

Connecting People with Nature

2003-2004 Annual Report

Report from the Acting Chair and the President and Chief Executive Officer

On behalf of the Board of Trustees and Staff, we are pleased to present the Annual Report of the Canadian Museum of Nature (CMN) for the period April 1, 2003 to March 31, 2004.

Details of the Canadian Museum of Nature's achievements against the seven objectives for 2003-04 are provided in this report. We wish to highlight a few key areas and to provide context and strategic perspective.

This year represents a new beginning for the Museum. It is the first year of action on the new strategic vision of the Museum in 2008: "Connecting People with Nature." The vision and strategic plan articulate a new model of national service – one that engages Canadians on environmental issues, emphasizes joint programme development and delivery with partners across Canada, and focuses on increasing the value of the Museum for all Canadians. To this end, CMN has taken a lead role in developing a consortium of natural history museums. Formally incorporated as the Alliance of Natural History Museums of Canada in February 2004, this alliance will work together to increase the preservation and public understanding of Canada's unique and remarkable natural heritage.

CMN used a national advisory committee in developing the Genome project, *The Gee! in Genome*, which included an exhibition that opened to rave reviews in Ottawa and is fully booked for a national tour. To date it has enjoyed successful runs at Vancouver Science Centre and the Saskatchewan Science Centre before moving to Manitoba. The project is an innovative partnership between CMN and Genome Canada and the Canadian Institutes of Health Research.

CMN's new climate change kiosks, *Sila: Clue in to Climate Change*, were developed in partnership with The Centre for Traditional Knowledge. They will be launched with the National Film Board's new documentaries on climate change, *Arctic Mission*, at multiple sites across Canada on Earth Day in April 2004.

Surveys undertaken on behalf of CMN suggest that Canadians want the Museum to be a source of substantive, credible information about pressing environmental issues. New priorities for programming activities with a focus on issues of relevance to Canadians have been

established – the overarching issue is environmental change, under the key themes of a) understanding the critical factors affecting change, b) understanding the human element and c) understanding the history of species and habitat distributions.

CMN research provides baseline data on environmental change that involves both the surface of our planet and the depths within. It also examines the evolution and extinctions of past faunas in association with environmental change. This past December, the Museum received the Patricia Roberts-Pichette Award from Environment Canada's Ecological Monitoring and Assessment Network (EMAN). The award is presented annually to individuals or organizations that demonstrate enthusiastic leadership and commitment to advancing ecological monitoring and research in Canada. CMN is also committed to increasing environmental awareness in schools through a variety of activities in the National Capital Region and across Canada through Web-based teaching materials.

An intrinsic element of the implementation of the new strategic plan is the refit of the Victoria Memorial Museum Building (VMMB), CMN's public education centre in downtown Ottawa. The Government of Canada's funding for major renovations of the VMMB – designated the third most important federal heritage building – will address health and safety issues, as well as seismic and building code conditions, thus preserving this venerable building for many generations to come. Full-scale construction activities are scheduled to begin in May 2004 for a five-year period.

New signature galleries will open at the VMMB as part of the Renewal Project – Fossils, Nature of Humans, the Discovery Centre and Water. CMN developed a national review committee for the Fossil Project and external advisors are helping to plan the Nature of Humans and Water galleries. Building upon the success of *The Gee! in Genome* national programming, the Water Gallery team is also developing national forums to involve Canadians in the early stages of this project's development. To test content and public response, key



Louise Beaubien Lepage



Joanne DiCosimo

elements of the new galleries are being developed as traveling exhibitions, in partnership with museums and science centres across Canada.

To support the new vision and model of national service, the Museum launched the *Natural Partnerships Campaign* in 2001. The current campaign seeks to generate \$10 million, of which \$4 million has been pledged. When the total goal has been achieved, a second campaign for a further \$6 million will be developed and implemented, as \$16 million is the total amount needed to renew the galleries. Community Campaign pledges continue to grow due to the efforts of a core group of Volunteers.

Another component of the national fundraising initiative is the Family Campaign, the Museum's highly successful internal fundraising drive. A Staff Campaign recognition event was held this year at which the Staff's legacy gift of two *Chasmosaurus* mounts was unveiled on the plaza of the VMMB. The two life-sized and impressive dinosaurs are testimony to the Staff's dedication in supporting the Museum.

Regretfully, in March of this year, Frederic Kasravi resigned his position as Chair due to illness. He expressed his very best wishes to CMN. The Board of Trustees and Staff at the Museum would also like to extend their best wishes and thanks to Dr. Kasravi for his support and generosity during his 12 month tenure as Chair.

In closing, we wish to express appreciation to the Board of Trustees, Staff, Associates and all CMN Volunteers for their hard work and significant contributions to fulfilling the Museum's mandate of service to Canadians.

Louise Beaubien Lepage

AI/Chair of the Board of Trustees

Joanne DiCosimo

President and Chief Executive Officer

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Performance Highlights



Illustration: PKG Joint Venture Architects

Renewing a national treasure

A five-year project of major renovations is underway to revitalize the Victoria Memorial Museum Building. The Museum Web site added a 16-page component highlighting the Renewal Project, with images and information about the new vision, the renovations and new galleries. CMN hosted two public information sessions on the Renewal Project and more are planned throughout the project.

Networking with other museums

CMN took a lead role in developing a consortium of natural history museums, formally incorporated as the Alliance of Natural History Museums of Canada (ANHMC) at its sixth meeting in February 2004. The ANHMC is exploring working jointly in areas where museums can have greater impact through combined efforts, such as: enhancing the visibility, recognition and benefit of natural history museums; increasing their influence on public policy and decision making; and, collections planning and development to facilitate public and scientific access to collections information.

Advancing ecological monitoring

The Museum received the Patricia Roberts-Pichette Award from Environment Canada's Ecological Monitoring and Assessment Network (EMAN) in December. The award is presented annually to individuals or organizations that demonstrate enthusiastic leadership and commitment to advancing ecological monitoring and research in Canada.

Popular publications

A reproduction from the Museum's rare book collection, *Canadian Wild Flowers*, was so popular that publisher Algrove Press produced a second print run of 3,000 copies. The book was sold through Lee Valley stores and catalogues, and at nature.ca. In June 2003, Dr. Kathy Conlan received the Canadian Science Writer's Association award for best children's book in 2002 for *Under the Ice*. The book relates the marine biologist's 10 years of experience studying marine life and the impact of disturbance on the coastal seabeds of the polar oceans.



Photo: Martin Lipman

Creating new partnerships for knowledge

The Canadian College of Teachers and CMN launched a new annual, national award in May 2003 recognizing excellence in collaboration between museums and schools. The Museums and Schools Partnership Award acknowledges partnerships for educational programmes that enrich and expand students' understanding and appreciation of Canada's cultural and natural heritage.

Addressing ethical issues

Host venues for *The Gee! in Genome* develop forums for youth and the general public as the exhibition tours, with assistance from CMN and the other national and regional partners. The forums allow participants to address controversial ethical issues such as genetic testing, gene therapy, human cloning, GMO (genetically modified organisms) labelling and safety, DNA databanks and privacy issues. Thousands of Canadian high school students have already taken part.

Increasing Web access

There was a 17 percent increase in visitors over last year to CMN's Web site, nature.ca for a total of 3,531,060. Equally significant is that an average visit now lasts approximately seven minutes compared to about two minutes last year. The Web site nature.ca/genome launched in April 2003 as part of *The Gee! in Genome* project was selected as one of Exploratorium's Ten Cool Sites for educational excellence for August/September 2003.

3D teaching tools

CMN's Centre for 3D Imaging received its first external request for 3D as a class room/lecture hall educational tool. Technicians provided scans of walrus and seal bones to be used in identifying skeletal remains of differing species for the Biology Department of Memorial University of Newfoundland.



Photo: Martin Lipman

Exploring our genes

The Gee! in *Genome* travelling exhibition is a major feature of a new national project: the Nature of Humans Project. The exhibition focuses on genomics, which is the study of genes and their functions. It explores topics ranging from the ABCs of DNA, genes and genomics to the impact of this emerging field of science on the environment and human health. After opening in Ottawa to rave reviews, the exhibition is on a nine-city, three-year tour of Canada with successful runs to date in Vancouver and Regina.

Working for worldwide conservation

Through the Canadian Centre for Biodiversity, a special workshop for members of IUCN – The World Conservation Union was coordinated at the VMNB in April. Participants were preparing for the Fifth World Parks Congress, held in Durban, South Africa in September 2003.

Promoting high-definition cinema

CMN was the first museum in Canada to present CineMuse High Definition cinema offered through the CineMuse Network. As an active partner in the CineMuse Network, the Museum helps promote HD cinema to other Canadian museums and cultural institutions. New members this year to the Canadian CineMuse Network include the California Institute of Technology, Science World British Columbia and the Discovery Centre in Halifax.

CMN risk analysis model recognized internationally

CMN continued to play an international leadership role in museum collection risk analysis, with the Instituut Collectie Nederland becoming the third national body to adopt or adapt CMN's model as the basis for developing a preventive conservation planning system. The American Institute for Conservation of Historic and Artistic Works and Heritage Preservation presented CMN with the annual Award for Outstanding Commitment to the Preservation and Care of Collections, in October 2003 in New York City.



Photo: Michel Poulin

Studying Arctic climate change

CMN scientists are contributing to the largest and most comprehensive Canadian-led study of climate change in the Arctic, where impacts of climate change are now being seen. Algae and diatom expert Dr. Michel Poulin spent 42 days aboard the Canadian Coast Guard Ship *Amundsen* in the Beaufort Sea as part of the second leg of CASES (the Canadian Arctic Shelf Exchange Study). When all the data collected are documented and analysed, scientists will be better able to assess the long-term impacts of climate change in the Arctic.

Staff contribute dinosaurs

Pledges continue to grow for the Museum's *Natural Partnerships Campaign*. One component of the national fundraising initiative is the Family Campaign, the Museum's highly successful internal fundraising drive. A Staff Campaign recognition event was held this year at which the staff's legacy gift of two *Chasmosaurus* mounts was unveiled on the plaza of the VMMB.

Seeking national input

CMN established a national review committee for the Fossil Project at the VMMB and external advisors are helping to plan the Nature of Humans and Water galleries. Building upon the success of *The Gee!* in Genome national programming, the Water Gallery team is also developing national forums to involve Canadians in the early stages of project development.

Developing a biodiversity strategy

Dr. Hugh Danks took part in the Biodiversity Science and Information Workshop held to seek consensus on criteria and actions for biodiversity science and information further to the Canadian Biodiversity Strategy, and for later presentation to Ministers of the Environment. Dr. Danks heads the Biological Survey of Canada, which develops and coordinates national initiatives in systematic and faunistic entomology.

A Long History of Sharing Knowledge



Photo: CMN archives



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

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

In 1852, Sir William, his assistants and his collections were temporarily housed in various warehouses in Montreal. They moved into a mansion on St. Gabriel Street, which had been owned by Peter McGill, President of the Bank of Montreal. This building became the Museum's home for the next 30 years until it moved to George Street in Ottawa's Byward Market in 1881.

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

First purpose-built national museum

Commissioned by Sir Wilfred Laurier at the beginning of the 20th century, the Victoria Memorial Museum Building (VMMB) opened its doors to the public in 1912 with spectacular exhibits of Canadian minerals, birds and fossils in beautiful new display cases. The building commemorates Queen Victoria who died in 1901. Charles M. Sternberg discovered the bulk of the dinosaurs in CMN's collections in southwestern Alberta and shipped them back to Ottawa. The skeleton of *Edmontosaurus* was the first dinosaur mounted for public display in Canada in 1913 and is still on view in the Life Through the Ages Gallery.

Parliamentary connections

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

The VMMB has been designated the third most important heritage building in Canada by the Federal Heritage Building Review Organization, after the Parliamentary Library and the Centre Block.

New beginnings

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

At that time, the Museum's operations were scattered over 13 buildings throughout the National Capital Region and CMN's heritage collections were kept in uncontrolled environments. A long-term project was initiated to consolidate all operations except exhibits and public programming activities into one purpose-built facility.

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

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

Public Works and Government Services Canada completed extensive stonework restoration at the VMMB in 1997 to preserve the façade of this historic building and to ensure the safety of staff and visitors. The City of Ottawa recognized this achievement with its Heritage Award in 1999.

Cross-Canada consultations and a strategic planning process resulted in a new vision and national role, programme and service for 2008.

Progress in 2003-04: Performance Against Objectives



Photo: © Bryan & Cherry Alexander

Environmental Change

Understanding the critical factors affecting change

Understanding the human element

Understanding the history of species and habitat distributions

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

This past year, CMN created programmes of research, collections development and documentation, and educational activities to address issues of relevance to Canadians. Through surveys and other market research activities, staff continued to build an inventory of key natural history issues and evaluated public knowledge of and interest in such areas as human biology and water (two of several new national project themes).

A wide range of public and educational programming

Exploring our genes

The Gee! in *Genome* national travelling exhibition opened at the VMMB in April 2003. The exhibition is a key component of the new national project, the Nature of Humans Project, focusing on genomics: the study of genes and their functions. The exhibition pays particular tribute to the late Dr. Michael Smith, a Nobel-Prize-winning chemist, and highlights the achievements of Canadian scientists working in genetic research.

The Ottawa opening celebrated the 50th anniversary of the landmark scientific publication by James Watson and Francis Crick that described the double helix structure of DNA. *The Gee!* in *Genome* explores topics ranging from the ABCs of DNA, genes and genomics to the impact of this emerging field of science on the environment and human health. It was produced by CMN and presented by Genome Canada in partnership with the Canadian Institutes of Health Research.

The national tour is fully booked to visit nine cities across Canada over a three-year period. After completing a successful run at Vancouver's Science World last fall, the exhibition opened to great acclaim at the Saskatchewan Science Centre in January 2004 before going on to Manitoba.

CMN launched a supporting Web site in April 2003 – with over 200 bilingual pages – inviting visitors to learn about genes and the diversity of life. The site includes curriculum-based educational resources, ethical debates and interactive games. It was selected as one of Exploratorium's Ten Cool Sites for educational excellence for August/September 2003.

Host venues are developing forums for youth and the general public as the exhibition tours, with assistance from CMN and the national and regional partners. The forums allow participants to address controversial ethical issues such as genetic testing, gene therapy, human cloning, GMO (genetically modified organisms) labelling and safety, DNA databanks and privacy issues. More than 800 high school students from eastern Ontario and western Quebec took part in forums at the VMMB and similar successes were experienced in Vancouver and Regina.

Summaries of *The Gee!* in *Genome* national forums can be found on nature.ca as part of *The Gee!* in *Genome* Web site. To date, the site features summaries for the Ottawa, Vancouver and Regina forums. These activities are on-going as the exhibition travels to venues across Canada.

Climate Change

Sila: Clue in to Climate Change is a new travelling exhibition designed to teach youth about one of our most pressing environmental issues. It explores climate change from both a western science and traditional knowledge perspective, and was developed in partnership with The Centre for Traditional Knowledge. The exhibition was displayed at the VMMB during February and March 2004 before beginning a national tour. This trilingual exhibition (information is provided in English, French and Inuktitut) contains real-life examples of climate change in different parts of the world, and shows how some areas are coping with the challenges.

The exhibition was supported by the Government of Canada Climate Change Action Fund, the Canadian International Development Agency, RBC Foundation and Canada Post Corporation. On Earth Day (April 22, 2004), all five versions of the exhibition were scheduled for simultaneous presentation in Vancouver, Edmonton, Toronto, Montreal, and Halifax in a co-launch with the National Film Board for the new high-definition documentary series, *Arctic Mission*.

To complement Sila, three school programmes are being developed for September 2004 release as part of CMN's "Let's Do Science" workshops for school groups. Educators across Canada and internationally will be able to download the material, complete with PowerPoint presentations, activity sheets and curriculum links, from the Museum's Web site, nature.ca/sila.

Expanding on-line access

The information needs and research questions of Canadians are guiding development of new on-line products and services. There was a 17 percent increase in visitors over last year to CMN's Web site, nature.ca for a total of 3,531,060 visits. Equally significant is that an average visit now lasts approximately seven minutes compared to about two minutes last year.

New postings in 2003-04 included a 16-page component highlighting the Renewal Project unveiled in March, with images and information about the new vision, the renovations and new galleries. Another new section highlights the 3D Imaging Centre, which has produced a series of animations featuring the *Chasmosaurus irvinensis*. Technicians used 19 scanned bones and a scanned maquette sculpture of the dinosaur to recreate a walk cycle. The animations, posted on nature.ca, will be incorporated into Enhanced Learning Stations of the new Fossil Gallery, part of the new Fire and Ice Project on environmental change.

Three live Internet broadcasts were organized in conjunction with Pearson College, B.C., enabling CMN Education staff to test and develop strategies and competencies related to webcasting and videoconferencing.

Collections Services personnel contributed to making more CMN collection data available through the Web. Approximately 142,000 CMN records of fish, birds, frogs and toads, and freshwater bivalves are now accessible via the Canadian Biodiversity Information Facility's Web portal and the portal of the Global Biodiversity Information Facility.

A total of 27,006 new records were digitized in the Collections Information Management System and the mineral database. With digital photo equipment acquired in 2003, staff made a selection of collections specimens available (virtually) to scientists around the world without the cost and risks of shipping the actual specimens.



Photo: Lawrence Cook

The 150 sq.ft. travelling exhibition, *Sila: Clue in to Climate Change*, provides a wealth of information on climate change effects in the Arctic and around the world through multimedia "adventure sites".

Increasing environmental awareness in schools

CMN worked with Dr. David Barber (Canada Research Chair in Arctic Systems Science), a traditional knowledge consultant and representatives from the Canadian Arctic Shelf Exchange Study (CASES) and the Canadian International Development Agency to prepare content for the Museum's exhibition on climate change and school programming. It includes a package that will be available to teachers and to museums across Canada via the CMN Web site, as well as with the travelling kiosk. Staff also worked with numerous organizations on the *Sila: Clue into Climate Change* project, helping develop related materials and school programme activities. Approximately 100 high school students from across Canada participated in these activities at the Museum in February and March 2004.

CMN staff delivered workshops on environmental education at the Canadian Association of Science Centres in collaboration with the Ontario Science Centre. As part of the Environmental Stewardship and Monitoring Programme with École secondaire Grande-Rivière in Gatineau, CMN staff offered training sessions to students including three new activities: DNA extraction, scientific illustration and lichen identification.

CineMuse: a network for high-definition cinema

Since spring 2001, the Museum has enjoyed a successful and growing high-definition (HD) cinema programme, made possible through a partnership with CineMuse, a leading HD production and distribution company based in New York City. CMN was the first museum in Canada to present CineMuse HD cinema. As an active partner in the CineMuse Network, the Museum helps promote HD cinema to other Canadian museums and cultural institutions.

CMN has enhanced national project offerings to potential host venues by introducing an HD film element. CMN national travelling projects now include a CineMuse HD film feature for host venue consideration in addition to the exhibition, curriculum-based educational programmes and Web-based activities.

A primary example is the selection of the BBC/TLC documentary “How to Build a Human” for *The Gee!* in *Genome* exhibition. Host venues are relying on the HD films and the CineMuse Network to animate their auditoriums and to package educational programmes (youth and general public forums). To date, Vancouver and Regina venues have made good use of the HD films. Discussion continues with new host venues on this topic and feedback is positive. CMN also included an HD film element in the *Sila: Clue into Climate Change* programme from the NFB series *Arctic Mission*.

CMN piloted an HD festival at the VMNB for four weeks in January and February with 13 English and 11 French shows representing the work of HD producers from Canada and the United States. Total attendance was 1,283. There was a 63 percent increase in HD school showings compared to last year and an increase of 29.6 percent in participation in school workshops over 2002-03. CMN will continue to pilot programmes and share the festival concept and others with the CineMuse Network members.

Preserving and enlarging the collections

The American Institute for Conservation of Historic and Artistic Works and Heritage Preservation presented CMN with the annual Award for Outstanding Commitment to the Preservation and Care of Collections last October. This prestigious award recognizes the Museum's pioneering work in developing a risk-analysis model to assess the vulnerability of its national collections and in using this analysis to plan for the long-term care of these irreplaceable heritage materials.

CMN continued to play an international leadership role in museum collection risk analysis, with the Instituut Collectie Nederland becoming the third national body (following Canada and Hong Kong) to adopt or adapt CMN's model as the basis for developing a preventive conservation planning system.

There were several notable acquisitions to the collection this year including a double-tusked narwhal skull, which will be submitted to the Canadian Cultural Property Export Review Board for certification as having outstanding quality and national significance. CMN Research Associate Dr. Irwin M. Brodo donated 2,552 lichens of North America. A spectacular fossilized ammonite (extinct mollusc fossil) from Bearpaw, Alberta was purchased from a private source.

The Centre for 3D Imaging responded to the first external request for 3D as a class room/lecture hall educational tool, providing scans of walrus and seal bones to be used in identifying skeletal remains of differing species for the Biology Department of Memorial University of Newfoundland.

Researching our origins and our planet

CMN research activities involve the disciplines of systematics and the application of researcher expertise to specific projects. Systematics is the comprehensive study of the natural history of minerals, fossils, plants and animals.

Chiefly during the spring and summer, Museum researchers leave their labs and offices for fieldwork and collecting expeditions. In 2003-04, CMN researchers were in the field across Canada and in the United States, in Greenland, Norway, China and Central America, among other sites.

CMN research provides baseline data on environmental change that involves both the surface of our planet and the depths within. It also examines the evolution and extinctions of past faunas in association with environmental change.



Photo: Jennifer Lee Scott

The Patricia-Roberts Pichette Award has been presented annually since 1997. CMN is only the second institution to receive this honour.

Environmental award

The Museum received the Patricia Roberts-Pichette Award from Environment Canada's Ecological Monitoring and Assessment Network (EMAN) at the network's annual science meeting in December 2003. The award is presented annually to individuals or organizations that demonstrate enthusiastic leadership and commitment to advancing ecological monitoring and research in Canada. CMN was cited for sharing scientific

data and as a repository of collections that contribute baseline information to assist scientists in understanding environmental issues, such as invasive species and climate change. The award also noted the leadership of the Canadian Centre for Biodiversity in showing how museums can assist in developing sustainable communities.

Dr. Hugh Danks received the prestigious Gold Medal for Outstanding Achievement in Canadian Entomology from the Entomological Society of Canada in Kelowna, B.C. This award recognizes his many contributions in research, education, coordination and scientific leadership.



Photo: Martin Fortier

The newly-refitted research icebreaker *Amundsen* allows Canada to lead international studies of its own Arctic regions. One of its first missions is to serve as a base for over 70 scientists, including some from the CMN, on the CASES project.

Climate Change in the Arctic

CMN scientists are contributing to the largest and most comprehensive Canadian-led study of climate change in the Arctic, where impacts of climate change are now being seen. Algae and diatom expert Dr. Michel Poulin spent 42 days doing fieldwork in the Beaufort Sea as part of the second leg of CASES (the Canadian Arctic Shelf Exchange Study). He was aboard the Canadian Coast Guard Ship *Amundsen*, an icebreaker recently refitted with sophisticated scientific equipment. Dr. Poulin is part of a multidisciplinary network of scientists from nine countries, whose goal is to measure changes in the ice cover, monitor oceanic and climatic conditions, and study marine ecosystems in the Mackenzie Shelf. Two other CMN biologists are part of this international project;

Drs. Kathy Conlan and Jean-Marc Gagnon will use their skills to identify the tiny organisms that live in the waters below the ice and on the sea floor. When all the data collected are documented and analysed, scientists will be better able to assess the long-term impacts of climate change in the Arctic.

Hominid evolution and environmental change

Dr. Kathlyn Stewart participated in the Revealing Hominid Origins Initiative, which received US\$2.5 million over five years from the National Science Foundation. The project and the funds are managed by the University of California at Berkeley and will investigate hominid and animal evolution and environmental change. The origin and evolution of Hominidae (the family comprising human ancestors and close relatives subsequent to their shared common ancestry with African apes) is a fundamental scientific problem. This initiative, interdisciplinary and international, is explicitly collaborative and involves ongoing research in 15 countries among nearly 50 scientists.

Freshwater quality and health

Paul Hamilton, with two American colleagues, received a US\$342,000 National Science Foundation (NSF) grant for 2004-2007 that will be administered by the Connecticut College, to document the diversity of aquatic microorganisms and assess water quality in lakes and ponds from Florida to Ellesmere Island. Ultimately, by tracking water quality along one coast, the researchers hope the findings can be linked to similar studies of freshwater bodies along the same latitude in Central and South America. The result would be a global, environmental snapshot of diversity and health of one of our most precious natural resources. This is the first time a CMN staff member has received an NSF grant as a co-Principal Investigator.

The Museum has received \$10,400 from Environment Canada's Ecological Monitoring and Assessment Network (EMAN). The funds were put towards the Saskatchewan Watershed Pilot Project to hire a university student, who spent much of 2003 collecting biodiversity information along the Frenchman River, which flows through Grasslands National Park. The Museum also received \$6,000 from the National Capital Commission in support of Dr. André Martel's research on the ecology and the conservation of freshwater mussels in the National Capital Region. Much of this work took place in Gatineau Park, using freshwater mussels as an indicator species to evaluate environmental changes in lake and river systems.

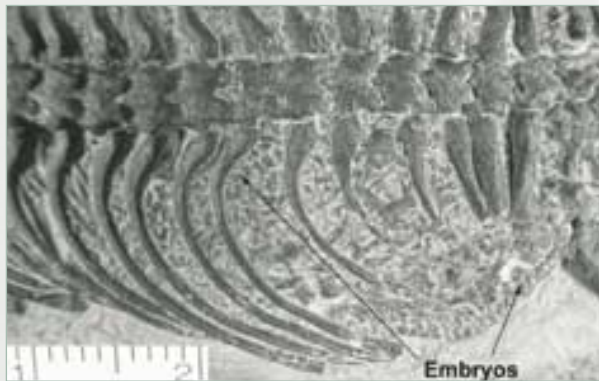
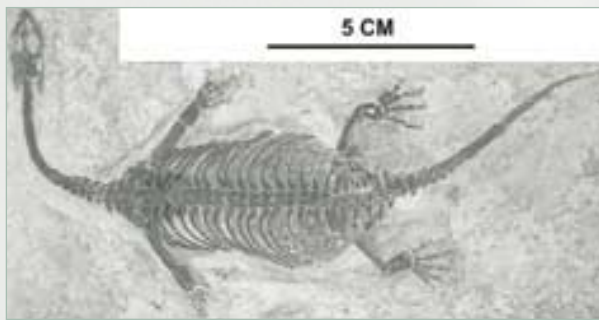


Photo: Xiao-Chun Wu

A pregnant specimen of a Triassic marine reptile (*Keichousaurus*) from southern China. There are at least three embryos on each side of the trunk.

Reaching for rare rocks

Mineralogist Dr. Paula Piilonen explored a new frontier in August 2003, as she joined a research team in southern Norway on a three-week prospecting expedition in an area known as the Larvik Alkaline complex. This 290-million-year-old region is geologically unique. The area consists predominantly of “larvikite” containing numerous alkaline pegmatites – rare crystalline rocks with a unique chemistry that are the focus of Dr. Piilonen’s research. The 270 kg of rock samples collected will be analysed to document the mineralogy and geochemistry of the pegmatites, to understand their origins and their relationship to the host rocks, and to develop an outline to name them. This naming scheme could be applied to pegmatites in other localities around the world. The results of this study may have significant environmental consequences, as they will support a proposal to turn the Oslo Rift Valley into a UNESCO European Geopark (world heritage site).

Demonstrating live birth in prehistoric marine reptiles

Palaeontologist Dr. Xiao-Chun Wu is studying gravid specimens of *Keichousaurus*, borrowed from the Chinese National Museum of Natural Sciences, which he visited in 2003 while doing fieldwork in China. The specimens come from the Middle Triassic of southwestern China and are very significant for our understanding of the reproductive pattern of Sauropterygians, the largest and most diverse group of ancient marine life during the Mesozoic era from 250 to 65 million years ago. Although thousands of specimens of this group have been collected around the world since the description of the first plesiosaur in 1821, no direct evidence has previously been found to determine whether they came on shore to lay eggs like sea turtles or gave birth in the water to live young as ichthyosaurs and mosasauroids (marine lizards) did. These exquisitely preserved specimens not only provide the first unequivocal evidence to clarify the reproductive mode as live birth, but also lead to the sexual determination of the pachypleurosaurian for the first time in fossil reptiles.

Exploring insect biodiversity and sharing expertise

CMN scientists continue to add to the catalogue of biodiversity on our planet. Much of this new knowledge can be discovered in the tropics, but scientific expertise is lacking in some areas. CMN entomologist and beetle specialist Dr. Robert Anderson went to the state of Chiapas in Mexico to do fieldwork and to assist in teaching a course on insect biodiversity at ECOSUR (College of the Southwest) in San Cristobal de las Casas. Following the course, Dr. Anderson and two other researchers visited sites in the cloud forests of the San Cristobal mountains, areas thought never to have been sampled for insects. They collected about 95 samples for examination in CMN labs; most will likely represent new species. Roughly half of their samples will eventually be sent back to the college after first being identified, mounted and prepared at CMN.

Polar research book wins award

Dr. Kathy Conlan received the Canadian Science Writer’s Association award for best children’s book in 2002, at a ceremony in June 2003 for *Under the Ice*. The book, edited and published by Kids Can Press, is aimed at children aged 8 to 12 and relates the marine biologist’s 10 years of experience studying marine life in the polar regions. The book was also a finalist for the Norma Fleck award for Canadian Children’s Non-Fiction and for Ontario’s Silver Birch Award.

Creating new partnerships

Last fall, CMN partnered with Carleton University to create the first-ever collaborative and comprehensive undergraduate Vertebrate Palaeontology programme in Eastern Canada. After receiving numerous inquiries from high school and undergraduate students wanting to know where to study palaeontology, CMN researchers proposed the idea to Carleton University. In the course of the four-year programme, students learn about the evolution of vertebrates, dinosaurs, palaeontology of mammals, and human origins. They also visit fossil localities and conduct fieldwork, and complete the regular math and science courses required for an honours degree in geology.

The Museum also signed an agreement with the University of Ottawa to jointly staff a position for a research scientist in botany: Canadian Museum of Nature Systematics Professorship.

The Canadian College of Teachers (CCT) and CMN launched a new annual, national award in May 2003 recognizing excellence in collaboration between museums and schools. The Museums and Schools Partnership Award acknowledges partnerships for educational programmes that enrich and expand students' understanding and appreciation of Canada's cultural and natural heritage. The Award is open to any Canadian school or school board that collaborates with any Canadian non-profit public museum, which includes zoos and science centres. The first award will be given in May 2004.

CMN took part in a series of meetings organized by the CCT with federal and national heritage organizations to discuss a proposal for a national Teacher's Institute on heritage programmes.

Figure 1 – Audience Reach

	2003-04 Actual	2002-03 Actual	2001-02 Actual	Variation % 2003-04 vs 2002-03	2004-05 Projected
Local Attendance (after-hour, open-hour, NHB, NCR)	267,638	290,504	295,246	-7.9%	203,000
High attendance venues	312,800	450,900	477,800	-30.7%	250,000
Multi-media (TV)	833,000	1,181,000	1,130,000	-29.5%	882,000
Unique Web site visits	3,531,060	3,021,113	2,795,767	16.9%	2,750,000
Traveling Exhibits	352,400	370,900	320,580	-4.9%	400,000
Purchase CMN products	178	3,747	62,611	-95.2%	500
Number of school group visits ⁽¹⁾	1,016	1,022	1,189	-0.6%	600
Number of participants in school group visits ⁽²⁾	42,366	42,637	49,556	-0.6%	24,000
Number of people participating in guided tours	2,666	3,180	2,955	-16.2%	1,200
Number of people participating in workshops	10,407	8,033	8,182	29.5%	5,200

NOTE:

(1) The number of school group visits for fiscal year 2003-04 is an estimate based on 2002-03's ratio of participants per group.

(2) Number of participants in school group visits includes guided tours, self-guided tours and unguided tours. It does not include the Nature Workshops.

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

CMN acted as a catalyst, a coordinator and a contributor to develop a Canada-wide network of natural history expertise and resources.



Developing a natural history museum network

As part of the new vision for 2003-2008 of national service, CMN took a lead role in developing a consortium of 12 natural history museums from across Canada. The group was formally incorporated as the Alliance of Natural History Museums of Canada (ANHMC) at its sixth meeting in February 2004. A Board was established representing all regions of Canada.

By working together as Natural History Museums, the ANHMC intends to increase the preservation and public understanding of Canada's unique and remarkable natural heritage. Members have agreed to:

- ▶ speak with a single voice on issues of common interest,
- ▶ encourage communication among member museums and
- ▶ pursue joint projects.

The ANHMC will work jointly in areas where museums can have greater impact through combined efforts, such as: enhancing the visibility, recognition and benefit of natural history museums; increasing their influence on public policy and decision making; and collections planning and development to facilitate public and scientific access to collections information.

The group held three quarterly meetings as well as monthly teleconferences in 2003-04, all with the active involvement and support of CMN President, Joanne DiCosimo. The members have finalized plans for membership categories, fees, financial administration and an informal networking event to be held in April at the annual conference of the Canadian Museums Association. An action plan was developed by the ANHMC Strategic Communications Committee and is being implemented. Concurrently with this effort, the Collections Working Group undertook to develop a survey of collections

holdings and expertise. The baseline information gathered will become a point of reference to explore other levels of collaboration and exchange.

Founding members of the Alliance include the Royal British Columbia Museum (Victoria), Provincial Museum of Alberta (Edmonton), Royal Tyrrell Museum (Drumheller), Prince of Wales Northern Heritage Centre (Yellowknife), Yukon Beringia Interpretive Centre (Whitehorse), Royal Saskatchewan Museum (Regina), The Manitoba Museum (Winnipeg), Biodôme, Insectarium, Jardin botanique and Planétarium de Montréal (Montreal), Provincial Museum of Newfoundland and Labrador (St. John's), New Brunswick Museum (Saint John), Nova Scotia Museum of Natural History (Halifax) and Canadian Museum of Nature (Ottawa).

CMN convened and participated in a partnership session at the ECSITE conference in Munich, Germany, which included discussion on CMN's planning and consultation processes leading to the development of the vision and new model of national service, including the formation of the ANHMC. This has led to on-going discussions with CASTEx, a European network of natural history museums. CASTEx invited key CMN personnel to Brussels, Belgium, to discuss opportunities for partnering and capacity-building.

Pursuing national strategies for research, collections and education

The Federal Biodiversity Information Partnership (FBIP), chaired by CMN, contributed to a presentation during the meeting of Federal-Provincial-Territorial Environment Ministers in Quebec City, to emphasize the importance of coordination mechanisms for biological informatics research in Canada. The FBIP also established a modest Secretariat at the Experimental Farm in Ottawa, and coordinated a range of activities in biodiversity



Photo: CMN archives

CMN is developing school programme initiatives that link to national science curriculum guidelines. Activities and projects will be made available through avenues such as CMN's Web site.

informatics. The FBIP is a Canadian focal point for international involvement, such as the Global Biodiversity Information Facility and the Global Taxonomy Initiative.

CMN held discussions and/or negotiations about collaborative joint exhibition projects with the Canadian Association of Science Centres (CASC), the Royal Tyrrell Museum (Drumheller, Alberta), the Provincial Museum of Alberta, and The Rooms (St. John's, Newfoundland). CMN staff are moving forward with the development of a joint exhibition project on prehistoric life and environmental change with the Royal Tyrrell Museum, the Montreal Science Centre and the Yukon Beringia Interpretive Centre, as part of the larger Fire and Ice National Project. The Museum is also supporting the CASC exhibition collaboration – The Great Canadian Science Adventure.

In support of the national science curriculum, CMN's School Programmes unit is developing curriculum-based school programming to engage Canadian students from grades 7 through 12 in exploring climate change in the Arctic. Educational programming themes linked to national science curriculum guidelines are also being developed for the Fossil Project. Workshops were delivered on environmental education related to water as part of the *Eau de source et de ressources* conference, held in Montreal in November 2003; related educational tools were developed and distributed.

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

CMN supported public awareness and facilitated participation in discussions of significance to our environment through dialogue and the transmission of new knowledge in natural history.

Creating national forums on relevant environmental issues

The Gee! in Genome project team made presentations to host institutions in order to facilitate the national programming and provide support. *A Guide to Planning Forums* was developed and distributed by the National Forum Working Group. Forums for youth and the general public allowed participants to address ethical issues related to the exhibition and have been well attended in all exhibition venues to date.

CMN's Canadian Centre for Biodiversity (CCB) acts, in national and international contexts, as a central focus for biodiversity information and collaboration efforts. This year, the CCB worked with the Ecological Monitoring Assessment Network (EMAN) to put on a two-day workshop at the Natural Heritage Building on the role of Museums and Institutions as single entities and as a network in support of Community Based Monitoring.

Through the CCB, a special workshop for members of IUCN – The World Conservation Union was co-ordinated at the Victoria Memorial Museum Building in April 2003, in preparation for the Fifth World Parks Congress, held in Durban, South Africa last September.

The CCB hosts the Biological Survey of Canada (BSC), which develops and coordinates national initiatives in systematic and faunistic entomology. In May 2003, BSC Head Dr. Hugh Danks took part in the Biodiversity Science and Information Workshop, held to seek consensus on criteria and actions for Biodiversity science and information further to the Canadian Biodiversity Strategy, and for later presentation to Ministers of the Environment.

Informing federal public policy on natural history issues

CMN is represented on the Committee on the Status on Endangered Wildlife in Canada (COSEWIC) by three of its research staff. Dr. Claude B. Renaud is Co-chair of the Freshwater Fishes Specialist sub-committee, one of nine such subcommittees, and Dr. Robert Anderson is the member representing the Federal Biosystematics Information Partnership. His alternate is Dr. Lynn Gillespie. COSEWIC assesses the risk of extinction to wildlife in Canada based on the best available scientific and traditional knowledge.

Taking an active role in the Canadian Museums Association

A one-day workshop entitled: "Engaging Your Community in a Culture of Sustainability – Museums as Agents of Change" was facilitated at the CMA conference in Winnipeg in May 2003 by the Working Group on Museums and Sustainable Communities, of which CMN is an active member. A resource document was also developed. Five staff members presented papers or led panel discussions as a part of the conference programme. CMN Manager of Community Services Mary Ellen Herbert serves on the national committee, charged with conference planning for this professional association of museum workers.

4 Develop CMN's internal capacity to work in integrated, collaborative approaches.

The Museum pursued partnerships and emphasized integrated multi-disciplinary approaches. It sought other like-minded organizations to develop products, services and perspectives that none can create separately.

Working in integrated approaches

The Management Committee held a two-day retreat in June to develop the deliverables of the new vision for the next one, three and five years, as well as the model for the annual operational planning process. CMN has moved to a centralized review process to assess business cases and to set annual operating plans in the context of a multi-year framework. The process will ensure that CMN has secured the experience, infrastructure and resources necessary to fulfill the vision for the Museum in 2008.

The Human Resources Management Framework was updated for the period 2003-2008. This framework focuses on four key result areas that address leadership, productivity, work environment and sustainability of the workforce. The HR team offered staff members a number of divisional and individual coaching sessions on how to complete the new Objective Setting Reports and how to use the Competencies Guide and Self-Assessment tool to determine developmental needs. A course on Change Management was offered to staff at the Victoria Memorial Museum Building (VMMB) in February to help them deal with changes arising from the Renewal Project.

The Museum drafted a new Values and Ethics Code that defines the corporate values identified in 2000, and includes a Conflict of Interest Policy.

“Wireless Devices in Museums,” the first of a series of museum professional development and technology literacy seminars was offered at the VMMB in January. The featured speakers were Ted Paschkis of WiVID in Boston and Scott Guerin of DMCD in New York, both leaders in the field. There were over 50 participants from all the national museums, CHIN and Parks Canada.



Photo: Simon Fraser University

For the past year, CMN has been working with an information technology research group at Simon Fraser University to explore innovative approaches to museum educational experiences. Demonstrations of Project ec(h)o featured a wireless audio interpretive device.

The second session in the series was a two-day workshop with well-known museum educator John Falk speaking on “Realities of Museums in the 21st Century.” More than 120 people from all major museums in the Ottawa region attended the first day. Day two, which concentrated on CMN educational projects, involved 35 CMN staff.

Developing partnership guidelines

To apply the partnership guidelines developed last fiscal year, a performance indicator was implemented to reflect CMN's definition of partnership, with supporting reference documents and an evaluation grid.

Lynda Kitchikeesic, Executive Director of The Centre for Traditional Knowledge, was elected to the Canadian Aboriginal Science and Technology Society board of directors, providing a concrete link to the Aboriginal/scientific community and ensuring Traditional Knowledge a place in future programme planning.

5 Ensure that the Victoria Memorial Museum Building renewal project furthers the vision.

Planning for the Victoria Memorial Museum Building (VMMB) physical and programming renovation was aligned with the principles of the new vision and with the other strategies pursued by the Museum.

Renewing a national treasure

The VMMB opened to the public in 1912 and is today the Museum's public exhibitions and programming site. But time has taken its toll and major renovations are required to revitalize this historic building, which is designated the third most important federal heritage building in Canada.

During 2003-04, CMN was successful in obtaining federal government funding to undertake a comprehensive rehabilitation of the VMMB. This rehabilitation will address health and safety issues, and seismic and building condition repairs required to sustain the VMMB well into the 21st century.

Planning for the rehabilitation was well launched this year, with design development work and the Class B estimate for the project finalized. Construction costs are estimated at \$93.8 million, with the total cost of the project budgeted at \$168.3 million. (This includes design fees, contingencies, project management fees and museum costs). Work also progressed on finalizing construction drawings to tender the required work.

Full-scale construction activities will begin in May 2004 and the renovations will take place over the next five years. The plan is to keep the Museum open to the public throughout the entire period, with gallery closures and re-openings occurring in phases.

A challenge that still needs to be addressed is a projected shortfall in the operating funds to maintain the VMMB. CMN is working with the Government of Canada to develop a solution for this issue.

The management and overall framework for the project were formalized, a Project Director was hired and a quality assurance process was put in place. The construction and design team had been hired during 2002-03 and include PCL Construction and PKG Joint Venture Architects, comprising three firms: Barry Padolsky Associates Inc. Architects in Ottawa; Kuwabara, Payne, McKenna, Blumberg Architects in Toronto; and Gagnon, Letellier, Cyr Architects in Quebec City.

Several new, innovative national projects that will feature signature galleries are planned to open as the VMMB is renovated. Each project has associated national educational programmes, activities or travelling components. The first signature gallery from the national projects will be a new Fossil Gallery (in 2006), followed by a new gallery about the Nature of Humans (2007) and another on Water ecosystems (2008). There will also be a Discovery Centre (2009) for visitors to explore the natural world with our educators and scientists. Other favourites, including the mineral gallery (reopening in 2008) and birds and mammals galleries (reopening in 2006), are being updated and refurbished to better reflect themes of environmental change. These new projects are being financed through the fundraising efforts of CMN's *Natural Partnerships* Campaign.

Co-developing National Projects

A National Advisory Committee is in place for the new Fossil Gallery that includes representatives from the Royal Tyrrell and the Royal Saskatchewan Museums, and planning is underway for a focus group for the Fossil Gallery Preliminary Design Phase II. A contract was signed with Science North for the new Fossil Gallery Object Theatre. The Water Project is developing national forums to involve Canadians in the early stages of project development. Plans continue to move forward on the Nature of Humans and Discovery Centre.

Sharing information on the renewal project

In September and March, CMN hosted public information sessions on the Renewal Project. There is much interest from the community and the Museum continues to plan and prepare for on-going sessions throughout the five-year project. A third session scheduled for May 5, 2004 will focus on future plans for the signature galleries as well as updates on construction plans.

Establish and maintain an effective and efficient infrastructure of systems and facilities.

Maintaining an effective and efficient corporate infrastructure is an important part of the on-going operations of the Museum. Over the past year, the Museum participated in a review by the Government of Canada of facilities operating fund requirements. The results of the review have not yet been confirmed. The Museum will work with the Government of Canada to find a solution.

Enhancing Information Technology (IT) capacity

A CMN IT Strategic Plan was completed, presented and approved in October 2003. The plan provides direction and priorities for the development and funding of the Museum's one-to-five-year IT capabilities. The Museum also completed a comprehensive review and update of its major IT outsourcing agreement with Hewlett Packard Canada. The agreement includes substantially improved services and service levels.

Development continued on plans, designs and specifications for an integrated IT infrastructure in the Victoria Memorial Museum Building (VMMB) as part of the Renewal Project. Final IT contracts were completed for Phase I work to take place in April and May 2004.

Several significant enhancements to the Museums IT infrastructure were implemented in 2003-04 including:

- ▶ a new T1 Internet Service which tripled Internet bandwidth at a minor increase in cost
- ▶ installation of Virtual Private Networking (VPN) on all corporate laptops to dramatically improve remote access capability
- ▶ implementation of an anti-spam solution for the Museum to significantly reduce unwanted e-mail and increase productivity
- ▶ implementation of a new version of the Human Resources Information System which includes an enhanced leave system providing employees with an up-to-date balance of their vacation, sick and compensatory leave on their pay stubs.

Improving public information access

Library staff completed a major upgrade of the Museum's on-line Library Catalogue available to users on the Internet. The new version features an improved user interface, separate searchable databases for periodicals and books, and enhanced usage statistics reporting capability.

Recognizing employees and volunteers

The Service Awards Ceremony was held in December and 11 employees were recognized for their 10-30 years of service at CMN.

On May 25, 2003, 137 volunteers, staff and guests assembled for the annual Volunteer Appreciation Lunch at the VMMB.

Employee relations

CMN and the Public Service Alliance of Canada reached an agreement on a three-year contract, which was ratified by the Union members on November 6, 2003. This agreement was implemented retroactive to June 16, 2003, and will expire on June 15, 2006.



Photo: Martin Lipman

CMN's volunteer team - Celebrating our accomplishments together.

7 Increase self-generated revenue.

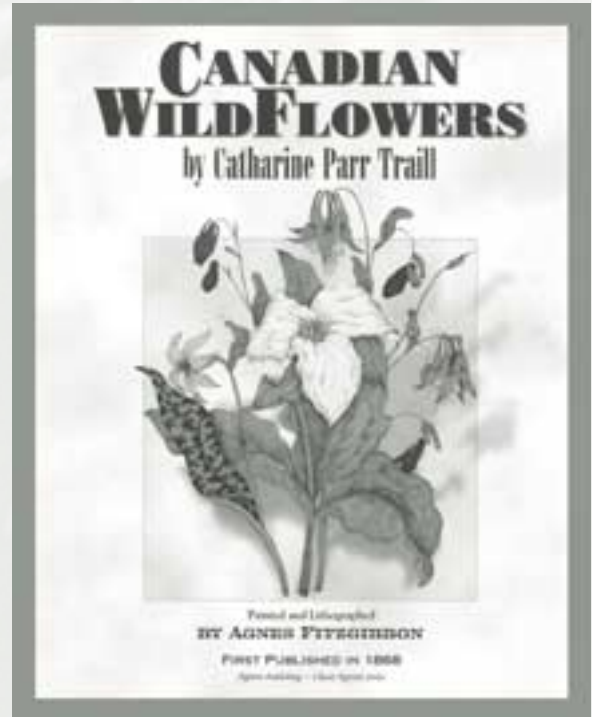
CMN sought to access additional resources in order to enhance its programme of services and its value to Canadians.

Building a strong philanthropic base of support

The *Natural Partnerships* Campaign to raise \$10 million (pledged commitments) established new target dates following the approval of the funding to address the infrastructure refit requirements for the Victoria Memorial Museum Building (VMMB) and the confirmation of the construction schedule. CMN generated visibility for the Campaign, and secured cultivation and donor stewardship opportunities from VMMB-based events such as exhibition openings, panel sessions, Renewal Project information meetings and external partner functions. The total pledged to date is in excess of \$4 million.

A Staff Campaign recognition event was held in May 2003, at which the Staff's legacy gift of two *Chasmosaurus* mounts was unveiled on the plaza of the VMMB. The money to construct these models was donated by Staff members in the Museum's highly successful internal fundraising drive known as the Family Campaign. An overwhelming two-thirds of Staff members responded to the solicitation with an average donation of at least \$700. Their generosity exceeded the initial target of \$65,000, with the final tally amounting to \$86,000. In a special vote one year ago, the Staff selected the chasmosaurs as their gift to the Museum.

The Federal Biodiversity Information Partnership (FBIP), formerly the Federal Biosystematics Partnership, secured more than \$600,000 in cash and in-kind services from the eight federal science-based departments and agencies. The resources, managed by the CMN, are being used to provide a proof-of-concept that the FBIP is an effective coordination mechanism for biodiversity information in Canada, in particular relating to issues of federal, provincial and territorial concern. The proof-of-concept project is data related to the West Nile virus.



CMN had great success with a new reprint by Algrove Publishing of *Canadian Wild Flowers*, written by 19th century pioneer and writer Catharine Parr Traill. It's based on an original first-edition copy, dating from 1868, which is housed in the CMN's rare book collection.

Marketing education, collection and research products and services

CMN had 1,842 active members representing a 13 percent increase over last year, mainly due to increased sales of national memberships. This resulted in a dramatic increase in revenue to a record high of \$73,000, a nine percent increase over last year.

The direct mail, royalties and distribution revenue target was surpassed by 378 percent due to excellent sales on the on-line catalogue, outstanding sales of Kathy Conlan's book *Under the Ice* and good return from the University of Toronto Press, for a total of over \$30,000.

Based on the success of the first title (*Canadian Wild Flowers*), Algrove Press will reproduce a second book from the Museum's rare book collection. *Skeleton Leaves and Phantom Flowers* will also be sold through Lee Valley stores and catalogues, and at nature.ca. Sales of the first title were so successful that a second print run of 3,000 copies was produced.

CMN People



Passing of a friend

CMN Trustee Jordan Livingston passed away suddenly on August 12, 2003. Appointed to the Board of Trustees in 1997, he was a member of the Audit and Finance Committee. Jordan was a valued board member who brought to each meeting commitment and compassion, practicality and rationality and, above all, commitment to the goals of the CMN. The Museum has lost a good friend who will be sadly missed.

Board of Trustees

The Board of Trustees is CMN's governing body, responsible to Parliament through the Minister of Canadian Heritage. The 11 members of the Board of Trustees are Governor-in-Council appointees from all regions of the country. Through accountability, strategic policy and planning frameworks, the Board provides corporate direction and delegates authority to the President for the management of CMN. In 2003-04, the Board of Trustees met four times and held seven special meetings via conference calls. Fourteen meetings of the Committees of the Board were held either in person or through conference calls. Dr. Frederic T. Kasravi resigned as Chair on March 29, 2004 for health reasons.

Standing Committees

Executive Committee

Mandate: The Executive Committee is responsible for monitoring the activities of the Board of Trustees and its Standing Committees, for conducting the President's annual performance review and for evaluating the effectiveness of the governance structure/system. The Executive Committee acts on behalf of the Board between meetings, in accordance with Board policy.

Audit and Finance Committee

Mandate: The Audit and Finance Committee is responsible for ensuring the Museum's compliance with legal, fiscal and audit requirements established for CMN by the Government of Canada, for recommending additional policies in these areas as appropriate, and for guiding and supporting CMN's efforts to develop a skilled, productive and effective workforce.

Community and Government Relations Committee

Mandate: The Community and Government Relations Committee is responsible for raising and sustaining in the national community a positive awareness of CMN, its services and its contributions, and for guiding and supporting CMN's efforts to generate revenue.

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Monique Zaloum

Renewal

Wilda Corcoran
Joanne Desnoyers
Marie Lasnier
Jennifer Simpson
Gerry Potozny

Volunteers

Volunteers make an invaluable contribution to the work of the Museum. This year 216 members of the community contributed over 11,000 hours to support CMN programming, chiefly in Collections, Research and Community Services.

Victor Adomaitis	Mireille Deussing	Judy Leeson	Mikhail Nossov	Marie-Eve Therrien
Anna Albovias	Véronique Diotte	Diane Lemieux	Michelle Nugent	Krystal Thompson
Abdo Ali	Marie-Josée Diotte-Hamelin	Hélène Lepage	Renata Owczarek	Kristy Timco
Phil Altman	Heather Dowell	Suzanne Lépine	Michel Paradis	Marie-Andrée Tougas-Tellier
Henry Alvarez	Martin Doyle	Barbara Liddy	John Parker	Eliane Tougas-Tellier
Melba Angell	Maryse Duquette	Monika Lieberenz	Robert Parsons	Linda Toy
Lorne Atchison	Frank Dyson	Heather Lindsay	Dale Patten	Ted Tozer
Ralph Baart	Phyllis Esdon	Kathleen Liver	Crystal Patterson	Geneviève Tremblay-Racette
Jennifer Baker	Mathieu Gagnon	Elizabeth Long	Emma Peacocke	Rocio Tucker
Patrick Begin	Christine Gaudet	Tim Loucks	Jane Pearce	Colette Vachon
Suzanne Belair	Michèle Gauthier	Nicole Lupien	Frances Pearl	Chris Valencia
Ouafae Bendadda	Huguette Gavrel	Mollie MacCormac	Laurie Pollock	Wayne Van De Graaff
Holly Bickerton	Simon Génier	Kimberley MacKenzie	Dmitri Pomomarenko	Olivia Van Eyk
Celia Bodnar	Carol German	Justin Mahlig	Carole Potts	Deanne Van Rooyen
Kristen Bohonis	Janice Gibbs	Jordan Mallon	Donald Potts	Boris Vilenkin
Catherine Borza	Paige Goodwin	Rohit Mann	Pauline Poulin	Marie-Claire Voyer-Messier
Irène Boucher	Virginia Grant	James Martiez	Susanna Presutti	Daphne Wahnon
Sherri Boucher	Chantal Gray	Jocelyne Martin	Shuang Ye (Lucia) Qiao	Clare Wang
Colin Bowen	Jessica Guo	Pat Martin	Clifford Quince	Christopher Warburton
Pat Bowen	Adeline Hardie	Philip Martin	Joyce Quince	Melissa Watchorn
Derek Brez	Gail Harington	Jan Mayes	Saquiha Rahman	Michael Waters
Emma Brittain Boisvert	Jennifer Houghton	Hannah Mayne	Alexandre René	Zachary Weselake-George
Carole Brown	Madeleine Hayes	Lynn McCauley	Cornelia Rennebarth	Geneviève Wilson
Phil Campbell	Earl Heneke	Christine McClelland	Nicholas Rivard	Joanna Wojcik
Isabelle Campin	Claudia Houde	Mana McDonald	Vendula Romova	Elizabeth Woodbury
Nicolas Campione	Zheng Hua	Alice McGill	Jean-Bernard Rose	Michael Woodley
Simon Carrier	Tyler Hunt	George McIlhinney	Joan Rowed	Crystal Xiao
Dominique Chalifoux	Georgina Hunter	Amanda McKenzie	Yvon Roy	Monique Zaloum
Harold Chase	April Hurst	Elizabeth McMillan	Susan Rust	
Julie Chateauvert	Julien Imbeau	Lindsay McRae	Eglee Sanchez de Barrios	
Paul Chouinard	Andreea Irimia	Tania Mendoza	Jo Saunders	
Alexandra Chowaniec	Dane Jaggi	Vivian Menzies	Erin Scheel	
Jessica Lynn Christopher	André Jauvin	Jane Merlin	Ruth Secunda	
Maureen Comerford	Catherine Jomphe-Tremblay	Jason Miszaniel	Nathalie Sempels	
Benoit Constant	Anais Kadian	Susan Montsion	Nicole Senécal	
Wendy Côté	Sol Kaiman	Daniel Mooney	Cheshta Sharma	
Madeleine Craig	Lynn Kaplansky	David Moore	Joyce Sinclair	
Louise Crawford	Carmel Kasper	Félix Moore	Emily Sommers	
Maria Cuburu	Cate Kempton	Isabel Muir	Kristen Soo	
Andrea Davidson	Peter Knight	Laura Munn-Rivard	Christie Stewart	
Shannon Davies	Ruth Koch-Schulte	Judith Murillo	Susann Stolze	
Stephen Davis	Ivan Korolevych	Arlene Neilson	Jo Sullivan	
Betty Dawson	Jacqueline Lafontaine	Alain Neveu	Danuta Swiecicka	
Guillaume de Brouwer	Maggie Lalonde	Albert Ng	David Symons	
Gabrielle Denhez	Trista Lauzon	Dione Ng	Mew Symons	
Anthony Denton	Connie Lee	Julie Nives-Nivou	John Tener	
Gretchen Denton	Joanne Lee	Sarah Jennifer Noble	Christine Tewfik	

Communicating Research Results



Photo: CMN archives

Research Services and Collections Services Staff

CMN staff published 58 articles in refereed journals – which have other scientists review all articles submitted before they are accepted for publication – and 22 in non-refereed publications, 11 reports and 15 other papers. A complete list follows (names in boldface are CMN staff members):

Publications are listed in the language in which they were written.

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Photo: Lauré Consaul

CMN botanist Dr. Lynn Gillespie presses plants on Axel Heiberg Island during a collecting trip. At this locale in Canada's High Arctic, she found *Pucciphippsia*, a grass confirmed as a distinct genus using DNA analysis.

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Dr. Karen Chin, University of Colorado, collects a coprolite sample (fossilized dung) on Devon Island in Nunavut. She joined colleagues Drs. Jaelyn Eberle, John Block and CMN palaeontologist Dr. Stephen Cumbaa on this 2003 expedition. The CMN is the official repository for Nunavut's fossil collections.

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Murdoch University, Perth, Australia

**Museo de Historia Natural de la Ciudad
de Mexico,** Mexico City, Mexico

Museo de La Plata, La Plata, Argentina

Muséum d'histoire naturelle de Lyon,
Lyon, France

**Museum für Naturkunde der Humboldt-
Universität,** Berlin, Germany

Muséum national d'histoire naturelle,
Paris, France

National Museum of Kenya, Nairobi, Kenya

National Science Foundation,
Washington, DC

National Science Museum, Tokyo, Japan

Natural History Museum,
Los Angeles, California

The Natural History Museum,
London, United Kingdom

New York University, New York, New York

Northwest University,
Xi-an, The People's Republic of China

PanArctic Flora Project, Oslo, Norway

**Pontificia Universidad Católica del
Ecuador,** Quito, Ecuador

Rockefeller Wildlife Refuge,
Louisiana Department of Wildlife & Fisheries,
Grand Chenier, Louisiana

Royal Botanic Garden Herbarium,
Kew, London, United Kingdom

Rutgers University,
New Brunswick, New Jersey

San Diego Natural History Museum,
San Diego, California

Scripps Institution of Oceanography,
San Diego, California

S. Sharnoff, Berkeley, California

Smithsonian Institute, Washington, DC

**Society for the Preservation of Natural
History Collections,** Washington, DC

Southampton Oceanography Centre,
Southampton, United Kingdom

St. Lawrence University, Canton, New York

Stanford University, Stanford, California

State University of New York,
Stony Brook, New York

United Nations Association in Canada,
Ottawa, Ontario

Université de Marne la Vallée,
Marne-la-Vallée Cedex 2, France

Université de Nantes, Nantes, France

University of Alabama, Alabama

University of Alaska, Fairbanks, Alaska

University of Barcelona, Barcelona, Spain

University of California,
Los Angeles, California

University of Copenhagen,
Copenhagen, Denmark

University of Kansas, Lawrence, Kansas

University of Lisbon, Lisbon, Portugal

University of Michigan, Ann Arbor, Michigan

University of North Carolina,
Durham, North Carolina

University of Oslo, Oslo, Norway

University of Plymouth,
Plymouth, United Kingdom

Western Washington University,
Bellingham, Washington

Wetlands International,
Wageningen, Netherlands

World Wildlife Fund, Washington, D.C.

Yale University Press, New Haven, Connecticut

Zoological Museum, Copenhagen, Denmark

National

ADCOM Videoconferencing, Ottawa, Ontario

Agriculture and Agri-Food Canada,
Ottawa, Ontario

Alpine Gems, Kingston, Ontario

Art Gallery of Ontario, Toronto, Ontario

Arctic Net, Quebec, Quebec

Biodôme, Montreal, Quebec

Biosphère, Montreal, Quebec

Bird Studies Canada, Port Rowan, Ontario

British High Commission, Ottawa, Ontario

Canada Agriculture Museum,
Ottawa, Ontario

Canada and the World Pavillion,
Ottawa, Ontario

Canada Aviation Museum, Ottawa, Ontario

Canada Centre for Remote Sensing,
Ottawa, Ontario

Canada Science and Technology Museum,
Ottawa, Ontario

**Canada Trust Friends of the Environment
Foundation**, Toronto, Ontario

Canada's Digital Collections, Ottawa, Ontario

Canada's SchoolNet, Ottawa, Ontario

Canadian Association for Conservation,
Ottawa, Ontario

Canadian Association of Principals,
Ottawa, Ontario

**Canadian Association of Professional
Conservators**, Ottawa, Ontario

Canadian Association of Science Centres,
Sudbury, Ontario

Canadian Biodiversity Institute,
Ottawa, Ontario

Canadian Blood Services, Ottawa, Ontario

Canadian Botanical Association,
Guelph, Ontario

The Canadian College of Teachers,
Ottawa, Ontario

Canadian Committee for IUCN,
Ottawa, Ontario

Canadian Conservation Institute,
Ottawa, Ontario

Canadian Forest Service, NRCan,
Edmonton, Alberta &
Fredericton, New Brunswick

Canadian Heritage, Ottawa, Ontario

Canadian Medical Hall of Fame,
London, Ontario

Canadian Museum of Civilization,
Gatineau, Quebec

**Canadian Museum of Contemporary
Photography**, Ottawa, Ontario

Canadian Museums Association,
Ottawa, Ontario

Canadian Nature Federation,
Ottawa, Ontario

**Canadian Network for Environmental
Education and Communication (EECOM)**,
Toronto, Ontario

Canadian Parks and Wilderness Society,
Ottawa, Ontario

Canadian Parks Partnership,
Revelstoke, British Columbia

**Canadian Post-Secondary Student
Leadership Conference**, Kingston, Ontario

Canadian Rivers Institute,
Fredericton, New Brunswick

Canadian Rivers Management Society,
Ottawa, Ontario

Canadian Society of Zoologists,
Ottawa, Ontario

Canadian Space Agency, Longueuil, Quebec

Canadian War Museum, Ottawa, Ontario

Canadian Wildlife Federation,
Ottawa, Ontario

**Centre for Marine Biodiversity Bedford
Institute of Oceanography**,
Darmouth, Nova Scotia

**Centre for Rural Studies and
Enrichment**, Muenster, Saskatchewan

The Centre for Traditional Knowledge,
Gatineau, Quebec

Citizenship and Immigration Canada,
Ottawa, Ontario

**Coastal Arctic Shelf Exchange Study
(CASES)**, Quebec, Quebec

**Comité de Valorisation de la Rivière
Beauport**, Quebec, Quebec

**Committee on the Status of Endangered
Wildlife in Canada (COSEWIC)**,
Ottawa, Ontario

**Currency Museum of the Bank of
Canada**, Ottawa, Ontario

Dalhousie University, Halifax, Nova Scotia

**Ecological Monitoring and Assessment
Network (EMAN)**, Burlington, Ontario

Encounters with Canada, Ottawa, Ontario

Entomological Society of Canada,
Ottawa, Ontario

Environment Canada, Gatineau, Quebec

**Expatriate Resources and Archer-Cathro
Ltd.**, Whitehorse, Yukon Territory

Fisheries and Oceans Canada,
Ottawa, Ontario, Winnipeg, Manitoba and
Mont-Joli, Quebec

Foreign Affairs and International Trade,
Ottawa, Ontario

Geological Survey of Canada,
Ottawa, Ontario

Girl Guides of Canada, Ottawa, Ontario

Government of Nunavut, Iqaluit, Nunavut

Government of Yukon, Heritage Branch,
Whitehorse, Yukon Territory

Grasslands National Park of Canada,
Val Marie, Saskatchewan

**Horticulture Research Centre &
Development Centre, Agriculture
& Agri-Food Canada**,
St.Jean-sur-Richelieu, Quebec

Human Resources Development Canada,
Ottawa, Ontario

Industry Canada, Ottawa, Ontario

Insectarium de Montréal, Montreal, Quebec

**Institut de l'énergie et de
l'environnement**, Quebec, Quebec

Institute on Governance, Ottawa, Ontario

**International Development Research
Centre**, Ottawa, Ontario

Jardin Botanique de Montréal,
Montreal, Quebec

Laboratoire d'Océanographie Biologique

Laurentian University, Sudbury, Ontario

Learning for a Sustainable Future,
North York, Ontario

Lester B. Pearson College,
Victoria, British Columbia

Manitoba Museum, Winnipeg, Manitoba

McGill University, Montreal, Quebec

Memorial University of Newfoundland,
St. John's, Newfoundland & Labrador

**Ministère de l'Agriculture des Pêcheries
et de l'Alimentation du Québec**,
Quebec, Quebec

Montreal Science Centre, Montreal, Quebec

Morningstar Enterprises Inc.,
Kelowna, British Columbia

National Archives and Library,
Ottawa, Ontario

National Arts Centre, Ottawa, Ontario

National Film Board, Ottawa, Ontario

National Gallery of Canada,
Ottawa, Ontario

National Research Council, Ottawa, Ontario

Natural Resources Canada, Ottawa, Ontario

NatureServe Canada, Ottawa, Ontario

New Brunswick Museum, St. John, New Brunswick

Nova Scotia Museum of Natural History, Halifax, Nova Scotia

Nunavut Research Institute, Iqaluit, Nunavut

Ontario Federation of Agriculture, Toronto, Ontario

Ontario Soil and Crop Improvement Association (Environmental Farm Plans), Guelph, Ontario

Parks Canada, Gatineau, Quebec

Passionate Vision, Toronto, Ontario

Pinegrove Productions, Lanark, Ontario

Plastichange International Inc., Drummondville, Quebec

Prince of Wales Northern Heritage Centre, Yellowknife, Northwest Territories

Provincial Museum of Alberta, Edmonton, Alberta

Provincial Museum of Newfoundland and Labrador, St. John's, Newfoundland and Labrador

Queen's University, Kingston, Ontario

Radio – Canada (Découverte), Ottawa, Ontario

Redpath Museum, McGill University, Montreal, Quebec

Royal Botanical Gardens, Burlington/Hamilton, Ontario

Royal British Columbia Museum, Victoria, British Columbia

Royal Canadian Geographical Society, Ottawa, Ontario

Royal Canadian Mint, Ottawa, Ontario

Royal Ontario Museum, Toronto, Ontario

Royal Saskatchewan Museum, Regina, Saskatchewan

Royal Tyrrell Museum of Palaeontology, Drumheller, Alberta

Saskatchewan Environment and Resource Management, Regina, Saskatchewan

Saskatchewan Watershed Authority, Regina, Saskatchewan

Saskatoon Research Centre, Agriculture & Agri-Foods Canada, Saskatoon, Saskatchewan

Scouts Canada, Ottawa, Ontario

Sir Sanford Fleming College, Peterborough, Ontario

Société pour la promotion de la science et de la technologie, Montreal, Quebec

Students on Ice, Ottawa, Ontario

Teck Corporation, Vancouver, British Columbia

Tourism Yukon, Whitehorse, Yukon Territory

Treasury Board of Canada Secretariat, Ottawa, Ontario

Trent University, Peterborough, Ontario

Tropical Conservancy of Canada, Ottawa, Ontario

Université du Québec à Montréal, Montreal, Quebec

Université du Québec à Rimouski, Rimouski, Quebec

Université Laval, Quebec, Quebec

University College of Cape Breton, Sydney, Nova Scotia

University of Alberta, Edmonton, Alberta

University of British Columbia, Vancouver, British Columbia

University of Calgary, Calgary, Alberta

University of Guelph, Guelph, Ontario

University of Manitoba, Winnipeg, Manitoba

University of Moncton, Edmundston, New Brunswick

University of New Brunswick, Fredericton, New Brunswick

University of Prince Edward Island, Charlottetown, Prince Edward Island

University of Regina, Regina, Saskatchewan

University of Saskatchewan, Saskatoon, Saskatchewan

University of Toronto, Toronto, Ontario

University of Victoria, Victoria, British Columbia

University of Waterloo, Waterloo, Ontario

University of Windsor, Windsor, Ontario

Wildlife Habitat Canada, Ottawa, Ontario

Yukon Beringia Interpretive Centre, Whitehorse, Yukon

Cumberland Heritage Village Museum, Ottawa, Ontario

Dows Lake Marina, Ottawa, Ontario

Earth Day Ottawa-Carleton, Ottawa, Ontario

Eastern Ontario Biodiversity Museum, Kemptville, Ontario

Eastern Ontario Model Forest, Kemptville, Ontario

École secondaire Grande-Rivière, Gatineau, Quebec

École secondaire Hormisdas-Gamelin, Gatineau, Quebec

Écomusée de Hull, Gatineau, Quebec

Ikebana International, Ottawa Centennial Chapter 120, Ottawa, Ontario

Laurier House, Ottawa, Ontario

Robert E. Lee, Ottawa, Ontario

Lisgar Collegiate Institute, Ottawa, Ontario

M.O.M. Printing, Ottawa, Ontario

Merrickville-Wolford Environmental Advisory Committee, Merrickville, Ontario

Mississippi Valley Conservation Authority, Lanark, Ontario

Mountain Equipment Co-op, Ottawa, Ontario

Mutchmore Public School, Ottawa, Ontario

National Capital Commission, Ottawa, Ontario

Ontario Ministry of Natural Resources, Ottawa, Ontario

Ontario Ministry of the Environment, Ottawa, Ontario

Ottawa Botanical Garden Society, Ottawa, Ontario

Ottawa Field-Naturalists' Club, Ottawa, Ontario

Ottawa International Writers Festival, Ottawa, Ontario

Ottawa Regional Science Fair, Ottawa, Ontario

Ottawa School of Dance, Ottawa, Ontario

Prématernelle d'Aylmer, Gatineau, Quebec

Rideau Valley Conservation Authority, Manotick, Ontario

Riverside Park Community and Recreation Association, Ottawa, Ontario

Rogers Television, Ottawa, Ontario

St. Clement School, Ottawa, Ontario

J.S. Tener, Ottawa, Ontario

Université du Québec en Outaouais, Gatineau, Quebec

University of Ottawa, Ottawa, Ontario

YMCA-YWCA, Ottawa, Ontario

Regional

Algonquin College, Ottawa, Ontario

Arts Kids, Ottawa, Ontario

Ashbury College, Ottawa, Ontario

Backyard Sanctuary Concept, Ottawa, Ontario

E.L. Bousfield, Ottawa, Ontario

Brookfield High School, Ottawa, Ontario

Carleton University, Ottawa, Ontario

Cité étudiante Haute-Gatineau, Maniwaki, Quebec

City of Ottawa, Ottawa, Ontario

Collège St-Joseph, Gatineau, Quebec

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

Managing our Financial Resources



Financial Analysis

The following provides an analysis of the 2003-04 financial results of the Museum in comparison to previous years.

Comparison of Financial Results

(in thousands of dollars)

	2004	Restated 2003	Restated 2002	Restated 2001	2000
Revenue					
Parliamentary appropriation	27,154	25,169	23,024	23,393	22,360
Generated revenue	3,615	3,330	2,600	2,359	1,863
Total revenue	30,769	28,499	25,624	25,752	24,223
Expenses					
Personnel costs	14,171	13,646	12,737	10,553	9,597
Interest on capital lease obligation	3,281	3,302	3,337	3,369	3,398
Depreciation of capital assets	1,707	1,693	1,483	1,489	1,590
Operating expenses	11,875	11,924	10,525	10,439	8,893
Total operating expenses	31,034	30,565	28,082	25,850	23,478
(Deficiency) excess of revenue over expenses	(265)	(2,066)	(2,458)	(98)	745
Equity of Canada, beginning of year	(4,794)	(2,728)	(270)	(172)*	(773)
Equity of Canada, end of year	(5,059)	(4,794)	(2,728)	(270)	(28)

* The Equity of Canada, beginning of year has been adjusted due to a change in accounting policy.

During the year, the Corporation modified the accounting of salaries and overhead costs related to the renovation of the Victoria Memorial Museum Building. This change in accounting policy has been applied retroactively to 2000-01 and the 2002-03 financial statements have been restated accordingly.

During fiscal year 2003-04, CMN's parliamentary appropriation recognized as revenue in the Statement of Operations has increased by 8 percent due to expenses for the renovation of the VMMB, the recognition of appropriation for recapitalization expenses for the Natural Heritage Building and the change in accounting policy which has reduced the total appropriation recognized in 2002-03 by \$208,000.

Generated revenue for fiscal year 2003-04 was \$3.6 million, 8.6 percent higher than the previous fiscal year thanks to important sponsorships received for the development of the *Sila: Clue in to Climate Change Project* and for *The Gee! in Genome* project.

Personnel costs of \$14.1 million are the single most significant expense of the Corporation, representing 46 percent of total revenue. Personnel costs have increased by 3.8 percent from 2002-03 due to normal wage increases and the change in accounting policy which has reduced personnel costs in 2002-03 by \$284,000.

As a result of the revenue and expenses mentioned above, the CMN reports a deficiency of revenue over expenses of \$265,000 for fiscal year 2003-04.

The Museum anticipates consecutive years of deficiencies of revenue over expenses because of depreciation charges for its facility in Gatineau, Quebec, which is shown on the Museum's balance sheet as a capital lease. Prior to acquiring this building in 1997, the Museum only leased facilities, and therefore did not report on its Statement of Operations depreciation charges relating to a building. These lease dollars were converted in 1997 to payments on the capital lease for the facility thus creating an imbalance on the Statement of Operations. This accounting treatment will keep the Corporation's Equity in a deficit position for many years. The situation will begin to reverse near the mid-point of the lease term and completely rectify itself over the full term of the lease. This does not impact the Corporation's cash flow or financial stability in any way.

The Museum faces a major challenge with the high cost of carrying and operating its two facilities. The Museum is exploring options with the Government of Canada to mitigate these costs.

Financial Statements

Management's responsibility of financial reporting

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

Management is also responsible for the integrity and objectivity of the financial statements of the Corporation. The accompanying financial statements were prepared in accordance with Canadian generally accepted accounting principles. These principles have been applied, except for the change in the method of accounting of expenses for the renovation project as explained in note 3 to the financial statements, on a basis consistent with that of the preceding year. The financial information contained elsewhere in this annual report is consistent with that in the financial statements.


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

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



Joanne DiCosimo

President and Chief Executive Officer



Maureen Dougan

Vice President, Corporate Services and Chief Operating Officer

May 28, 2004

Auditor's report


To the Minister of Canadian Heritage

I have audited the balance sheet of the Canadian Museum of Nature as at March 31, 2004 and the statements of operations and equity of Canada and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

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

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2004 and the results of its operations and its cash flows for the year then ended to the change in accordance with Canadian generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied, after giving retroactive effect to the change in the method of accounting for expenses for the renovation project as explained in note 3 to the financial statements, on a basis consistent with that of the preceding year.

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



Richard Flageole, FCA

Assistant Auditor General for the Auditor General of Canada

Ottawa, Canada

May 28, 2004

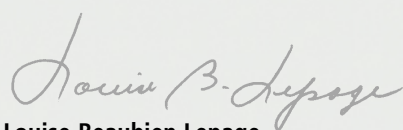
Balance Sheet as at March 31, 2004

(in thousands of dollars)

	Notes	2004	2003 (Restated - Note 3)
Assets			
Current			
Cash and short-term investments	4	15,890	5,973
Accounts receivable			
Trade		459	288
Government departments and agencies	15	4,488	1,961
Prepaid expenses		732	754
		21,569	8,976
Restricted cash, short-term investments and receivables	4, 5	1,176	1,014
Collections	6	1	1
Capital assets	7	46,382	39,111
		69,128	49,102
Liabilities			
Current			
Accounts payable and accrued liabilities			
Trade		2,761	2,847
Government departments and agencies	15	7,094	2,236
Current portion - obligation under capital lease	8	241	219
Deferred revenue and parliamentary appropriation		10,202	2,951
Employee future benefits	9	185	184
		20,483	8,437
Obligation under capital lease	8	32,683	32,924
Deferred capital funding	10	18,287	9,852
Employee future benefits	9	1,624	1,436
Deferred contributions	11	825	962
		73,902	53,611
Commitments and Contingencies	16, 17		
Endowment	12	285	285
Equity of Canada		(5,059)	(4,794)
		69,128	49,102

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

Approved by the Board of Trustees:



Louise Beaubien Lepage
A/Chairman of the Board of Trustees

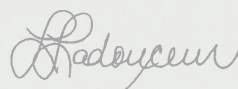
Recommended by Management:



Maureen Dougan
Vice President, Corporate Services and Chief Operating Officer



R. Kenneth Armstrong
Chairman of the Audit and Finance Committee



Lynne Ladouceur, CA
Senior Full Time Financial Officer

Statement of Operations and Equity of Canada for the year ended March 31, 2004

(in thousands of dollars)

	Notes	2004	2003 (Restated - Note 3)
Revenue			
Commercial operations	13	1,261	1,324
Contributions		1,554	1,345
Interest income		411	243
Educational programmes		208	279
Scientific services		79	85
Other		102	54
		3,615	3,330
Expenses			
Personnel costs		14,171	13,646
Interest on capital lease obligation		3,281	3,302
Operation and maintenance of buildings		2,762	2,780
Professional and special services		2,794	2,481
Depreciation of capital assets		1,707	1,693
Real property leases and taxes		1,608	1,604
Exhibitions		1,188	1,573
Information management infrastructure and systems		1,288	1,235
Marketing and communications		900	797
Repairs and maintenance		660	779
Travel		491	515
Freight and cartage		119	91
Purchase of objects for collections		5	25
Other		60	44
		31,034	30,565
Net result of operations before government funding		(27,419)	(27,235)
Parliamentary appropriation	14	27,154	25,169
Net result of operations		(265)	(2,066)
Equity of Canada, beginning of year		(4,794)	(2,728)
Equity of Canada, end of year		(5,059)	(4,794)

The notes form an integral part of the financial statements.

Statement of Cash Flows for the year ended March 31, 2004

(in thousands of dollars)

	2004	2003 (Restated - Note 3)
Operating activities		
Cash receipts – customers	3,785	4,336
Cash receipts – parliamentary appropriation	31,809	23,279
Cash disbursements – suppliers and employees	(22,429)	(25,930)
Interest received	416	273
Interest paid	(3,280)	(3,303)
	10,301	(1,345)
Financing activities		
Repayment of loan from the Department of Canadian Heritage	–	(377)
Appropriation used to purchase depreciable capital assets	8,975	4,130
Obligation under capital lease	(219)	(198)
Endowment increase	–	5
	8,756	3,560
Investing activities		
Acquisition of capital assets	(8,978)	(4,642)
(Increase) decrease in restricted cash, short-term investments and receivables	(162)	5
	(9,140)	(4,637)
Increase (decrease) in cash and short-term investments	9,917	(2,422)
Cash and short-term investments, beginning of year	5,973	8,395
Cash and short-term investments, end of year	15,890	5,973

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

Notes to Financial Statements for the year ended March 31, 2004

1. Authority and mission

The Canadian Museum of Nature was established by the *Museums Act* on July 1st, 1990, and is an agent Crown corporation named in Part I of Schedule III to the *Financial Administration Act*.

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

2. Significant accounting policies

A) Basis of accounting

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

B) Use of Estimates

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

C) Cash and Short-term Investments

Cash and short-term investments consist of balances with banks and investments in money market instruments with terms to maturity of 12 months or less. These investments are carried at cost, which approximates market as they are intended to be held to maturity.

D) Collections

The Canadian Museum of Nature holds and preserves invaluable collections of natural history specimens for the benefit of Canadians, present and future. The collections form the largest part of the assets of the Corporation. The collections are shown as an asset on the balance sheet at a nominal value of \$1,000 due to practical difficulties in determining a meaningful value for these assets. Objects purchased for the collections are recorded as an expense in the year of acquisition. Objects donated to the Corporation are not recorded in the books of accounts.

E) Capital Assets

Capital assets are recorded at cost. Assets recorded as capital leases are initially recorded at the present value of the minimum lease payments at the inception of the lease. Depreciation is calculated on the straight-line method using rates based on the estimated useful life of the assets as follows:

Property under capital lease	Collection cabinets and compactors	Research equipment	Technical equipment	Furnishings and office equipment	Motor vehicles	Computer equipment and software
35 years	35 years	10 years	10 years	10 years	5 years	3 years

Major leasehold improvements are capitalized and depreciated over the term of the respective leases to a maximum period of five years.

Amounts included in renovation work in progress are transferred to the appropriate capital asset classification upon completion, and are then depreciated according to the Corporation's policy.

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

F) Employee Future Benefits

i) Pension benefits

Employees participate in the Public Service Superannuation Plan administered by the Government of Canada. The Corporation's contribution to the plan reflects the full cost of the employer contributions. This amount is currently based on multiple of the employee's required contributions, and may change over time depending on the experience of the Plan. These contributions represent the total pension obligations of the Corporation and are charged to operations on a current basis. The Corporation is not currently required to make contributions with respect to actuarial deficiencies of the Public Service Superannuation Account.

ii) Severance benefits

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

G) Parliamentary Appropriation

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

H) Contributions

The Corporation follows the deferral method of accounting for contributions.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Contributions externally restricted are deferred and recognized as revenue in the year in which the related expenses are recognized. Restricted investment income is recognized as revenue in the year in which the related expenses are incurred.

Contributions received in a form other than cash are recorded at their fair value at the date they are received by the Corporation.

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

I) Endowment

The endowment consists of restricted donations received by the Corporation. The endowment principal is required to be maintained intact. The investment income generated from the endowment is treated as a deferred contribution and must be used in accordance with the purpose established by the donors. Endowments received do not flow through the Statement of Operations but rather are credited to endowments directly.

3. Change in accounting policy

During the year, the Corporation modified the accounting of salaries and overhead costs related to the renovation of the Victoria Memorial Museum Building.

Personnel costs were previously expensed when incurred. They are now recorded as an asset under Renovation work in progress on the Balance Sheet and will be depreciated according to the Corporation's accounting policy. Overhead costs related to the renovation project were previously capitalized but because they do not add value to the renovated building they are now expensed when incurred. The net effect of these changes on this year's financial statements is an increase of capital assets and deferred capital funding by \$464,492 and a decrease of total expenses and Parliamentary appropriation by the same amount. There is no effect on the net result of operations.

This change in accounting policy has been applied retroactively to prior years and the 2002-03 financial statements have been restated accordingly. As for 2003-04, there was no effect on the net result of operations for those years.

4. Cash and short-term investments

(in thousand of dollars)

	2004	2003
Cash	5,056	1,089
Short-term investments	10,834	4,884
	15,890	5,973

The Corporation invests operating and restricted funds in the short-term money market instruments that are rated AA or better and guaranteed by the Government of Canada, a provincial government or the Royal Bank of Canada. The investment vehicles consist primarily of banker's acceptance, promissory notes and term deposits. The overall portfolio yield as at March 31, 2004 was 2.31% (2003 – 2.89%) and the average term to maturity is 66 days (2003 – 13 days). The fair market value of the investment portfolio at year-end approximates the book value.

5. Restricted cash, short-term investments and receivables

Restricted cash, short-term investments and receivables include deferred contributions, funds received for the Endowment and amounts receivable that can be reasonably estimated and for which collection is reasonably assured. Restricted cash accounts are managed in accordance with the donor's wishes and are invested in accordance with investment policies of the Corporation.

6. Collections

The natural history collections consist of over 10 million specimens and grew by 29,366 items this fiscal year (2003 – 24,210). They are an exceptional scientific resource that is available nationally and internationally for research, exhibits and education.

The collections are divided into four discipline related groups, being:

- ▶ the Earth Sciences collection (minerals, rocks, gems, fossils)
- ▶ the Vertebrates collection (mammals, birds, fish, amphibians, reptiles)
- ▶ the Invertebrates collection (molluscs, insects, crustaceans, parasites, worms)
- ▶ the Botany collection (algae, vascular plants, mosses, lichens)

In addition, conservation research is conducted to improve the management of the collections.

The Corporation has incurred \$1.4 million in 2004 (2003 - \$1.4 million) for the management, protection and conservation of its collections.

7. Capital assets

(in thousands of dollars)

			2004	2003 (Restated)
	Cost	Accumulated depreciation	Net book value	Net book value
Land	555	–	555	555
Property under capital lease	35,040	7,932	27,108	28,099
Renovation work in progress	14,073	11	14,062	5,462
Collection cabinets and compactors	3,564	807	2,757	2,847
Research equipment	2,844	1,705	1,139	1,146
Computer equipment and software	3,567	3,333	234	409
Furnishings and office equipment	1,328	1,096	232	325
Leasehold improvements	2,324	2,124	200	152
Technical equipment	395	301	94	109
Motor vehicles	58	57	1	7
	63,748	17,366	46,382	39,111

The Victoria Memorial Museum Building and grounds are owned by the Government of Canada and consequently are not included in capital assets.

8. Capital lease obligation

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

B) In 1997-98, the Corporation secured financing for the additional construction and fit-up costs of the NHB with the Department of Canadian Heritage. This loan is now fully reimbursed.

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

(in thousands of dollars)

	Obligation under capital lease
2005	3,500
2006	3,500
2007	3,500
2008	3,500
2009	3,500
Thereafter	78,750
Total minimum future payments	96,250 ⁽¹⁾
Deduct: Imputed interest	(63,326)
Present value of financing obligations	32,924⁽²⁾

(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 8.65% is estimated at \$37 million.

9. Employee future benefits

i) Pension benefits

The Public Service Superannuation Plan requires the Corporation to contribute at a rate of 2.14 times the employees' contribution (2003 – 2.14). The Corporation's contribution to the plan during the year was \$1,512,623 (2003 - \$1,303,500).

ii) Severance benefits

The corporation provides severance benefits to its employees. This benefit plan is not pre-funded and thus has no assets, resulting in a plan deficit equal to the accrued benefit obligation. Information about the plan is as follows:

(in thousands of dollars)

	2004	2003
Accrued benefit obligation, beginning of year	1,620	1,486
Expense for the year	276	287
Benefits paid during the year	(87)	(153)
Accrued benefit obligation, end of year	1,809	1,620
Short term portion	185	184
Long term portion	1,624	1,436
	1,809	1,620

10. Deferred capital funding

Deferred capital funding represents unamortized parliamentary appropriation used to purchase depreciable capital assets. Changes in the deferred capital funding balance are as follows:

(in thousands of dollars)

	2004	2003 (Restated)
Beginning balance	9,852	6,454
Appropriation used to purchase depreciable capital assets	8,975	3,922
Amortization of deferred capital funding	(540)	(524)
Ending balance	18,287	9,852

11. Deferred contributions

Deferred contributions represent unrecognized externally restricted donations and investment income. The changes in the deferred contribution balance and the components of this balance are as follows:

(in thousands of dollars)

	2004	2003
Beginning balance	962	667
Contributions received during the year	1,227	1,397
Amounts recognized in the year	(1,364)	(1,102)
Ending balance	825	962
Deferred contributions are comprised of:		
Funds restricted for research purposes	56	71
Funds restricted for programming purposes	757	889
Restricted endowment fund interest	12	2
	825	962

12. Endowment

The Corporation maintains an endowment in the principal amount of \$285,000 (2003 - \$285,000) received from Anne and Henry Howden, which included a significant entomological collection. The endowment was established to enable professional studies and research of entomological collections for the Museum.

The principal of the Systematic Entomology Endowment Fund can not be expended. Accumulated interest earned from the endowment must be expended for specified purposes and the residual balance totalled \$6,705 at March 31, 2004 (2003 - \$7,514) which is included in deferred contributions (Note 11).

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.

13. Commercial operations

Commercial operations revenue is comprised as follows:

(in thousands of dollars)

	2004	2003
Admission fees	650	648
Rental of facilities	296	369
Parking	199	208
Boutique and cafeteria leases	66	73
Publishing royalties	35	10
Publishing revenues	15	16
	1,261	1,324

14. Parliamentary appropriation

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

(in thousands of dollars)

	2004	2003 (Restated)
Appropriation approved:		
Capital and Operating Budget	33,949	25,359
Supplementary budgets	58,704	3,030
Appropriation lapsed	(49,778) ⁽¹⁾	–
	42,875	28,389
Loan repayment to the Department of Canadian Heritage	–	377
Portion of parliamentary appropriation in current year deferred for future capital projects	(9,016)	(1,031)
Deferred revenue used in current year to complete specific projects	1,730	1,040
Appropriation used to purchase depreciable capital assets	(8,975)	(4,130)
Amortization of deferred capital funding	540	524
Appropriation used	27,154	25,169

(1) These funds were approved on February 9, 2004 for the buy-back of the capital lease for the NHB. However, negotiations could not be concluded by March 31, 2004.

15. Related party transactions

The Corporation is related to all Government of Canada departments, agencies and Crown corporations. The Corporation incurred expenses for the work and services provided by other government departments and agencies. These transactions were conducted in the normal course of operations, under the same terms and conditions that applied to outside parties.

16. Contractual commitments

As of March 31, 2004, the Corporation has contracts for information systems and building maintenance services with a remaining value of \$5,562,013. Future minimum payments under these contracts are as follows:

(in thousands of dollars)

2004-05	4,313
2005-06	1,169
2006-07	80
2007-08	—
2008-09	—

As of March 31, 2004, the Corporation also has long-term contracts for building construction and design services for the refit of the Victoria Memorial Museum Building with a remaining value of \$12,343,380. This project will be completed in the fiscal year ending March 31, 2010.

17. Contingency

In 1994, a pay equity complaint was filed by the Public Service Alliance of Canada (PSAC) against the Corporation alleging discrimination in wages based on gender inequity. During 2001-02, the PSAC and the Corporation have developed a new Job Classification and Evaluation Plan. This Plan has been used to determine relativity between jobs and to ensure that there is no gender based wage discrimination within jobs. The new plan has been implemented retroactively to June 15, 1999.

The Corporation cannot determine and assess the effect of these complaints on its operations with certainty. A provision for these expenses has been recorded based on management's best estimates. The effect, if any, of ultimate resolution of these matters will be accounted for when determinable.

18. Comparative figures

The 2003 comparative figures have been reclassified to conform to the 2004 financial statement presentation.

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