

1997-98 ANNUAL REPORT

Focus and Renewal

CANADIAN MUSEUM OF

Nature

The Canadian Museum of Nature is a Crown Corporation with a mandate to “increase throughout Canada and internationally, the knowledge, understanding, and appreciation of, respect for, and interest in the natural world.”

CANADIAN MUSEUM OF

Nature

Annual Report 1997-98

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Chairman's Report

To the Minister of Canadian Heritage, the Honourable Sheila Copps: 1997-98 has been a year of new beginnings for the Canadian Museum of Nature.

May 9, 1997 was a very important day in the history of the Museum, the inauguration of a brand new facility for the Canadian Museum of Nature—the Natural Heritage Building in Aylmer, Quebec.

The Museum's Board of Trustees has hired a new leader for the CMN Ms Joanne DiCosimo, who took over the role as President on July 1, 1997. We were impressed with her very successful record as CEO of the Manitoba Museum of Man and Nature. Her dynamism and twin emphases on staff and community will allow the Museum to tap the energies of these two most valuable assets.

The Board of Trustees sets broad strategic direction, long-term objectives and priorities for the institution. In the last fiscal year, trustees approved a new governance structure. Trustees now sit on the Audit and Finance Committee and the Community and Government Relations Committee with the Chair and Vice-Chair as ex-officio members. New trustees were appointed in 1997-98—Mr. Jordan Livingston and Ms Louise Beaubien-Lepage as Vice-Chair. Trustees participated actively in the Museum's external consultation workshops. A great deal of effort has been put into listening to external advisors, giving them a meaningful say in what the CMN is becoming. We believe that our national consultations were a success because our stakeholders know that the CMN's staff and treasured collections constitute a great beginning for our endeavour.

I would like to take this opportunity to thank retiring Board members Ms Constance Ings, Ms Flavia Redelmeier and Ms Patricia Wright. Their contribution over the past years is greatly appreciated.

It is my pleasure to submit this report of the activities of the Canadian Museum of Nature for the 1997-98 fiscal year, with the Museum's financial statements and the report of the Auditor General.

Respectfully,



Frank Ling

Chair of the Board of Trustees

We believe that our national consultations were a success because our stakeholders know that the CMN's Staff and treasured collections constitute a great beginning for our endeavour.

FOCUS AND

renewal



An essential part of exploring possibilities for areas of future service has been engaging the vision, views and aspirations of the people who know the institution best—the Staff.



CONSOLIDATION, EXPLORATION AND

discovery



President's Report

The 1997-98 fiscal year has been a year of consolidation, exploration and discovery for the Canadian Museum of Nature. I will deal in turn with each of these aspects.

CONSOLIDATION

The physical move of Staff and collections to the new Aylmer facility was achieved largely in the preceding year, but the longer process of unpacking and rehousing collections and of becoming accustomed to new work spaces continued to absorb time and attention in 1997-98. The move from twelve different sites to the current two has enabled CMN to consolidate operations, achieve efficiencies and address concerns that existed for the safety and future development of the national natural science collection. Other benefits of the consolidation have become apparent this past year as Staff have developed a new understanding and awareness of each others' work, as communication across the organization has occurred with greater ease and therefore, frequency, and as Staff now working in adjacent spaces have formulated joint projects.

Especially exciting has been the enhanced potential for the generation of new knowledge across disciplines. Notable results in this regard include the formulation of the Rideau River Biodiversity Project by a multi-disciplinary research team and the generation of the masterplan to guide the restoration of the Victoria Memorial Museum Building, the national heritage treasure which is the centre of CMN's service for visitors to the nation's capital.

EXPLORATION

After a number of months of inwardly focused activity—the move to the Natural Heritage Building being a case in point—the Staff and Board of Trustees were eager to look outward once again and to focus on the community in whose interest the institution is established. We wanted to talk to others about the unique role and special responsibilities of a national museum. Because all museums, universities and scientific agencies are experiencing identical challenges of funding and concern for the gaps in service and in the knowledge base that may result, it was appropriate to begin our explorations in a dialogue with colleagues across Canada.

To this end, during the period October to December 1997, we conducted a series of consultation workshops in six cities. We held discussions with 40 to 50 people in each centre and received the comments and perspectives of an additional 100 people in writing or electronically. We also held meetings to renew relationships and share ideas with CMN's many partners.

An essential part of exploring possibilities for areas of future service has been engaging the vision, views and aspirations of the people who know the institution best—the Staff. Their input was equally essential in this exploratory phase and in the subsequent development of the plan for CMN's future service.

DISCOVERY

We learned a great deal through the discussion and consultation process. The discoveries were many and varied and I will give just a few examples.

- The essential contribution of the institution in assessing and addressing environmental health was reaffirmed.
- The talent, skills, knowledge and dedication of CMN's staff were confirmed.
- A new role was proposed for CMN as the initiator and/or centre of a variety of networks in natural science research, collections and exhibitions activity.
- Canadians' shared pride in the physical beauty and incredible variety of Canada and our common desire to

preserve this in perpetuity was affirmed.

- There is intense interest across Canada in seeing the national collection.
- Concerns, issues and work in the natural sciences transcend political and geographical boundaries.
- There is a critical need for on-going discussion and dialogue among all interested parties.

The information gathered through the consultation process, together with an assessment of the institution's strengths, provided the basis for formulating the plan for CMN for the immediate future.

FUTURE

We now have broad consensus that the Canadian Museum of Nature will be renewed and will increase its public value by focusing institutional energy, knowledge, skills and resources on the achievement of four objectives as follows:

Objective 1— to increase national service and impact.

Strategies

- Create and maintain national networks in each of the scientific disciplines in which the Museum operates and initiate a consortium of natural history museums and related organisations;
- Post descriptions of major collections holdings and scientific expertise on CMN's Website, and facilitate access; and
- Revitalise the Museum's program of travelling exhibits, specifically by responding to Canadian's expressed desire to see the national collection.

I will limit myself to examples of the strategies against each objective. It will be understood, I know, that the full plan is more comprehensive.

Objective 2— to demonstrate the value of the work done by the institution (to make it visible and obvious).

Strategies

- Further develop a public function for the Aylmer site by offering tours of the collection areas and wetlands interpretation, for example;

- Continue the strong program of popular and scientific publications—these range from the best-selling *Dinosaur eggs* (booklet and model in the Tiny Perfect Dinosaur Series) to essential reference tools like the *Insects of the Yukon* and *Lichens of North America*, a current co-production with Yale University Press;
- Further develop the Website; and
- Pursue the new opportunity to work with the Quebec community with the launch of the Canadian tour of Monarca: Butterflies Beyond Boundaries in Sherbrooke.

Objective 3— to put in place basic operating systems, human and technical, to support all institutional work.

There are two basic technical strategies. One is to ensure Year 2000 readiness for all computer systems. The second is the creation of an electronic record of all collection data, thus supporting Canada's contribution to the essential task of monitoring biodiversity on a global basis.

We also have a number of strategies aimed at strengthening and further developing the essential human resources of CMN. And we will continue to work to achieve an effective, open, participatory and transparent system of institutional planning.

Objective 4— to increase self-generated revenue.

The focus here is building the fund-raising and revenue-generating capacities of the Museum. This is necessary both to support mission-critical program activities and to conduct a much-needed capital campaign to address the chronic needs of the Victoria Memorial Museum Building at McLeod and Metcalfe, the heritage facility that is the main public face of the Canadian Museum of Nature.

I look forward to reporting our progress with regard to each of these objectives at this time next year.

In highlighting the future plans of the Canadian Museum of Nature, I do not wish to de-emphasise the considerable achievements of the institution this past fiscal year.

We are very proud of the facts that: attendance has increased, as has our market share in this region; collections

Staff last year responded to over 1,400 specimen loan requests for information despite the constraints of the move; 37 new species were named and described; the Arctic Odyssey exhibition was developed in co-operation with the community of Igloolik, effectively twinning science and traditional knowledge, and a travelling version will celebrate the creation of Canada's newest territory of Nunavut next year.

In closing, I wish to thank the Staff, the Board of Trustees, the Museum's Associates and Emeritus Staff, the Volunteers and all donors and supporters of the Canadian Museum of Nature. It has been a notable year for the Museum. As a direct result of your efforts, CMN's contributions have been significant and with the new plan for the future, these contributions will continue to increase in the years ahead.

I will add that it has been a year of exploration and discovery for me personally, as well. I am very grateful to Colin Eades for his outstanding work as Interim President. I have been on a steep learning curve as the new President and a new comer to the region. Colin, the Staff and the Board worked hard to ensure a smooth transition and an effective orientation and I will take this opportunity to express my thanks. It has been a pleasure to join such a fine institution and to have the opportunity to work with colleagues and with the community in creating and shaping the Museum's future service to Canada.

Respectfully,



Joanne DiCosimo
President and Chief Executive Officer



The CMN boasts 150 years of historical excellence in research, collections and education. The shining face of the CMN—its Visitor Services and Interpretation Staff—is only one facet of the Museum.



SHAPING ATTITUDES TOWARDS
nature

Corporate Overview

Mandate and Structure

The Canadian Museum of Nature is a Crown Corporation with a mandate to “increase throughout Canada and internationally, the knowledge, understanding, and appreciation of, respect for, and interest in the natural world, by maintaining a collection of natural history objects for research and posterity, and by demonstrating the natural world.”

In recent years, this has been fulfilled by focusing on programs and products which inform and influence positively Canadian attitudes and behaviour toward nature. Fundamental to this is our work in nature education.

Today’s CMN has a stronger emphasis on research, particularly research that will assist in the resolution of contemporary problems. The Museum has become a lively, interactive institution, bringing Canadians in touch with each other and nature using new, high-tech connections.

A Board of Trustees governs the CMN, and reports to Parliament through the Minister of Canadian Heritage. The President, Vice-President and the Directors responsible for strategic operating areas manage the Museum.

The CMN boasts 150 years of historical excellence in research, collections and education. The shining face of the CMN—its Visitor Services and Interpretation Staff—is only one facet of the Museum. Behind the scenes is an equally top-notch staff of research scientists, collection specialists, educators and administrators.



Strategic Issues

How can we serve you better?

Asking and listening - Creating new opportunities for collaboration, and making existing partnerships more fruitful, were central preoccupations of the Museum last year. The CMN launched a new era of broad consultations with workshops in six Canadian cities to ask colleagues and partners what they thought we should be and do—how we could best be of service. Their thoughtful responses provided the basis for a further series of consultations with Staff and Volunteers, leading ultimately to the Strategic Operating Plan. The advice and perspectives gleaned in these consultations were invaluable, and the Museum will continue processes of external consultation as an integral part of institutional planning.

Our splendid new Natural Heritage Building, and the chance to see even a modest selection of our collections, enticed many visitors to Aylmer. We took full advantage of these informal opportunities to seek even more opinions, always with an eye to partnerships and service.

We did extensive evaluations of Arctic Odyssey, last year's summer exhibit, in large part by asking visitors' opinions. Visitor survey and focus group sessions combined with a critical appraisal and a tracking study will allow CMN to choose which elements will be included in the planned travelling exhibit.

Getting out and doing - We also learned a great deal about being an effective partner. Within the scientific community, we developed new partners, and continued valuable work with others. The Museum entered a staffing partnership with the Bamfield Marine Station on Vancouver Island to share the skills of Dr. André Martel. We signed a Memorandum of Understanding with the Canadian Conservation Institute to formalise the services we exchange. And Dr. Joel Grice continued in his prestigious role as Chair of the Commission on New Minerals and Mineral Names, for the International Mineralogical Association.

The Museum met with the Canadian Society of

Zoologists to discuss the CMN's role in addressing our common concern about the crisis in systematics. From those discussions we have agreed to work with the CSZ to develop strategies for orphaned natural history collections, to make our own collections as well-known and accessible as possible, and to obtain specialised advice about specific collections in situations where the Museum has no in-house expertise.

Good neighbours - Locally, we've been good neighbours, with particular emphasis on education and tourism. The CMN is involved in partnerships to deliver the Ottawa Regional Science Fair, the Ottawa Valley Book Festival, the Canadian Wildlife Federation's Backyard Habitat workshops, workshops for education students at the Université du Québec à Hull, and more. CMN interpreters delivered summer Sunday programs in the Gatineau Park in conjunction with the National Capital Commission.

Broad outreach from the CCB - The Canadian Centre for Biodiversity (CCB) continues to be a channel through which the Museum works with other organisations concerned with the environment. The CCB organised this year's Annual General Meeting of the Canadian Committee of the International Union for the Conservation of Nature. The Centre was also instrumental in developing a Letter of Intent between the CMN and the Biosphère to develop educational programs linked to environmental research. A Letter of Agreement between the CMN, the Canadian Wildlife Service, Environment Canada, the Canadian Wildlife Federation and the Canada Centre for Remote Sensing, leading to a prototype "wildlife at risk" web site, was signed—again through the auspices of the CCB. These activities strengthen the CMN's environmental work, and enhance our effectiveness.

Jean Lauriault of the CCB was sponsored by the UN Development Programme and the UN Environment Programme to participate in workshops in Kenya to develop biodiversity strategies and action plans for developing nations. He also coordinated the third Canada-Mexico

Student Exchange. The Exchange, operated in partnership with the Montreal Insectarium, aims to increase understanding of biodiversity among school-age children and connect this understanding to local conservation.

Getting re-acquainted with the family - We are making efforts to strengthen ties with the Canadian museum community. We hosted a special preview of Arctic Odyssey for over 300 Canadian Museums Association delegates in June, treating them to northern dance and music presentations, and a sampling of traditional foods. We have attended national and provincial museums associations' meetings, and we have collaborated with local museums to meet shared objectives. CMN staff helped the National Gallery of Canada prepare and interpret their Science Photography exhibit at the National Arts Centre.

Making our presence known - Intensive effort was put into letting the local community know about our programming activities. A new print, radio and television advertising campaign was produced to highlight educational programming. We also brought new visitors into the VMMB by letting our friends and partners use it for free or at cost, to host their activities. The Ottawa Field Naturalists, the Sierra Club, the Canadian Nature Federation, the Royal Society and

Canadian Geographic, among others, held events in the unique atmosphere of the VMMB.

On The Home Front

The people who work for the Canadian Museum of Nature—Staff, Associates and Volunteers—are, without question, its greatest asset.

Celebrating ourselves - While celebrating the CMN's collective success at the opening of the Natural Heritage Building, we took the opportunity to recognise individual accomplishments. A team composed of Staff members from all areas of the Museum was honoured with a President's Award for significant contributions to the move to the NHB. Dr. Irwin Brodo was given a service award to acknowledge 32 years of research contributions.

Publishing in scientific journals is essential to communicating new knowledge developed through research work—a fact recognised through the Museum's Brock Awards for outstanding publications. Two zoologists won this prize—Dr. Bob Anderson, entomologist, and Dr. Claude Renaud, ichthyologist.

The CMN's Volunteers are gems. We do our best to let them know how much they are valued. Their hard work is rewarded with fun: a Volunteer Appreciation Evening;

GRANT FOR MULTI-DISCIPLINARY, COMMUNITY-BASED RESEARCH

The EJLB Foundation has pledged \$150,000 over three years to fund a multi-disciplinary, community-based study of the ecological health of the Rideau River. This unique project will involve nine research Staff, three associates and virtually every area of the Museum before it is completed. The project, headed by Dr. Michel Poulin, requires broad community participation; initial consultations with local people with special knowledge of the river have already begun. Educational and community programs will follow throughout the three-year project.



SOMETHING TO CELEBRATE



A watershed in the history of the Canadian Museum of Nature's service to Canada, on May 9, 1997, the new collections and research facility—the Natural Heritage Building (NHB) in Aylmer, Quebec – was inaugurated.

Two days of inauguration events were held at the new Natural Heritage Building. We hosted 400 visitors at the May 9 celebration, at which the Honourable Marcel Massé gave the keynote address. Over 1,500 people visited the NHB Open House the next day, touring the collection areas and talking to staff. Visitors were amazed by the CMN's treasures and impressed with the superior care they will be receiving in the new facility.

To address concerns expressed by the environmental community when the Aylmer site was allocated, the Museum developed—in partnership with a number of experts and public interest groups—a stewardship plan for the management of the site and Museum facility. We have created an Environmental Education Fund and have raised over \$30,000 from private industry to support this aspect of the Environmental Stewardship Programme.



Christmas party; Volunteer Luncheon; a potluck; and guided tours of the Natural Heritage Building were highlights this year. And a new initiative was launched—Nature Nuts, a newsletter just for volunteers.

The entire Museum is kept informed of all the news that's fit (or not) to print through Just the Facts, the weekly internal newsletter of the CMN.

Progress On Our Objectives

In 1997-98, the Museum set three objectives and outlined a number of means by which these objectives would be achieved. Our first objective was to foster a greater appreciation and understanding of Canadian Natural History. We said we would accomplish this in the following four ways:

I. Conducting collection-based research that generates new knowledge - Research activities got back up to cruising speed, after losing some momentum to the move to the Natural Heritage Building. Field seasons were planned after a hiatus (also due to the move) of two years. Forty two scientific manuscripts were published in scientific journals. These efforts are vital to maintaining peer recognition for CMN scientists.

Research plans followed our focus on three areas: Issues in Biodiversity; Paleobiological Studies; and Rare Elements. Each project now has a leader to guide progress, keep research relevant, and represent the team.

CMN researchers and collections experts, through the auspices of the Canadian Centre for Biodiversity (CCB), reviewed and provided advice on some 30 status reports on endangered species for the Committee on the Status of Endangered Wildlife in Canada (COSEWIC).

The CMN helped implement the Convention on Biological Diversity via CCB-organised missions to Côte d'Ivoire and Burkina Faso. Preliminary visits to two more West African countries, Togo and Benin, were also made.

The Biological Survey of Canada (BSC) continued its work as a clearing house and source of information on terrestrial arthropods (insects and related animals), through liaison with its partners, and by publishing in systematics and biodiversity. CMN researchers contributed to these efforts through their membership in the Scientific Advisory Committee and by writing reports and lending editorial assistance. Three publications went to press through the efforts of the BSC: a book—*Insects of the Yukon*; and two newsletters—the 1997 issue

of *Arctic Insect News*, and the Newsletter of the Biological Survey of Canada (Terrestrial Arthropods).

The CMN mounted its second International School of Biodiversity and Systematics in cooperation with Queen's University. The Museum also planned and delivered an Arctic Natural History Summer School in Cambridge Bay (NWT), as part of an on-going partnership with the Nunavut Research Institute.

Global biodiversity, the quarterly publication of the CCB, reached more readers than ever last year, thanks to a \$25,000 grant from the Richard Ivey foundation in support of the magazine's theme issue on Eco-forestry. The grant allowed the Eco-forestry issue to contain more pages than any previous issue, and made possible the free distribution of the magazine to 7,000 Canadians with an interest in forestry. Recipients included forestry educators and students, environmentalists, members of the forest industry, woodlot owners and policy makers.

II. Developing, preserving and making accessible an information resource of collections and associated data - The CMN is establishing a collections development plan that will guide our consideration of future acquisitions. Collections development proceeded judiciously, bearing this in mind.

Collections were unpacked, and significant upgrades to the organisation, care and accessibility of the collections were made: all compactors, cabinets and shelves were labeled; 2,000 trays of birds and mammals were transferred to metal drawers and PET (Polyethylene Terephthalate) trays; major collections have been reorganised for efficient access; half of the mollusc collection was transferred from acidic boxes to PET boxes; and large fossils and minerals were cleaned, put on pallets and wrapped with dust covers. Ninety-five percent of materials used in the move remain in use as permanent upgrades to the collection storage.

The accessibility of the CMN's collections made an important step forward during the last year, with the purchase and installation of MultiMIMSY, a Collections Management Information System. Staff has been trained on

this new software, and the first phase of data entry (converting existing data and planning for additional data entry) is planned for 1998-99.

A new storage and shelving system for the Museum's Photograph and Nature Art collections was installed, laying the groundwork for re-organising and cataloguing these collections, and improving access and protection.

The frost-fractured skull of a new species of ceratopsian (horned) dinosaur was prepared, as part of a project involving research and collections Staff. Progress is

THE CASTLE TURNS 85

All spruced up with its stonework repaired, the Victoria Memorial Museum Building celebrated its 85th birthday this year. The September 27th celebrations returned visitors to the VMMB's youthful years with historical tours and vintage nature films. Renowned diorama artist Dr. Clarence Tillenius held a workshop in the Mammal and Bird Galleries he helped create and recounted his memories of past adventures. On the airwaves, radio listeners phoned in their fondest memories of the Castle, including recollections of the movies featured there in the 1930's.



continuing on the frill (the Elizabethan collar-like projection characteristic of some dinosaurs), and the rest of the body.

Work on the National Collections Strategy continued through the joint project with our partners in the Federal Biosystematics Partnership (FBP) on establishing a National Biodiversity Information Initiative in Canada (NBII). NBII aims to formulate a national strategy for networking all biodiversity-related data in Canada. Other partners in this accessibility initiative include Environment Canada, Agriculture and Agri-Food Canada, and Natural Resources Canada. The Museum participated in three workshops, on Metadata, Spatial Referencing and Leveraging Collections Data.

The CMN met its commitment to have a library information system operational by September 1997. A new

Research is developing a model to guide collections management decisions. Elements of the model were presented as workshops delivered to the Canadian Museums Association and the Smithsonian Institution.

III. Educating the public and other stakeholders through a variety of interactive and multimedia exhibits, programmes, and educational products with a prime focus on families with young children - Arctic Odyssey, the CMN's summer exhibit for 1997, opened in June in partnership with the Center for Traditional Knowledge, Makivik Corporation and the community of Igloolik. Its popularity with the public helped increase attendance figures by 16 percent over the previous summer. The VMVB also featured three special

Figure 1 - Audience reach	1997-98	1996-97
Local Attendance (after-hour, open-hour, NHB, NCR)	315,976	287,313
High attendance venues	375,000	375,000
National multi-media (TV, Web)	6,328,822	1,792,000
Local multi-media	1,800,000	526,560
Travelling Exhibits	270,000	655,000
Purchase CMN products	221,232	400,000
Global biodiversity	76,100	32,000

Note: The decrease in Travelling Exhibits attendance is a direct result of the Museum's decision to decommission some that were past their useful lives.

Library Information System (LIS) was installed and configured, providing Staff with on-line access to the CMN Library's holdings. The CMN and the Canadian Museum of Civilization formed a consortium to purchase and develop the system, resulting in approximately \$200,000 savings. A Library Information System (LIS) was installed and Staff trained in its use. The implementation of this multi-year project has moved to the installation of barcodes for most volumes acquired since 1977. Work on the serials and web modules of this system is well underway.

CMN's important research into collections care was reinitiated this year, following the move to Aylmer. The Centre for Collections Management and Conservation

exhibits: Through Artist's Eyes; Stardust: Images of Monarch Butterflies, an exhibit co-sponsored by the Government of Mexico; and a VMVB 85th Anniversary exhibit.

Special events were held throughout the year at the VMVB, encouraging visitors to come back and see something new. We hosted Ikebana-The Way of the Flowers, the Children's Festival, the Canadian Wildlife Habitat and Print art show, the Festival of Trees (with the Big Sisters of Ottawa-Carleton), and the Wildlife Festival. Many events, such as the Tulip Festival, Capital Quiz and Winterlude, were coordinated with the National Capital Commission. Additional seasonal programming included wildlife surveys, National Science and Technology

week, Halloween, winter holiday season, Mineral Month, and extensive March Break programming on dinosaurs and paleontology.

The school programme team received an award of excellence from the Ottawa chapter of the Phi Delta Kappa—an international group of educators. Ongoing activities of this group include eight thematic Nature Workshops and three self-guided visits, coordination and training of a group of 65 volunteers, training interns from a partnership program with Algonquin College, and the Specimens on Loan programme.

Three new education programmes were developed this past year: Nature for Tiny Tots, a series of weekly workshops for kids three to five, accompanied by an adult; What's the Buzz; an interactive exploratory station; and Meet the Experts, which brings CMN research and collections Staff into the VMVB to talk to the public one weekend a month. These programmes give the public the chance to meet face-to-face with CMN Staff, and generated very positive public response. The Museum plans to continue to offer these successful programmes, while looking for ways to make them even better.

The CMN also contributes nationally to advanced education. Dr. Scott Ercit taught a course in Optical Mineralogy at Carleton University for the third time, and Dr. Joel Grice

was re-appointed as an Adjunct Professor at the University of Manitoba (Geological Sciences). Through its participation in the Federal Biosystematics Partnership, the CMN helped to fund a three-year fellowship for Scott Brooks, a doctoral candidate making extensive use of the Lyman Museum collections. Dr. André Martel instructed the Marine Invertebrate course at the Huntsman Marine Laboratory for the second time.

The CMN took a good, hard look at travelling exhibits. We faced the fact that some were past their useful lives, and decommissioned them. We did a detailed internal analysis of the program, and commissioned a national marketing study with three national museum partners to ask potential clients about their needs and expectations. And we studied the feedback from the national consultations held as part of our detailed corporate planning process. Results from all three sources led to the same conclusion: travelling exhibits are valued, and an important part of the CMN's service responsibilities. As a result, the CMN's corporate strategy for 1998-99 and beyond includes initiatives to rebuild the programme.

The CMN's profitable partnership with Somerville House publishers continued last year with the release of two new products—Velociraptor, the sixth in the Tiny Perfect Dinosaur series, and the Neanderthal Book and Skeleton.

NEW HORNED DINOSAUR DISCOVERED IN THE CMN!

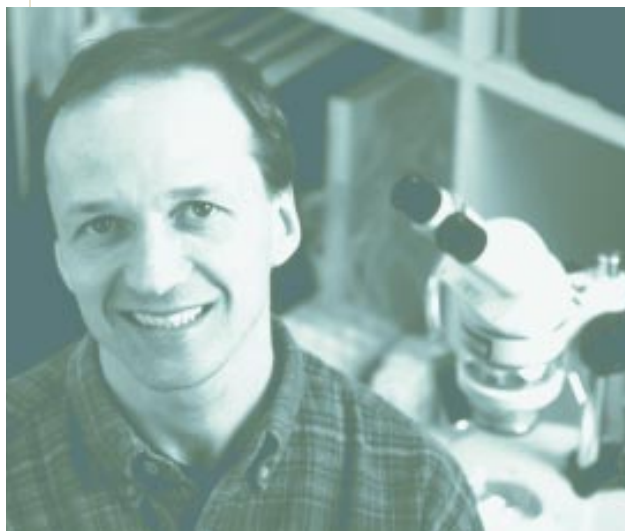
The frost-fractured skull of a new dinosaur, previously unknown to science, was prepared in a laboratory in the Natural Heritage Building this year. CMN researchers had originally ignored the specimen, thinking that the dinosaur hidden inside this particular field jacket (a burlap and plaster-of-paris case used to protect and transport large fossils) was a rather ordinary specimen of Chasmosaurus—itsself a relatively common species. It was only investigated because of the unusual nature of the specimen: the paleontologist who collected it in 1958 had noted that it had died standing up. To their astonishment, researchers discovered that the specimen represented a new species of ceratopsian (horned) dinosaur. The Research team of Dr. Rob Holmes (Research Associate), Clayton Kennedy and Kieran Shepherd have since progressed to the dinosaur's frill, and plan to publish on their discovery during the next fiscal year.



The Museum's reach extended beyond our borders with *People Near Here: A Moving Experience*. PBS Plattsburgh recorded this 30 minute segment on Chief Collection Manager (Vertebrates) Darlene Balkwill, and broadcast it three times with a potential audience of two million people for each transmission. The series for which the segment was shot has been translated into French and Spanish and picked up for international distribution.

Locally, the CMN co-produced a half-hour program about the move called *A Work of Nature*. It was broadcast on Laurentian Cable TV nine times in French and twice in English to a total potential audience of over a million.

The Museum's website (www.nature.ca) turned one year old in December. The site is now linked to 197 others and is visited by 4,000 people a month. The site was honoured with an EduNet Choice award for valuable educational content. Six major updates were added last year: *Amazing Treasures*; *Museum at Work*; *Definitely Dinos*; *Collector's Corner*; *Natural History Notebooks*; and *Arctic Odyssey*. An events calendar and *Extra!Extra!* were updated at least monthly. Six field reports were submitted by CMN scientists, describing their real-life adventures in natural history research. Thanks to a \$20,000 grant from Industry Canada, the CMN's *Natural History Notebooks*, a series of 1970s publications, were updated and digitized and have been added to our website.



IV. Better marketing and communication of the CMN and its products and services to enhance public interest and support for the Museum - The first phase of the VMMB Positioning Strategy was implemented, backed by an aggressive promotional campaign in print and radio. Thirty-second commercials and 60-second Public Service Announcements were produced for TV broadcast. This helped to increase visitor attendance by over nine percent for the fiscal year, with a 20 percent increase in media coverage of programming.

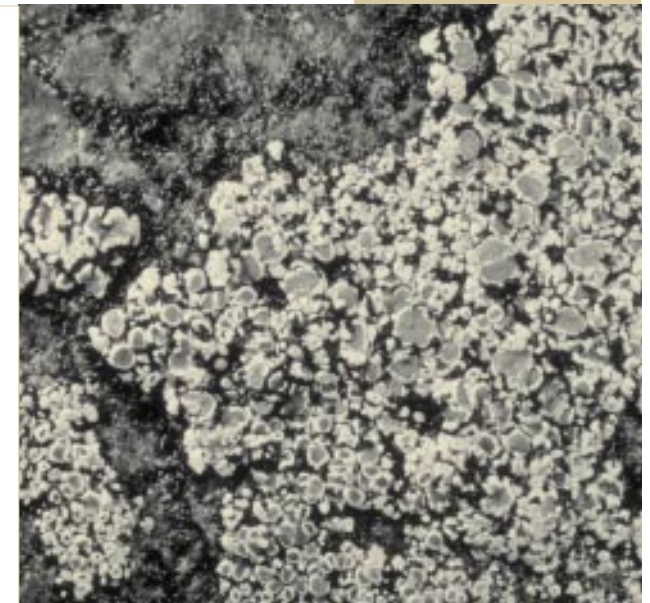
The CMN's commitment to link its products and services with partners throughout Canada was part of a broad range of corporate activities described throughout this Annual Report. Examples include partnerships and agreements with the Canadian Conservation Institute, the Biosphère and Insectarium, the Canadian Wildlife Service, the National Capital Commission, and dozens of others. The CMN lived up to its promise to participate in the Asia Pacific Economic Co-operation activities hosted in Canada last year by mounting a small display and sending two staff to its Toronto meeting in June.

Developing and implementing a corporate positioning strategy and communications plan were deferred until 1998-99, in order to allow the 1997-98 national consultations and internal assessment to become the basis of this Strategy.

A NEW KIND OF PARTNERSHIP AT THE CMN

When the Bamfield Marine Station asked Dr. André Martel to become its Assistant Director, the Museum offered another idea: why not form a partnership to share his skills? The partnership agreement with this strong, established education and research facility on Vancouver Island allows Dr. Martel to spend half his time doing research, and the other half to helping manage the Station.

A RARE LICHEN



This rare and lacy lichen, *Placopsis roseonigra*, discovered and named by Dr. Irwin Brodo, will appear in the upcoming definitive publication, *Lichens of North America*. This new CMN title is a co-publishing venture with Yale University Press.

Work towards creating a long-term, fully integrated VMMB Master Plan was begun and will be completed next fiscal year.

Progress On Our Objectives

The CMN has, like every other federally-funded agency, seen its appropriations decrease for several years now. The need to continue producing valuable work, with less money to do it with, led to our second objective: to increase revenues from outside (private sector sources) to offset reductions in appropriation. We proposed to achieve this in the following ways:

I. Fundraising to support proposals for new exhibits - The Museum secured \$180,000 in sponsorships for the Arctic Odyssey exhibit that opened at the VMMB in June 1997. Sponsorship was also secured for special videoconferencing programming during March Break, giving northern and southern communities a unique opportunity to connect. We have also developed a strategy to secure funding for our corporate priorities. These efforts will focus on identifying opportunities for partnerships that demonstrate the benefits of investing in the CMN.

II. Generating revenue through co-ventures and cost recovery Three new CMN-Somerville House products went into production last year—*Megalodon*, a new book and toy product featuring a model of a megalodon tooth that kids excavate from sand, *Ice Age Mammals*, and the seventh in the Tiny Perfect Dinosaur series, *Hypacrosaurus*. All three will be launched in 1998-99. A contract was signed with Yale University Press to co-publish Dr. Irwin Brodo's book, *Lichens of North America*.

Collections and research Staff generated over \$132,000 in revenue through workshops, consulting, specimen identification, teaching and the sale of specimen boxes. Some of these revenue-generating activities also enhanced the credibility of the CMN, such as a Collections Management Workshop given by Staff at the Smithsonian

Institution, and the sale of PET (Polyethylene Terephthalate) boxes to Cornell University.

Work progressed on the complex task of establishing a consistent, profit-oriented fee schedule for professional consulting services.

On-going revenue-generating efforts such as sleep-overs, birthdays parties, guided visits, summer day camps and March Break day camp generated roughly \$112,000. One hundred and eighty rental functions at the VMMB generated revenues of approximately \$212,000. The Boutique provided \$42,000 in direct revenue (\$2,000 over target) and contributed other value through their help in applying our logo to products and tailoring product selection and operating hours to our programming.

III. Obtaining increased grant contributions for all areas of the Museum - A \$150,000 grant from Montreal's EILB Foundation was pledged to support a three-year multi-disciplinary, community-based study of the environmental

health of the Rideau River. Researchers from the Issues in Biodiversity project team will conduct the scientific research, while all other divisions will work on other aspects of the project. The CMN is particularly pleased that this grant represents the second time the EJLB has supported the CMN—they were also an important sponsor of Arctic Odyssey.

Progress On Our Objectives

The CMN's productivity has suffered in recent years as a result of a focus on internal activities including the development of the new facility, the move of the national collection and efforts to develop effective internal systems. Our third objective was: *To improve the efficiency and effectiveness of the CMN's operations.* We said we would achieve this three ways:

I. Implementation of new management practises—The CMN kept its promise to develop a more detailed strategic planning process. A new planning process was developed for the 1998-99 fiscal year. The process of planning for 1998-99 was strengthened by the addition of thorough external consultations and broad Staff participation in the planning and subsequent budget and workplanning activities. Specific objectives, strategies and anticipated results

have been defined. Related resource requirements were exhaustively analysed in the 98-99 budget and workplanning steps. The development of institutional performance indicators for specific strategic goals was completed.

CMN President Joanne DiCosimo initiated a number of basic tools for an improved work environment: regular Staff-led meetings, a social committee, and an open chair at management committee meetings. She also committed the Museum to work towards a 360-degree performance review, beginning with management (who have already undergone an upward feedback process). Plans for training and development for a newly collaborative Museum are being worked out with managers and Staff.

The development of a new Human Resources Framework was postponed to 1998-99, in part due to the arrival of a new President and Director of Human Resources in 1997-98. The postponement will also allow new strategic directions and institutional values to be incorporated into this important strategic component.

A reward and recognition system for employees is being developed in consultation with the unions.

1997-98 marked the CMN's first opportunity to negotiate collective agreements with its Staff as a separate employer. An agreement with the Professional Institute of the Public

Service of Canada (PIPSC) was ratified in December 1997. Negotiations with the Public Service Alliance of Canada (PSAC) are continuing. Both parties recognise that taking the time to get it right now will reap enormous dividends later, and are acting accordingly.

The Museum made important progress towards improving its classification systems in 1997-98. The research promotion criteria were redefined with the help of research scientists and are presently being implemented. Agreement has been reached to begin developing a new system for PSAC and PIPSC members who are not classified as research scientists.

II. A streamlined, integrated corporate information system

The information technology infrastructure of the CMN was dramatically improved during the year with major upgrades to software and desktop hardware. In anticipation of the requirements of the new FMIS, HRIS and CMIS, sixty-three new computers were purchased and over eighty existing desktop systems were upgraded. Software upgrades include new Groupware and e-mail applications, upgraded Internet Browser and anti-virus software, MS Office 97, and the Windows 95 and Mac 8.1 operating systems. Remote access capability was installed for selected Staff to enable connection to the CMN network from home or on the road. These upgrades bring CMN's technology infrastructure up to current industry computer standards and enable staff to work more effectively and efficiently.

Specifications for a new Financial Management Information System were developed and a Request for Proposal (RFP) issued. This system will be fully operational and year 2000 compliant by the end of 1998-99. The Museum also expects to purchase a new Human Resources Information System and VMMB Ticketing and Reservation system during the next fiscal year.

RFP's for all three were done in 1997-98. Also, CMIS and Raiser's Edge fund-raising software were purchased. These new systems (hardware and software) will ensure year 2000 Compliance.

January's devastating ice storm gave the Natural Heritage Building a test the designers and builders could never have replicated. Covered in ice and without electricity from the grid, the NHB surpassed everyone's expectations by holding crucial heat and relative humidity levels much longer than anticipated. All emergency systems performed as intended.



A new, streamlined telephone response system was installed in the VMMB.

III. Continuing review the CMN's activities to further reduce costs

The Museum consolidated the Library, Corporate Records, Registration and Information Technology units into a single Information Services group to reduce costs and increase the effectiveness of corporate information management functions. A comprehensive operational plan as well as information management policies and procedures were developed for the division.

Responsibility for VMMB operations was assigned to a new position—Chief, VMMB Operations. This re-organisation is in response to a recommendation from the Audit on Revenue Generation.

ARCTIC ODYSSEY DRAWS HOT SUMMER CROWDS



The CMN's summer attraction, Arctic Odyssey, had a very successful launch, attracting 16 percent more visitors than the previous summer. From July to Labour Day, three times a week, visitors were able to converse live with CMN scientists in the north and an Inuk correspondent via MSAT. More electronic contact to facilitate cross-cultural exchange was offered in February, with videoconferences between Ottawa visitors to the VMMB and Igloolik, featuring the Mayor of Igloolik and the President of the Inullariit Society.

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GRANT ALLOWS BIGGEST ISSUE EVER

Global biodiversity, the quarterly magazine published by the Museum, reached its biggest audience ever this year, thanks to a \$25,000 grant from the Richard Ivey Foundation. The grant allowed this year's fall Eco-forestry theme issue to be the biggest ever, at 64 pages, and made possible the free distribution of the magazine to 7,000 Canadians.



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