

BUILDING

Partnerships

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Canadian Museum of Nature

World Wide Web Address: www.nature.ca

Victoria Memorial Museum Building

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Natural Heritage Building

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CHAIRMAN'S REPORT

To the Minister of Canadian Heritage, the Honourable Sheila Copps:

The Canadian Museum of Nature was an exciting place to work and to visit this year. The consolidation project is fully behind us, and we have begun to reap the fruits of the challenging years of relocation and rehousing. Attendance increased at the Victoria Memorial Museum Building for a second consecutive year. More Canadians are now aware of the Museum through targeted advertising and national media coverage. We are looking forward to the approaching millennium with excitement and confidence in the essential service the Museum offers to Canadians.

This fiscal year has seen a new emphasis on Board governance and assessment of our performance. We have reviewed the Board structure and contracted an internal audit to assist us in ensuring that we focus our energies on the areas we believe are of highest importance. We have reviewed how we work, our relationship with the staff and the nature of the information provided to us. With the review complete, we are working to establish performance indicators for the Board, with particular attention to policy development, community building and participation in Board meetings. We intend to implement our findings and test our performance indicators next year. Understanding the importance of our relationship with Government, both the Chair and the Vice-Chair have become ex-officio members of the Museum's Government and Community Relations Committee.



Three new Board members were appointed this year: Jane Dragon, Garry Parenteau and Arthur May. I look forward to working with them, and to the contributions I know they will make to the CMN. Three Board long-serving Trustees, Daniel Haughn, Claire McNicoll and Joe Wai retired this year, and I would like to take this opportunity to thank them. Their contributions have been greatly appreciated.

It is my pleasure to submit this report of the activities of the Canadian Museum of Nature for the 1998-99 fiscal year, with the Museum's financial statements and the report of the Auditor General.

Respectfully,

A handwritten signature in black ink, appearing to be 'Frank Ling'.

Frank Ling
Chair of the Board of Trustees

PRESIDENT'S REPORT

To renew the institution and to increase its public value, the Canadian Museum of Nature established four objectives for 1998–99. This Annual Report is a report of our progress in achieving these four objectives and we are proud of all that has been accomplished. A detailed account is provided in the pages which follow. I would like to draw attention to some of the highlights.

In order to increase national service and impact, Board and Staff focused on strengthening networks, creating new partnerships and heightening community awareness of CMN's services and our contributions to science and to understanding the natural world. Nationally, the creation of a Special Interest Group of natural science museums was a significant new initiative. Locally, the Rideau River Biodiversity Project has connected CMN with numerous other community groups concerned with the environment, as well as the local broadcast media and other business enterprises. Through the renewed Federal Biosystematics Partnership, we have been able to combine efforts and assist government in focusing on essential biodiversity issues and concerns.

In demonstrating the value and extending the reach of CMN, no other activity has touched as many people as our expanded website (www.nature.ca). By adding an average of one posting per week we have clearly heightened public interest in the natural environment. Web traffic increased 832% in 1998–99, while the reach of the site continued to delight us – from notices in European newspapers, to enquiries from Burkina Faso.

CMN researchers continue to garner prestigious honours, positions, and funding — all evidence that their work is essential, as well as highly regarded.

Collections experts, too, have been kept busy with the demand for their expertise and for access to the ten-million item national collection.

Media relations and advertising continued to enhance reach and visibility locally and nationally, and helped make 1998–99 a record year for attendance at the Victoria Memorial Museum Building. And a tremendous range of interpretive and community programs at this venue, throughout the year, in turn, increased community support, participation and benefit.

To ensure effectiveness of basic operating systems, priority was given to readiness for the new millennium. All systems will be Y2K compliant.

To increase self-generated revenue, CMN's new Development team has laid the groundwork necessary for future campaigns and continued success. Building systems and developing community relationships were a high priority. Several initiatives were launched with the dual goals of increasing visibility for the Museum as a whole and raising money for specific projects.

The Stakeholder's Campaign led by CMN staff reached out to the Museum family – Board, Staff, Volunteers, Members and Associates – with the goal, soon to be realized, of adding a natural science feature to the grand Atrium of the Victoria Memorial Museum Building. The launch of the Nature Discovery Fund with celebrated Canadian author Margaret Atwood generated considerable media interest and in its first year the Fund raised almost \$10,000 to support the work of systematists in Canada. The direct mail campaign reached over 20,000 homes in the National Capital Region, making the public aware of CMN's need for their support.

This year also marked the renewal of the Museum's membership program. A creative marketing strategy offered members a whole new package of benefits, made possible through innovative partnerships with community businesses and organizations. As a result, CMN membership grew by 264%.

These are just some of the year's highlights, as I said, and I invite you to read the detailed account provided in this Report.

It has been a very significant year in other terms as well. We have now finalized the plans for the renewal of the Victoria Memorial Museum

Building, with the assistance of the community. Our priority in 1999-00 is to begin the essential refit of the infrastructure (elevators, wiring and walls) and to complete concept work for enhanced public amenities and three new signature galleries. Much has been learned by scientists in the period since the feature galleries were developed and we must ensure that Canadians have the benefit of this new knowledge about their world. We are preparing also to launch a first-ever major capital campaign in the private sector. I will look forward to reporting our progress on the renewal of the Victoria Memorial Museum Building to you at this time next year.

In closing, I will take this opportunity to express my thanks to Frank Ling, Chairman of CMN's Board, to the Trustees, to Colin Eades, to all of the Staff, to the Associates and to the Volunteers for your hard work and significant achievements. As a direct result of your efforts, our institution has made major progress in 1998-99. It is a pleasure and privilege to work with dedicated colleagues and with a vital and interested community as together we create and shape the Museum of Nature's future service to Canada.

Respectfully,



Joanne DiCosimo
President and Chief Executive Officer





INSTITUTIONAL
Overview



Metamasius atwoodi

Margaret Atwood's Father Honoured

The Museum's Nature Discovery Fund got a spectacular kick-off with a launch featuring internationally-renowned Canadian writer Margaret Atwood. CMN entomologist Dr. Robert Anderson named a rare species of weevil, *Metamasius atwoodi* or the Atwood palm weevil, in honour of Ms. Atwood's father, the first entomologist Dr. Anderson ever met. The Nature Discovery Fund will support taxonomic research.



© CMN – M. Atwood and Dr. R Anderson – Photo by M. Lipman

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 mandate has been fulfilled by focusing on programs and products that 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 multidisciplinary 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, the Vice-President and the Directors and Managers responsible for strategic operating areas ensure the effective operation of the Museum.

The CMN boasts 150 years of excellence in research, collections and public education. The shining face of the CMN — its Guest 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

The Canadian Museum of Nature studied recent performance and the institution's external environment, and assessed its strengths and weaknesses, to determine the strategic issues to be addressed through the Corporate Plan. The renewal process begun last year is well underway, and a clear and distinct national role for the CMN is emerging.

PERFORMANCE REVIEW

The temporary reduction in productivity in respect of accessibility to collections caused by the relocation to the Natural Heritage Building is well behind us, and productivity has returned to expected levels. This productivity will face a new challenge in the 1999-00 fiscal year, due to the requirement for a seismic refit of the Natural Heritage Building. In 1998-99 it was learned that the Natural Heritage Building, while conforming to all applicable building codes, does not conform to the seismic specifications defined by the Corporation for this building. The nonconformity was due to a sub-contractor's error, and is therefore the responsibility of the contractor. The contractor for the NHB and their insurer have

agreed that the specifications were not met, and will make the necessary changes at no cost to the CMN. Nonetheless, the required construction may impact collections-related activity.

Objective: Sharing and communicating the Museum's knowledge

Visitor attendance at the Victoria Memorial Museum Building was up by 4.2% over the previous year, and 7.8% over target. (A modest target had been set to reflect the fact that no new summer exhibit was mounted in 1998.)

Research information was disseminated in 37 publications and media coverage of scientific results increased by 26% in radio and TV and 2% in print over the previous year.

The organization of the Museum's collections continued to be upgraded, and collections data continued to be validated and converted to the new software platform (Multi MIMSY).

The Museum's website (www.nature.ca) audience grew by 832% from 1997-1998 to 1998-99. Unique site visits totalled 371,184.

Continued aggressive print, radio and TV campaigns increased media coverage of programming by 153% in radio and TV and 34% in print and contributed to the 4.2% increase in visitor attendance.

Additional partnerships were explored and built this year. A partnership with Friends of the Earth enabled the Museum to acquire the funds to hire two interns. A joint lecture series with the Royal Canadian Geographical Society was recorded for broadcast. Discussions are underway to broaden the Canada-Mexico student exchange to include Cuban involvement. A partnership was formed with Canadian astronaut Dr. Roberta Bondar to develop an exhibit based on her photographs of Canada's national parks. Finally, the CMN took the lead in developing a national natural sciences consortium via a Special Interest Group within the Canadian Museums Association; this consortium should lead to many more partnerships.

Objective: Revenue generation

Most divisions within the Museum continue to generate revenue. A fee schedule was developed for professional consulting, based upon overhead costs and a survey of the fees charged by other institutions. Now fully staffed, the Development Office concentrated on raising awareness, creating public understanding of CMN as an institution to which people give, and building relationships that will



Popular Poop

Would you stand in line to look at dung? You might if it were the fossilized poop (known as a coprolite) of a *T. rex*, and the largest such specimen ever found. The dropping from this huge carnivore was discovered in Saskatchewan, and displayed at the CMN for three months. The dino poop is more than a crowd-pleasing curiosity; tiny bone fragments inside the specimen proved for the first time that *T. rex* chewed his food — a dinosaur with table manners?!

ensure future success. Over the course of the year CMN reached more than 22,000 individuals directly, and actively pursued contacts with numerous local and national corporations and foundations.

Objective: Operational efficiency and effectiveness

A collective agreement was signed with the Public Service Alliance of Canada – the union representing the majority of the Museum’s employees. This is the Museum’s first collective agreement with this union since becoming a separate employer.

A number of critical operating systems were purchased and installed in order to enhance efficiency and ensure Y2K preparedness.

Strategic Issues – External environment

The Canadian Museum of Nature competes with other national Museums located in the region for its visitor base. A very successful advertising campaign along with vibrant educational programming allowed the Museum to increase the number of visitors received over the critical summer months, despite the fact that no new major exhibit was offered.

The largest segment of the CMN’s audience consists of middle-class families with young children. These families reflect Ottawa’s demographic profile, with higher-than-average education and income. Visitors generally report high satisfaction ratings, with a preference for hands-on exhibits. The CMN began planning for its first new signature gallery since 1992 – a fossil gallery reflecting our audience’s fascination with these specimens and all things dino. The fossil gallery is an excellent match of CMN’s collections and research strengths and audience tastes.

The Canadian Museum of Nature is uniquely qualified to satisfy Canadians’ desire for public education about the environment from respected, unbiased sources. We continued to expand our impact in this niche by circulating travelling exhibitions and developing partnerships and networks of expertise and service with other research, collections-based and educational institutions.

GOVERNANCE

This year we have undergone a review of the Board structure and system of governance with the assistance of an internal audit. Performance indicators for the Board, with particular attention to policy development, community building and attendance and participation in Board meetings are being established. In 1998–99, the Board of Trustees met four times and held two conference calls. Over 14 meetings of the committees of the Board were held either in person or through conference calls.

MEMBERS OF THE BOARD OF TRUSTEES

Frank Ling, Chair, Rockcliffe Park, Ontario

Mr. Ling is President of Ling Incorporated and Kalfat Corporation, Chairman and CEO of Linkbridge Corporation and consultant to companies in Canada and Asia Pacific. He is a member of the Ontario Association of Architects, the Royal Architectural Institute of Canada and the Royal Institute of British Architects. He has been National Chairman and Governor of the Hong Kong-Canada Business Association, Vice-President of the Chinese-Canadian National Council, member of the Ontario Advisory Council on Multiculturalism and Citizenship, Treasurer of the Ottawa General Hospital’s Board of Trustees, Chinese Community Co-Chairman of the Ottawa Heart Institute

Flying Reptiles In The Atrium

CMN Trustees, Staff, Volunteers and Members contributed over \$27,000 to enhance the Atrium of the VMMB. The money enabled the creation of two model pteranodons (flying, fish-eating reptiles from the Cretaceous era) to hang from the ceiling of this beautiful space. The pteranodons are depicted in airborne competition — one trying to steal a fish from the mouth of the other.



© CMN – Photo by M. Lipman

Fundraising Campaign, and Chairman of the Ottawa-Carleton Police Services Board. Mr. Ling is also a member of the Board of the Community Foundation of Ottawa-Carleton and of Carleton University.

Louise Beaubien-Lepage, Vice-Chair, Outremont, Québec

Mrs. Beaubien-Lepage is an environmental conservation leader. For more than 20 years she has presided over many organizations and volunteer associations. She is a Founding Member of numerous organizations including the Canadian Wildlife Foundation and Fapél, Fapél-Faune, and the Nature Conservancy of Canada.

Louis Archambault, Boisbriand, Québec

Mr. Archambault is currently the Chief Executive Officer of Entraco Consulting Group Inc., and a member of the *Fondation québécoise en environnement*, the *Société québécoise de récupération et de recyclage*, and the *Groupe de développement des industries de l'environnement Inc* Boards. He was responsible for the environmental management of the *La Grande hydroelectric* project for the James Bay Energy Corporation.

R. Kenneth Armstrong, Peterborough, Ontario

Mr. Armstrong is a published historian and former Head of History and Contemporary Studies at Adam Scott Collegiate. He has hosted a TV open line show dealing with community and area affairs

for the last ten years. He is very involved in community activities, and has presided over many organizations and associations.

Patricia Beck, Saskatoon, Saskatchewan

Ms. Beck is President of the Board of Directors of the Saskatoon Centennial Auditorium and has been a member of the Saskatchewan Advisory Committee, which advises the federal government on grant allocations to provincial environmental groups. She was convener of the Woman and Justice Committee for the National Council of Women.

Jane Dragon, Fort Smith, Northwest Territories

Mrs. Dragon is dedicated to sharing her knowledge of Aboriginal culture and heritage through teaching beading, moose hair tufting, wilderness survival skills, her native language and the legends of her people. A recipient of the Silver Jubilee Walk of Life Award and the Commemorative Medal for the 125th Anniversary of the Confederation of Canada, she has served on many boards, including the Aurora College Board and the Aboriginal Head Start Program. She is presently a member of the Centre for Traditional Knowledge Board of Directors.

José Faubert, Mont-Royal, Québec

Ms. Faubert is a founding member of the architectural firm of Ruccolo-Faubert, established in 1980,

where she is responsible for pre-feasibility studies and architectural programming. She has been involved in the planning of a number of museum buildings, including the National Gallery of Canada, the Canadian Museum of Civilization and the Montreal Museum of Fine Arts.

Jordan Livingston, Hamilton, Ontario

Mr. Livingston is currently Chairman of Jordan Livingston Furs and the Retail Fur Council of Canada. He is a Past President of the Art Gallery of Hamilton and has served on numerous other boards. He has received the Commemorative Medal for the 125th Anniversary of the Confederation of Canada Award, Hamilton Volunteer of the Year Award, the Maurice Memorial Fur Industry Award, and many other honours during his career.

Arthur W. May, Ph.D., St. John's, Newfoundland

Since 1990, Dr. May has been President and Vice-Chancellor of Memorial University in Newfoundland. Dr. May has also been Deputy Minister, Department of Fisheries and Oceans, and President of the Natural Sciences and Engineering Research Council.

Garry Parenteau, Fishing Lake, Alberta

Mr. Parenteau has worked in Aboriginal organizations as President of the Alberta Federation of Métis Settlement Associations, Administrator of the Fishing Lake Métis Settlement and Vice-President of the Métis Settlements General Council. He has also served on the boards of the Bank of Montreal Aboriginal Business Leaders Circle, the Lake Community Futures and the Native Employment Services Association.

Roy Piovesana, Thunder Bay, Ontario

Mr. Roy Piovesana is a retired teacher of history and former Head of the History Department at Dag Hämmerskjöld High School in Thunder Bay. He participated in the creation of the Thunder Bay National Exhibition Centre and Centre for Indian Art (the Thunder Bay Art Gallery) and the new Thunder Bay Museum.

STANDING COMMITTEES

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 the CMN by the government of Canada, for recommending additional policies in these areas as appropriate, and for guiding and supporting the CMN's efforts to develop a skilled, productive and effective workforce.

Nature Activities

Staff from Communications and Education launched a monthly column in *Capital Parent* magazine. The column offers a great range of nature activities for the whole family, and encourages people to come to the CMN for even more fun.



© CMN



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 the CMN, its services and its contributions, and for guiding and supporting the CMN's efforts to generate revenue.

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.

In Memoriam

Dr. Henri Ouellet, Researcher Emeritus, Research Associate, died this year. Dr. Ouellet was an ornithologist with the Museum from 1970 to 1993 and contributed to numerous research projects, publications and conferences. He will be sadly missed.

MANAGEMENT TEAM

Joanne DiCosimo, President, Chief Executive Officer

Colin Eades, Corporate Secretary, Vice-President, Chief Operating Officer

Danielle Allard, Director, Human Resources Management Services

Joanne Charette, Manager, Communications Services

Linda Eagen, Director, Development and Fund-Raising Services

Gerald Fitzgerald, Director, Collections Services

Mark Graham, Director, Research Services

Mary Ellen Herbert, Manager, Community Services (as of April 1, 1999)

Lynne Ladouceur, Director, Financial Management Services

Monty Reid, Manager, Exhibition Services (as of April 1, 1999)

Greg Smith, Manager, Information Technology and Library Services

Gerry Potoczny, Manager, Facilities Management Services

Bruce Williams, Manager, Information Services

Giant Shark Snacks On Researcher!

Another book and toy co-publication with Somerville Press was released this year — *Dig and Discover: Megalodon*. The launch featured a cut-out that kids (or in this case, author Dr. Steve Cumbaa) could put their heads in, to be photographed as this 10-million-year-old giant shark's lunch!





GOALS, **Objectives** and
RESULTS

1. NATIONAL SERVICE AND IMPACT

Some of the Canadian Museum of Nature's greatest successes this year were in initiatives to increase national service and impact. Aware that there are many shared areas of interest and opportunities for new service, we increased efforts to build partnerships and national networks.

Our national consultation revealed it was important to build a consortium of natural science museums within Canada. After much discussion with our provincial counterparts, the CMN took the initiative to establish a Special Interest Group in Natural Science within the Canadian Museums Association. The 1999 Annual General Meeting of the Canadian Museums Association will see the first meeting of this Special Interest Group, and we're very confident that this SIG will be a foundation for future collaborative work across Canadian museums.

One important partnership (finalized this year) is with Montreal's Biosphère, to collaborate on environmental education. We also finalized a partnership between collections-based research

institutions and the Natural Sciences and Engineering Research Council of Canada (NSERC) in support of post-graduate research in systematics. We signed a Memorandum of Agreement with the newly formed Centre for Exhibition Exchange to work on their pilot project to provide national coordination for travelling exhibits. And we have formed a partnership with astronaut Dr. Roberta Bondar to develop a travelling exhibition of her photographs of Canada's national parks, to be called *A Passionate Vision*.

Ongoing partnerships include the Canada-Mexico Student Exchange Program with Montreal's Insectarium, the Canadian Biodiversity Information Infrastructure, a shared staffing project with the Bamfield Marine Station, the Canadian Centre for Biodiversity's secretariat services to the Canadian Committee of the IUCN, and the Lyman Fellowship at McGill University.

Alliances continue to be built based on CMN staff participation in various professional associations. Dr. Joel Grice is in his second term as the Chair of the International Mineralogical Association's

Service to Canada and Abroad

CMN Staff, particularly researchers and collections experts, travelled the planet this year, to Russia, Norway, Scotland, Bolivia, Germany, India, New Zealand, Mexico, Cuba, Peru, Costa Rica, the U.S.A., Sweden, Australia, Argentina, England, Japan, Guinea, Mali, Antarctica, and Venezuela. Now *that's* global positioning!



Naming Committee for New Minerals. He was also elected a Fellow of the Mineralogical Society of America (a rare honour) in recognition of his contributions to mineral research and his role as an IMA Committee Chair. Dr. Mark Graham is on the organizing committee for the Canadian Society of Zoologists' 1999 Annual Meeting, and organized a Plenary Session entitled *Zoological Research in Northern Canada*. Gerald Fitzgerald was elected President of the Canadian Association of Professional Conservators for a second term. Judith Price was elected Councillor for the Canadian Society of Zoologists. Both Mr. Fitzgerald and Ms. Price were elected to the Board of the Canadian Society for the Preservation of Natural History Collections. Lynne Ladouceur serves as Secretary-Treasurer of the Canadian Museum Association's Special Interest Group on Management. Joanne DiCosimo serves on the Ontario Museum Association's Human Resources Development Committee. Elizabeth McCrea was appointed to the Attractions Ontario Board of Directors. These are just some examples of staff's participation.

The CMN was invited by the International Association of Plant Taxonomy to be the Canadian registry for new plant names. This new registry process, key to the global effort to maintain valid new plant names, has been endorsed by the Canadian Botanical Association.

The profile and impact of the CMN continue to be enhanced through post-secondary teaching. Linda Eagen taught fundraising at Algonquin College. Dr. Michael Caldwell and Dr. Steve Cumbaa are Adjunct Professors at Carleton University. Dr. Kathlyn Stewart is an Adjunct Professor at Trent University and the University of Toronto and Dr. Grice is an Adjunct Professor at the University of Manitoba. Drs Lynn Gillespie and Claude

Renaud were appointed Adjunct Professors at the University of Ottawa. Kieran Shepherd coordinated a course on natural history collections at Algonquin College. Many researchers act as advisors to graduate students at institutions throughout Canada.

Beyond Listening

The consultation process assisted CMN in establishing the framework for the 1998-99 operating plan. A copy of the plan was distributed to all of the parties with whom we consulted, as was a progress report and further survey in September 1998 in order to obtain additional input. The entire strategic planning process underwent formal review and was refined accordingly.

Information about research and collections on the website has been expanded and made more accessible; this effort will be further enhanced with a major redesign in the coming year.

The Research Advisory Committee was restructured. The Committee now includes at least one Board member, and progress on research projects is reviewed with an eye to fiscal planning. All new research proposals are sent out to a minimum of two external peer reviewers.

Partners with Government

In addition to partnership arrangements with other federally-funded research institutions, the Canadian Museum of Nature made significant contributions to areas aligned with foreign policy, water quality, endangered species, and Canada's commitment to biodiversity.

The Museum hosted a study tour delegation from its sister institution in Havana, the Museo Nacional de Historia Natural de Cuba. At their request, the

This Man is not a Dinosaur

We've always known our volunteers are treasures, but now the rest of the country knows it too. CMN volunteer George McIlhinney was featured in an International Year of Older Persons ad about active seniors that was published in several national magazines.



CMN also sent Museum designer Jonathan Ferrabee and A/V Technician Nick McKay to Havana, to help with the design of their institution's new galleries.

The Canadian Museum of Nature is part of the main working group of Environment Canada's Aquatic Environmental Effects Monitoring Program (Metal Mining). The program is working to establish monitoring protocols for industry in compliance with the *Fisheries Act*.

The Museum continues to play a very active role in support of COSEWIC (Committee on the Status of Endangered Wildlife in Canada). Research and Collections staff evaluate status reports year round, while Dr. Anderson and Dr. Renaud attend planning and evaluation meetings. Dr. Renaud also accepted an appointment as Co-Chair of the sub-committee on freshwater fishes. COSEWIC activities were heightened this year, in preparation for the introduction of federal endangered species legislation.

The Federal Biosystematics Partnership continued its coordinating and lobbying efforts for systematics expertise in Canada, with Dr. Mark Graham elected to a second term as Chair. An MOU designed to revitalize this partnership was developed and signed by all concerned parties.

Dr. Graham made a presentation to the House of Commons Standing Committee on the Environment and Sustainable Development and participated in a subsequent question and answer session with Committee members.

Meaningful Research

Research conducted by the Canadian Museum of Nature served Canada and the international community by discovering and disseminating new knowledge.

Locally, the most prominent activity this year was the Rideau River Biodiversity Project. This multi-partner, community-based project saw the completion of its first summer of fieldwork. The fieldwork was tremendously successful, due to enthusiastic community support and near-perfect weather conditions. Surprising discoveries kept scientists and community members excited and enthusiastic. Researchers and Community Advisory Groups (37 people representing 23 local organizations) are currently interpreting data and planning for the 1999 summer fieldwork season.

As well as doing extensive work throughout Canada, CMN scientists were active in international fieldwork activities. Paul Hamilton received external funding to conduct his work on the

diatoms of cenotes (potholes) in Mexico's Yucatan Peninsula. Dr. Michael Caldwell completed fieldwork on fossil snakes in Patagonia, Argentina. Dr. Robert Anderson completed fieldwork in Venezuela and Bolivia for his project on neotropical coleoptera (beetles). Dr. Kathleen Conlan spent three months in Antarctica conducting research under the ice. Dr. Michael Caldwell and Dr. Robert Holmes conducted four weeks of fieldwork in New Zealand, studying extinct giant marine reptiles, and recovered a large mososaur skull, currently being prepared in Auckland for study.

Scientific publishing is essential to the Museum's efforts to make research meaningful and accessible. Detailed reporting on this activity may be found elsewhere in this Annual Report (see page 27), but a few highlights should be noted. Dr. Michael Caldwell was appointed Associate Editor of the *Journal of Vertebrate Paleontology*. A light-hearted booklet "*Herbarium Rules*" on the serious subject of the use of herbaria was produced by Michael Shchepanek, Rob Waller, and Dory Cameron. And the Rare Elements Project team are contributing three chapters to the third edition of the *Encyclopedia of Minerals* — on tantalum, niobium and boron. Dr. Irwin Brodo's work on the field guide to the lichens of North America, a co-production with Yale University Press, was successful in raising \$100,000 US to produce the book.

www.nature.ca

The Canadian Museum of Nature's website (www.nature.ca) continued to expand this year, adding 50 new postings over the year. Audience reach expanded dramatically — 832% from 1997-98 to 1998-99. Unique site visits are the most significant measure of audience reach; there were 371,184 in the past year.

The website continues to garner accolades. This year the site won the *Branchez-vous* award for best Francophone website. It was chosen also as part of the Canary Treasure Hunt, and topped *Discovery's* "Cool Nature Related Sites" list. The site's ability to disseminate the most up-to-date information, and create a multiplier effect, was demonstrated when the *Ottawa Citizen* picked up a story about a new scientific discovery only two hours after it was posted.

The Museum hired a webmaster this year, who will oversee a major remake in the next fiscal year; the remake will keep the site fresh, make the large volume of information held on the site more accessible, and keep audiences coming back for more.

Sharing our Wealth

The ten million natural history specimens held by the Canadian Museum of Nature constitute a national treasure. The value of these specimens lies not in hoarding them, but in making them

Figure 1 – Publications

CMN Staff	1998-99	1997-1998
Refereed Publications	37	42
Non-refereed Publications	21	15
Unpublished or confidential reports	6	9
Other	31	34

accessible. To this end, we consulted widely on how to make them more accessible. The Canadian Botanical Association, the Canadian Society of Zoologists and provincial museums all provided input, and a revised collections access policy has been implemented.

The organization of the collection is essential to meaningful access, and countless hours of staff and volunteer time were dedicated to reorganizing substantial portions of the bird, mammal, dry invertebrate, dry mollusc, insect, plants, models, molds, casts and mounted skeleton collections.

New technologies are leading to increased potential for on-line access to collections data, and the CMN has been working hard to lay the groundwork for electronic access. Over 2,008 specimens records and 16,438 supporting records were added to electronic databases, and 400,000 records were readied for conversion to the collections data software platform. Demand from around the world for access to these specimens makes electronic access doubly important.

Media Relations

The Canadian Museum of Nature's ongoing efforts to strengthen its media relations bore fruit this year, with a vast improvement in both the quantity and the quality of media coverage. Especially notable was coverage of the new horned dinosaur, the Rideau River Biodiversity Project and its associated "turtle hotline", international coverage for the website in France's *Mon Quotidien*, the Nature Discovery Fund launch, "The Science of Chocolate" Christmas programming, and Dr. Karen Chin's lectures on fossilized dinosaur dung. Special emphasis was placed on the opening of the CMN's travelling exhibit *Monarca*, in Sherbrooke.

The Museum now contributes to many local and national newspapers and magazines, with a

monthly column in *Capital Parent* and events listings distributed nationally. A CMN Media Guide was developed and workshops were provided to key staff to ensure consistent quality in our interaction with the media.

Popular Publishing

Multi-media and print publishing remained strong this year. The *Dig and Discover: Megaladon* book and toy hit the shelves in time for Christmas, as did *Ice Age Mammals: Woolly Mammoth*. The seventh dinosaur in the *Tiny, Perfect* series of co-publications with Somerville Press, *Hypacrosaurus*, was completed and will be available in May.

French and English versions of the CD-ROM *Arctic Journeys/Le Grand-Nord* were released and are in distribution. This CD was produced in partnership with six federal agencies: the Canadian Museum of Civilization, Canadian Conservation Institute, Canadian Heritage Information Network, Parks Canada, National Library of Canada, a non-government organization: Kakivak Association (Iqaluit, Nunavut), and On/Q Corporation (Montreal, QC) as the CD-ROM producer.

A contract was signed with Carleton Productions for a half-hour video on the Rideau River project, for broadcast on CTV. Fundraising for the video project has been successful, with \$15,000 raised to date, and additional partners contributing. A promotional short version of the video was screened at the Waterwalker Film Festival, and will be shown at over 65 venues across Canada over the coming year.

A first complete draft of Dr. Irwin Brodo's *Lichens of North America* was submitted to Yale University Press, the CMN's co-publisher for this work. Yale University Press has raised the \$100,000 US necessary to print this publication. CMN ichthyologists made significant progress on their *Guide to Arctic Marine Fishes*.

A series of 12 adventure-based lectures, produced in partnership with the Royal Canadian Geographical Society and Rogers Cable, were recorded for broadcast and promoted in the March/April issue of *Canadian Geographic*.

2. DEMONSTRATING PUBLIC VALUE

New and repeat audiences are crucial to museums, and advertising is fundamental to this objective. The CMN continued to produce an aggressive advertising campaign, to bring 'em and bring 'em back.

Summer advertising kept attendance strong, despite the fact that the Canadian Museum of

Nature did not offer a major new summer exhibition. Local advertising was particularly strong, including bus boards so clever and popular that people actually asked for copies! All featured programming was supported with local advertising to increase audience reach. The Museum won six awards from the Advertising and Sales Association for its inventive advertising this year.

Tourism and trade shows were an important focus, and lure pieces were developed and distributed at these venues. Seasonal calendars of events were produced and distributed — 50,000 copies for the all-important summer season, and 25,000 copies for other seasons.

Figure 2 - Audience Reach

	1998-99	1997-98	Variation % 1998/99 vs 1997/98
Local Attendance (after-hours, open-hours, VMMB, NHB, NCR)	316,440	315,976	0.1%
High attendance venues	375,000	375,000	0.0%
Multi-media (TV) ⁽¹⁾	345,000	2,080,000	-147.0%
Unique Website visits	371,184	39,822	832.0%
Travelling Exhibits ⁽²⁾	83,000	270,000	-69.3%
Purchase CMN products ⁽³⁾	153,000	221,232	-30.8%
Number of school group visits	1,197	1,154	3.7%
Number of participants in school group visits	48,200	51,132	-5.7%
Number of people participating in tours	754	653	15.5%
Number of people participating in workshops	10,503	8,253	27.3%
Global biodiversity (publication)	76,296	76,100	0.3%

NOTE: (1) The reduced audience reach reflects the fact that this was a year of development for two new productions (*Rideau River Biodiversity Project* and *It's In Our Nature*) comprising 13 individual programmes which will be broadcast in 1999/2000.

(2) The reduced audience for travelling exhibits reflects the reduction in the number of exhibitions travelling. Older exhibits that had toured all the potential Canadian venues were decommissioned while new exhibits were in development.

(3) Two new co-production products were launched late in the fiscal year and the third has been delayed by the co-producer until the new fiscal year. Trade distributors have not confirmed actual purchases in 1998/99.

The Museum partnered with other groups to sponsor contests to raise our profile, including the Royal Canadian Mint, Surf Side, and Via Rail. We also secured unpaid advertising in local papers, local radio, and televised public service announcements.

The entire institution was recognized with a Canadian Museums Association award for the Consolidation Project. The City of Ottawa gave the CMN an Ottawa Architectural Conservation Award in the Restoration category for the refit of the stonework on the VMMB.

The VMMB Experience – More Than Marble and Stonework

Fulfilling the public trust with regard to a heritage treasure like the Victoria Memorial Museum Building offers its own special challenges. While the regal beauty of “The Castle” undeniably attracts visitors, keeping a century-old building safe and functional for visitors and staff requires constant vigilance.

Maintenance and enhancements to the building, its surroundings and its contents included enhanced lighting in several display areas, improved bus access, repainting using more popular and contemporary tints, and replacing a 25-year old East Coast

marine tank. The annual VMMB cleaning blitz saw staff and volunteers put almost 1,500 hours of work into the January spruce-up.

As part of our ongoing effort to offer the highest quality of service, all front-line staff were given training on the particular needs of the physically and mentally challenged visitors.

A major effort went into the preparation of the VMMB Master Plan, which was presented to the Board of Trustees in December. It has now been accepted as a base for developing the detailed plan for renewal of the “Castle”.

Interpretive Programmes and Events

Given their importance, especially to our local NCR community, we put a strong emphasis on developing and offering an outstanding range of engaging and innovative programs. This year’s highlights included *So You Want to be a Scientist*, *What’s the Buzz*, *Wandering Naturalist*, *Discover Canada: a Celebration of Nature in Canada*, *Nature Art Festival*, and *Meet the Expert Month*. Special seasonal interpretive programming included Easter programming, National Wildlife Week, the Tulip Festival, Oceans Day, summer weekly programming on bats at Lac Philippe, summer campfires, *Fall Rhapsody* in the Gatineau Park, three weekends of Halloween programming, *Holiday Traditions...Naturally!*, Winterlude programming and March Break programming.

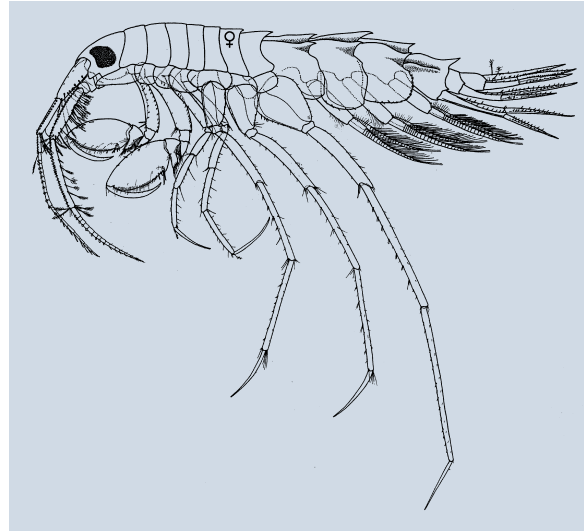
Community Programming and Events

At the Canadian Museum of Nature we place an emphasis on community partnerships and our community-based programming continues to grow and to reach new audiences. This year’s activities included participation in the Tulip Festival



Ocean Research Yields Surprising Discoveries

Researchers from the prestigious Scripps Institute of Oceanography in California got a surprise when they checked sediment traps intended to show what particulates were accumulating above the ocean floor, 4,100 metres under water. Along with the detritus they expected to find, they trapped a number of shrimp-like crustaceans called amphipods — unlike any they had ever seen before. The amphipods were sent to CMN expert Ed Hendryks for identification, but they were new to him too. In fact, he expects to describe 10 new species, and four or five new genera. More importantly, the discovery proves that different deep-ocean habitats support different life forms, something for which scientists had little previous evidence.



Rhachotropis boreopacifica

through *Ikebana '98*, the Children's Festival, the *Royal Canadian Geographical Lecture* series, the *Wildlife Habitat Canada Stamp and Print Competition*, the launch of the International Year of Older Persons, the Festival of Trees, and the *Vanishing Arctic* exhibit.

A New Exhibit for the VMMB

Work is well underway for a new exhibition to open in early June. Titled *Finders and Keepers*, the show will feature some of the most spectacular elements of the CMN's collections, with information about why museums collect, and how collections add to new scientific knowledge. The fact that this exhibit is not scheduled to travel is making possible the inclusion of rare and breakable specimens, seldom displayed due to their fragility.

Fabulous, Fascinating Fossils

The Canadian Museum of Nature has undertaken development of its first new signature gallery since 1992. In keeping with our collections strength, research expertise, and public interest, the new gallery will focus on fossils — a perennial favourite, with all audiences.

As part of the planning stage, the gallery team travelled to Washington, Philadelphia, New York and Drumheller to see the most recent fossil galleries

developed in North America, and to meet with the people who developed and installed them. A concept document was prepared outlining the thematic and design approach. This gallery, planned to be the new flagship gallery for the Museum, will be an institution wide priority in the next fiscal year.

Enhancing the Atrium

Funds were raised through the *CMN 1998 Stakeholders' Campaign* to develop a natural science feature for the grand Atrium of the Victoria Memorial Museum Building. Trustees, staff, volunteers, members and associates contributed over \$27,000 to build models of pteranodons — flying, fish-eating reptiles from the Cretaceous era. In addition, there were gifts in kind and gifts of services bringing the total contribution to \$58,083. When installed in May 1999, they will swoop down from the ceiling of the Atrium over a distance of thirty feet.

School Audience Programming

Educational programming is a core aspect of the Canadian Museum of Nature's service. Among the offerings this fiscal year were workshops in the *Destiny 2000* programmes promoting careers in science and technology to grade 7 students, the Ottawa Regional Science Fair, the Ottawa Valley

Book Festival, the opening and awards ceremonies for the Wildlife Festival, Max's Mission (CMN's new outreach programme), and National Science and Technology Week science and film programming.

The Nature Workshops were revised and aligned with the new Ontario curriculum for science and technology. A partnership was established with L'École secondaire Grande-Rivière in Aylmer, and the CMN participated in their Career Day presentations. Three workshops were provided for Université du Québec à Hull education students. Two workshops on rocks and minerals were offered to all grade 4 teachers in the Conseil des écoles catholiques de langue française du Centre-Est. And a paleontology workshop was offered to teachers from Montessori schools in the Ottawa area.

Touring the Natural Heritage Building (Aylmer)

Tours of the Natural Heritage Building in the first few months after it opened proved so popular that the Museum decided to offer them on a regular basis. Fifty-four tours comprised of 665 people were given this year, with visitors from Australia, Finland, Mexico, Indonesia and China, as well as Canada. Tours were also given to community leaders as a follow-up to the President's luncheons. Thematic tours for school groups were also developed and piloted this year.

Intern Training

The Canadian Museum of Nature trained nine interns from the federal Youth Internship Programme and three from Young Canada Works – Internationally. Seven interns as part of the Museums Studies Programme at Algonquin Program worked two months each in the collections. Intern training is part of our public

education mandate, but is also important for the work and enthusiasm the interns contribute. The Young Canada Works – Internationally interns each spent one month outside Canada as a condition of their internships. Two spent a month in Peru, working on a Canadian Heritage Information Network-coordinated web project called *Butterflies North and South*. The third spent a month in Costa Rica, at the InBIO facility; this internship was a successful pilot project which will allow the CMN to place more interns in this important facility in the future.

Environmental Stewardship

As part of its responsibilities as the custodian of the Natural Heritage Building and site, the CMN instituted an Environmental Stewardship Programme to ensure that land assets are responsibly managed to preserve biological diversity. Central to this effort is a biological inventory and subsequent monitoring. A site survey began in spring 1998, with two summer students assisting Research and Collections staff. This year's emphasis was on beetles and vascular plants. In addition, a hydrogeology firm has installed an additional 13 monitoring wells to provide data on groundwater flow on the site. Data from these wells will form the basis for a computer model to measure and predict the effects on groundwater.

Public Works and Government Services Canada and the Canadian Museum of Nature reached a verbal agreement in October 1998 to transfer to the Museum the land adjacent to the NHB property. The Museum is now proceeding with the official regulatory procedures to effect this transfer.

In February 1999, the Vice-President of Corporate Services gave a seminar entitled: "An Overview of Mitigation and Monitoring Associated with the Canadian Museum of Nature Consolidation Project

in Aylmer, Quebec” as part of Carleton University’s Seminar Series on Environmental Assessment. In addition, he presented a talk on CMN’s Land Stewardship Strategy at the International Association for Impact Assessment in New Zealand.

3. OPERATING SYSTEMS – HUMAN AND TECHNICAL

Infrastructure

Year 2000 readiness was a central preoccupation for systems professionals worldwide this year, and the Canadian Museum of Nature was no exception.

The Financial Management Services purchased a system called *One World* that went live to all users on April 1, 1999. This system has been installed for selected users throughout the institution on their desktop computers.

The new Human Resources Information System, called *HR Intellect*, was purchased and installed during the fiscal year. A number of errors were

detected during prototype testing; testing of a subsequent release version continues.

A new Admissions and VMMB Reservations system was purchased and installed, and users were trained. The Group Reservations module of the system is not yet functioning to specifications, and the final acceptance of the product has been delayed to next fiscal year.

Work continued on the implementation of systems acquired in the previous fiscal year. The Library Information System’s Online Public Access Catalogue was made available to all Museum staff. Data validation and conversion to the Museum’s new collections information management system (Multi MIMSY) continues. Authority file creation is underway, and close to 400,000 records have been prepared for conversion.

A contract was signed with the Canada Institute for Scientific and Technical Information (CISTI) to provide Table of Contents and Info Alert services. The Alert service will automatically notify selected staff about new publications in their field.

Thirty-six new laptops and PCs were acquired on 36-month leases. A major new Relational Database Management System was purchased as a platform to operate the large newly-acquired systems. In addition, a number of new applications, such as Adobe PhotoShop 5.0 and Arcview were acquired. The Museum’s Internet pipeline was redesigned

Nature Art a Hit

One of the most successful events at the VMMB this year was the Art of Nature Festival and Open House in late September. The response from local artists was even stronger than anticipated; over 50 artists’ works were displayed, highlighting the beauty and complexity of nature. The enormous popularity of this event led to planning for an annual feature.



and upgraded from 256K to 512K to meet increased demand.

A new Information Technology Infrastructure Service Contract was signed with Compaq.

Human Resources Infrastructure

The Canadian Museum of Nature signed its first collective agreement as a separate employer with the Public Service Alliance of Canada. Cheques for retroactive pay were processed in only seven days, ensuring that staff received these payments in time for the winter holidays. Policies on travel, discrimination, harassment, pesticides, clothing, bilingualism, self-funded leave, workforce adjustment and copyright were reviewed and approved within the deadlines specified in the collective agreement. The Museum has now signed collective agreements with both PIPSC and PSAC, the two unions representing CMN staff.



The previous year's strategic planning exercise indicated a desire on the part of staff to develop a statement of Institutional Values. Ten people from across the Museum participated in the development of a Core Values document.

4. SELF-GENERATED REVENUE

Awareness and Community Relations Program

The Canadian Museum of Nature knows that a strong and coherent Development Program is essential to the future of the institution. The Development Team is now in place and a great deal of progress was made during the fiscal year.

Luncheons hosted by CMN President and the Chairman, were held in the VMMB throughout the year. Key community leaders attended these luncheons and subsequently participated in special tours of the Natural Heritage Building. These events promote the institution, and reacquaint members of the community with the Museum.

Presentations were made to the Ottawa-Carleton Board of Trade, the Rotary Club, and the Canadian Club again to promote the Museum and to interest potential partners and supporters.

Retired, Maybe, But Still Discovering

Ice Age researcher Dr. Richard Harrington retired this year, after 35 years of service, but the CMN still benefits from his dedication, as he continues his work as a Research Associate. His long and illustrious career was celebrated in a biographical article in *Canadian Geographic* magazine. In May 1998 Dr. Michael Caldwell from the University of Alberta joined the Palaeontology Team and the Museum is searching currently for a palaeobiologist to fill the vacancy created with Dr. Harrington's retirement.



Meet the Experts

Twenty-one CMN staff were featured during January's Meet the Expert program. They talked with guests about everything from the latest dinosaur discoveries to bizarre deep sea fishes and local minerals. This popular program garnered very positive media coverage, and was a huge hit with audiences. The Museum plans to continue to warm up Ottawa winters with this hot event.

Membership

The Membership Program was re-created this year, with a new price structure and a significantly improved benefits package. A major campaign for new members, including a seller's contest among staff, resulted in 473 new memberships being sold. Thanks to the cooperation of a dozen companies and organizations in the NCR, the Museum now offers significantly increased benefits to members.

Revenue from the VMMB and NHB

Rental and events fee revenue exceeded the year's target of \$202,500 by over 5%. Parking revenues exceeded the year's target by 5%. Boutique revenues were 10% higher than last year and 23% over target. Direct mail revenues exceeded this year's target by over 29%. Admission revenue was short of target by 21.5% this year.

Consulting Services

Revenues from consulting services were higher than forecast this fiscal year. Rob Waller and Sylvie Marcil delivered the Assessing and Managing Risks to Your Collection workshop, and Rob Waller signed and fulfilled consulting contracts with the Denver Museum of Natural History and the New York State Museum. Other revenue-generating activities included lichen specimen identification, two weeks of fieldwork for the Canada Centre for Remote Sensing, delivery of undergraduate courses at Carleton University (mineralogy and

palaeontology), natural history collections course at Algonquin College, and consulting work for the Palaeontological Research Institution.

A new fee schedule was developed and implemented, following consultation with institutions offering similar services.

Community Support

We are grateful for the community's continuing strong support of the Canadian Museum of Nature this past year. The local community has shown once again that they value this Museum — through their attendance, their membership, their choice of the VMMB as the venue for community activities, and their sponsorship. Community participation in the Rideau River Biodiversity Project has been especially gratifying, as it demonstrates in the most tangible way that concern for the environment and biodiversity is shared.

Volunteers

Two hundred and eighteen volunteers contributed almost 9,000 hours of their valuable time to the Canadian Museum of Nature this year. Volunteer effort is crucial to virtually every aspect of the Museum, and is particularly important to Education, Research and Collections. To give of one's time and expertise is the greatest gift and CMN is profoundly grateful.

The background of the slide is a collage of four microscopic images of plant tissues. The top-left image shows a cross-section of a vascular bundle with dark-stained xylem and phloem. The top-right image shows a longitudinal section of a stem with vascular bundles arranged in a ring. The bottom-left image shows a cross-section of a stem with a central pith and vascular bundles. The bottom-right image shows a cross-section of a stem with vascular bundles arranged in a ring. The word "Publications" is centered over the collage in a large, white, bold font with a blue outline. There are also some faint handwritten numbers and letters in the background images, such as "99-33" in the top right, "99-34-28" in the bottom left, and "24-RMO" in the bottom right.

Publications

99-34-28

CMN RESEARCH SERVICES
AND COLLECTIONS
SERVICES STAFF

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