1,099	363	1,495	1,056	439
Research equipment	2,280	1,981	299	3,335	3,140	195
General equipment	317	121	196	571	378	193
Computer equipment	1,143	1,017	126	3,132	2,962	170
Work in progress - Exhibitions	81	-	81	48	-	48
	<b>266,216</b>	<b>72,006</b>	<b>194,210</b>	<b>269,357</b>	<b>68,368</b>	<b>200,989</b>

The amortization expense for the year amounts to \$8,598,000 (2014 – \$9,149,000). During the year, the Corporation retired capital assets with a recorded cost of \$4,973,000 and accumulated amortization of \$4,960,000, resulting in a loss of \$13,000. In 2014, 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 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>		<b>March 31, 2015</b>	<b>March 31, 2014</b>
2016		3,500	3,500
2017		3,500	3,500
2018		3,500	3,500
2019		3,500	3,500
2020		3,500	3,500
Thereafter		40,250	43,750
Total minimum future payments	(1)	57,750	61,250
Deduct: Imputed interest		(29,397)	(32,248)
<b>Present value of financing obligations</b>	(2)	<b>28,353</b>	<b>29,002</b>
Current portion		717	649
Long term portion		27,636	28,353
		<b>28,353</b>	<b>29,002</b>

1. The amounts payable under the capital lease are based on the fixed interest rate of 9.88%, for a period of 35 years, established at the time of signing the lease.
2. The present value of the capital lease obligation based on a current market interest rate of 8.75% is estimated at \$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>	<b>2015</b>	<b>2014</b>
Deferred contributions from non-government sources	681	1,041
Deferred parliamentary appropriations	516	2,039
Total deferred contributions and parliamentary appropriations	1,197	3,080
Deferred revenues – goods and services	396	203
	<b>1,593</b>	<b>3,283</b>

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

<i>(in thousands of dollars)</i>	<b>2015</b>	<b>2014</b>
Balance, beginning of year	3,283	6,680
Add:		
Restricted contributions received	150	283
Deferred revenue for the provision of goods and services	1,030	597
	1,180	880
Less:		
Restricted contributions recognized	(510)	(532)
Restricted parliamentary appropriations spent	(1,523)	(2,941)
Deferred revenue for the provision of goods and services recognized	(837)	(804)
	(2,870)	(4,277)
Balance, end of year	<b>1,593</b>	<b>3,283</b>

## 9. Employee Future Benefits

### i) Pension benefits

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

<i>(in thousands of dollars)</i>	2015	2014
Corporation's contributions	1,381	1,393
Employees' contributions	924	837

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 2015 was dependent on the employee's employment start date. For employment start dates before January 1, 2013, the Corporation's contribution rate was 1.45 times (2014 – 1.64) the employee's contribution; and for employment start dates after December 31, 2012, the Corporation's contribution rate was 1.43 times (2014 – 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 8 years. The actuarial loss of severance benefits is amortized over 8 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>	2015	2014
Accrued severance benefits obligation, at the beginning of year	1,550	2,129
Interest cost on benefit obligation	33	36
Actuarial loss on obligation	-	17
Severance benefits paid during the year	(142)	(632)
<b>Accrued severance benefits obligation, end of year</b>	<b>1,441</b>	<b>1,550</b>
Short term portion	181	194
Long term portion	1,260	1,356
	<b>1,441</b>	<b>1,550</b>

Assumptions in the actuarial evaluation include a discount rate of 1.32% (2014 – 2.28%), as well as an inflation rate of 2% (2014 – 2%). Included in the severance benefits obligation is a non-amortized actuarial loss (gain) of \$37,132 (2014 – (\$188)).

**iii) Paid sick leave benefits**

The Corporation has recorded an obligation related to sick leave benefits for its employees. The estimated average remaining service period of the employees is 11 years. The Corporation amortizes the actuarial loss (gain) of sick leave over the 11 years.

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

<i>(in thousands of dollars)</i>	<b>2015</b>	<b>2014</b>
Sick leave obligations, at the beginning of year	1,927	1,779
Current service cost	139	140
Interest cost on benefit obligation	51	55
Actuarial loss on obligation	13	19
Sick leave used during the year	(108)	(66)
<b>Sick leave benefits, end of year</b>	<b>2,022</b>	<b>1,927</b>
Short term portion	207	228
Long term portion	1,815	1,699
	<b>2,022</b>	<b>1,927</b>

Assumptions in the actuarial evaluation include a discount rate of 1.56% (2014 – 2.53%) as well as an inflation rate of 2% (2014 – 2%). Included in the sick leave obligation is a non-amortized actuarial loss (gain) of (\$83,492) (2014 – \$139,893).

## 10. Deferred Capital Funding

Deferred capital funding represents the portion of the parliamentary appropriations and contributions from non-government sources used to purchase depreciable capital assets.

The deferred capital funding consists of the following:

<i>(in thousands of dollars)</i>	<b>2015</b>	<b>Restated 2014</b>
Used for acquisitions:		
Deferred capital contributions from non-government sources	2,168	2,323
Deferred capital funding through parliamentary appropriations	175,056	180,678
	<b>177,224</b>	<b>183,001</b>

Changes in the deferred capital funding balance are as follows:

<i>(in thousands of dollars)</i>	<b>2015</b>	<b>Restated 2014</b>
Balance, beginning of year	183,001	188,278
Add:		
Capital asset acquisitions	1,832	2,889
Capital asset disposals	(13)	(9)
	1,819	2,880
Less amounts recognized as revenue:		
Contributions	(324)	(307)
Parliamentary appropriations	(7,272)	(7,850)
	(7,596)	(8,157)
<b>Balance, end of year</b>	<b>177,224</b>	<b>183,001</b>

## 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.

During the year, the principal amount of \$305,000 was transferred to the Community Foundation of Ottawa. The transfer was authorized by the donor. Annually, the Corporation will continue to receive the net investment income earned on this endowment.

The net investment income earned on resources held for endowment is \$10,049 (2014 – \$3,634). The total accumulated amount of deferred investment income earned on resources held for endowment is \$20,309 (2014 – \$10,261). This amount is available for activities related to systematic entomology. No amount was recognized in the statement of operations for this year (2014 – \$5,043).

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 Capital Assets

The investment in capital assets consists of the following:

<i>(in thousands of dollars)</i>	<b>2015</b>	<b>Restated 2014</b>
Capital assets	194,210	200,989
Less amounts financed by:		
Capital lease	(28,353)	(29,002)
Deferred capital funding	(177,224)	(183,001)
	<b>(11,367)</b>	<b>(11,014)</b>



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

<i>(in thousands of dollars)</i>	<b>2015</b>	<b>Restated 2014</b>
Net capital asset additions	1,819	2,880
Add: repayment of obligation under capital lease	649	588
Less: capital assets financed with deferred capital funding	(1,819)	(2,889)
Capital assets purchased with the Corporation's funds	649	579
Amortization of deferred capital funding	7,596	8,157
Amortization of capital assets	(8,598)	(9,149)
<b>Net change in investment in capital assets</b>	<b>(353)</b>	<b>(413)</b>

### 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>	<b>2015</b>	<b>Restated 2014</b>
<b>Appropriations received and receivable:</b>		
Operating and capital budgets	26,127	25,835
Supplementary budgets	150	936
	<b>26,277</b>	<b>26,771</b>
Previous year's appropriations used in current year to complete specific projects	1,523	2,941
Appropriations used to purchase depreciable capital assets	(1,650)	(2,806)
Amortization of deferred capital funding	7,272	7,850
<b>Appropriations recognized during the year</b>	<b>33,422</b>	<b>34,756</b>

### 14. Admission and Program Fees

Admission and program fees are comprised as follows:

<i>(in thousands of dollars)</i>	<b>2015</b>	<b>2014</b>
Admission fees – general	2,428	2,022
Admission fees – temporary exhibitions	539	287
Programs	616	461
Memberships	427	337
	<b>4,010</b>	<b>3,107</b>

## 15. Ancillary Operations

Ancillary operations are comprised as follows:

<i>(in thousands of dollars)</i>	2015	2014
Parking	697	676
Rental of facilities	625	571
Boutique and cafeteria leases	211	241
	<b>1,533</b>	<b>1,488</b>

## 16. Contributions

Contributions are comprised as follows:

<i>(in thousands of dollars)</i>	2015	Restated 2014
Cash contributions and sponsorships	1,548	1,322
In-kind sponsorships	303	238
Specimen donations	929	4
	<b>2,780</b>	<b>1,564</b>

## 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>	2015	2014
<b>Revenues from Government of Canada related parties:</b>		
Admission and program fees	1	-
Ancillary operations	2	1
Contributions	-	218
Other	74	26
	<b>77</b>	<b>245</b>

<i>(in thousands of dollars)</i>	2015	2014
<b>Expenses with Government of Canada parties:</b>		
Personnel costs	1,726	2,222
Real property taxes	1,711	1,686
Operation and maintenance of buildings	5	3
Professional and special services	11	46
Information management infrastructure and systems	10	11
Marketing and communications	5	8
Exhibitions	2	2
Repairs and maintenance	1	1
Freight and cartage	1	1
	<b>3,472</b>	<b>3,980</b>

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

<i>(in thousands of dollars)</i>	2015	2014
Due from related parties	201	293
Due to related parties	3	165

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 \$49,490 (2014 – \$45,421).

## 18. Contractual Obligations

As of March 31, 2015, the Corporation has contracts for operation and maintenance of building, professional and special services, information management infrastructure and systems, marketing and communications, and exhibitions with a remaining value of \$4,652,000 (2014 – \$4,879,000). Estimated future minimum payments under these contracts are as follows:

<i>(in thousands of dollars)</i>	2016	2017	2018	2019	2020
Future minimum payments	3,574	973	35	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, 2015 and March 31, 2014, 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 \$630,004 (2014 – \$645,050). 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, 2015, \$25,039 (2014 – \$6,255) 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 (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 (unrestricted and restricted) was held in cash at March 31, 2015 and March 31, 2014, 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>	<b>2015</b>	<b>Restated 2014</b>
Personnel costs	14,488	14,552
Amortization of capital assets	8,598	9,149
Operation and maintenance of buildings	3,730	3,898
Interest on capital lease obligation	2,851	2,912
Real property taxes	2,850	2,799
Professional and special services	2,317	2,734
Information management infrastructure and systems	1,290	1,646
Marketing and communications	1,211	1,135
Exhibitions	1,181	785
Repairs and maintenance	766	663
Travel	335	310
Freight and cartage	62	57
Objects for collections	969	20
Other	153	30
	<b>40,801</b>	<b>40,690</b>

## 22. Comparative Figures

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



**Canadian Museum of Nature**

[nature.ca](http://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