



## 2020-21 ANNUAL REPORT

The largest natural history museum in Canada known for: nature inspiration and engagement; Arctic knowledge and exploration; species discovery and change; and a 14.6 million specimen collection housed at a 76-hectare research campus.

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# MESSAGE FROM THE CHAIR



**Judith LaRocque**

Chair

The COVID-19 pandemic saw a global response unlike any in the history of humankind. Despite many challenges it should prove to be the pivotal time where reliance on science, global co-operation, communal interests and a longer-term view prevailed to rapidly overcome a global threat.

This is the necessary framework required to address threats of climate change and biodiversity loss - an immediate global imperative in which the Canadian Museum of Nature has a vital scientific role to play. Through responding to the challenges of the past year the museum is well-placed to fulfill its mission which is so timely and so important to our future.

The Canadian Museum of Nature responded to the pandemic by finding new ways to connect with our visitors and stakeholders to sustain public engagement while ensuring the highest standards of safety, and by adopting new approaches in our scientific activity to sustain research leadership and global co-operation. Work practices were radically changed to protect our visitors, our staff and their families.

It is also clear that our immediate actions to get us through this challenging year are part of “something bigger” - a broader societal effort, only made possible through public, private and communal support. Support came from our members and visitors, appreciative of innovative online content and on-site safety protocols. It came from private and corporate benefactors that made the launch of our new Nature Foundation a reality. And it came from the Federal Government in providing emergency funding that was essential to sustaining our staff and our mission in the face of losing virtually all commercial revenue.

Our pandemic response was our part of a larger global effort to defeat the COVID-19 virus, the same kind of cohesive and coordinated effort that is now required to address climate change and biodiversity loss. The Museum contributes to understanding the scope of these threats through its two Centres of Excellence. The Beaty Centre for Species Discovery documents environmental change, identifies species, and tracks them over geography and time. The evidence from 14.6 million specimens in our national natural history collection and the National Biodiversity

Cryobank of Canada is shared with scientists worldwide through the Global Biodiversity Information Facility and other resources. This evidence provides the biodiversity baseline that informs what is, and will be, impacted—and what must be addressed.

The epicentre of climate change is the Arctic, where temperatures are rising faster than anywhere on Earth. The Museum's Centre for Arctic Knowledge and Exploration is a critical resource of evidence and knowledge, essential to understanding what is happening and to finding solutions.

Sharing knowledge and engaging with our audiences creatively in the virtual world has been key to our COVID-19 response and has accelerated the expansion of our reach. As Canada's national voice for the natural sciences, the Canadian Museum of Nature is positioned to help develop the foundation of science literacy required for Canadians to appreciate and support the actions needed to ensure a sustainable future.

We started the year with our doors closed and ended the year with our doors closing yet again. But we are not discouraged. On the contrary, we are optimistic about the prospect of recovery and proud of our many achievements during these challenging times. I hope that we, as a global community, will look back on this past year as a pivotal time in which we realized we had to do more, and were able to do it.

We are stronger than ever, more hopeful than ever. The Canadian Museum of Nature has a vital role to play in ensuring a sustainable future. We are part of a global effort that will save the world for future generations through evidence, knowledge and inspiration.

**Judith LaRocque**

Chair

# MESSAGE FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER



**Margaret Beckel**

President and Chief Executive  
Officer

As I reflect on the past year and the many challenges we faced, I also reflect on the accomplishments of the team of dedicated people who made this past year possible. The fiscal year 2020-21 has been characterized by the impact of COVID-19 and the Museum's response to it.

Staff, volunteers, students, contractors, partners and funders all rallied to adjust to the ever-changing reality of operating a national museum during a global pandemic. The Museum was closed to the public for seven months. When open: days, hours, and occupancy were all reduced and limited. Commercial revenue, which had grown to provide 28% of total funding, was for all intents and purposes lost entirely, as any revenue achieved over the year was more than off-set by the incremental costs required for visitor safety. The Museum responded by cutting costs, the severity of which was greatly mitigated by federal emergency funding of nearly \$6M which served to close two-thirds of the revenue gap. This funding was therefore essential as it prevented staffing reductions. The Museum is very grateful for it.

Employee presence, both at the Museum's public site and at its research and collections campus, was reduced to only essential services throughout the year, which included security, cleaning, animal and collections care, and, when open to the public, visit planning and boutique staff. All other activities moved to remote operations through teleworking from home. This transition was relatively seamless, as the Museum had already migrated to a cloud-based IT infrastructure and virtual meeting connectivity.

We also rallied to support the adjustments needed by our tenants: Students on Ice; Government of Nunavut; Secretariat to the Canadian Committee for the International Union for Conservation of Nature CCIUCN; the Canadian Ocean Literacy Coalition; and The Partnership Group for Science and Engineering.



Our researchers were largely unable to travel for fieldwork or to have regular access to their labs, so they pivoted to research analysis and writing of scientific publications - continuing to collaborate with universities and research institutes across Canada and around the world. Invaluable to their research was digital access to specimen data, made possible by progress in digitizing our national natural history collection over recent years through both private and public support.

The Experience and Engagement team implemented a re-think of the Museum visitor experience that was COVID-19 safe. Really safe. This included moving to timed ticketing and a redesign of our atrium and our admission procedures. Thoroughfares and visitor flow guidelines were established to ensure two-metre spacing and to manage new capacity limits. Visitors responded well, and popular times, such as weekends, sold out in advance.

On reopening in September, the Museum unveiled Gaia, Luke Jerram's high definition seven-metre

diameter sculpture of Earth, in the four-storey airspace of the Museum's atrium. In October, we launched Planet Ice: Mysteries of the Ice Ages, a new special exhibition exploring how ice has shaped the geography and biodiversity of our planet. This exhibition, originally scheduled to run through the summer, will now return to the Museum in the summer of 2022. Its next venue is the Ontario Science Centre in Toronto, where it is now expected to open in summer 2021.

Business lines that were closed due to COVID-19, such as school programs, were re-invented as virtual programs where classes could have real-time access to a school workshop led by a science interpreter. Prospects for national reach were proven immediately, with classes booking from across Canada in anticipation of its March 2021 launch. Similarly, rentals and events are adapting to hybrid models that merge limited on-site attendance with unlimited online attendance.

Our Advancement team supported the launch of the Nature Foundation in October 2020, despite COVID-19 prohibiting an in-person VIP event. We highlighted the support of Gilles Haineault and the acquisition of his major Mont Saint Hilaire mineral collection, as well as support from Hatch, Brookfield, The Globe and Mail, and others. This online-only launch of a new national foundation was daring, innovative and successful. The Museum's mission is an increasingly vital component to ensuring a sustainable future, and the Nature Foundation will be key to ensuring its realization.

It is years like the one that just passed that makes me reflect on the decisions of those who came before us who believed that a national museum was needed and mattered to society. I encourage you to consider our mandate and our purpose so that you understand just how important our work has been, is now, and will continue to be in the future. Let's break our mandate down:

***To increase***

to grow, to augment, to enhance

***Interest in***

curiosity about, a desire to learn more, to engage with

***Understanding of***

knowledge acquired through research, study, questioning, concluding through observation, data collection, data analysis

***Respect for***

due regard for, admiration of

***Appreciation of***

recognition of value, gratitude for, full understanding of

***Nature***

the natural world, the biodiversity and geodiversity of the planet

If we fulfill our mandate we can contribute to our vision of a sustainable natural future. And we will fulfill our mandate because we have something special within the Canadian Museum of Nature. We have people with passion for our purpose.

With the Museum closed, marketing efforts pivoted from promoting on-site attendance to online engagement. The Museum supported the fight against COVID-19 by converting our on-site billboards into a public health announcement, by donating medical-grade gloves from our research labs to front-line hospital workers, and by lighting the Queens' Lantern blue (in co-ordination with other venues in the National Capital) to signal support for front-line workers.

On-line content creation was put on over-drive, with new video visits to our galleries, a 360-degree online tour, an in-museum virtual music festival with Ottawa's Music & Beyond, virtual school-group tours through the GHM Academy channel, and even more content added to CBC's Curio.ca. Events and programs were also presented in virtual formats, including our annual Nature Inspiration Awards; Natural Heritage Campus Open House; and the Annual Public Meeting and the research Ignite session.

This year, the Museum fully exercised the \$15.5 million capital infrastructure allocation that was provided in the 2016 Federal Budget, adding elevator modernization, improved security systems, and heritage floor repairs to the many other projects already completed. The Museum thanks the Federal Government for this much needed provision, which ensures that our physical infrastructure is maintained and up-to-date.

Looking ahead, we foresee a year of recovery, renewal, and reinvention. Our response to the COVID-19 crisis has changed our way of doing business and our means of reaching and interacting with our visitors and stakeholders. We do not expect to return to the way things were, rather to a new reality that will combine the best of our old world and the best of our new COVID-19 adaptations.

We also move forward with a renewed conviction in the importance of our mission and mandate. The global response to the COVID-19 pandemic has

demonstrated that a science-based global response can effectively contain a pervasive threat and do so within the most optimistic of timelines. As a national natural science leader, with a significant global role, the Canadian Museum of Nature will be a vital scientific asset to the immediate imperative of addressing biodiversity loss and climate change. Our public engagement role is also vital in ensuring the broad foundation of scientific literacy required to inspire national public support.

This extraordinary year has reinforced just how much I appreciate the Canadian Museum of Nature. Its people, its purpose, and its impact. I also reflect on the importance of the process of acquiring knowledge through the scientific method. Science, coming from the Latin "scientia" meaning knowledge. At the universities I have worked for we spoke of the continuum of knowledge: data once organized becomes information; which once analyzed becomes knowledge; which once applied becomes wisdom (when applied for good). What we do at the Museum is important, and it is for good.

Thank you for your interest in the life and future of the Canadian Museum of Nature. I welcome the years ahead and all that it will bring to Canada and the World. We have much to learn, to share and to do.

**Meg Beckel**

President and CEO



# CORPORATE OVERVIEW



The Canadian Museum of Nature pursues its national mandate as described in the *Museums Act*, within the context of the governance and accountability regime established in Part X of the *Financial Administration Act*.

The Museum's Board of Trustees and management are firmly committed to managing the public and private funds invested in the institution in a transparent, accountable manner, and to optimizing the value of the contribution the Museum makes to Canadians and Canadian society.

National museums are a key component of Canada's social and natural capital.

National museums reflect who we are as a country by virtue of what we value, save, share and protect: Art, History, Science & Innovation, Human Rights, Immigration and Nature. Canada's national museums have a local, national and international role. Local, as visitor destinations that inspire through evidence-based story telling. National and Global, as creators and distributors of Canada's stories, through outreach programs and events in cities across Canada and around the world. Through collection loans to museums, galleries, libraries and community centres, through collaborative research on natural and cultural heritage. With digital content in virtual exhibits, digital apps, on-line collections, downloadable resource materials and all social media platforms, through access to physical and digital content as source information for content producers in TV, Radio, Film, News, education, research and public policy. And finally, with international programming through exhibits, programs, collaborative research, conference presentations and content co-creation. National museums play a vital role as trusted sources of contextualized knowledge, as keepers of the record of our past and as catalyzers of conversations about our future aspirations.

The Canadian Museum of Nature is one of Canada's national museums, each committed to reflecting who we have been, who we are now and who we aspire to be as a country and as Canadians. Canada's national museums reflect what we value as a country and as citizens by virtue of what we collect, preserve, study and share knowledge about: Art, History,

Human Rights, Immigration, Science & Innovation and Nature. As part of the portfolio of Canadian Heritage institutions, we reflect the past, contextualize the present and anticipate and inspire a better future.

The Canadian Museum of Nature became a Crown corporation on July 1, 1990 through the *Museums Act*. The Museum is named in Part 1 of Schedule III to the *Financial Administration Act* and is subject to the control and accountability requirements set out for Crown corporations in that *Act*. It reports to Parliament through the Minister of Canadian Heritage.

The Museum is responsible for two facilities, the Victoria Memorial Museum Building (VMMB) in Ottawa, ON, and the Natural Heritage Campus (NHC) in Gatineau, QC. The Museum's galleries and most of the exhibitions and programmes are offered at the VMMB. The NHC is situated on 76 hectares of land and was designed to provide the standards of safety, security and preservation necessary to safeguard Canada's natural history collection.

## **VISION**

A sustainable natural future.

## **MISSION**

To save the world for future generations with evidence, knowledge and inspiration.

At the highest level, the mission of the Canadian Museum of Nature is nothing less than to support making the vision of a sustainable natural future a reality. As current trends of greenhouse gas emissions, mass species extinctions, and their causal factors run counter to this vision, the Museum's mission is one of inspiring change. We are an instrument, one of many working in concert within the scientific community, for providing the foundation required to foster the change required to "save the world". It is a foundation built on evidence, knowledge and inspiration, which are the mainstays of our work.

At a micro level, we are already "saving the world", as we build and maintain the National Natural History Collection, a scientifically active collection of over 14 million specimens which creates a geo-temporal record of nature - e.g. what is, and what is living on, the world where and when. From this evidence of the world and life on it, we can develop knowledge of interdependencies, a record of change, and a basis to understand impacts and where change is leading.

## POSITION

A national museum of international first rank known for excellence in Arctic knowledge and species discovery and for evidence-based insights, inspiring visitor experiences and real engagement with nature's past, present and future.

Dynamic change is required to seize opportunities in the Museum's **nature inspiration**, Arctic knowledge and species discovery activities. Environmental trends will increase the value of the Museum's mandate over the planning period, but the Museum needs to adapt significantly to deliver. The ability to invest in change will be conditioned by the Museum's financial framework which demands new sources of revenue and efficiencies in order to sustain its operations. The opening of the Canada Goose Arctic Gallery last year demonstrated the Museum's expertise in Arctic knowledge and exploration and it provided an inspiring space for learning about our natural world.

## FULFILLING THE MISSION

Knowing more about nature gives us the tools to make better decisions about resources. It provides the basis for new technologies and developments, and promotes a better understanding of how we affect, and are affected by, the natural world.

The Museum is home to one of the world's largest and finest natural history collections. Comprised of 26 major science collections of more than 14.6 million specimens, the Museum's holdings cover four billion years of Earth history.

In addition to preserving these precious specimens for posterity, the collection is a vital resource for scientists, researchers and museums in Canada and around the world. For instance, by examining past patterns of species distribution, climate change and extinction, palaeobiology research helps scientists understand natural events that occur during environmental changes and assists in predicting future consequences.

At the Museum, we use the past to prepare for the future. Our specimens provide the backbone for our many special exhibitions and signature galleries, and they greatly enhance our educational programmes, designed for adults, teens and children, about the natural world.

## OUR MANDATE

The Canadian Museum of Nature has its origins in the Geological Survey of Canada, which was formed in 1842. Nearly 150 years later, on July 1, 1990, the Museum became a Crown Corporation by an Act of Parliament.

The *Museums Act* was a significant event in the history of the Museum. With Crown Corporation status came a new name, a new “arms-length” status and an expanded mandate.

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

- from the *Museums Act*, Section II (1990, c. 3)

## PUTTING OUR MANDATE TO WORK

The Canadian Museum of Nature’s vision is to inspire understanding and respect for nature. We advance this vision by providing evidence-based insights, inspiring visitor experiences, and real engagement with nature’s past, present and future.

Our Experience and Engagement division is leading our effort to deliver dynamic personal experiences, powerful dialogue and debate, expert narratives and extraordinary chronicles about our collections. A connection with the Museum promises to inspire connections with nature and explorations of our natural future.

Through the activities of our Research and Collections division, the Museum continues to conserve and maintain its natural history collections, for which it has developed considerable expertise in the areas of collection conservation and collection management. In the research area, activities are focused on major areas of interest and relevance to society. Our key efforts are directed towards the discovery of new knowledge, and the gathering and analysis of scientific information to increase our understanding of natural diversity.

The wealth of knowledge gained through our natural history collections and leading-edge research forms the core of the Museum’s exciting exhibitions and educational initiatives. As a result, our public programmes engage Canadians in guided dialogues about nature and challenge fixed opinions and views. In all activities, we aim to interpret natural history and science themes in an exciting and interactive way. We seek to increase nature literacy and science literacy among Canadians of all ages.

## OUR PROMISE, OUR POSITION, OUR APPROACH

### Our Promise

Those who connect with the Canadian Museum of Nature will be inspired by natural history to explore our natural future.

### Our Position

We are a national museum of international first rank known for evidence-based insights, inspiring visitor experiences and real and relevant engagement with nature's past, present and future.

### Our Approach

We advance and package our centres of excellence in Arctic Knowledge and Exploration and Species Discovery so they focus and anchor our research, collection and education programmes while raising our profile and position.

We identify and act on collaborations with local, national and international partners that advance the strategic positioning and objectives of the Museum.

We create and deliver enhanced and new programming options that keep current and attract new audiences.

We advance bold and consistent marketing, communications and identity campaigns that position the Museum in the eyes of key influencers and markets across Canada and around the world.

We advance the enterprise business model of operation with clear bottom-line metrics and management accountabilities.

We cultivate meaningful relationships with visitors, members, donors, partners and stakeholders who are philosophically and financially committed to the vision and mandate of the Museum and wish to play a part in its life and future.

# OUR PEOPLE



## BOARD OF TRUSTEES

The Board of Trustees is the Museum's governing body, responsible to Parliament through the Minister of Canadian Heritage. More specifically, as per the *Museums Act*, Part II Organization Section 18 (3) "The Board is responsible for the fulfilment of the purposes and the management of the business, activities and affairs of the museum."

The Corporation is accountable to Parliament through the Minister of Canadian Heritage (s. 88, *FAA* Each Crown corporation is ultimately accountable, through the appropriate Minister, to Parliament for the conduct of its affairs.) The 11 Trustees, consisting of a Chairperson, a Vice Chairperson and not more than nine Trustees, are appointed by the Minister with approval of the Governor-in-Council from all regions of Canada. If a Trustee is not appointed to take office on the expiration of the term of an incumbent Trustee, the incumbent Trustee continues in office until a successor is appointed. Through accountability and strategic policy and planning frameworks, the Board provides corporate direction and delegates authority to the President and CEO for the management of the Museum. In 2020-21, the Board met seven times by videoconference. Seven meetings of the Committees of the Board were also held.

Trustees are responsible for gaining an understanding of the purpose and function of the Canadian Museum of Nature as well as of the federal context in which the Corporation operates. In addition, Trustees fulfill a stewardship role in respect of the Corporation, establishing and contributing to a good working relationship with management and staff and productively assessing the performance of the CEO and the Board. The members of the Board serve as ambassadors for the Museum. They are each called on to govern, to give, and to galvanize support for the Museum. The Board is responsible for the governance and financial sustainability of the Corporation.



## **STANDING COMMITTEES**

### **Executive Committee**

Judith LaRocque, Chair

Mandate: The Executive Committee's sole purpose is to act for the Board on urgent matters arising between regular Board meetings in cases where it is not possible to convene a meeting of the Board, and to do other things as delegated by the Board to the Committee.

### **Audit and Finance Committee**

Ron Calderoni, Chair

Mandate: The Audit and Finance Committee is responsible for overseeing the Canadian Museum of Nature's standards of integrity and behaviour, the integrity and credibility of the Canadian Museum of Nature's financial reports, and the systems and practices of internal control.

### **Governance and Nominating Committee**

Glenn Sakaki, Chair

Mandate: The Governance and Nominating Committee is responsible for monitoring adherence to Board policies, monitoring when terms of office for members of the Board of Trustees expire and for recommending to the Board individuals to be encouraged to participate in the Government of Canada appointment process. The Committee also leads the annual review of the President's performance and provides oversight for key human resources policies approved by the Board.

## BOARD OF TRUSTEES

### **Judith LaRocque, C.V.O.**

Chairperson  
Hawkesbury, Ontario  
(14-Dec-17 to 13-Dec-23)

### **Glenn Sakaki**

Vice-Chairperson  
Oakville, Ontario  
(25-Mar-19 to 24-Mar-22)

### **Allan Adam**

Paddockwood, Saskatchewan  
(25-Mar-19 to 24-Mar-22)

### **Ron Calderoni**

Boucherville, Quebec  
(5-Apr-12 to 20-Feb-22)

### **Stephen Greenberg**

Westmount, Quebec  
(15-Apr-19 to 14-Apr-23)

### **Heather Holden**

Vancouver, British Columbia  
(19-Jun-19 to 18-Jun-22)

### **Susan Knott**

Vancouver, British Columbia  
(10-Apr-14 to 9-Apr-20)

### **Linda Nowlan**

Vancouver, British Columbia  
(25-Jun-18 to 24-Jun-21)

### **Judith Pereira**

Toronto, Ontario  
(25-Jun-18 to 8-March-21)

### **Christian Robin**

Winnipeg, Manitoba  
(25-Jun-18 to 24-Jun-21)

### **Mandy Woodland**

St. John's, Newfoundland  
and Labrador  
(2-Jun-19 to 1-Jun-23)

### **Corporate Secretary**

Skye Cameron

## EXECUTIVE STAFF

### **Margaret Beckel**

President and Chief Executive  
Officer

### **Ailsa Barry**

Vice President, Experience and  
Engagement

### **Charles Bloom**

Vice President, Corporate Services

### **Jeffery M. Saarela, Ph.D.**

Vice President, Research and  
Collections

### **John Swettenham**

Vice President, Marketing  
and Public Affairs

### **Ikram Zouari, C.P.A., C.G.A.**

Chief Financial Officer

### **Laura Evans, C.F.R.E.**

Chief Advancement Officer

## MANAGEMENT TEAM

### **Jean-Marc Gagnon, Ph.D.**

Chief Scientist

### **Sonja Gonsalves**

Director, Human Resources

### **Katriina Ilves, Ph.D.**

Section Head, Zoology

### **Angeline Laffin**

Director, Visitor Experience

### **Martin Leclerc**

Director, Facilities and Protection

### **Aaron Lussier, Ph.D.**

Section Head, Mineralogy

### **Troy McMullin, Ph.D.**

Section Head, Botany

### **Jordan Mallon, Ph.D.**

Section Head, Palaeobiology

### **Stacy Wakeford, M.A.**

Director, Content

# ASSESSMENT OF RESULTS FOR 2020-21



# STRATEGIC OBJECTIVES, ACTIVITIES AND RESULTS 2020-21

The 2019-20 plan delivered on the measures that indicate the Museum is advancing its rolling strategic plan focused on Arctic, species discovery, nature inspiration, campus excellence and presence, and a sustainable museum enterprise.

Attendance, membership, fundraising, collaboration, research activity, digitization and majority of performance measures achieved or exceeded target. The Board and management believe the strategic plan framework remains relevant and the right guide for future operations of the Museum. Building on the success of the first five years of a post renewal strategic plan, the Museum is advancing another five years within the same strategic plan framework focused on its core strengths and in the areas of activity with the greatest impact on the public's interest in and understanding of our natural world. These areas continue to reflect the current and ongoing strategic framework that is focused on Arctic, species discovery, nature inspiration, presence and excellence, and sustainable museum enterprise.

## Strategic Objective #1:

Transform people’s understanding of Canada’s leadership in Arctic knowledge and its importance to our global natural future.

**Outcome:** Be a global museum leader that engages in and influences global dialogue about the Arctic and its importance to our collective future.

### Signature projects during 2020-21:

- Lead an Arctic collaborative knowledge creation and sharing international project: Planet Ice opened fall 2020
- Grow global digital data sharing through existing platforms and portals: Arctic collection digitization project completion winter 2021
- Recruit leading philanthropists as visible champions committed to the Arctic cause: Ongoing
- Engage new partners with established profile and alignment with the Museum to enhance public engagement such as Polar Knowledge Canada, ArcticNet, Arctic Inspiration Prize, Fall 2020

**Results:** Due to the impact of COVID-19 on Museum operations, we saw a reduction in the level of participants in Arctic programming, of funds raised, of experts sought out, of media stories about our Arctic research and of Arctic collection digitization. Performance was quite good relative to adjusted metrics. Since there is no comparable institution, these metrics were created by and for the Canadian Museum of Nature in discussion with our previous internal auditor KPMG.

### Performance Measures:

| Outcome   | Measure  | 2020-21 Performance Target | 2020-21 Actual |
|---|--|----------------------------|----------------|
| Be a global museum leader in Arctic Knowledge and Exploration | Number of participants in Arctic themed experiences: gallery, travelling exhibit, program, digital                                   | 100,000                    | 170,714        |
|   | Funds raised supporting Arctic research, collections and engagement programming  | \$50,000                   | \$101,000      |
|   | Number of contacts with the Museum of Nature and its experts and collections for Arctic related content, expertise and collaboration | 25                         | 36             |
|   | Number of refereed Arctic related research publications by CMN staff and research associates   | 10                         | 34             |
|   | Percent of Arctic collections digitized  | 50%                        | 55%            |
|   | Awareness of the Museum's Arctic content and expertise as measured by number of media mentions, stories, etc.                        | 50                         | 47             |

## Strategic Objective #2:

Transform understanding of the relevance and influence of species knowledge to peoples' lives now and in the future.

**Outcome:** Be a national museum leader that contributes to the understanding of Canada's biodiversity and geodiversity.

### Signature projects during 2020-21:

- Grow scientific training program attracting talent from across Canada and around the world: attract 8 new students each year as long as funding continues. Ongoing throughout planning period after a reduction of students in the current fiscal due to COVID-19.
- Promote the cryogenic collection with Museum frozen tissue samples and welcome samples from outside the Museum; Provide tours of the facility and promote it as a repository for university and museum collections. Ongoing throughout planning period.
- Invest in use of and promotion of the One World Collection hosted by the Smithsonian; Major news story spring 2020 to provide public launch.
- Invest in the International Union for Conservation of Nature (IUCN) programs and congress 2021 through sponsorship of the Canada Pavilion and Canada delegate reception.
- Develop a long-term plan for the expansion of the Natural Heritage Campus collections facility to accommodate future collections growth. High level outline completed by 2020 with request for funding in 2021.

**Results:** Despite the impacts of COVID-19 on Museum operations, we saw growth in the use of and reference to the national collection in research and popular publications as well as steady engagement in species description, new experts training, collections digitization and digital content downloads and retrievals. The global pandemic has resulted in an increase in interest in scientific evidence that helps us understand our connections with nature. We did experience a reduction in new collections due to COVID-19 restrictions.

### Performance Measures:

| Outcome   | Measure   | 2020-21 Performance Target | 2020-21 Actual |
|---|---|----------------------------|----------------|
| Be a national museum leader that contributes to the understanding of Canada's biodiversity and geodiversity | Number of refereed publications                               | 50                         | 167            |
|   | Number of new species and higher taxa described by the Museum | 20                         | 42             |
|   | Number of new experts being guided by us                      | 5                          | 36             |
|   | Collection lots digitized number and percent                  | 905,000 / 27%              | 905,379 / 26%  |
|   | Amount of data shared digitally through nature.ca             | 20 million                 | 22.7 million   |
|   | Growth of collection  | 5,000                      | 9,551          |

### Strategic Objective #3:

Transform understanding and engagement with nature by leveraging expert narratives, extraordinary collections, personal experiences and powerful dialogue.

**Outcome:** Be a leader and collaborator in innovative and sustainable nature inspiration and engagement.

**Signature projects during 2020-21:**

- Refresh content with new lenses on nature in collaboration with strategic partners including Indigenous partners as fundraising is confirmed. Focus on Water Gallery in 2020.
- Develop and deploy a digital engagement framework for public programs and advancement. Map out requirements for a new web content management system and seek funding to implement. To be completed by December 2021.
- Invest in a refreshed approach to the national and international travelling exhibit program. High-level strategy completed in 2020 and new products touring in 2021.
- Grow the Museum’s profile through collaborations with strategic public programming partners including CBC Curio, Canadian Geographic, National Film Board, Ottawa Tourism.

**Results:** We saw a reduction in on-site and off-site attendance due to the effects of COVID-19 on local and tourist visitation to museums in general. These reductions were also reflected in memberships. Investments in new digital programming increased visitor engagement and higher levels of donor funds and Board engagement through giving.

**Performance Measures:**

| Outcome  | Measure  | 2020-21 Performance Target | 2020-21 Actual |
|--|--|----------------------------|----------------|
| Be a leader and collaborator in innovative and sustainable nature inspiration and engagement | Number of visitors attending the VMMB and travelling exhibit experiences                   | .25 million                | 53,065         |
|  | Number of membership households  | 1,200                      | 4,576          |
|  | Visitor engagement (surcharge ticket purchase)   | 20% highly engaged         | 54%            |
|  | Number of organizations collaborating with the Museum for content and experience creations | 20 collaborators           | 27             |
|  | Funds raised in support of nature inspiration, content and experiences                     | \$250,000                  | \$720,500      |
|  | Board engagement in advancement programs percent and funds raised                          | 80% / \$100,000            | 82% / \$45,125 |

## Strategic Objective #4:

Play a vital role on the national and global stage to advance understanding and respect for nature.

**Outcome:** Be a known, respected, active and called upon player locally, nationally and globally.

### Signature projects during 2020-21:

- Invest in the Museum's role with the Ocean Literacy Coalition and in natural resource literacy program with office space, office support, senior executive time and content support. Ongoing throughout the planning period. New strategy launched March 2021.
- Invest in national and international external relations program with government, non-governmental organizations and industry including provincial museums in Canada, natural history museums with an arctic research program, Polar Knowledge Canada, and corporations from the natural resources sector. Ongoing through the planning period.
- Invest in science writing and communications for media, government and stakeholder audiences if funding is secured through fundraising efforts. Open House went digital fall 2020.
- Invest in global conferences and forums with Museum experts as speakers and the Museum as sponsor such as Arctic Science Summit Week, Biodiversity Next, Mineralogical Association of Canada. Ongoing throughout the planning period.
- Refresh the Nature Inspiration Awards national recognition program to reflect current trends in nature conservation. Program review in 2020, new categories announced winter 2021.

**Results:** The Museum's presence and impact on the national and global stage is directly related to the number of scientific experts available to share knowledge. We saw the level of activity remain stable reflecting no increase in research staff while also reflecting the affect of COVID-19 on external engagement.

### Performance Measures:

| Outcome   | Measure  | 2020-21 Performance Target | 2020-21 Actual |
|---|--|----------------------------|----------------|
| Be a known, respected, active and called upon player locally, nationally and globally | Number of roles in national and international collections management, research and visitor experience bodies | 30                         | 42             |
|   | Number of active external relations partners with national reach   | 5                          | 18             |
|   | Number of Museum presentations at conferences and workshops  | 5                          | 42             |
|   | Digital stories/views  | 5 / 100,000                | 75 / 108,633   |
|   | Open House attendance  | Virtual                    | 25,298         |
|   | Number of media mentions and stories   | 1,500                      | 1,106          |



## Strategic Objective #5:

Evolve the museum enterprise model to embrace new technology, data analysis and employee engagement.

**Outcome:** Be a global leader in sustainable museum enterprise model application and development.

### Signature projects during 2020-21:

- Establish a new tech piloting program to iteratively pilot Customer Relationship Management and Artificial Intelligence in the Museum context. AI based people counters installed at gallery entries.
- Develop data analytics approach for Sustainable Museum Enterprise (SME) across all enterprise and corporate services units to ensure we have a financially sustainable business model. Focus for 2020 and key to business continuity during the Museum closure due to COVID-19.
- Evolve the enterprise model toward a 30% earned revenue framework by growing fundraising and admissions revenue each year. COVID-19 impact triggered pause on this strategy.
- Evolve the talent management framework to accommodate a need for a nimble, adaptable workforce comfortable with change guided by the management succession plan and the business plans for each department. Museum staff redirected their time and talent to adjust to COVID-19.
- Support the launch of the Canadian Museum of Nature Foundation with a major gifts program focused on investments of \$250,000 and higher. A virtual launch October 7, 2020.

**Results:** The COVID-19 global pandemic triggered the closure of the Museum for six months and again for six weeks. Although this resulted in a reduction in earned revenue of 80%, the Museum launched the Nature Foundation, opened Planet Ice, kept permanent staff employed and balanced the budget with emergency funding.

**Performance Measures:**

| Outcome   | Measure  | 2020-21 Performance Target                                    | 2020-21 Actual   |
|---|--|---|--|
| Be a global leader in sustainable museum enterprise model application and development | Earned revenue as % of total budget  | 5%  | 12%  |
|   | Efficiency of facility operations in cost/SM   | 156   | 131  |
|   | Advancement revenue as % of earned revenue   | 8%  | 47%  |
|   | Number of experience connections per FTE   | 5,000   | 12,084   |
|   | Percent of staff engaged in professional development and training  | 20%   | 37%  |
|   | Align the performance management and succession plans to support the enterprise model with the skills and human resource practices needed. | Fully integrated PMP, health and wellness and succession plan | Fully integrated PMP and succession plan. Health and wellness framework underway. Implemented new Health and Wellness tools. Provided additional health and wellness support during COVID-19 pandemic. |

# VISITOR EXPERIENCE: THE COVID-19 PIVOT



# THE COVID-19 PIVOT



The Museum uses its public offer including, exhibitions, programming, digital outreach and travelling exhibitions to inspire our visitors to understand and care for our planet.

As Canada's national natural history museum, we tell stories that highlight the majestic aspects of nature, as well as describing the challenges facing the Earth today. From discoveries of great new dinosaurs to the tiniest diatom, all of these stories are important in understanding how all of nature plays an important role in the health and diversity of our planet. Taking advantage of our own extensive collections and research, and working with international and national partners, we tell stories that are uniquely Canadian but also have universal relevance. Our aim is simple, to inspire reflections and actions that will "save the world" for future generations.

Our visitor experience at the Victoria Memorial Museum Building (VMMB) is a key part of this inspiration. Our stories are embedded in an experience that starts with our visitor purchasing a ticket, and continues through visits to our galleries, boutique and café. Attending a birthday party, sleepover, school visit or Nature Nocturne are all ways that we can connect visitors with nature. Every aspect of these experiences is considered to ensure visitors can enjoy and be inspired by the important stories we are telling.

This year, with the onset of the pandemic, that changed. As we closed the doors to the VMMB we needed to regroup and rethink how despite the challenges of working from home, we could develop new engaging visitor experiences that reached audiences online and when we reopened, onsite.

Working together our digital and programme teams rapidly created new virtual programmes to engage our visitors: from Canada Day activities, to photo challenges, virtual NatureNocturne and a new build your own Snowflake app, there was a continual stream of innovative, online activities for virtual visitors of all ages. We also widely distributed our content to reach as many visitors as possible. Nature.ca, Facebook, Instagram, YouTube, Twitter and the CBC's Curio.ca all provided platforms to engage and inspire virtual visitors across Canada and the world.



Behind the scenes we set up cross-departmental teams to figure out how give our visitors a safe and enjoyable experience when we reopened. This necessitated carefully planning of the visitor flow throughout the Museum, working out the capacity of each gallery and creating new roles and training for our staff to greet and support our visitors. Most importantly it involved implementing online timed ticketing so that we could manage the flow of our visitors within our new reduced capacity.

With every change we considered how we could continue to improve our visitor experience. The need to remove our central desk to create a safe flow for visitors gave us the opportunity to hang a new sculpture, Gaia, by the Artist Luc Jerram. This huge, seven metre diameter artwork, floating in the Atrium, features high resolution NASA imagery, with each centimeter describing 18km of the Earth's surface. As it slowly rotates visitors can view the Earth from multiple angles enabling them to understand what an incredibly beautiful and precious planet we live on.

Although we needed to close most of our interactives, the team also created new scavenger hunts for our younger visitors, adding delight and surprise as they followed the new visit flow.

The hard work that the staff undertook to ensure that our visitor experience was both safe and enjoyable paid off, and when we finally opened again in September, visitor reviews were overwhelmingly positive, praising both the safety and the satisfaction of their visit.

During the first lockdown, the Museum team were also busy finishing the development of our new special travelling exhibition, Planet Ice. Planet Ice is a specimen rich, interactive exhibition, exploring how throughout time cold and ice have shaped the Earth and impacted all its inhabitants. The exhibition poses thought-provoking questions about how future changes in the Earth's climate will affect our world and offers possible solutions. Originally planned for a June 2020 opening, the team faced new challenges in finalising the design and building the exhibition remotely. Innovative solutions for interactives and exhibits needed to be found to meet the requirements of new safety procedures and supply shortages created by COVID-19. When the exhibition opened in October it was very well received, with 55% of our visitors attending. Unfortunately, the pandemic meant that it was only open for two and a half months, less than half the planned time. However, after travelling to the Ontario Science Centre, the exhibition will be back at the Museum for the summer of 2022.



During the past year, the Museum has had to shut much of its onsite programming – including our important school workshops, which we deliver to students across the region. Our programme team pivoted to develop new bilingual online programming. Converting an empty classroom to a studio, the team re-scripted our popular rocks and minerals workshop so that it could be delivered virtually by our science interpreters to classrooms across Canada. Using real specimens, experiments, animation, and highly engaging hosts these virtual workshops have been a great success and a good example of how the team have discovered new opportunities in adversity. These workshops are now being booked across Canada and the Museum will be extending the offer in the 2021-22.

Our Rentals and Events business offers us a chance to engage with visitors who might not necessarily come to the Museum. Whether it's a wedding or a corporate event the splendid, historic backdrop of the Museum allows new visitors to get up close and personal with nature. This year this business was significantly impacted by the pandemic. However, the team were able to accommodate a few events within the restrictions and we hosted a very small and special wedding at the Museum in December.

With so many businesses closed during the pandemic many Canadians discovered our great outdoors. Building on this, the Museum has spent the winter working with Little Ray's Nature Centre to create our first live animal exhibition on our Plaza. Opening in summer 2021, 'Owls - rendez-vous - Hibou', will feature owls and other raptors from rescue centres and conservation breeding programmes across Canada. These magnificent animals will highlight the importance of biodiversity and conservation programmes throughout Canada and the world.

During this past year the Museum has pivoted to find new ways of engaging and inspiring our millions of visitors on-site, off-site and online. As we learn new ways of working and take advantage of new opportunities, we look forward to welcoming more visitors back through our doors and online in the future.

**SCIENTIFIC REVIEW  
HIGHLIGHTS  
FOR 2020-21**



# SCIENTIFIC REVIEW HIGHLIGHTS 2020-21

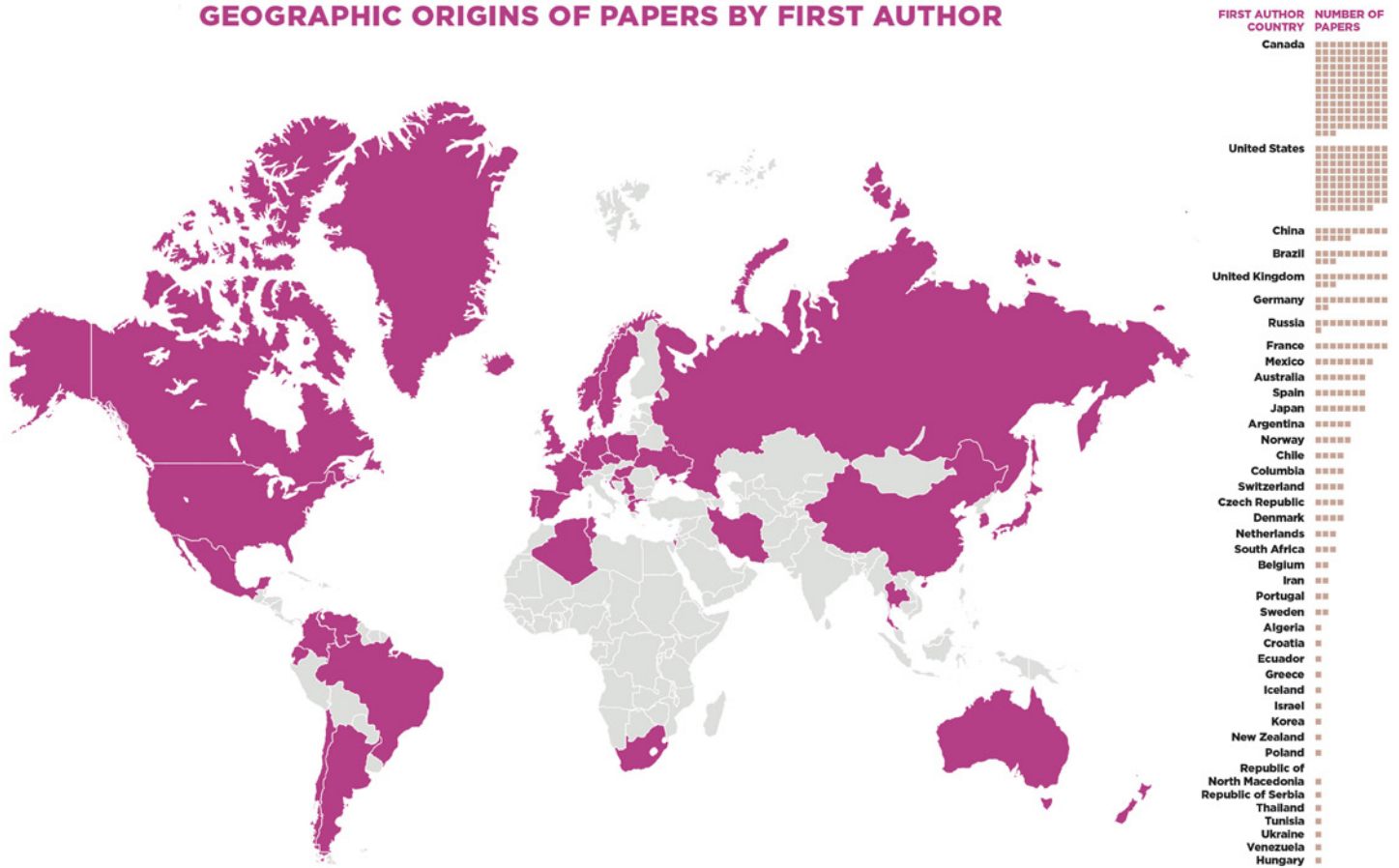
Scientific collections are knowledge-based resources and important research infrastructure that enable research and discovery at local, regional, national, and international levels.

The collections curated by natural history museums are central to advancing knowledge and understanding of the past, present and future of biological and geological diversity. Documentation of the use, impact, and importance of collections raises awareness of their relevance and facilitates their continued support and development.

The Canadian Museum of Nature's national natural history collection has supported scientific research for over 150 years. Each year, the Museum documents the impact of its research and collections activities on the generation of new scientific knowledge in the previous calendar year in its annual Science Review. In addition to summarizing the scientific output of Museum staff and associates, the Science Review compiles a list of articles published in scientific journals and books by external researchers whose work was enabled by the Museum's collections. External researchers access the Museum's collections in various ways, including by personal visits to the collections at the Natural Heritage Campus, the Canadian Museum of Nature's research and collections facility in Gatineau, Quebec; by requesting information about or borrowing Museum specimens; and by retrieving Museum collection data mobilized online. Global researchers generally discover and retrieve Canadian Museum of Nature digital collections data via the Global Biodiversity Information Facility (GBIF), an international network and data infrastructure funded by the world's governments and aimed at providing anyone, anywhere, open access to data about all types of life on Earth. The Museum currently provides digital access to more than 817,000 specimen records via GBIF. Studies that analyze large datasets mediated by GBIF often focus on questions that require a large amount of reliable biodiversity information from broad geographical areas that no single natural history collection or other data source could provide on its own.



## GEOGRAPHIC ORIGINS OF PAPERS BY FIRST AUTHOR



In 2020, the Canadian Museum of Nature’s national natural history collection enabled some 269 scientific papers authored by researchers not affiliated with the Museum (papers authored by Museum staff and associates are listed elsewhere in the Annual Report). Each publication provides evidence that Canadian Museum of Nature collections contributed to the published research. Of these, 137 publications explicitly cite one or more Canadian Museum of Nature specimens, 118 cite a specimen-based occurrence dataset downloaded from GBIF dataset including Canadian Museum of Nature specimens that were included in one or more analyses in a paper, one indicated Canadian Museum of Nature collections were searched for material relevant to a study, and five indicate Canadian Museum of Nature collections were consulted to aid in identification of specimens relevant to a study. The Science Review categorizes each of these publications in one of the following categories: Earth History and Evolution, Environmental Health, Endangered Species and Conservation, and Species Discovery.

Fifty-nine papers fall under the Earth History and Evolution research theme, which encompasses studies of geodiversity and paleobiology. Of these, 83% are in the field of palaeobiology and the remainder in mineralogy. All but two of the palaeobiological studies cite one or more Canadian Museum of Nature specimens. The fifteen countries in which these studies were conducted (Australia, Canada [17 studies], China, Denmark, France, Italy, Japan, Korea, Mexico, Netherlands, Russia, South Africa, Spain, United Kingdom, and the USA), based on first author affiliation, is a strong indicator of the importance of the Canadian Museum of Nature fossil collection to palaeobiological science nationally and internationally. Focal organismal groups in these palaeobiological studies are diverse, including Pleistocene muskox, Carboniferous lungfishes, Eocene mammals, Cretaceous pterosaurs, Late Cretaceous dinosaurs, mosasaurs, and teleost fishes, and Late Miocene–Early Pliocene bony fishes. Topics of mineralogical studies enabled by Canadian Museum of Nature specimens include Raman spectroscopy of natural and cultured

pearls and pearl producing mollusc shells, descriptions of a new mineral species, characterization of mineral diversity at specific localities, a summary of the rare mineral nambulite, of which the Museum has a gem-quality specimen that is part of the Pinch collection, and nomenclature and classification of the tetrahedrite group.

At least 32 papers fall under the Environmental Health research theme and 15 papers under the Endangered Species and Conservation theme. Most of these studies, in both research themes, include analyses of large occurrence record datasets aggregated from multiple data providers, including the Canadian Museum of Nature, and mediated via GBIF. Many of the studies categorized in the Environmental Health theme focus on predicting the impacts of climate change on the future distributions and phenology of species, at various geographical scales, and some focus on understanding and predicting the spread of invasive species. Climate change and invasive species are major drivers of the global biodiversity crisis, and the 2020 Science Review demonstrates that Canadian Museum of Nature collections are an important source of information for global researchers that can contribute to developing new knowledge and understanding of these critical issues. Studies related to endangered species and conservation that included Canadian Museum of Nature specimen data focus on topics such as assessing the conservation risk of a herpetofaunal species in the United States vulnerable to sea level rise, characterizing crop wild relatives of the United States requiring urgent conservation action, characterizing the affect of habitat loss on conservation threats to endemic species of terrestrial vertebrates in Mexico, developing standardized data to support conservation prioritization for sharks and batoids, and developing automated conservation assessments of the orchid family with deep learning.

The research theme to which the Canadian Museum of Nature contributed most substantially in 2020—with some 154 papers—is Species Discovery, which includes papers focused on the taxonomy, systematics, and ecology of extant biodiversity. Of these, 75 papers cite Canadian Museum of Nature specimens and 76 cite one or more GBIF datasets that include Canadian Museum of Nature specimens. In general, papers that fall under the Species Discovery theme comprise taxonomic studies, including new species descriptions, in organismal groups such as annelids, beetles (scarabs and weevils), diatoms, fishes, lichens, sponges; checklists or summaries of biodiversity of groups such as beetles, fishes, and lichens and allied fungi of areas such as caves, parks, islands, countries, marine protected areas; evolutionary studies of groups such as annelids, earthworms, diatoms, dogwoods, and snakes; and biogeography and ecology studies in diverse organismal groups. Extensive use of Canadian Museum of Nature specimens in these types of studies is expected, given the essential role of natural history collections in research aimed at discovering, documenting, and understanding global biodiversity.

Overall, the Science Review demonstrates that Canadian Museum of Nature collections contributed to diverse global natural sciences research published in 2020, and the global science impact of the Museum's national natural history collection is substantial.

# COMMUNICATING RESEARCH RESULTS



Museum staff published 91 refereed articles, which are reviewed by other scientists in the field before they are published. Museum staff published 56 non-refereed articles, including abstracts. Names in boldface are Museum staff members and Associates. Publications are listed in the language in which they are written and alphabetically by staff member.

## Refereed publications

### Journal articles, books and book chapters

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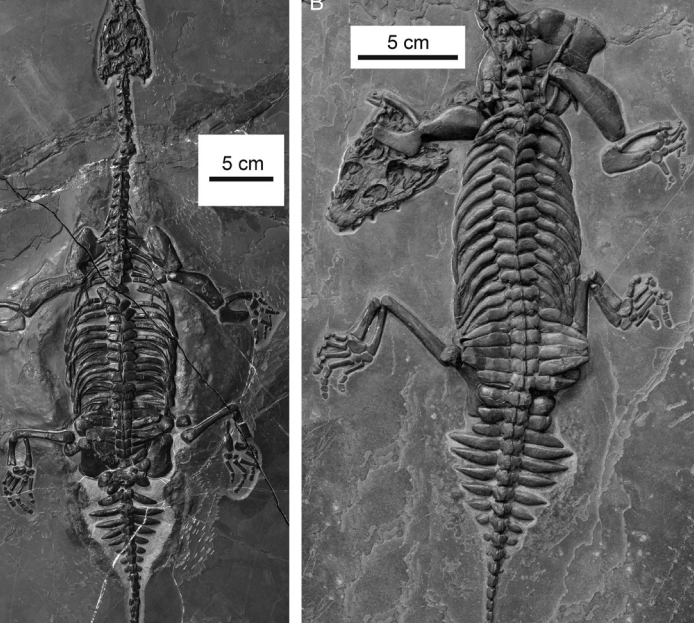
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## Non-refereed publications

### Scientific Presentations (Abstracts)

**Doubt, J., C. Deduke, K. Madge, C. Robillard, E. Seed, L. Sharp** and **P.C. Sokoloff**. 2020. [Abstract]. Heading North at the National Herbarium of Canada [presentation]. Canadian Botanical Association Virtual Meeting 2020, 1-2 June. <https://abc-cba2020.uqat.ca/oral/abc2020cba-program.pdf>

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## Research/Museum Associates

Dr. **G.W. Argus,** Ottawa, ON

Dr. **F. Brodo,** Ottawa, ON

Dr. **I. Brodo,** Ottawa, ON

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Dr. **G. Zuzula,** Whitehorse, YT

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| <b>Claude Plante*</b>                              | Ottawa       | ON |
| <b>Karen Pritchard</b>                             | Almonte      | ON |
| <b>Wilma &amp; John W. Reynolds</b>                | Kitchener    | ON |
| <b>Katja Rodriguez</b>                             | Ottawa       | ON |

|  |          |    |
|--|----------|----|
| <b>Janet &amp; Walter Rosser</b>                                   | Kingston | ON |
| <b>Geoffrey Rowe</b>   | Ottawa   | ON |
| <b>Jean R. Roy</b>   | Montréal | QC |
| <b>Mary Rose Saccu</b>   | Ottawa   | ON |
| <b>Sharon &amp; William Saunders</b>                               | Ottawa   | ON |
| <b>Megan Spence &amp; Paul Hanks Drielsma</b>                      | Ottawa   | ON |
| <b>Sally M. St. Lewis</b>  | Ottawa   | ON |
| <b>Denis Staples</b>   | Ottawa   | ON |
| <b>Kirsten Strom</b>   | Ottawa   | ON |
| <b>Phyllis Odenbach Sutton &amp; Jeff Sutton</b>                   | Ottawa   | ON |
| <b>Evelyn &amp; Brian Swan</b>                                     | Orleans  | ON |
| <b>The McCormick Family</b>  | Ottawa   | ON |
| <b>The Ottawa Hospital Academic Family Medicine Associates</b>     | Ottawa   | ON |
| <b>The Transportation Safety Board of Canada-Engineering Group</b> | Ottawa   | ON |
| <b>Ginny &amp; Bruce Thomson</b>                                   | Ottawa   | ON |
| <b>Louise Walker</b>   | Nepean   | ON |
| <b>Angelina Wan &amp; Galen Countryman</b>                         | Ottawa   | ON |
| <b>Jeanie Warnock &amp; John Ogilvie</b>                           | Avonmore | ON |
| <b>Susan &amp; Craig Wilson</b>                                    | Ottawa   | ON |
| <b>Barbara Woodward &amp; James Cragg</b>                          | Ottawa   | ON |
| <b>Alex Yeh</b>  | Ottawa   | ON |
| <b>Erin Yoshida &amp; Paul Finnie</b>                              | Ottawa   | ON |
| <b>Ikram Zouari &amp; Shafaat Ali Khan</b>                         | Ottawa   | ON |

## LEGACY

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### Anonymous (7)

|                                      |              |    |
|--------------------------------------|--------------|----|
| <b>Anne &amp; Herb Breau</b>         | Ottawa       | ON |
| <b>Elaine &amp; Stephen Henley</b>   | St. John's   | NL |
| <b>Greg Huyer &amp; Scott Rufolo</b> | Ottawa       | ON |
| <b>Barbara Liddy</b>                 | Ottawa       | ON |
| <b>J. Douglas Scott</b>              | Ottawa       | ON |
| <b>Peter Tarassoff</b>               | Beaconsfield | QC |

\* Donors to the Canadian Museum of Nature Foundation

# MANAGING OUR FINANCIAL RESOURCES



The Canadian Museum of Nature (the “Museum”) pursues its national mandate as described in the *Museums Act*, within the context of the governance and accountability regime established in Part X of the *Financial Administration Act*.

The Museum’s Board of Trustees and management are firmly committed to managing the public and private funds invested in the institution in a transparent, accountable manner, and to optimizing the value of the contribution the Museum makes to Canadians and Canadian society.

The Museum’s mandate to increase, nationally and internationally, interest in, appreciation of, understanding and respect for our natural world fits within a national natural history museum’s mandate to create a better future for Canada by inspiring understanding and respect for nature. The Museum’s mandate also feeds into a global natural history and nature conservation vision to save the world for future generations with evidence, knowledge, and inspiration.

## Management Discussion and Analysis

### FINANCIAL OVERVIEW

The Museum’s mission extends, through public engagement, to inspire people to know, engage with, and care for, nature with a hope that in turn will lead them to engage with finding the right path for our natural future. The Museum is a leading research facility with demonstrated national and international leadership in Arctic knowledge and exploration, and in species discovery and change. The need for applying this research, as accessed through the national and global networks of knowledge that it supports, will become increasingly important. Canada’s heightened role in the global dialogue about the environment and climate change will raise expectations for the national museum of natural history and natural sciences to continue to contribute to the body of knowledge about nature’s past, present and future based on the evidence of nature collected over time. Opportunities to strengthen the Museum’s programs of research and discovery while and sharing the knowledge locally, nationally, and internationally through onsite, offsite, and online visitor experience were limited during the 2020-21 fiscal year due to the COVID-19 pandemic. A theme for 2020-21 was positioning the Museum as a vital player in the global mission to save the world for future generations with evidence, knowledge, and inspiration. This communications theme is enabling the Museum to profile the value and impact of its collections, scientific research, and public engagement programs. During 2020-21, the Museum’s on-site attendance has declined to just over 38,000 visitors compared to 436,000 in 2019-20 yet online visitation and digital reach has increased considerably as demonstrated by our virtual Open House reaching over 5,600 visitors compared to 3,500 on-site in 2019-20.

Although the Museum's ability to generate revenues was significantly hampered by the COVID-19 pandemic during 2020-21, the Museum has made significant progress towards achieving financial sustainability over the past years through implementation of a combination of revenue generation and expenditure reduction measures. In the context of COVID-19 and its effect on local visitation and tourism, the Museum has adjusted the business model for the enterprise. A combination of cost cutting, adjusted earned revenue streams that leverage digital content and sponsorship revenue in addition to emergency funding received from the Government of Canada in 2020-21 and calls on unrestricted net assets was necessary to balance the budget in 2020-21 and beyond. The necessary cost cutting will result in less scientific fieldwork, slower growth of the national collection, fewer students being mentored, less in person programming, fewer venues for travelling exhibits and a changed approach to school programming.

Once pandemic measures have lifted and Museum activity levels return to pre-pandemic levels, the Museum will strive to increase self-generated revenues by 5% annually while limiting increases in expenditures to 1% annually in order to maintain financial sustainability. Revenue generation measures in 2020-21 included:

- continuing with the roll out of the next phase of the Museum's fundraising and development strategy, with the goal of raising \$25 million over five years;
- implementing a plan to increase earned revenues by capitalizing on the VMMB's commercial operations, especially in the areas of attendance and membership fees, rental of facilities, ticketed programs, boutique and parking;
- expanding the Museum's virtual presence and attract new audiences through the use of digital strategies including digital storytelling, digital apps, digital collections, digital natureART

exhibits and downloadable teacher resources;

- enhancing existing marketing and awareness campaigns, including the Museum's social media marketing campaign;
- building and strengthening the Museum's exhibitions and public education programming with a view to continuously diversifying its audience base;
- evolving the business model for the travelling exhibitions program at the Museum to reflect changes in demand for types and subjects of exhibits; and
- monetizing the physical assets of the Museum at the VMMB and NHC sites.

To enable that outcome, the Museum is shifting from an appropriation dependant operating model to a sustainable museum enterprise operating model. This shift is meant to foster innovation and calls for new skills and accountabilities for staff and volunteers since growth and new programs will be earned revenue growth dependant rather than appropriation growth dependant. The ongoing challenge for the Museum is ensuring this shift happens at the required pace through recruitment, training and performance management. The ability to invest in change will be conditioned by the Museum's financial framework which demands for the continuous development of new sources of revenue and efficiencies in order to sustain its operations. New revenue generating programs and new cost containment projects are proposed, executed and monitored regularly.

An example of this shift to a sustainable museum enterprise operating model is the success of the *Planet Ice: Mysteries of the Ice Ages* exhibition, despite capacity and other pandemic-related restrictions that were in place during its presentation at the Museum. *Planet Ice* offered guests the ability to explore the nature of ice, encounter creatures specially adapted to survive the cold, a Neanderthal adult and child, learn





about how ice has shaped our world, and reflect upon how the loss of the ice could impact life on Earth. The exhibit was displayed at the Museum from October 2 to December 23, 2020. The Museum will display the exhibition again in 2022 due its first short run because of the pandemic closure. After touring to other institutions from 2023 to 2026, *Planet Ice* will return to the Museum for integration into the Museum's existing permanent galleries.

During 2020-21, the Museum temporarily suspended the *Nature Nocturne and Nature Tastes* evenings due to pandemic restrictions. In previous years, these adult only evenings targeted the key young adult segment to attract new visitors within a new context to be a successful program and a new perspective on the Museum as a place for young adults. Other programming such as Nature Sleepovers, 3D theater and Birthday parties were also temporarily suspended during 2020-21. 2020-21 saw support in the form of membership renewals and extended memberships due to the closure totalling 4,576 members. Furthermore, the Museum continued its revenue generating initiative from collections storage and management service fees and facility leasing fees to fund strategic investments in the *Centre for Arctic Knowledge & Exploration* and the *Beaty Centre for Species Discovery*.

An important element of a current and relevant visitor experience will be the continuous investment in foundational research to deepen the understanding of our audience, a key step to ensure public offers

are strategically developed for maximum return.

The Museum continues to focus on increasing and enhancing all touch points of the visitor journey to create a world-class offer that deepens engagement and increases loyalty, once safe to do so in the context of the pandemic. The Museum also continues to manage the visitor flow effectively and safely through frontline employee and volunteer engagement and intelligent signage. It also increases revenue from ancillary operations and aligns all commercial offerings within the Museum's mission and mandate.

The Museum continuously reviews its program, its means of delivery and its supporting activities to ensure they remain relevant to Canadians. The programming department refreshed its offer to augment and improve public reach and engagement during key periods and to continue to attract those visitors who are not motivated by our special temporary exhibitions.

Furthermore, the Museum continues to identify and act on opportunities for collaboration with the other national museums that improve effectiveness and efficiency. The national museums now have a systematic approach for identifying and advancing co-procurement projects, cooperative exhibit scheduling and cooperative marketing projects. COVID-19 triggered enhanced collaboration through lessons learned when creating digital content for family and school audiences. The learning was among the national museums as well as members of the Alliance



of Natural History Museums of Canada. In addition, the National Museum's Passport introduced in 2016, with an offer that targets tourist visitors to the National Capital, saw continued strong growth and further promotion in external markets in recent years. While this initiative was impacted by travel restrictions during 2020-21, the Museum expects positive growth once tourism activities recommence.

Operational objectives include ensuring there is a strategic approach to digital output, and an ongoing and efficient operation of the Museum's online presence across its website and social media channels. During 2020-21, the Museum continued to refine and improve digital performance measures and data collection methods to provide relevant and timely tactical and strategic information to guide decisions on content and user experience. Maintaining relevance in a digitally connected world where facts are only as far away as a smartphone, demands that the Museum experience embraces new media in telling relevant "stories", as facts alone are not enough.

Building a high-performance advancement operation focused on developing a pipeline of annual, sponsorship and major gift prospects and donors is an important element of the sustainable museum enterprise operating model and to the success of the Museum in the future. The Museum's advancement strategy focuses on building support from individual, corporate and foundation donors that includes a naturePATRON fundraising program and a major gift

program to raise the Museum's profile and raise funds in support of the Museum's position as a leader in Arctic research and species discovery. Advancement programs fund both operations and special projects such as galleries, fieldwork, scientific equipment and landscaping.

In the fall of 2016, a group of individuals incorporated the Canadian Museum of Nature Foundation (the "Foundation") as a not-for-profit corporation. This Foundation was granted charitable status in the fall of 2017. The Foundation's role is to design and implement a strategy and development plan that will raise as much financial support as possible to advance the mandate and vision of the Museum with a focus on major donations. In 2020-21, the Foundation raised \$652,010 and made contributions to the Museum of \$383,439.

The Museum was successful in significantly expanding its pipeline of potential donors, while acknowledging that much more work needs to be done to achieve a robust group of prospective supporters to achieve the \$25 million overall fundraising goal over five years.

In 2020-21, total support raised from individual and corporate donations, sponsorships, memberships, collaborations, and in-kind support for research and collections and from the media amounted to \$3.6 million, significantly below the annual goal of \$6.3 million due to the pandemic impact. These cash and in-kind commitments secured through the

Museum's fundraising activities are broader in scope than the contributions recognized on the Museum's Statement of Operations.

Achieving financial sustainability has been, and will continue to be, one of the main priorities of the Museum. The Museum has in place a number of strategies designed to manage both known and anticipated pressures. An enterprise risk management approach that aims to identify, assess and mitigate potential risk is being used to manage these strategies and pressures in support of the vision to be a national institution providing maximum value and service to the public. In spite of the progress towards achieving financial sustainability, addressing the financial pressures related to operating the two facilities under its stewardship remains the most critical issue facing the Museum as it is still vulnerable to the impact of inflation on key inputs such as utilities and property taxes.

Budget 2016 provided funding to help Canada's national museums address immediate operational and capital pressures including the gap between established appropriations provided for payment in lieu of taxes (PILT) purposes and the actual amount of PILT being paid on the VMMB building, and deferred recapitalization projects, primarily those related to immediate health and safety issues. This, however, does not offset the \$1.0 million in property taxes paid on the Gatineau site. The costs of managing the Museum's two buildings have increased since the completion of the renovated VMMB. The Museum has in place a number of strategies designed to manage both known and anticipated pressures.

On March 11, 2020, the WHO declared the COVID-19 outbreak as a pandemic based on the rapid increase in exposure globally. As a result of this, effective March 14,

2020, and based on public health recommendations, the Museum along with the other National Museums made the decision to close the Museums across Canada to visitors and all other groups until September 5, 2020. Following provincial requirements, the Museum closed once more effective December 26, 2020, until February 15, 2021, inclusively. The Museum closed once again effective April 3, 2021, until further notice. Internal operations such as research, exhibit development and essential services such as animal care have continued throughout the period of closure.

The pandemic and closure have had and will continue to have a significant impact on the Museum's revenue generation and operations. The duration and impact of the COVID-19 pandemic remain unclear at this time. It is not possible to reliably estimate the full effect of the outbreak on the Museum results of operations and financial condition at this time. Management is actively monitoring the effect on the Museum's financial condition and probing ways to address potential future financial impacts. The Museum received \$5.9 million in 2020-21 from the federal government in COVID-19 emergency support funding to help it maintain essential services and be ready to reopen its doors to the public once precautionary measures are lifted. Furthermore, Budget 2021 presented by the Government of Canada on April 19, 2021, included \$66 million in proposed funding to be allocated amongst Canada's six national museums and the National Battlefields Commission from 2021-22 to 2025-26 to address financial pressures caused by COVID-19 and program integrity issues.

## Financial Performance

### REVENUE AND PARLIAMENTARY APPROPRIATIONS

Revenue and parliamentary appropriations decreased to \$44.7 million in 2020-21 from \$45.8 million in 2019-20 with appropriations representing 91% of the total in 2020-21, compared to 73% in 2019-20.

In 2020-21, the Museum had an earned revenue COVID-19 forecast of 5% of base operating costs excluding specimen donations and in-kind sponsorships. Attendance reached 39,000 (436,000 in 2019-20), 6,700 below forecast due to the multiple Museum closures throughout 2020-21 and capacity restrictions during periods that the Museum was able to open. The Museum surpassed its forecasted COVID-19 target with revenue excluding specimen donations and in-kind sponsorships equivalent to 12% of base operating costs (27% in 2019-20) due to higher than forecasted contributions revenue.

### Parliamentary Appropriations

On an accrual basis, parliamentary appropriations increased by \$7.2 million to \$40.7 million in 2020-21 from \$33.5 million in 2019-20, mainly due to \$5.9 million of emergency funding received during 2020-21 in response to the COVID-19 pandemic, and the variation in deferred capital appropriations.

### Admission and Program Fees

Revenue associated with admission and program fees decreased by \$4.6 million to \$0.6 million in 2020-21 from \$5.2 million in 2019-20. Included in admission and program fees are the surcharges related to the Museum's major temporary exhibitions which in 2020-21 included *Planet Ice*. This decrease is substantially due to Museum closures and lower attendance in 2020-21 resulting from the COVID-19 pandemic. Memberships also substantially decreased in 2020-21 as a result of Museum closures and reduced capacity. On an accrual basis, membership revenue includes \$0.3 million of membership revenue recorded for the year ended March 31, 2021.

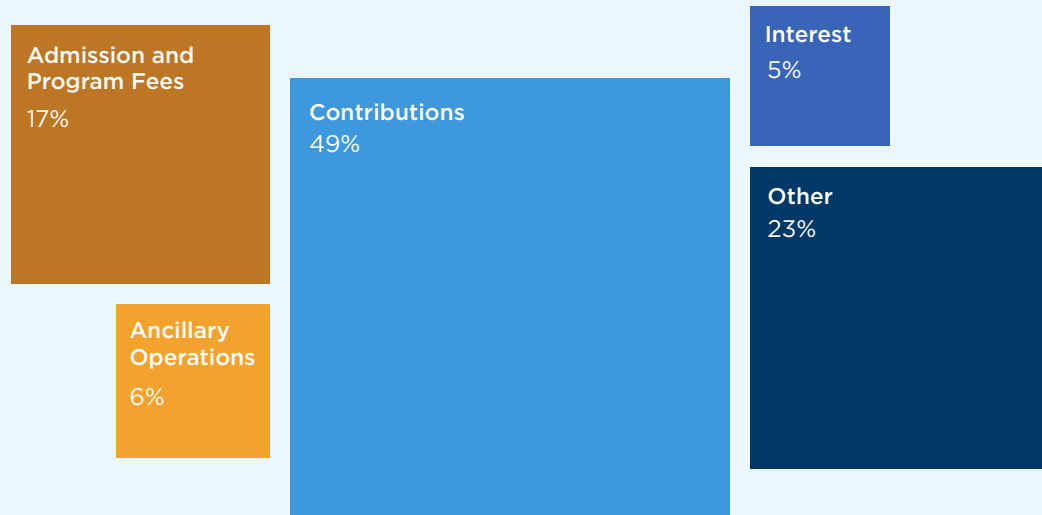
The pandemic, closures and reduced capacity substantially impacted programming and events activities. As a result, programs including Nature Nocturne evenings, café, sleepovers and birthday parties remained shut down during the year resulting in no revenues in 2020-21 compared to \$0.6 million in 2019-20.

### Ancillary Operations

Revenue associated with ancillary operations includes rentals of facilities, boutique sales, cafeteria leases, and parking. Revenue from ancillary operations decreased by \$2.1 million to \$0.2 million in 2020-21 from \$2.3 million in 2019-20. The \$2.1 million decrease is mainly due to the Museum closures and significant attendance reductions resulting from the COVID-19 pandemic.

## REVENUE

(Excluding parliamentary appropriations and in-kind sponsorships and specimen donations)



### Contributions

Contributions recognized as revenue vary from year to year based upon the resources required to fund research, collections and public education programs including installing new permanent galleries. On an accrual basis, contributions including donations, sponsorships, in-kind sponsorships and specimen donations decreased by \$1.8 million to \$2.0 million in 2020-21 from \$3.8 million in 2019-20. The decrease is mainly due to \$1.7 million in specimen donations recognized in 2019-20, which were substantially all related to the Mont Saint-Hilaire collection. The remainder of the year-over-year difference is due to the variation in in-kind contributions and the deferred contributions used for the purchase of capital assets.

### Interest

Interest revenue on cash and restricted cash held in the Museum's bank account totaled \$0.2 million in 2020-21, compared to \$0.4 million in 2019-20.

### Other

Other revenue totaled \$0.9 million in 2020-21, compared to \$0.6 million in 2019-20. The increase is due to the recognition of \$0.3 million of in-kind scientific research during 2020-21.

## **EXPENSES**

Expenses decreased by \$10.1 million to \$39.0 million in 2020-21 from \$49.1 million in 2019-20. The decrease was primarily due to the Museum closures throughout the year and reduced capacity after reopening resulting in savings on personnel, security, program, travel, marketing and buildings operations and maintenance costs. The decrease is also due to the capitalization of exhibition expenses during 2020-21. In addition, prior year expenses included \$4.6 million of specimens purchased for the collection recorded as an expense.

### **Inspiration and Engagement**

Inspiration and engagement decreased to \$8.5 million in 2020-21 from \$11.8 million in 2019-20. The decrease of \$3.3 million is mainly due to savings on personnel, program, travel, and marketing costs because of the Museum closures during 2020-21 and reduced capacity after reopening. The decrease is also due to the capitalization of exhibition expenses during 2020-21.

### **Collections Care and Access**

Collections care and access decreased to \$2.8 million in 2020-21 from \$8.2 million in 2019-20. The decrease of \$5.4 million is mainly due to \$3.5 million of specimen purchases and \$1.1 million of specimen donations related to Mont Saint-Hilaire mineral collection during 2019-20. The decrease is also due to savings in personnel and travel because of the Museum closures during 2020-21.

### **Research and Discovery**

Research and discovery decreased to \$4.8 million in 2020-21 from \$5.1 million in 2019-20. The \$0.3 million decrease is mainly due to lower personnel and fieldwork costs due to travel and health and safety restrictions resulting from the COVID-19 pandemic during 2020-21.

### **Internal Support Services.**

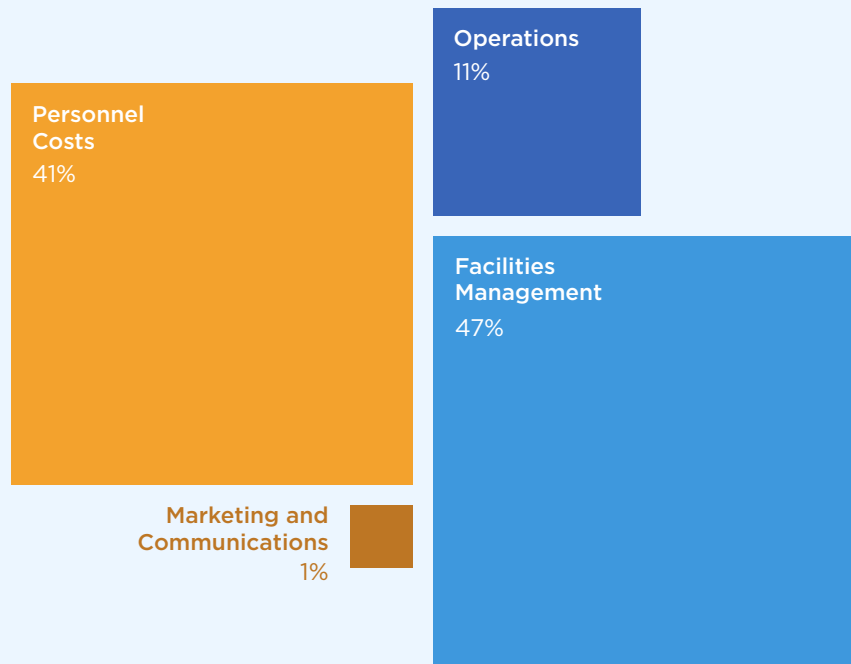
Internal support services decreased to \$5.3 million in 2020-21 from \$6.1 million in 2019-20. The \$0.8 million decrease is due to the Museum closures throughout the year and reduced capacity after reopening resulting in savings on personnel and travel costs during 2020-21.

### **Buildings and Grounds**

Expenses related to the Museum's buildings and grounds decreased to \$17.6 million in 2020-21, compared to \$17.9 million in 2019-20. The \$0.3 million decrease is attributable to savings on security and buildings operations and maintenance costs.

## EXPENSES

(Excluding in-kind sponsorships and specimen donations)



## NET RESULTS OF OPERATIONS

The net results of operations generated a surplus of \$5.7 million in 2020-21, which was primarily attributable to the recognition of the \$5.9 million emergency funding received during the period, capitalization of exhibition expenses and savings on personnel, security, program, travel and buildings operations and maintenance costs due to closure and reduced capacity after reopening, partially offset by decreased revenues due to lower attendance.

## FINANCIAL SITUATION

### Assets

Cash increased by \$5.9 million to \$21.6 million in 2020-21 from \$15.7 million in 2019-20. The increase is mainly due to the \$5.9 million emergency funding received during the year to help the Museum maintain essential services and reopen its doors to the public. Of the \$5.9 million increase, \$3 million related to the deferred parliamentary appropriation received in prior years through Budget 2016 for the purchase of capital assets.

Capital assets decreased by \$6.4 million to \$164.4 million in 2020-21 compared to \$170.8 million in 2019-20 due to amortization expense of \$9.1 million offset by capital assets acquisitions of \$2.7 million.

### Liabilities

Deferred revenue, contributions and parliamentary appropriations decreased by \$1.0 million to \$5.3 million in 2020-21 from \$6.3 million in 2019-20. The decrease is mainly attributable to lower capital parliamentary appropriations recognized in 2020-21 through Budget 2016 and deferred for future capital projects.

Deferred capital funding decreased by \$5.5 million to \$153.4 million in 2020-21 from \$158.9 million in 2019-20 as deferred capital funding is recognized as revenue at the same pace as the amortization of the corresponding capital assets.

### Net Assets

The net assets of \$0.2 million as at March 31, 2021 is due to the recognition of the \$5.9 million emergency funding received during the period, capitalization of exhibition expenses, savings on personnel, security, program, travel and buildings operations and maintenance costs, offset by the deficit due to the accounting treatment related to the Museum's Natural Heritage Campus located in Gatineau, Quebec, which is recorded in the Statement of Financial Position as an obligation under capital lease. This accounting treatment has had a negative impact on the Museum's Net Assets for many years due to the interest expense on the capital lease obligation being higher in the earlier years than in the years closer to the end of the lease term. Accordingly, the deficit related to this accounting treatment began to reverse in 2019-20 until it will be fully eliminated by the end of the lease term in 2031. This does not impact the Museum's cash flow or financial stability in any way.



## OBJECTIVES FOR 2021-2022 AND BEYOND

The Canadian Museum of Nature is a leading research enterprise with demonstrated national and international leadership in Arctic knowledge and exploration, and in species discovery and change. The need for applying this research, as accessed through the national and global networks of knowledge that it supports, will become increasingly important. Canada's heightened role in the global dialogue about the environment and climate change will raise expectations for the national museum of natural history and natural sciences to continue to contribute to the body of knowledge about nature's past, present and future based on the evidence of nature collected over time.

A theme for the 2021-22 to 2025-26 planning period is pivot with the times. It means the Museum must adjust its approach to advancing our still relevant strategic objectives. This theme will enable the Museum to profile the value and impact of its collections, scientific research and public engagement programs. In 2021-22, the Museum will make strategic investments in its global presence at the rescheduled International Union for the Conservation of Nature World Conservation Congress, in scientific talent by mentoring students in person and virtually, in new natural sciences content by showcasing the Mont-Saint-Hilaire mineral collection, in the Museum's presence nationally by travelling the new exhibit Planet Ice and in refreshed visitor experiences by investing in the COVID-19 safe visitor flow and ancillary services.

In 2021-22, the impact of the COVID-19 global pandemic on the financial stability of the museum enterprise is the most critical operational issue facing the Museum. The impact of COVID-19 on Museum operations will require adjustments to the strategies and performance measures outlined in this and future corporate plans. Assuming attendance levels only reach 10% of past levels, the Museum will face a \$8 million shortfall in earned revenue. This will require the Museum to call on the last of its reserves, cut back public programming, reduce occasional and term staff, reduce scientific fieldwork, reduce processing collections back-log, hold vacancies in research and engagement and cut funding to the centres of excellence. Budget 2021 presented by the Government of Canada on April 19, 2021, included \$66 million in proposed funding to be allocated amongst Canada's six national museums and the National Battlefields Commission from 2021-22 to 2025-26 to address financial pressures caused by COVID-19 and program integrity issues.



The second most pressing issue is the gap in funds to operate the two facilities under the stewardship of the Museum. This is the result of a decision in 1994 to transfer the custody of Museum land and buildings to the Museum from Public Works and Government Services Canada.

The 2021-22 to 2025-26 Corporate Plan, approved by the Board of Trustees on November 26, 2020, confirms five strategic objectives:

- Transform people's understanding of Canada's leadership in Arctic knowledge and its importance to our global natural future and be a global museum leader that engages in and influences global dialogue about the Arctic and its importance to our collective future. The focus of this fiscal will be the sharing of Arctic content headlined by Planet Ice at the Ontario Science Centre and Qilaluukat! as a new travelling exhibit product.
- Transform understanding of the relevance and influence of species knowledge to peoples' lives now and, in the future, and be a national museum leader that contributes to the understanding of Canada's biodiversity and geodiversity. The focus this fiscal will be on the virtual global Species Discovery symposium and the campus expansion plan that will showcase the relevance of collections based scientific research now and in the future. The expansion of the research campus is a priority for the Museum's long term capital plan.
- Transform understanding and engagement with nature by leveraging expert narratives, extraordinary collections, personal experiences and powerful dialogue and be a leader and collaborator in innovative and sustainable nature inspiration and engagement programming. The focus of this fiscal will be on the creation of new content experiences (physical and digital) that showcase the Mont-Saint-Hilaire mineral collection, Museum and the National Science and Engineering Research Council (NSERC) supported water research, and that promotes natural resource literacy.
- Play a vital role on the national and global stage to advance understanding and respect for nature and be a known, respected, active and called upon player locally, nationally and globally. The focus this year will be on high profile engagement at international scientific forums including International Union for the Conservation of Nature and ArcticNet.
- Evolve the museum enterprise model to embrace new technology, data analysis and employee engagement and be a global leader in sustainable museum enterprise model application and development. The focus for this fiscal will be a refreshed website (fully funded), support of the major gifts campaign of the Nature Foundation and engagement of the Diversity & Inclusion employee resource group.



The strategic directions for the Museum acknowledge the intent to be a leading source of natural history knowledge and scientific inquiry for scientists and the public, thus contributing a distinctly Canadian perspective to the global body of knowledge. The Museum will disseminate the results of this scientific inquiry, thus helping inspire Canadians to act conscientiously about the natural environment. As a public institution, the Museum also wishes to continue to demonstrate accountability, value and fiscal effectiveness through achieving measurable, meaningful results.

These measures combined with the continuing support of the Government of Canada and a highly motivated and skilled team will allow the Museum to continue to fulfill its mandate to *"...increase throughout Canada and internationally, interest in, knowledge of and appreciation and respect for the natural world..."*

The Museum's mandate also feeds into a global natural history and nature conservation vision to save the world for future generations with evidence, knowledge and inspiration.

On March 11, 2020, the WHO declared the COVID-19 outbreak as a pandemic based on the rapid increase in exposure globally. As a result of this, effective March 14, 2020, and based on public health recommendations, the Museum along with the other National Museums made the decision to close the Museums across Canada to visitors and all other

groups until September 5, 2020. Following provincial requirements, the Museum closed once more effective December 26, 2020, until February 15, 2021, inclusively. The Museum closed once again April 3, 2021, until further notice. Internal operations such as research, exhibit development and essential services such as animal care have continued throughout the period of closure.

The pandemic and closure have had and will continue to have a significant impact on the Museum's revenue generation and operations. The duration and impact of the COVID-19 pandemic remain unclear at this time. It is not possible to reliably estimate the full effect of the outbreak on the Museum results of operations and financial condition at this time. Management is actively monitoring the effect on the Museum's financial condition and probing ways to address potential future financial impacts. The Museum received \$5.9 million in 2020-21 from the federal government in COVID-19 emergency support funding to help it maintain essential services and be ready to reopen its doors to the public once precautionary measures are lifted. Furthermore, Budget 2021 presented by the Government of Canada on April 19, 2021, included \$66 million in proposed funding to be allocated amongst Canada's six national museums and the National Battlefields Commission from 2021-22 to 2025-26 to address financial pressures caused by COVID-19 and program integrity issues.

## RISK ANALYSIS

The Museum has in place an enterprise risk management framework designed to effectively and proactively manage the risks that could prevent the Museum from achieving its objectives. The Museum Corporate Plan identifies four risks and their related mitigation strategies. The risk mitigation step involves development of mitigation strategies designed to manage, eliminate, or reduce risk to an acceptable level, ideally low. Once a strategy is implemented, it is continually monitored to assess its efficacy with the intent of revising the course of action if needed.

Summary of key risks and mitigation strategies are as follows:

- Structural Deficit - Risk that the structural deficit will continue to increase due to expenses increasing at a greater rate than revenues, such as utilities, property, taxes and general inflation. This risk will be exacerbated by the challenges associated with the COVID-19 recovery. This is mitigated by a continuous process of expenditure review, admission revenue monitoring and earned revenue growth.
- COVID-19 Recovery - Risk that attendance and revenues will recover at a lower rate than planned. The risk will be impacted by vaccination rates and the recovery pace of the national and global economy including Tourism. This is mitigated by a continuous process of admission and revenue review and monitoring.
- Advancement - Risk that a limited donor pipeline may constrain financial resources available to support the investment required for initial implementation of the Museum's strategic objectives. This is mitigated by a comprehensive advancement program that identifies, cultivates, solicits and stewards donors and prospects, led by a team of fundraising professionals and a new group of committed fundraising volunteers and board members.
- Succession - Risk that a significant number of employees are eligible for retirement resulting in the loss of corporate memory and key skills. To mitigate this risk, the Museum developed and monitors a succession plan that includes skills development.



Office of the  
Auditor General  
of Canada

Bureau du  
vérificateur général  
du Canada

## INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage

### Report on the Audit of the Financial Statements

#### *Opinion*

We have audited the financial statements of the Canadian Museum of Nature (the Corporation), which comprise the statement of financial position as at 31 March 2021, and the statement of operations, statement of changes in net assets (accumulated deficit) and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at 31 March 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

#### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### *Other Information*

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

*Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

*Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the

financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Report on Compliance with Specified Authorities**

#### *Opinion*

In conjunction with the audit of the financial statements, we have audited transactions of the Canadian Museum of Nature coming to our notice for compliance with specified authorities. The specified authorities against which compliance was audited are Part X of the *Financial Administration Act* and regulations, the *Museums Act* and regulations, the by-laws of the Canadian Museum of Nature, and the directive issued pursuant to section 89 of the *Financial Administration Act*.

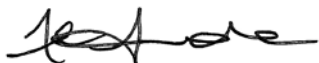
In our opinion, the transactions of the Canadian Museum of Nature that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the *Financial Administration Act*, we report that, in our opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

#### *Responsibilities of Management for Compliance with Specified Authorities*

Management is responsible for the Canadian Museum of Nature's compliance with the specified authorities named above, and for such internal control as management determines is necessary to enable the Canadian Museum of Nature to comply with the specified authorities.

#### *Auditor's Responsibilities for the Audit of Compliance with Specified Authorities*

Our audit responsibilities include planning and performing procedures to provide an audit opinion and reporting on whether the transactions coming to our notice during the audit of the financial statements are in compliance with the specified authorities referred to above.



Firyal Awada, CPA, CA  
Principal  
for the Auditor General of Canada

Ottawa, Canada  
29 June 2021

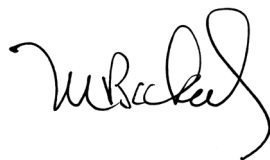
## Management's Responsibility for Financial Reporting

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

Management is also responsible for the integrity and objectivity of the financial statements of the Corporation. The accompanying financial statements were prepared in accordance with Public Sector Accounting Standards. The financial information contained elsewhere in this annual report is consistent with that in the financial statements.

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

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



**Margaret Beckel**  
*President and Chief  
Executive Officer*



**Ikram Zouari, CPA, CGA**  
*Chief Financial Officer*

June 29, 2021  
Ottawa, Canada



## STATEMENT OF FINANCIAL POSITION AS AT MARCH 31

| <i>(in thousands of dollars)</i>   | <b>2021</b>    | <b>2020</b>    |
|--|----------------|----------------|
| <b>Assets</b>  |                |                |
| Current  |                |                |
| Cash and cash equivalents (Note 3)   | 21,582         | 15,700         |
| Restricted cash (Note 3)   | 521            | 440            |
| Restricted investments (Note 5)  | 244            | 237            |
| Accounts receivable  |                |                |
| Trade  | 301            | 634            |
| Government departments and agencies (Note 18)                              | 122            | 332            |
| Canadian Museum of Nature Foundation (Note 19)                             | 28             | -              |
| Inventories  | 159            | 192            |
| Prepaid expenses   | 330            | 777            |
|  | <b>23,287</b>  | <b>18,312</b>  |
| Collections (Note 4)   | 1              | 1              |
| Prepaid expenses   | 576            | -              |
| Employee advances (Note 24)  | 431            | 476            |
| Restricted investments (Note 5)  | 1,200          | 1,308          |
| Investments (Note 6)   | 916            | 941            |
| Capital assets (Note 7)  | 164,365        | 170,767        |
|  | <b>190,776</b> | <b>191,805</b> |
| <b>Liabilities</b>   |                |                |
| Current  |                |                |
| Accounts payable and accrued liabilities                                   |                |                |
| Trade  | 5,370          | 4,735          |
| Government departments and agencies (Note 18)                              | 527            | 335            |
| Obligation under capital lease (Note 8)                                    | 1,297          | 1,175          |
| Deferred revenues, contributions and parliamentary appropriations (Note 9) | 5,278          | 6,254          |
| Employee future benefits (Note 10)   | 200            | 230            |
|  | <b>12,672</b>  | <b>12,729</b>  |
| Obligation under capital lease (Note 8)                                    | 21,471         | 22,768         |
| Deferred capital funding (Note 11)   | 153,448        | 158,851        |
| Employee future benefits (Note 10)   | 2,969          | 2,900          |
|  | <b>190,560</b> | <b>197,248</b> |
| <b>Net assets (accumulated deficit)</b>                                    |                |                |
| Unrestricted   | 12,067         | 6,582          |
| Investment in capital assets (Note 12)                                     | (11,851)       | (12,025)       |
|  | <b>216</b>     | <b>(5,443)</b> |
|  | <b>190,776</b> | <b>191,805</b> |

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

Contractual Obligations, Contractual Rights and Contingencies (Notes 20, 21 and 22).

Approved by the Board of Trustees:



**Judith A. LaRocque**  
Chair of the Board of  
Trustees



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

Recommended by Management:



**Meg Beckel**  
President and Chief  
Executive Officer



**Ikram Zouari, CPA, CGA**  
Chief Financial Officer

## STATEMENT OF OPERATIONS FOR THE YEAR ENDED MARCH 31

| <i>(in thousands of dollars)</i>                          | 2021            | 2020            |
|---|-----------------|-----------------|
| <b>Revenue</b>  |                 |                 |
| Admission and program fees (Note 15)                      | 648             | 5,169           |
| Ancillary operations (Note 16)                            | 248             | 2,313           |
| Contributions (Note 17)                                   | 1,607           | 3,633           |
| Contributions from the Foundation (Notes 17 & 19)         | 383             | 170             |
| Interest and investment Income                            | 188             | 448             |
| Other   | 905             | 647             |
|   | <b>3,979</b>    | <b>12,380</b>   |
| <b>Expenses (Note 25)</b>                                 |                 |                 |
| Inspiration and engagement                                | 8,510           | 11,808          |
| Collections care and access                               | 2,788           | 8,232           |
| Research and discovery                                    | 4,761           | 5,045           |
| Internal support services                                 | 5,319           | 6,149           |
| Buildings and grounds                                     | 17,640          | 17,889          |
|   | <b>39,018</b>   | <b>49,123</b>   |
| <b>Net result of operations before government funding</b> | <b>(35,039)</b> | <b>(36,743)</b> |
| Parliamentary appropriations (Note 14)                    | 40,698          | 33,453          |
| <b>Net result of operations</b>                           | <b>5,659</b>    | <b>(3,290)</b>  |

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

## STATEMENT OF CHANGES IN NET ASSETS (ACCUMULATED DEFICIT) FOR THE YEAR ENDED MARCH 31

| <i>(in thousands of dollars)</i>                         | Unrestricted  | Invested in capital assets | 2021       | 2020           |
|--|---------------|----------------------------|------------|----------------|
| Accumulated deficit, beginning of year                   | 6,582         | (12,025)                   | (5,443)    | (2,153)        |
| Net result of operations                                 | 5,659         | -                          | 5,659      | (3,290)        |
| Net change in investment in capital assets (Note 12)     | (174)         | 174                        | -          | -              |
| <b>Net assets (accumulated deficit), end of the year</b> | <b>12,067</b> | <b>(11,851)</b>            | <b>216</b> | <b>(5,443)</b> |

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

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

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED MARCH 31

| <i>(in thousands of dollars)</i>                                     | <b>2021</b>    | <b>2020</b>    |
|--|----------------|----------------|
| <b>Operating activities</b>  |                |                |
| Cash receipts - customers and donors                                 | 3,096          | 9,374          |
| Cash receipts - parliamentary appropriations                         | 35,054         | 25,975         |
| Cash disbursements - employees                                       | (14,662)       | (16,287)       |
| Cash disbursements - suppliers                                       | (12,062)       | (18,598)       |
| Interest received  | 322            | 420            |
| Interest paid  | (2,317)        | (2,436)        |
| <b>Cash provided by (used in) operating activities</b>               | <b>9,431</b>   | <b>(1,552)</b> |
| <b>Capital activities</b>  |                |                |
| Acquisition of capital assets  | (2,294)        | (3,720)        |
| Disposition of capital assets  | 1              | -              |
| <b>Cash used in capital activities</b>                               | <b>(2,293)</b> | <b>(3,720)</b> |
| <b>Investment activities</b>   |                |                |
| Decrease in restricted investment                                    | -              | 1,500          |
| <b>Cash provided by investing activities</b>                         | <b>-</b>       | <b>1,500</b>   |
| <b>Financing activities</b>  |                |                |
| Obligation under capital lease                                       | (1,175)        | (1,065)        |
| Parliamentary appropriations received for purchase of capital assets | -              | 2,170          |
| <b>Cash (used in) provided by financing activities</b>               | <b>(1,175)</b> | <b>1,105</b>   |
| <b>Increase (decrease) in cash and restricted cash</b>               | <b>5,963</b>   | <b>(2,667)</b> |
| <b>Cash and cash equivalents, beginning of year</b>                  | <b>15,700</b>  | <b>18,475</b>  |
| <b>Restricted cash, beginning of year</b>                            | <b>440</b>     | <b>332</b>     |
| <b>Cash and cash equivalents and restricted cash, end of year</b>    | <b>22,103</b>  | <b>16,140</b>  |
| <b>Cash and cash equivalents, end of year</b>                        | <b>21,582</b>  | <b>15,700</b>  |
| <b>Restricted cash, end of year</b>                                  | <b>521</b>     | <b>440</b>     |
| <b>Cash and cash equivalents and restricted cash, end of year</b>    | <b>22,103</b>  | <b>16,140</b>  |

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

# Notes to the Financial Statements for the year ended March 31, 2021

## 1. AUTHORITY AND MISSION

The Canadian Museum of Nature (the “Corporation”) was established by the *Museums Act* on July 1, 1990. It is an agent Crown corporation named in Part I of Schedule III of the *Financial Administration Act* (FAA) and is not subject to the provisions of the *Income Tax Act*. The Corporation is classified as a government not-for-profit organization (GNPO).

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

Brief descriptions of the Corporation’s activities are as follows:

- **Inspiration and engagement**  
The Corporation develops and maintains exhibitions, programs, the nature.ca website, electronic and print publications, revenue generating activities and other activities to foster an understanding of, and respect for, nature.
- **Collections care and access**  
The Corporation acquires, develops, preserves and makes accessible collections of natural history specimens, objects and information to meet the growing needs of the public and private sectors for research, education and informed decision-making about the natural world.
- **Research and discovery**  
The Corporation studies the past and helps Canadians prepare for the future by conducting systematics and applied research, and by developing and maintaining networks and linkages with Canadian and international science communities.
- **Internal support services**  
The Corporation develops and implements the policies, processes and an accountability structure to oversee the fulfillment of its mandate, including governance, strategic direction, corporate services, monitoring of corporate performance, and reporting to Parliament.
- **Buildings and grounds**  
The Corporation provides secure and functional facilities that meet all safety and building code requirements. Among these facilities is the renovated Victoria Memorial Museum Building that furthers the vision and mandate of the Corporation.

On July 16, 2015, the Corporation was directed by the Governor General in Council (P.C. 2015-1105) pursuant to Section 89 of the FAA to align its travel, hospitality, conference and event expenditure policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with its legal obligations, and to report on the implementation of this directive in the Corporation's Corporate Plan. Effective February 1, 2017, the Corporation has complied with this directive and has aligned its policies and practices to the Treasury Board policies, directives and related instruments for travel, conference, hospitality and event expenditures.

## **2. SIGNIFICANT ACCOUNTING POLICIES**

### **A) Basis of Presentation**

The financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards (PSAS) and reflect the application of the Section 4200 series for GNPOs.

### **B) Inter-Entity Transactions**

Inter-entity transactions are transactions between commonly controlled entities. Inter-entity transactions, other than restructuring transactions, are recorded on a gross basis and are measured at the carrying amount, except for the following:

- i) Inter-entity transactions are measured at the exchange amount when undertaken on similar terms and conditions to those adopted if the entities were dealing at arm's length, or where costs provided are recovered.
- ii) Goods or services received without charge between commonly controlled entities are unallocated costs not recovered by the recipient and not recorded by the Corporation. Services received by the Corporation without charge include audit services from the Office of the Auditor General of Canada and pension services from Public Services and Procurement Canada.

### **C) Measurement Uncertainty**

The preparation of financial statements in accordance with PSAS requires Management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses for the year. Employee future benefits, the estimated useful lives of capital assets, salary expense capitalization, and the fair market value of specimens donated to the collections are the most significant items for which estimates are used. Actual results could differ significantly from those estimated. These estimates are reviewed annually and as adjustments become necessary, they are recorded in the financial statements in the fiscal year in which they become known.

### **D) Inventories**

Inventories are valued at the lower of cost and net realizable value. Inventory cost is determined by using the weighted average cost method, and net realizable value is based on retail price.

## E) Collections

The Corporation holds and preserves invaluable collections of natural history specimens for the benefit of Canadians, present and future. The collections are shown as an asset in the Statement of Financial Position at a nominal value of \$1,000 due to practical difficulties in determining a meaningful value for these assets. Specimens purchased for the collections are recorded as an expense in the year of acquisition.

## F) Capital Assets

- Capital assets are recorded at cost, including material, equipment and other expenses acquired for the purpose of the design and the development of permanent exhibitions.
- Assets recorded as capital leases are initially recorded at the present value of the minimum lease payments at the inception of the lease.
- Land and building owned by the Government of Canada and that are under the control of the Corporation are recorded at their estimated cost.

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

Amortization is calculated on a straight-line method using rates over the estimated useful life of the assets, except for leasehold improvements which are amortized on a straight-line basis over the shorter of the term of the lease agreement and the asset's useful life.

When conditions indicate that an asset no longer contributes to the Corporation's ability to provide its services, the cost of the asset is written down to its residual value, if any.

## **G) Employee Future Benefits**

### **i) Pension benefits**

Substantially all the employees of the Corporation are covered by the public service pension plan (the "Plan"), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Corporation to cover current service costs. Pursuant to legislation currently in place, the Corporation has no legal or constructive obligation to pay further contributions with respect to any past service or funding deficiencies of the Plan. Consequently, contributions are recognized as an expense in the year when employees have rendered service and represent the total pension obligation of the Corporation.

### **ii) Severance benefits**

Employees were entitled to severance benefits up to March 31, 2012, as provided for under labour contracts and conditions of employment.

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

Other events driven termination benefits are recognized in the period when the event that obligates the Corporation occurs.

### **iii) Sick leave benefits**

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

## **H) Restricted investments**

Restricted Investments within the Ottawa Community Foundation (OCF) established as spend-down fund are recorded at amortized cost in the Statement of Financial Position. Spend-down amounts and investment income distributed from the fund for the purchase of depreciable capital assets are recorded as deferred revenues in the Statement of Financial Position.

Service fees charged by the OCF for the management of the fund are recorded as expenses in the Statement of Operations in the year incurred.

## **I) Investments**

Investments within OCF established as 10-year term fund are recorded at amortized cost in the Statement of Financial Position.

Service fees charged by the OCF for the management of the fund are recorded as expenses in the Statement of Operations in the year incurred.

## **J) Revenue Recognition**

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

Revenues from admission and program fees, ancillary operations, and other revenues are recognized when persuasive evidence of an arrangement exists between the two parties, goods have been delivered or services have been provided to the customers, price is fixed and determinable and collection is reasonably assured. The Corporation also records deferred revenue when amounts are received in advance of providing goods and services.

### **ii) Contributions**

Contributions are comprised of donations received from individuals, foundations and corporations. The Corporation applies the deferral method to recognize its contributions as applicable for not-for-profit organizations.

Unrestricted contributions are recognized as revenue in the Statement of Operations when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions externally restricted for specific projects or expenses are deferred in the Statement of Financial Position and recognized as revenue in the Statement of Operations in the fiscal year in which related obligations are fulfilled and the related expenses are incurred.

Contributions externally restricted for the purchase of depreciable capital assets are deferred in the Statement of Financial Position. When the depreciable capital assets are purchased, the portion of the contribution used for acquisition of these capital assets is then reclassified as deferred capital funding in the Statement of Financial Position and recognized as revenue in the Statement of Operations on the same basis as the amortization of the corresponding capital assets.

Investment income related to restricted contributions is first recorded in the Statement of Financial Position as deferred revenues and then recognized as revenue in the Statement of Operations in the fiscal year in which the related expenses are incurred.

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

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

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



#### **iv) Parliamentary appropriations**

The Government of Canada provides financing to the Corporation through parliamentary appropriations.

The parliamentary appropriations for operating expenditures are recognized as revenue in the fiscal years for which they are approved.

The parliamentary appropriations for the purchase of depreciable capital assets are recorded as deferred parliamentary appropriations in the Statement of Financial Position. When the depreciable capital assets are purchased, the portion of the parliamentary appropriations used for acquisition of these capital assets is then reclassified as deferred capital funding in the Statement of Financial Position and recognized as revenue in the Statement of Operations on the same basis as the amortization of the corresponding capital assets.

Parliamentary appropriations for specific expenses are recorded as deferred parliamentary appropriations in the Statement of Financial Position and recognized as revenue in the Statement of Operations in the fiscal year in which the related expenses are incurred.

The Corporation is required to report on the spending of appropriations in its annual report.

#### **v) Restricted investments**

Spend-down amounts and investment income distributed from the fund for the purchase of depreciable capital assets are recorded as deferred revenues in the Statement of Financial Position. When the depreciable capital assets are purchased, the portion of the revenues used for acquisition of these capital assets is then reclassified as deferred capital funding in the Statement of Financial Position and recognized as revenue in the Statement of Operations on the same basis as the amortization of the corresponding capital assets. Spend-down amounts and investment income distributed from the fund for specific expenses are deferred in the Statement of Financial Position and recognized as revenue in the Statement of Operations in the fiscal year in which related obligations are fulfilled and the related expenses are incurred.

#### **vi) Investments**

Investment income distributed from the term fund is recognized as revenue in the Statement of Operations.

### **K) Volunteer Services**

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

### **L) Financial Instruments**

The Corporation's financial assets and financial liabilities are measured at cost or amortized cost. Financial assets include cash and cash equivalents, restricted cash, restricted investments, investments and accounts receivable while financial liabilities include accounts payable and accrued liabilities.

Financial instruments are tested annually for impairment at the financial statements date, and any permanent impairment is reported in the Statement of Operations.

Transaction costs are added to the carrying value of items in the cost when they are initially recognized.

### **M) Allocation of Expenses**

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

### 3. CASH AND CASH EQUIVALENTS AND RESTRICTED CASH

Cash and Cash equivalents and restricted cash consist of balances with banks.

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

As per the Corporation's Investment Policy, operating funds shall be invested in short-term money market instruments that are rated AA or better and guaranteed by the Government of Canada, a provincial government or the Canadian Imperial Bank of Commerce (CIBC). The investment vehicles consist of banker's acceptances, promissory notes and term deposits. Exceptions to the investment policy require the Board of Trustees approval.

During this fiscal year, the Corporation did not have investment vehicles and did not earn interest on investment vehicles (2019-20 - nil), the entire amount being held in cash.

The Corporation holds funds in trust on behalf of the Canadian Ocean Literacy Coalition. As of March 31, 2021, these funds represented \$9,464 (2020 - \$18,442). However, they are not recorded in the financial statements.

### 4. COLLECTIONS

The natural history collections consist of 3.4 million specimen lots and grew by 9,551 specimen lots this fiscal year (2019-20 - 45,722). These are exceptional scientific resources that are available nationally and internationally for research, exhibits and education.

The Corporation maintains multiple collection groupings, with the major collections as noted below divided into four discipline-related groups:

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

The collections are managed and cared for through a collection risk assessment process that seeks to preserve the value of collections and uses a rational process for the establishment of priorities for their care. The Corporation has incurred \$2.6 million in 2020-21 (2019-20 - \$6.2 million) for the management, protection and conservation of its collections which includes the purchase of specimens for the collections.

During the year, the Corporation purchased nil (2019-20 - \$3.5 million) and acquired through donation \$0.1 million (2019-20 - \$1.7 million), of specimens for the collections.

There were no sales of specimens related to the collections during the year (2019-20 - nil).

## 5. RESTRICTED INVESTMENTS

On February 23, 2017, the Corporation received a philanthropic gift of \$4 million from the Ross Beaty family in Vancouver, which will enhance the Museum's national research and collections efforts focused on species discovery. Three million of the \$4 million gift is restricted to support the creation of a national cryogenic facility and the digitization of the Corporation's collections.

On April 26, 2017, the Corporation established a \$3 million spend-down fund within the OCF in order to maximize earnings while meeting the Museum's needs. With a spend-down fund, the capital is invested in the OCF's investment pool, with the intention of paying out the capital in agreed upon intervals, until the fund is fully depleted. This option allows the spend-down schedule to be determined by the Museum, while also providing flexibility for its own needs, with similar pay out and approach as for endowed funds. The OCF investment pool is mainly comprised of cash and short-term deposits, bonds and debentures and equities. No funds were paid out to the Corporation during 2020-21 (2019-2020 - \$1.5 million).

The fair market value of the spend-down fund amounts to \$1,836,494 according to the OCF's March 31, 2021 investment statement.

The investment income on spend-down fund during the year is \$53,674 (2019-20 - \$210,527). Service fees for the management of the fund expensed during the year is \$46,603 (2019-20 - \$56,476).

## 6. INVESTMENTS

On October 4, 2017, the Corporation established a \$1 million, 10-year term fund within the OCF in order to maximize earnings and create the Arctic Post-Doctoral Fellowship for Arctic Knowledge and Exploration. The principal amount is invested in the OCF's investment pool. In the event that the Corporation decides not to maintain the Fellowship, the fund shall be transferred back to the Corporation.

The fair market value of the term fund amounts to \$1,080,320 according to the OCF's March 31, 2021 investment statement.

The investment income on term fund during the year is \$32,467 (2019-20 - \$30,109). Service fees for the management of the fund expensed during the year is \$13,881 (2019-20 - \$13,979).

## 7. CAPITAL ASSETS

| <i>(in thousands of dollars)</i>      | March 31<br>2021 |                             |                   | March 31<br>2020 |                             |                   |
|---------------------------------------|------------------|-----------------------------|-------------------|------------------|-----------------------------|-------------------|
|                                       | Cost             | Accumulated<br>amortization | Net book<br>value | Cost             | Accumulated<br>amortization | Net book<br>value |
| Land                                  | 627              | -                           | 627               | 627              | -                           | 627               |
| Victoria Memorial Museum<br>Building  | 204,783          | 68,949                      | 135,834           | 204,783          | 63,946                      | 140,837           |
| Property under capital lease          | 35,040           | 24,790                      | 10,250            | 35,040           | 23,799                      | 11,241            |
| Leasehold improvements                | 12,735           | 7,749                       | 4,986             | 12,104           | 7,338                       | 4,766             |
| Permanent exhibitions                 | 12,483           | 6,430                       | 6,053             | 10,351           | 5,267                       | 5,084             |
| Building improvements                 | 6,048            | 4,202                       | 1,846             | 4,726            | 3,619                       | 1,107             |
| Research equipment                    | 4,855            | 3,090                       | 1,765             | 4,855            | 2,780                       | 2,075             |
| Collection cabinets and<br>compactors | 3,983            | 2,626                       | 1,357             | 3,840            | 2,511                       | 1,329             |
| General equipment                     | 1,358            | 571                         | 787               | 1,141            | 446                         | 695               |
| Computer equipment                    | 4,516            | 4,464                       | 52                | 4,479            | 4,057                       | 422               |
| Furnishings and office<br>equipment   | 1,540            | 1,451                       | 89                | 1,540            | 1,414                       | 126               |
| Work in progress                      | 719              | -                           | 719               | 2,458            | -                           | 2,458             |
|                                       | <b>288,687</b>   | <b>124,322</b>              | <b>164,365</b>    | <b>285,944</b>   | <b>115,177</b>              | <b>170,767</b>    |

The amortization expense for the year amounts to \$9,145,000 (2019-20 - \$9,281,000). During the year, the Corporation sold a fully amortized asset in the category of general equipment for \$1,000 resulting in a gain of \$1,000. No assets were retired during the year. During the prior year, the Corporation retired a fully amortized computer equipment for \$203,000 and did not sell any assets.

## 8. OBLIGATION UNDER CAPITAL LEASE

The Natural Heritage Campus houses the Corporation's natural history collections and administrative functions, on the Corporation's site in Gatineau, Quebec. The Corporation is acquiring the building through a lease-purchase agreement with a term of 35 years. It is committed to pay rent under all circumstances and in the event of termination of the lease, at the Corporation's option or otherwise, pay sufficient rent to repay all financing on the building. Management intends to completely discharge its obligation under the lease and obtain free title to the building in 2031, after the Corporation uses its right to purchase the building for ten dollars.

Future minimum lease payments in aggregate, under the financing obligation are as follows:

| <i>(in thousands of dollars)</i>              |     | <b>March 31 2021</b> | <b>March 31 2020</b> |
|---|-----|----------------------|----------------------|
| Total minimum future payments                 | (1) | 36,750               | 40,250               |
| Deduct: Imputed interest                      |     | (13,982)             | (16,307)             |
| <b>Present value of financing obligations</b> | (2) | <b>22,768</b>        | <b>23,943</b>        |
| Current portion                               |     | 1,297                | 1,175                |
| Long term portion                             |     | 21,471               | 22,768               |
|   |     | <b>22,768</b>        | <b>23,943</b>        |

1) The amounts payable under the capital lease are based on the fixed interest rate of 9.88%, for a period of 35 years, established at the time of signing the lease.

2) The present value of the capital lease obligation based on a current market interest rate of 8.75% is estimated at \$24 million.

Future minimum lease payments, by year under the financing obligation are as follows:

| <i>(in thousands of dollars)</i> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>thereafter</b> |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Future minimum payments          | 3,500       | 3,500       | 3,500       | 3,500       | 3,500       | 19,250            |

## 9. DEFERRED REVENUES, CONTRIBUTIONS AND PARLIAMENTARY APPROPRIATIONS

Deferred revenues, contributions and parliamentary appropriations are as follows:

| <i>(in thousands of dollars)</i>                              | <b>March 31 2021</b> | <b>March 31 2020</b> |
|---|----------------------|----------------------|
| Deferred contributions from non-government sources            | 1,891                | 1,925                |
| Deferred parliamentary appropriations                         | 2,994                | 3,888                |
| Total deferred contributions and parliamentary appropriations | 4,885                | 5,813                |
| Deferred revenues - goods and services                        | 393                  | 441                  |
|   | <b>5,278</b>         | <b>6,254</b>         |

Changes in the deferred revenues, contributions and parliamentary appropriations are as follows:

| <i>(in thousands of dollars)</i>                                    | <b>March 31 2021</b> | <b>March 31 2020</b> |
|---|----------------------|----------------------|
| Balance, beginning of year  | 6,254                | 7,233                |
| Add:  |                      |                      |
| Restricted contributions received                                   | 888                  | 421                  |
| Restricted parliamentary appropriations received                    | -                    | 2,170                |
| Deferred revenue for the provision of goods and services            | 325                  | 1,044                |
|   | 1,213                | 3,635                |
| Less:   |                      |                      |
| Restricted contributions recognized                                 | (921)                | (475)                |
| Restricted parliamentary appropriations spent                       | (894)                | (2,998)              |
| Deferred revenue for the provision of goods and services recognized | (374)                | (1,141)              |
|   | (2,189)              | (4,614)              |
| <b>Balance, end of year</b>   | <b>5,278</b>         | <b>6,254</b>         |

## 10. EMPLOYEE FUTURE BENEFITS

### i) Pension benefits

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

| <i>(in thousands of dollars)</i> | 2021  | 2020  |
|----------------------------------|-------|-------|
| Corporation's contributions      | 1,153 | 1,254 |
| Employees' contributions         | 1,155 | 1,216 |

The President of the Treasury Board of Canada sets the required employer contributions based on a multiple of the employees' required contribution. The required employer contribution rate for 2021 was dependent on the employee's employment start date. For employment start dates before January 1, 2013, the Corporation's contribution rate effective at year end was 1.01 times (2019-20 - 1.01) the employee's contribution; and for employment start dates after December 31, 2012, the Corporation's contribution rate effective at year end was 1.00 times (2019-20 - 1.00) the employee's contribution.

The Government of Canada holds a statutory obligation for the payment of benefits relating to the Plan. Pension benefits generally accrue up to a maximum period of 35 years at an annual rate of 2 percent of pensionable service times the average of the best five consecutive years of earnings. The benefits are coordinated with Canada/Quebec Pension Plan benefits, and they are indexed to inflation.

### ii) Severance benefits

Since April 1, 2012, employees no longer accumulate severance benefits payable upon resignation or retirement. Employees were given the option to be paid the full or partial value of benefits earned at that date or to defer this payment until their departure from public service. The severance benefit liability represents the portion that employees chose to defer. This benefit plan is unfunded and thus has no assets, resulting in a plan deficit equal to the accrued benefit obligation. Benefits will be paid from future appropriations. The estimated average remaining service period of the employees is 7 years. The actuarial loss of severance benefits is amortized over 7 years.

Information about the Plan, evaluated by an actuary as of March 31, 2021, is as follows:

| <i>(in thousands of dollars)</i>                                | 2021       | 2020       |
|---|------------|------------|
| Accrued severance benefits obligation, at the beginning of year | 635        | 638        |
| Interest cost on benefit obligation                             | 5          | 11         |
| Actuarial loss on obligation                                    | 3          | 1          |
| Severance benefits paid during the year                         | (62)       | (15)       |
| <b>Accrued severance benefits obligation, end of year</b>       | <b>581</b> | <b>635</b> |
| Short term portion  | 90         | 95         |
| Long term portion   | 491        | 540        |
|   | <b>581</b> | <b>635</b> |

Assumptions in the actuarial evaluation include a discount rate of 1.00% (2019-20 - 0.87%), as well as an inflation rate of 1.50% (2019-20 - 1.50%). Included in the severance benefits obligation is a non-amortized actuarial gain of \$55,022 (2019-20 - non-amortized actuarial loss of \$22,821).

### iii) Sick leave benefits

The Corporation has recorded an obligation related to sick leave benefits for its employees. The estimated average remaining service period of the employees is 14 years. The actuarial gain of sick leave benefits is amortized over 14 years.

Information on these benefits, evaluated by an actuary as of March 31, 2021, is as follows:

| <i>(in thousands of dollars)</i>                 | 2021         | 2020         |
|--|--------------|--------------|
| Sick leave obligations, at the beginning of year | 2,495        | 2,474        |
| Current service cost                             | 166          | 145          |
| Interest cost on benefit obligation              | 19           | 22           |
| Actuarial gain on obligation                     | (77)         | (90)         |
| Sick leave used during the year                  | (15)         | (56)         |
| <b>Sick leave benefits, end of year</b>          | <b>2,588</b> | <b>2,495</b> |
| Short term portion                               | 110          | 135          |
| Long term portion                                | 2,478        | 2,360        |
|  | <b>2,588</b> | <b>2,495</b> |

Assumptions in the actuarial evaluation include a discount rate of 1.69% (2019-20 - 1.26%) as well as an inflation rate of 1.50% (2019-20 - 1.50%). Included in the sick leave obligation is a non-amortized actuarial gain of \$1,503,794 (2019-20 - \$1,092,260).

## 11. DEFERRED CAPITAL FUNDING

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

The deferred capital funding consists of the following:

| <i>(in thousands of dollars)</i>                              | March 31 2021  | March 31 2020  |
|---|----------------|----------------|
| Used for acquisitions:  |                |                |
| Deferred capital contributions from non-government sources    | 1,403          | 1,905          |
| Deferred capital funding through parliamentary appropriations | 152,045        | 156,946        |
|   | <b>153,448</b> | <b>158,851</b> |

Changes in the deferred capital funding balance are as follows:

| <i>(in thousands of dollars)</i>    | March 31 2021  | March 31 2020  |
|-------------------------------------|----------------|----------------|
| Balance, beginning of the year      | 158,851        | 162,879        |
| Add: Capital asset acquisitions     | 2,743          | 4,248          |
| Less: Capital asset disposals       | (1)            | -              |
|                                     | 2,742          | 4,248          |
| Less amounts recognized as revenue: |                |                |
| Contributions                       | (501)          | (501)          |
| Parliamentary appropriations        | (7,644)        | (7,775)        |
|                                     | (8,145)        | (8,276)        |
| <b>Balance, end of the year</b>     | <b>153,448</b> | <b>158,851</b> |



## 12. INVESTMENT IN CAPITAL ASSETS

The investment in capital assets consists of the following:

| <i>(in thousands of dollars)</i> | March 31 2021   | March 31 2020   |
|----------------------------------|-----------------|-----------------|
| Capital assets                   | 164,365         | 170,769         |
| Less amounts financed by:        |                 |                 |
| Capital lease                    | (22,768)        | (23,943)        |
| Deferred capital funding         | (153,448)       | (158,851)       |
|                                  | <b>(11,851)</b> | <b>(12,025)</b> |

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

| <i>(in thousands of dollars)</i>                            | March 31 2021 | March 31 2020 |
|---|---------------|---------------|
| Capital asset additions                                     | 2,743         | 4,248         |
| Less: capital asset disposals                               | (1)           | -             |
|   | 2,742         | 4,248         |
| Add: repayment of obligation under capital lease            | 1,175         | 1,065         |
| Less: capital assets financed with deferred capital funding | (2,743)       | (4,248)       |
| Capital assets purchased with the Corporation's funds       | 1,174         | 1,065         |
| Amortization of deferred capital funding                    | 8,145         | 8,276         |
| Amortization of capital assets                              | (9,145)       | (9,281)       |
| <b>Net change in investment in capital assets</b>           | <b>174</b>    | <b>60</b>     |

## 13. ENDOWMENT RESTRICTIONS

An endowment fund for Systematic Entomology was received from Anne and Henry Howden in the principal amount of \$305,000, as well as a significant entomological collection. The endowment was established to enable professional studies and research of entomological collections for the Corporation. The principal amount was transferred to the OCF in 2014. In the event that the Corporation decides not to maintain entomological collections, the Systematic Entomology Endowment Fund shall be transferred, along with any entomological collections, to the Royal Ontario Museum.

On February 23, 2017, the Corporation received a large philanthropic gift of \$4 million from the Ross Beaty family in Vancouver, which will enhance the Museum's national research and collections efforts focused on species discovery. One million of the \$4 million gift was endowed through the OCF to create the Beaty Post-Doctoral Fellowship for Species Discovery, which will fund post-doctoral scientists to investigate species at risk. For the remaining \$3 million, the Corporation established a spend-down fund within the OCF as detailed in Note 5.

The net investment income earned on resources held for endowment during the year is \$55,388 (2019-20 - \$55,678). The total accumulated amount of deferred investment income earned is \$110,704 (2019-20 - \$92,794). During the year, \$37,478 was recognized in the Statement of Operations (2019-20 - \$48,059).

## 14. PARLIAMENTARY APPROPRIATIONS

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

| <i>(in thousands of dollars)</i>  | 2021          | 2020          |
|---|---------------|---------------|
| <b>Appropriations received and receivable:</b>  |               |               |
| Operating and capital budgets   | 32,738        | 28,981        |
| Supplementary budgets   | 2,165         | 72            |
|   | <b>34,903</b> | <b>29,053</b> |
| Portion of parliamentary appropriations received in current year deferred for future capital projects | (2,994)       | (3,888)       |
| Previous year's appropriations used in current year to complete specific projects                     | 3,888         | 4,715         |
| Appropriations used to purchase depreciable capital assets  | (2,743)       | (4,202)       |
| Amortization of deferred capital funding  | 7,644         | 7,775         |
| <b>Appropriations recognized during the year</b>  | <b>40,698</b> | <b>33,453</b> |

## 15. ADMISSION AND PROGRAM FEES

Admission and program fees are comprised as follows:

| <i>(in thousands of dollars)</i>       | 2021       | 2020         |
|--|------------|--------------|
| Admission fees - general               | 324        | 3,026        |
| Admission fees - temporary exhibitions | 38         | 814          |
| Memberships                            | 283        | 693          |
| Programs                               | 3          | 636          |
|  | <b>648</b> | <b>5,169</b> |

## 16. ANCILLARY OPERATIONS

Ancillary operations are comprised as follows:

| <i>(in thousands of dollars)</i> | 2021       | 2020         |
|----------------------------------|------------|--------------|
| Parking                          | 129        | 903          |
| Rental of facilities             | 13         | 664          |
| Boutique revenues                | 106        | 677          |
| Cafeteria leases                 | -          | 69           |
|                                  | <b>248</b> | <b>2,313</b> |

## 17. CONTRIBUTIONS

Contributions are comprised as follows:

| <i>(in thousands of dollars)</i>    | 2021         | 2020         |
|-------------------------------------|--------------|--------------|
| Cash contributions and sponsorships | 1,491        | 1,533        |
| In-kind sponsorships                | -            | 408          |
| Specimen donations                  | 116          | 1,692        |
| Contributions                       | <b>1,607</b> | <b>3,633</b> |
| Contributions from the Foundation   | 383          | 170          |
|                                     | <b>1,990</b> | <b>3,803</b> |

## 18. RELATED PARTY TRANSACTIONS

The Corporation is related to all Government of Canada departments, agencies and Crown corporations. In addition to those related party transactions disclosed in Note 19, the Corporation conducted transactions with these entities in the normal course of operations, under the same terms and conditions that applied to outside parties and recorded at the exchange amount.

| <i>(in thousands of dollars)</i>                           | 2021       | 2020      |
|--|------------|-----------|
| <b>Revenues from Government of Canada related parties:</b> |            |           |
| Contributions  | 500        | -         |
| Ancillary operations                                       | 1          | -         |
| Other  | 24         | 35        |
|  | <b>525</b> | <b>35</b> |

| <i>(in thousands of dollars)</i>                           | 2021         | 2020         |
|--|--------------|--------------|
| <b>Expenses with Government of Canada related parties:</b> |              |              |
| Personnel costs  | 1,362        | 1,652        |
| Real property taxes  | 1,173        | 1,177        |
| Marketing and communications                               | 11           | 8            |
| Information management, infrastructure and systems         | 11           | 13           |
| Professional and special services                          | 1            | 4            |
| Freight and cartage  | 3            | 10           |
| Repairs and maintenance                                    | 2            | 1            |
|  | <b>2,563</b> | <b>2,865</b> |

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

| <i>(in thousands of dollars)</i> | <b>2021</b> | <b>2020</b> |
|----------------------------------|-------------|-------------|
| Due from related parties         | 122         | 332         |
| Due to related parties           | 527         | 335         |

Services received by the Corporation without charge include audit services from the Office of the Auditor General of Canada and pension services from Public Services and Procurement Canada as indicated in Note 2B.

The Corporation's related parties also include its key management personnel which consist of 5 members of its senior management team, and 11 members of its Board of Trustees as well as their immediate family members. Transactions with these individuals, excluding compensation arrangements, include contributions of \$45,125 (2019-20 - \$49,275), recorded at exchange amounts.

## 19. CANADIAN MUSEUM OF NATURE FOUNDATION

The Canadian Museum of Nature Foundation (the "Foundation") was incorporated under *the Canada Not-for-profit Corporations Act* on November 29, 2016. The purpose of the Foundation is to receive and maintain funds and to transfer from time to time all or part therefor or the income therefrom to the Corporation. This is a separate and distinct legal entity and non-share Capital Corporation. On September 28, 2017, the Foundation received its registered charitable status under the *Income Tax Act*.

The Foundation's role is to design and implement a strategy and development plan that will raise as much financial support as possible to advance the mandate and vision of the Corporation with a focus on major donations. In 2020-21, the Foundation received \$1,019,526 (2019-20 - \$1,030,517) and made a contribution to the Corporation of \$383,439 (2019-20 - \$170,000).

The Corporation and the Foundation are related by virtue of the Corporation's economic interest in the Foundation. The Corporation is considered to have significant influence based on the Foundation's purpose being integrated with that of the Corporation, the Corporation's involvement in the Foundation strategic planning, the development of the Foundation's fundraising priorities, and the significant amount of funds to be raised by the Foundation for the benefit of the Corporation.

In 2020-21, direct expenses related to the setting up of the Foundation absorbed by the Corporation and recorded directly in the Corporation's financial statements were in the amount of nil (2019-20 - \$4,922).

The Corporation does not allocate the costs relating to building and equipment maintenance, administration services, and information technology to other functions of the Corporation and to the Foundation. These administrative support costs provided without charge to the Foundation are estimated at \$143,000 (2019-20 - \$37,280). The financial statements of the Foundation have not been consolidated in the Corporation's financial statements and are available upon request.

As of March 31, 2021, the amount due from the Foundation to the Corporation was \$28,314 (2019-20 - nil).

## 20. CONTRACTUAL OBLIGATIONS

As of March 31, 2021, the Corporation has contracts for the operation and maintenance of the building, professional and special services, information management infrastructure and systems, marketing and communications, and exhibitions with a remaining value of \$6,954,000 (2019-20 – \$5,901,000). Estimated future minimum payments under these contracts for the next 5 years are as follows:

| <i>(in thousands of dollars)</i> | 2022  | 2023 | 2024 | 2025 | 2026 |
|----------------------------------|-------|------|------|------|------|
| Future minimum payments          | 5,423 | 837  | 307  | 67   | 369  |

## 21. CONTRACTUAL RIGHTS

As of March 31, 2021, the Corporation has various revenue contracts including rentals of public spaces, leases of office and storage space, collection management and care services, food services agreements and travelling exhibition fees.

Major contractual rights that will generate revenues in future years and that can be reasonably estimated are summarized in the table below. As of March 31, 2021, the estimated future minimum receipts under these contracts amounts to \$1,452,000 (2019-20 – \$680,000). The estimated future minimum receipts under these contracts for the next 5 years are as follows:

| <i>(in thousands of dollars)</i>            | 2022       | 2023       | 2024       | 2025       | 2026       |
|---|------------|------------|------------|------------|------------|
| Lease space at the National Heritage Campus | 148        | -          | -          | -          | -          |
| Collection management and care              | 452        | 207        | 211        | 215        | 219        |
|   | <b>600</b> | <b>207</b> | <b>211</b> | <b>215</b> | <b>219</b> |

## 22. CONTINGENCIES

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability and an expense are recorded in the Corporation's financial statements.

As of March 31, 2021, and March 31, 2020, there were no claims against the Corporation.

## 23. FINANCIAL INSTRUMENTS

### Financial Risk Management

The Corporation has exposure to the following risks from its use of financial instruments: credit risk, market risk and liquidity risk.

The Corporation uses an enterprise risk management approach to manage risks proactively and prudently. The Corporation's Board of Trustees and Management ensure that an accountability regime, a governance structure, and systems are in place to appropriately manage risks through the systematic consideration of risk at the functional level. Management, in a timely and proactive manner will identify, assess, mitigate and monitor risks that may prevent the Corporation from achieving its objectives and priorities.

#### i) Credit risk

The credit risk is one party to a financial instrument that causes a financial loss for the other party by failing to meet its financial commitments. Such risks arise principally from certain financial assets held by the Corporation consisting of accounts receivable, cash and cash equivalents (unrestricted and restricted) and investments (unrestricted and restricted).

The maximum exposure to credit risk of the Corporation at March 31, 2021 is the carrying value of these assets.

#### Accounts receivable

The Corporation is exposed to credit risk, through its normal commercial activities, on its accounts receivable of \$451,000 (2019-20 - \$966,000). Accounts receivables from Government of Canada departments, agencies and Crown corporations comprise 27% (2019-20 -34%) of the Corporation's accounts receivable, and no allowance has been provided for these amounts. In order to reduce this risk, the Corporation closely monitors the issuance of credit and collection of commercial clients, and the concentration of this risk is also minimized because the Corporation has a large and diverse customer base.

As at March 31, 2021, \$3,617 receivables were past due (2019-20 - \$51,644), an allowance of \$1,925 has been provided (2019-20 - \$412 provided). The allowance for doubtful accounts is based on an account by account analysis that considers the aging of the account and the current creditworthiness of the customer. Accounts which have exceeded 120 days are considered past due.

#### Cash, investments, and restricted cash and investments

The Corporation manages its credit risk surrounding cash, investments, and restricted cash and investments by dealing solely with reputable banks and organizations and utilizing an investment policy and risk management framework to guide their investment decisions. During 2017-2018, the Corporation invested \$3 million contributions and \$1 million cash to earn investment income with the objective to maintaining safety of principal and maximizing earnings while meeting the Museum's needs. The Corporation monitors the performance and the status of its investments on a quarterly basis. In a year of negative investment performance, the Corporation may decide to hold the distribution of the capital and investment income of its funds to a further year with a positive return in order to mitigate credit risk. No funds were paid out to the Corporation during 2020-21 (2019-20 - \$1.5 million).

## **ii) Liquidity risk**

Liquidity risk is the potential inability to meet financial obligations as they become due. The Corporation manages this risk by maintaining detailed cash forecasts, as well as long-term operating and strategic plans. The management of liquidity requires a constant monitoring of expected cash inflows and outflows which is achieved through a forecast of the Corporation's liquidity position, to ensure adequacy and efficient use of cash resources. The Corporation's financial liabilities are due within three months of the date of the Statement of Financial Position.

## **iii) Market risk**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices, whether those changes are caused by factors specific to the individual financial instrument of its issuer, or factors affecting all similar financial instruments traded in the market. The Corporation is exposed to market risk on its investments and restricted investments. The Corporation monitors closely the performance of its investments and restricted investments to ensure market risks are being mitigated.

In a year of negative investment performance, the Corporation may decide to hold the distribution of the capital and investment income of its funds to a further year with a positive return. Market risks comprise three types of risk: Currency risk, Interest rate risk, and Price risk.

### **Currency risk**

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Corporation is exposed to currency risk on its investments and restricted investments. Currency risk is managed by hedging the portfolio with forward currency contracts or through portfolio diversification which acts as a hedge on its own. The Corporation's currency risk is not considered significant.

### **Interest rate risk**

Interest rate risk is the risk that the fair value of future cash flows of a fixed income investments will fluctuate because of changes in market interest rates. The Corporation is exposed to interest risk on its investments and restricted investments. The Corporation's interest rate risk is not considered significant.

### **Price risk**

Price risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. The Corporation is exposed to price risk on its investments and restricted investments. Price risk is managed through portfolio diversification. The Corporation's price risk is not considered significant.

## 24. EMPLOYEE ADVANCES

On January 10, 2018, the Corporation implemented payment in arrears, an industry-standard payroll practice. All employees who were paid on a bi-weekly basis under the previous payroll system, received a one-time transition payment in the same manner as their regular pay. The transition payment ensured that no employee would experience financial hardship because of the transition to payment in arrears. This one-time payment was equal to an employee regular pay received on December 28, 2017 and recorded as employee advances on the Statement of Financial Position. The Corporation will recover this payment when the employee leaves. The recovered amount will include all applicable deductions.

As at March 31, 2021, employee advances due to the transition to payment in arrears amount to \$431,235 and no allowance has been provided for this amount ( 2019-20 - \$476,252).

## 25. SUMMARY OF EXPENSES BY OBJECT

| <i>(in thousands of dollars)</i>                  | <b>2021</b>   | <b>2020</b>   |
|---|---------------|---------------|
| Personnel costs                                   | 15,932        | 16,044        |
| Amortization of capital assets                    | 9,145         | 9,281         |
| Operation and maintenance of buildings            | 3,711         | 3,930         |
| Professional and special services                 | 2,672         | 3,975         |
| Interest on capital lease obligation              | 2,326         | 2,436         |
| Real property taxes                               | 2,317         | 2,293         |
| Information management infrastructure and systems | 1,359         | 1,599         |
| Repairs and maintenance                           | 567           | 865           |
| Marketing and communications                      | 499           | 1,167         |
| Exhibitions                                       | 133           | 1,055         |
| Objects for collections                           | 118           | 5,215         |
| Cost of goods sold - natureBOUTIQUE               | 51            | 332           |
| Travel  | 37            | 569           |
| Freight and cartage                               | 23            | 89            |
| Other   | 128           | 273           |
|   | <b>39,018</b> | <b>49,123</b> |

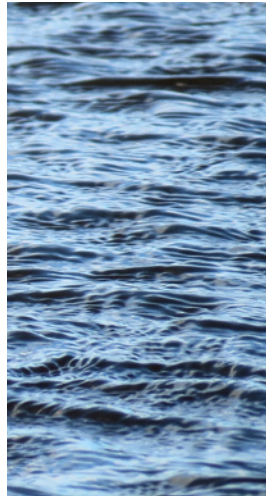


## 26. COVID-19 AND SUBSEQUENT EVENTS

On March 11, 2020, the WHO declared the COVID-19 outbreak as a pandemic based on the rapid increase in exposure globally. As a result of this, effective March 14, 2020, and based on public health recommendations, the Corporation along with the other National Museums made the decision to close the Museums across Canada to visitors and all other groups until September 5, 2020. Following provincial requirements, the Museum closed once more effective December 26, 2020, until February 15, 2021, inclusively. The Museum closed once again starting April 3, 2021, until further notice. Internal operations such as research, exhibit development and essential services such as animal care have continued throughout the period of closure.

The Corporation has considered the impact of this event on the valuation of its assets and has determined that assets are appropriately valued and that no impairments are required.

The pandemic and closure have had and will continue to have a significant impact on the Corporation's revenue generation and operations. The duration and impact of the COVID-19 pandemic remain unclear at this time. It is not possible to reliably estimate the full effect of the outbreak on the Corporation results of operations and financial condition at this time. Management is actively monitoring the effect on the Corporation's financial condition and probing ways to address potential future financial impacts. The Corporation received \$5.9 million in 2020-21 from the federal government in COVID-19 emergency support funding to help it maintain essential services and be ready to reopen its doors to the public once precautionary measures are lifted. Furthermore, Budget 2021 presented by the Government of Canada on April 19, 2021, included \$66 million in proposed funding to be allocated amongst Canada's six national museums and the National Battlefields Commission from 2021-22 to 2025-26 to address financial pressures caused by COVID-19 and program integrity issues.



## **Canadian Museum of Nature**

nature.ca

## **Victoria Memorial Museum Building**

240 McLeod Street, Ottawa, Ontario

## **Natural Heritage Campus**

1740 Pink Road, Gatineau, Quebec

## **Information**

613-566-4700 or 1-800-263-4433