

The background image shows a grand, multi-level interior space, likely a museum or a large hall. A prominent feature is a wide, ornate staircase with a glass railing, leading to an upper level. Several people are visible on the staircase. In the foreground, a large, diverse group of people is seated on the floor, facing towards the back of the room. The architecture is classical, with high ceilings, arched doorways, and decorative elements. The overall atmosphere is one of a significant public event or gathering.

THEY CAME FROM FAR AND WIDE ...

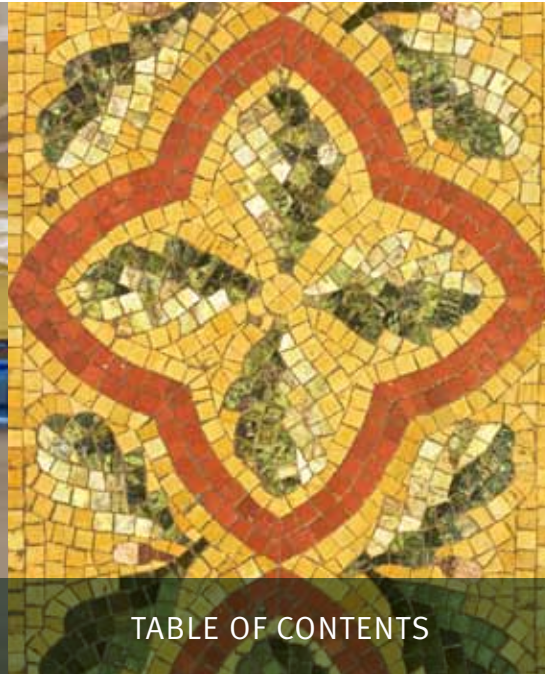
2010–2011 ANNUAL REPORT

Canada

 Canadian Museum of  
Musée canadien de la  
**NATURE**



... TO HELP CELEBRATE THE REBIRTH  
OF A NATIONAL TREASURE



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## MESSAGE FROM THE CHAIR

On behalf of the Board of Trustees of the Canadian Museum of Nature I am pleased to present the 2010–2011 Annual Report. This past year was a strong year for the Museum as clearly demonstrated by the successful reopening of the Victoria Memorial Museum Building in May 2010 after a multi-year \$216 million renovation that resulted in an unprecedented increase in public attendance. This significant milestone will enable the Museum to better fulfill its mandate and achieve its vision in the future.

As Canada's national natural history museum, it must remain first and foremost a scientific institution, capable of undertaking vital collections-based research and communicating this research to the public. As part of its mandate and the strategic directions, the Museum is also committed to creating greater public education by increasing outreach activities and leveraging partnership opportunities.

My fellow Trustees and I work hard to ensure that the Museum benefits from our governance, oversight and support. In order for the Museum to deliver on its mandate, it must have a cooperative and constructive relationship with the Government of Canada through the Minister of Canadian Heritage and Official Languages, as with Central Agencies. The Museum has made every effort to cultivate these relationships.

The search for a new President and CEO was a top priority for the Board of Trustees this past year. The Board is pleased that the Minister of Canadian Heritage and Official Languages announced the appointment of Margaret Beckel as the new leader for the Canadian Museum of Nature starting June 6, 2011. Her proven leadership and operational skills and vast knowledge of museums, arts and culture will greatly benefit the Museum in achieving its strategic vision.

We are indebted to the former President and CEO Joanne DiCosimo who retired in July 2010 for the expertise and diligence she displayed over her thirteen years with the Museum. We would also like to acknowledge the leadership of Maureen Dougan who served as Interim President and CEO from July 2010 until her retirement in January 2011. In addition we would like to thank the Museum's management and staff for their dedication and efforts over the course of the year.

We said farewell to two Board members: Vice Chair Dr. Dana Hanson of Fredericton, New Brunswick and Jeffrey Turner of Ottawa, Ontario. I would like to express my gratitude to both of them and acknowledge their very valuable contributions to the Museum. The Museum also welcomed two new Board members: Nicholas Offord from Toronto, Ontario as Vice-Chair and Alice McCarron from Halifax, Nova Scotia.

The Board of Trustees would like to thank the Government of Canada for its continued support of the Museum as demonstrated by the additional "one time" funding of \$3 million included in Budget 2010, for which the Museum is very appreciative. Advances in accomplishing the Museum's objectives and fulfilling its vision of national service could not have been realised without its welcomed investment.

In closing, the Museum has a significant national mandate and remains committed to ensuring that the significant investment of \$216 million made by the Government of Canada to restore this historical national natural history museum is of benefit to all Canadians. As a result, the Museum is poised to begin taking steps to fulfill this important mandate. Under the leadership of the incoming President and CEO Margaret Beckel, with the expertise of management and staff, the guidance of the Board of Trustees, and the support of the Government of Canada, I am confident and optimistic about the future of the Canadian Museum of Nature.

FLORENCE MINZ

*Chair, Board of Trustees*



## MESSAGE FROM THE INTERIM PRESIDENT AND CHIEF EXECUTIVE OFFICER

A major highlight for the 2010–2011 Annual Report for the Canadian Museum of Nature is the reopening of the fully renovated Victoria Memorial Museum Building on May 22, 2010. The reopening resulted in heightened public interest and record-breaking public attendance of 518,000 in 2010–2011. This is more than double past attendance levels and allowed the Museum to surpass its target of generating revenue equivalent to 15 percent of its base operating costs a year ahead of schedule.

Two new permanent galleries were unveiled during reopening weekend: the *RBC Blue Water Gallery* and the *Vale Earth Gallery* with an aim to educate and inspire Canadians about the need for wise stewardship of the natural environment. In addition, *Animalium*, a new space housing a live collection has proved very popular with families. Nine special exhibitions were also featured throughout the year to build upon the momentum experienced with the reopening. Interpretation programmes in support of permanent galleries and special exhibitions were developed, as were new programmes intended to encourage broader base attendance at the Museum, such as the *Museum by Night* programming targeting adult audiences.

In recognition of the International Year of Biodiversity, the Museum led a successful symposium on Arctic biodiversity, which underlined the impact of climate change in the North and highlighted important research conducted during International Polar Year 2007–2009. Building upon Museum expertise, the Museum created two *Museum Research Centres of Excellence*, specialising in Arctic Flora and Species Discovery. And as a founding member of the Alliance of Natural History Museums of Canada, the Museum led the development of a strategy to document the growing national inventory of natural history assets held by the 16 members of the Alliance.

Also this past year, the Museum developed a performance measurement framework and an accompanying balanced scorecard that the institution can use to define and measure the success of its strategies and the achievement of its objectives, in order to focus more heavily on the measurement of outcomes. This balanced scorecard approach will enable the Museum to measure its impact on target audiences and exemplify the Museum's commitment to the principles of accountability, corporate responsibility and fiscal prudence.

We look forward to the new executive leadership that will be in place in 2011–2012, one that will revisit the Museum's direction and framework for the Strategic Plan during 2011–2012 as we continue to build upon the successes experienced since the reopening of the Victoria Memorial Museum Building.

I would like to take this opportunity to acknowledge Maureen Dougan, the former Vice President, Corporate Services and Chief Operating Officer who retired this past year. Her significant contributions during her eight years at the Museum, including her efforts related to the renovations of the Victoria Memorial Museum Building, are greatly appreciated.

In my short time in this interim role, I have been impressed by the dedication, and skills of Museum staff. I would like to take this opportunity to recognize all of their efforts over the last year.

MICHEL HOULE

*Interim President and Chief Executive Officer*

# PERFORMANCE HIGHLIGHTS



## REOPENING OF THE VICTORIA MEMORIAL MUSEUM BUILDING

The reopening of the fully renovated Victoria Memorial Museum Building in May 2010, with new galleries, revamped programmes, and improved visitor amenities resulted in an unprecedented increase in public attendance and revenues. Coupled with a very successful marketing campaign, public awareness of the Museum was visibly enhanced. Attendance for 2010–2011 surpassed targeted levels with 518,000 visitors, more than double the average of past years and revenue targets saw increases of 126 percent. The Museum's market share vis-à-vis the national museums in the National Capital Region increased from fifth position to second, a significant accomplishment.



## ROYAL VISIT

Public awareness and interest in the Museum was heightened by the visit of Her Majesty Queen Elizabeth II and His Royal Highness, the Duke of Edinburgh, on June 30, 2010. During their visit, Her Majesty unveiled a plaque and proclaimed the Building's glass tower to be the "Queens' Lantern." The new name for the stunning architectural feature honours two great monarchs, Her Royal Majesties Queen Elizabeth II and Queen Victoria, and also celebrates the century of remarkable history associated with the Building.

## NEW SIGNATURE GALLERIES

With the significant contributions from the successful *Natural Partnerships* fundraising campaign, the Museum was able to feature two new signature galleries in 2010–2011.

- The *RBC Blue Water Gallery*, which explores the diversity of freshwater and marine life in Canada, with a complete 65-foot skeleton of an adolescent blue whale as its centrepiece, was an exciting and popular addition to the Museum's signature galleries.
- Phase 1 of The *Vale Earth Gallery*, a specimen-rich showcase of more than 1,000 rocks and minerals, underlines the benefits of geology and mineralogy to everyday life.

As well, *Animalium*, a new and very popular space in the Victoria Memorial Museum Building, houses a live collection of insects, arachnids, slugs and other small creatures.

## NEW PROGRAMMES INITIATED

Building upon the successes of the reopening in May, the Museum initiated the *Museum by Night* programmes aimed to attract new adult audiences to diversify the Museum's existing audience base. This included Café Scientifique evenings with dinner and lectures by scientists, haunted historical tours in October and various other adult-focused programme offerings throughout the year.



## FOCUS ON THE ARCTIC

Through its role in research, in conserving the physical record of the natural world, and in training new experts, the Museum is seen by scientists and the general public as a respected and important source of natural history information and expertise. Through its strong programme of Arctic research, work continued on the documentation of the baseline natural history information on Arctic plants and mineralogy. Highlights in 2010–2011 included an Arctic Biodiversity Symposium in recognition of International Biodiversity Year led by the Museum, which underlined the impact of climate change in the North, highlighted some important research conducted during International Polar Year 2007–2009 and explored pressing issues and strategic priorities that require further research.

## SPECIES DISCOVERY

Museum researchers discovered 107 new species of insects, animals and plants in 2010–2011. They also examined newly introduced species in Southeast Australia, collaborated on the study of a variety of fossil reptiles in China, studied the paleobiology of marine reptiles in Alberta, British Columbia and Manitoba, organized the paleobiological and anthropological findings of the Maplebank study in Victoria, and studied the spread of native and invasive marine species of mussels and clams on the west coast of Vancouver Island.

# HISTORY

## *A Long and Proud History*

The Canadian Museum of Nature originated in the Geological Survey of Canada, formed in 1842 by Sir William Logan. In 1851, Sir William developed a beautiful display of Canadian minerals of economic interest for the Great Exhibition of 1851 in London, England. The Survey's first exhibition work was enormously successful. "Of all the British colonies," the Exhibition Committee declared, "Canada is that whose exhibition is the most interesting and the most complete." Sir William's enormous success in London strengthened public support for the Survey, and set a precedent for the Museum's popular travelling exhibitions. In 1856, Parliament mandated the Geological Survey to publicly display its growing natural science collections. The collections moved into a mansion on St. Gabriel Street, which had been owned by Peter McGill, President of the Bank of Montreal. This building became the Museum's home for the next 30 years until it moved to George Street in Ottawa's Byward Market in 1881.





## FIRST PURPOSE-BUILT NATIONAL MUSEUM

Commissioned by Sir Wilfrid Laurier, the Victoria Memorial Museum Building commemorates Queen Victoria, who died in 1901. The building opened its doors to the public in 1912 with spectacular exhibits of Canadian minerals, birds and fossils in beautiful new display cases. The skeleton of *Edmontosaurus* was the first dinosaur mounted for public display in Canada in 1913 and is now on view in the *Talisman Energy Fossil Gallery*. The bulk of the Museum's collections of dinosaurs were discovered by Charles M. Sternberg in southwestern Alberta.

## PARLIAMENTARY CONNECTIONS

After a fire destroyed the Centre Block of the Parliament Buildings in 1916, the seat of government moved temporarily to the Victoria Memorial Museum Building. The House of Commons sat in the Auditorium for four years while the Senate occupied the East Wing.

## NEW BEGINNINGS

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

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

## A FRESH FACE

Cross-Canada consultations and a comprehensive strategic planning process resulted in a new vision of the national role and service of the Canadian Museum of Nature. The Museum realized this vision in tandem with the renewal of its exhibition site, the Victoria Memorial Museum Building, which was officially reopened to the public on May 22, 2010.



The rehabilitation work began in spring 2004, proceeded in phases and was completed in 2010. The Victoria Memorial Museum Building's 100<sup>th</sup> anniversary coincided with the completion of extensive rehabilitation during which the building was radically transformed and a new Strategic Plan for the Canadian Museum of Nature marked a new phase of the organization's evolution. A magnificent glass lantern was installed at the building's entrance and renovated facilities throughout the Victoria Memorial Museum Building have increased not only the visitor experience, but also the Museum's opportunity to capitalize on modern technology and increase revenues by renting the venue for special occasions. Several new exhibitions, including renewed *Vale Earth* and *RBC Blue Water* galleries were constructed to complement the building's reopening in May 2010.

# YEAR IN REVIEW

## *Performance against Objectives*

Throughout 2010–2011, the Canadian Museum of Nature continued to build on a strong foundation of scientific investigation, national service and fiscal responsibility. The Museum initiated the year with the completion and very successful reopening of the Victoria Memorial Museum Building after six years of extensive renovations.



## STRATEGIC OBJECTIVE 1: KNOWLEDGE

To develop innovative approaches that increase awareness of Canada's natural environment based upon research and collections programmes.

### OBJECTIVE OUTCOME:

The Canadian Museum of Nature is recognized as a credible and comprehensive source of knowledge.

### ACCOMPLISHMENTS

#### Increasing the Understanding of Canada's Biodiversity

Several significant advances were made in 2010–2011 to promote, highlight and expand the scientific leadership, knowledge and expertise of the Museum.

The Museum identified Arctic Research and Species Discovery as the two broad themes and areas of scientific leadership that encapsulate its research capacity.

Two *Museum Research Centres of Excellence* were then established with the assistance of Budget 2010 funds, covering Arctic Flora and the Species Discovery Project, an initiative to pursue accelerated digitization of Museum specimens.



#### Arctic Research

Museum experts completed a successful year of a multi-year project to document the flora of the Arctic. Almost 2,000 new collections (and over 5,000 specimens) were acquired through fieldwork on Victoria Island and the Belcher Islands. The project on the Belcher Islands was part of an International Polar Year initiative to work with native communities and learn from Aboriginal people's interest in and knowledge of plants. By establishing the Arctic Flora project as a centre of excellence, the Museum will be able to coordinate and lead a more comprehensive effort involving international experts to document the plants of the Arctic and to widely disseminate this knowledge through publications, freely available online databases and workshops and symposia.

## Species Discovery

Museum researchers discovered 107 new species of insects, animals and plants in 2010–2011. They also examined newly introduced species in Southeast Australia, collaborated with colleagues on a variety of fossil reptiles in China, studied the paleobiology of marine reptiles in Alberta, British Columbia and Manitoba, organized the paleobiological and anthropological findings of the Maplebank study in Victoria, and studied the spread of native and invasive marine species of mussels and clams on the west coast of Vancouver Island.



The Museum submitted a manuscript on the mammals of Canada to the publisher University of Toronto Press, and Fitzhenry Whiteside publishers produced the French version of the 2010 release of the book *Beginner's Guide to Minerals and Rocks*.

In 2008, the Museum, through the Minister of Canadian Heritage and Official Languages, asked the Council of Canadian Academies to assemble an Expert Panel to conduct an independent assessment of the state and trends of biodiversity science in Canada. The report explores the state of Canadian taxonomy in three areas: taxonomic expertise, the state of biodiversity collections, and Canada's strength in data sharing. The Expert Panel concluded that Canada is not yet equipped to fully understand the challenges of its biodiversity resources.

Canada continues to have world class researchers and strong student interest in taxonomy, but job openings in taxonomy have virtually ceased and research funding is stagnant. As a result, Canada's international contribution to new species descriptions has fallen from 6<sup>th</sup> in the 1980s to 14<sup>th</sup> in the 2000s.

In recognition of International Biodiversity Year, the Museum led the successful development of a symposium on Arctic biodiversity, which underlined the impact of climate change in the North, highlighted some important research conducted during International Polar Year 2007–2009 and explored pressing issues and strategic priorities that require further research. Approximately 175 people attended the symposium in November, with more than 100 sites registered to watch the Museum's Webcast of the event online.

## Collections

To date, the Museum has been able to digitize 22 percent (672,000 records) of its collections, and was successful in digitizing 10,711 records this year, thus making this information more readily available to the public. A total of 5,829 specimen-lots were added to the Museum's collections this year.

## A National Collections Strategy

The Museum continued its work to implement a national collections strategy in collaboration with partners in the Alliance of Natural History Museums of Canada. With a clear view of the 10.5 million specimens under its direct stewardship, including their strengths and gaps, the Museum moved to Phase 2 of this strategy. A nationwide inventory of the 19 million specimens held by Alliance members has now been established. This inventory will help guide future acquisition and stewardship decisions and forms the basis for a comprehensive record of Canada's mineral and biological diversity.



**Performance Measures: Objective 1 – Knowledge**

1.1	Performance Measure	<b>Impact:</b> Innovative approaches to sharing studies and analyses that increase awareness of Museum collections and research.
	Performance Target	<ul style="list-style-type: none"> <li>• Produce 50 primary research publications per year.</li> <li>• Clients very or highly satisfied at least 80% of the time from timeliness of service and quality of scientific information.</li> <li>• Clients very or highly satisfied at least 80% of the time from service and quality/depth of collection.</li> <li>• Clients very or highly satisfied at least 80% of the time regarding gain of relevant and quality of scientific information.</li> </ul>
	Results Achieved	<ul style="list-style-type: none"> <li>• Produced 86 primary research publications.</li> <li>• Achieved 100% very or highly satisfied from English speaking participants and 73% from French speaking participants with regards to timeliness of service and quality of scientific information provided.</li> <li>• Achieved 100% very or highly satisfied from English speaking participants and 80% from French speaking participants with regards to timeliness of service and quality/depth of collection.</li> <li>• Achieved 78% from English speaking participants and 80% from French speaking participants with regards to relevant and quality of scientific information.</li> </ul>
1.2	Performance Measure	A representative national collection is developed and sustained.
	Performance Target	Collections Development Plan/Strategies ensure the representativeness of the national collection.
	Performance Target	Collections were preserved and documented according to professional standards and displayed and stored in appropriate conditions.
	Results Achieved	<ul style="list-style-type: none"> <li>• Collection acquisitions were measured and processed in relation to the planning documents, with over 5,829 specimen-lots added to the collections, representing a modest year of collection growth.</li> <li>• Environmental conditions required to preserve our collections were generally met.</li> <li>• Capital planning and environmental analysis was completed in order to improve temperature and humidity conditions in the collection pods at the Natural Heritage Building.</li> <li>• Consulted with the Canadian Conservation Institute and other National Museums to benchmark and establish a new perspective on environmental standards.</li> <li>• There were no requests for deaccessions of specimens due to loss or deterioration.</li> </ul>

## STRATEGIC OBJECTIVE 2: EDUCATION AND INSPIRATION

To present the natural world through public education programmes that increase understanding of Canada's changing natural environment.

### OBJECTIVE OUTCOME:

Canadians are making informed choices for the environment.

### ACCOMPLISHMENTS

#### Public Education

This year a National Public Education Strategy was developed and presented for discussion to the Programming Committee. As well, discussions were held in order to confirm and finalize the Museum's Aboriginal Policy. We expect both documents to be approved by the Management Committee once the new Executive leadership is in place.

The Museum continued its active programme of travelling exhibitions across Canada. Considered to be one of the largest natural history travelling programmes of its type in Canada, over 20 travelling exhibits reached 33 communities and approximately 314,000 Canadians across Canada. Of note this year was the launch of the new travelling exhibition *Canada's Waterscapes – Yours to Enjoy and Protect* that also included a national lecture series, "Voice – A Canadian Perspective on Water." The exhibition and lecture series was sponsored by the RBC Blue Water project and presented in partnership with the Canadian Water Network. As well, a partnership with the Canadian Museum of Civilization saw the development of a new travelling exhibition on the Canadian Arctic Expedition of 1913–1918 featuring specimens and artefacts from the Canadian Museum of Nature's Arctic collections. After a year at the Canadian Museum of Civilization, it will tour for three years across Canada.

The successful reopening of the Victoria Memorial Museum Building and heightened public interest was supported by a comprehensive redevelopment of the Museum's public galleries and the mounting of a lively public education programme. During the renovation, over 70,000 square feet of public exhibition space was redeveloped, primarily using funds raised through the *Natural Partnerships* fundraising campaign. The *Talisman Energy Fossil Gallery*, the *Bird Gallery* and the *Mammal Gallery*, opened during October 2006. Opened for May 2010 were:

- The *RBC Blue Water Gallery*, which explores the diversity of freshwater and marine life in Canada, with a complete 65-foot skeleton of an adolescent blue whale as its centrepiece. Preliminary survey results for the *RBC Blue Water Gallery* indicate a visitor satisfaction rating of 80 percent, with 85 percent recommending the gallery to family, friends, and colleagues.
- The *Vale Earth Gallery* (Phase 1), a specimen-rich showcase of more than 1,000 rocks and minerals, most of which have never been displayed publicly before. The gallery underlines the benefits of geology and mineralogy to everyday life.
- *Animalium*, a new space in the Victoria Memorial Museum Building, housing a live collection of insects, arachnids, slugs and other small creatures.

Nine special or temporary exhibitions were featured in 2010–2011: *Frogs – A Chorus of Colours*; *AQUA*; the *Canadian Wildlife Photography of the Year* contest; *Moths at Large*; *Abyss: Life in the Deep Sea*; *Ends of the Earth*; *Ikebana*; *Nature into Sculpture* and *Arctic Kaleidoscope*.

Interpretation programmes in support of these new galleries were developed, as were new programmes intended to encourage a broader base of attendance at the Museum, such as the *Museum by Night* programming.

Performance Measures: Objective 2 – Education and Inspiration		
2.1	Performance Measure	<b>Impact:</b> Public education and outreach efforts deepen understanding and sense of responsibility for Canada’s changing natural environment.
	Performance Target	Score at least 75% on: (a) the Victoria Memorial Museum Building exhibitions educational impact index; (b) the Canadian Museum of Nature website educational impact index.
	Results Achieved	(a) 88% (b) 75%

## STRATEGIC OBJECTIVE 3: PRESENCE

To create unique experiences and increase value for visitors through the renewal of the Victoria Memorial Museum Building and associated programming and services.



### OBJECTIVE OUTCOME:

The Canadian Museum of Nature is a destination of choice for Canadian and international audiences.

### ACCOMPLISHMENTS

#### Reopening of the Victoria Memorial Museum Building

The reopening of the fully renovated Victoria Memorial Museum Building in May 2010, with new galleries, revamped programmes, and improved visitor amenities resulted in an unprecedented increase in public attendance. Coupled with a very successful marketing campaign, public awareness of the Museum was visibly enhanced. Attendance for 2010–2011 has surpassed the targeted levels of 330,000 with 518,000 visitors to the museum. The Museum’s market share vis-à-vis the national museums in the National Capital Region increased from fifth position to second, a significant accomplishment.

## Performance Measures: Objective 3 – Presence

3.1	Performance Measure	<b>Victoria Memorial Museum Building Attendance:</b> Total number of visitors to the Victoria Memorial Museum Building during the period.
	Performance Target	330,000 visitors in 2010–2011
	Result Achieved	518,000 visitors in 2010–2011
3.2	Performance Measure	<b>Value:</b> The value of the Museum’s programmes and services, as perceived by its customers.
	Performance Target	Score at least 75% on the Victoria Memorial Museum Building value proposition satisfaction index.
	Result Achieved	82%
3.3	Performance Measure	<b>Impact of national service and outreach:</b> The ability to reach Canadians and increase access to the programmes of the Museum through its national service role.
	Performance Target	(a) 450,000 visitors to the Canadian Museum of Nature travelling exhibitions; (b) Fourth position determined as website ranking of selected Canada’s natural history museums based on unique visits.
	Results Achieved	(a) Travelling exhibitions were attended by 314,000 individuals short of the 450,000 target. This was a result of tours to communities with smaller population bases. (b) The Museum’s website ranked in first position among Canada’s natural history museums for unique visits.

## STRATEGIC OBJECTIVE 4: PERFORMANCE

To establish leading edge governance practices and corporate systems that support and help finance the Museum’s strategic directions and objectives.

### OBJECTIVE OUTCOME:

The Canadian Museum of Nature is a viable, successful organization.

The Museum hopes to maintain the momentum gained after the reopening of the Victoria Memorial Museum Building to generate enough revenue to sustain revenues equal to 15 percent of base operating costs in 2011–2012 and beyond, an important benchmark identified in its revenue generation framework.

### ACCOMPLISHMENTS

#### A two-year financial plan

In 2010–2011, a two-year financial plan was introduced to cover the funding gap, which has been reduced to \$2.3 million per year due to steps already taken. Strategies were introduced in order to further reduce costs, manage cash and test the institution’s revenue-generating strategies during the first two years of operation of the renovated Victoria Memorial Museum Building. The Museum was successful in achieving the targets included in the two-year financial plan.



## Support from the Government of Canada

In Budget 2010, the Government of Canada recognized the operating pressures that affect national museums. The budget allocated \$3 million in additional “one-time” funding that the Museum used to maintain a balanced budget, maximize revenue, position the Victoria Memorial Museum Building as a destination of choice, and promote, highlight and expand the Museum’s scientific leadership, knowledge and expertise.

## Commercial Operations

In 2010–2011, the Museum welcomed 518,000 visitors, well over its forecast of 330,000 visitors and generated \$5.4 million in revenue. The Museum has established a target of generating revenue equivalent to 15 percent of base operating costs by 2011–2012, a target that was surpassed one year ahead of schedule with revenue equivalent to 18 percent of base operating costs in 2010–2011.

## Natural Partnerships Fundraising Campaign

With the announcement of the two, one million dollar pledges by Vale and the Royal Bank of Canada in May 2010, the campaign surpassed its annual target of one million dollars in pledges. With the assistance of funds raised through the *Natural Partnerships* fundraising campaign, the Museum was able to launch Phase 2 of the *Vale Earth Gallery*, expected to be opened in the Fall of 2012.

## A New Performance Measurement Framework

Also this past year, the Museum developed a performance measurement framework and an accompanying balanced scorecard that the institution will use in future to define and measure the success of its strategies and the achievement of its objectives. The purpose of developing a new performance measurement framework was to focus more heavily on measurement of outcomes, thereby enabling the Museum to start to measure its impact on target audiences and the value it is adding. The framework exemplifies the Museum’s commitment to the principles of accountability, corporate responsibility and fiscal prudence. The Museum will begin reporting under this new framework in 2011–2012. In general, the Museum was on track in meeting all of the performance measures established for this year.

### Performance Measures: Objective 4 – Performance

4.1	Performance Measure	<b>Self-generated Revenue:</b> Revenue from earned and contributed sources as a percentage of base operating costs.
	Performance Target	Self-generated revenue of 15% of base operating costs by 2011–2012.
	Result Achieved	Self-generated revenue was 18% in 2010–2011.
4.2	Performance Measure	<b>Resource utilization</b> facilitated the achievement of the Museum mandate.
	Performance Target	Operating and maintenance costs per gross square metre for both the Natural Heritage Building and the Victoria Memorial Museum Building target is set at \$339.16.
	Results Achieved	The Natural Heritage Building operating costs were at: <ul style="list-style-type: none"> <li>• \$135.63 per square metre,</li> <li>• 68% of average cost of similar administrative and archival facilities as benchmarked in 2009 by the International Association of Museum Facility Administration (IAMFA).</li> </ul> The Victoria Memorial Museum Building operating costs were at: <ul style="list-style-type: none"> <li>• \$193.28 per square metre,</li> <li>• 92% of average cost of similar Natural History Museums as benchmarked in 2009 by the International Association of Museum Facility Administration (IAMFA).</li> </ul> The target of \$339.16 was achieved. The total per square metre of \$328.91 is less than total target of \$339.16.

# OUR PEOPLE

## *Board of Trustees*

The Board of Trustees is the Museum's governing body, responsible to Parliament through the Minister of Canadian Heritage and Official Languages. The 11 members are Governor-in-Council appointees from all regions of Canada. Through accountability and strategic policy and planning frameworks, the Board provides corporate direction and delegates authority to the President and CEO for the management of the Museum. In 2010–2011, the Board met two times in person and held two Board meetings through videoconference. Two special meetings were held through conference calls and one through videoconference. Eleven meetings of the Committees of the Board were held either in person, by conference call or by videoconference.

## STANDING COMMITTEES

### Executive Committee

#### *Florence Minz, Chair*

**Mandate:** The Executive Committee is responsible for maintaining an overview of the activities of the Board of Trustees and its Standing Committees and for conducting the President's and CEO annual performance review. The Executive Committee acts on behalf of the Board between meetings in accordance with Board policy.

### Audit and Finance Committee

#### *Martin Joanisse, 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 Museum's financial reports, and the systems and practices of internal control.

### Community and Government Relations Committee

#### *Chris Nelson, Chair*

**Mandate:** The Community and Government Relations Committee is responsible for raising and sustaining in the national community a positive awareness of the Canadian Museum of Nature, its services and its contributions, and for developing a strategy to support the Museum's efforts to generate revenue.

### Nominating Committee

#### *Nicholas Offord, Chair*

**Mandate:** The Nominating Committee is responsible for Board and Trustee assessment and training, and for recommending individuals to be nominated for appointment or reappointment as Trustees, in accordance with the Treasury Board appointment process for Crown corporations.

### Committee of the Whole Board

#### *Erin Rankin Nash, Chair*

**Mandate:** The purpose of the Committee of the Whole is to provide an opportunity for all Board members to be involved in presentations, discussions and decisions with respect to the Victoria Memorial Museum Building Renewal Project.

## BOARD OF TRUSTEES

#### *Florence Minz*

Chair  
Toronto, Ontario

#### *Nicholas Offord*

Vice Chair  
Toronto, Ontario

#### *Barbara J. Barry*

West Vancouver,  
British Columbia

#### *Lise des Greniers*

Granby, Quebec

#### *Martin Joanisse*

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#### *Alice McCarron*

Halifax, Nova Scotia

#### *Melody McLeod*

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Northwest Territories

#### *Mark Muise*

Yarmouth, Nova Scotia

#### *Erin Rankin Nash*

London, Ontario

#### *Chris Nelson*

Ottawa, Ontario

#### *Harold Robinson*

Edmonton, Alberta

#### *Irene Byrne*

Corporate Secretary

## EXECUTIVE STAFF

#### *Michel Houle*

Interim President and  
Chief Executive Officer

## MANAGEMENT TEAM

#### *Tony Badmus*

A/Director,  
Financial Services

#### *Roger Baird*

Director,  
Collections Services

#### *Carol Campbell*

A/Director,  
Exhibition Services

#### *Marc Chrétien*

Director,  
Facilities Services

#### *Kim Curran*

Director,  
Development and  
Partnership Services

#### *Mark Graham*

Director,  
Research Services

#### *Kim de Grandpré*

A/Director,  
Human Resources Services

#### *Marie Lasnier*

Director,  
Community Services

#### *Elizabeth McCrea*

Director,  
Communications Services

#### *Greg Smith*

Director,  
Information Technology and  
Library Services

# COMMUNICATING RESEARCH RESULTS

## *Research Services And Collections Services Staff*

Museum staff published 56 articles in refereed journals – which have other scientists review all articles submitted before they are accepted for publications – and 19 in non-refereed publications. Museum staff also published a selection of books, reports and other papers. A complete list follows (names in boldface are Museum staff members). Publications are listed in the language in which they are written.



### Refereed Publications

- Procter, E., **R.S. Anderson**, E. Nol, J.M. Girard and S. Richmond. 2010. Ground dwelling weevil (Coleoptera:Curculionidae) communities in fragmented and continuous hardwood forests in south-central Ontario. *Journal of the Entomological Society of Ontario*, 141:69-83.
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- Soreng, R.J., **R.D. Bull** and **L.J. Gillespie**. 2010. Phylogeny and reticulation in *Poa* L. based on plastid trnTLF and nrITS sequences with attention to diploids. Pp. 619-643. In O. Seberg, G. Petersen, A.S. Barfod, J.I. Davis (eds.). *Diversity, Phylogeny, and Evolution in the Monocotyledons*. Aarhus University Press, Aarhus, Denmark.
- Coad, B.W.** and N.G. Bogutskaya. 2010. *Petroleuciscus esfahani*, a new species of fish from central Iran (Actinopterygii: Cyprinidae). *Zootaxa*, 2534:37-47.
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- Consaul, L.L., L.J. Gillespie** and M.J. Waterway. 2010. Polyploid speciation and evolution in Arctic *Puccinellia* (Poaceae: Puccinelliinae) – A review. Pp. 645-662. In O. Seberg, G. Petersen, A.S. Barfod, J.I. Davis (eds.). *Diversity, Phylogeny, and Evolution in the Monocotyledons*. Aarhus University Press, Aarhus, Denmark.
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- Underwood, C.J. and **S.L. Cumbaa**. 2010. Chondrichthyans from a Cenomanian (Late Cretaceous) bonebed, Saskatchewan, Canada. *Palaeontology*, 53:903-944.
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## Reports and Other

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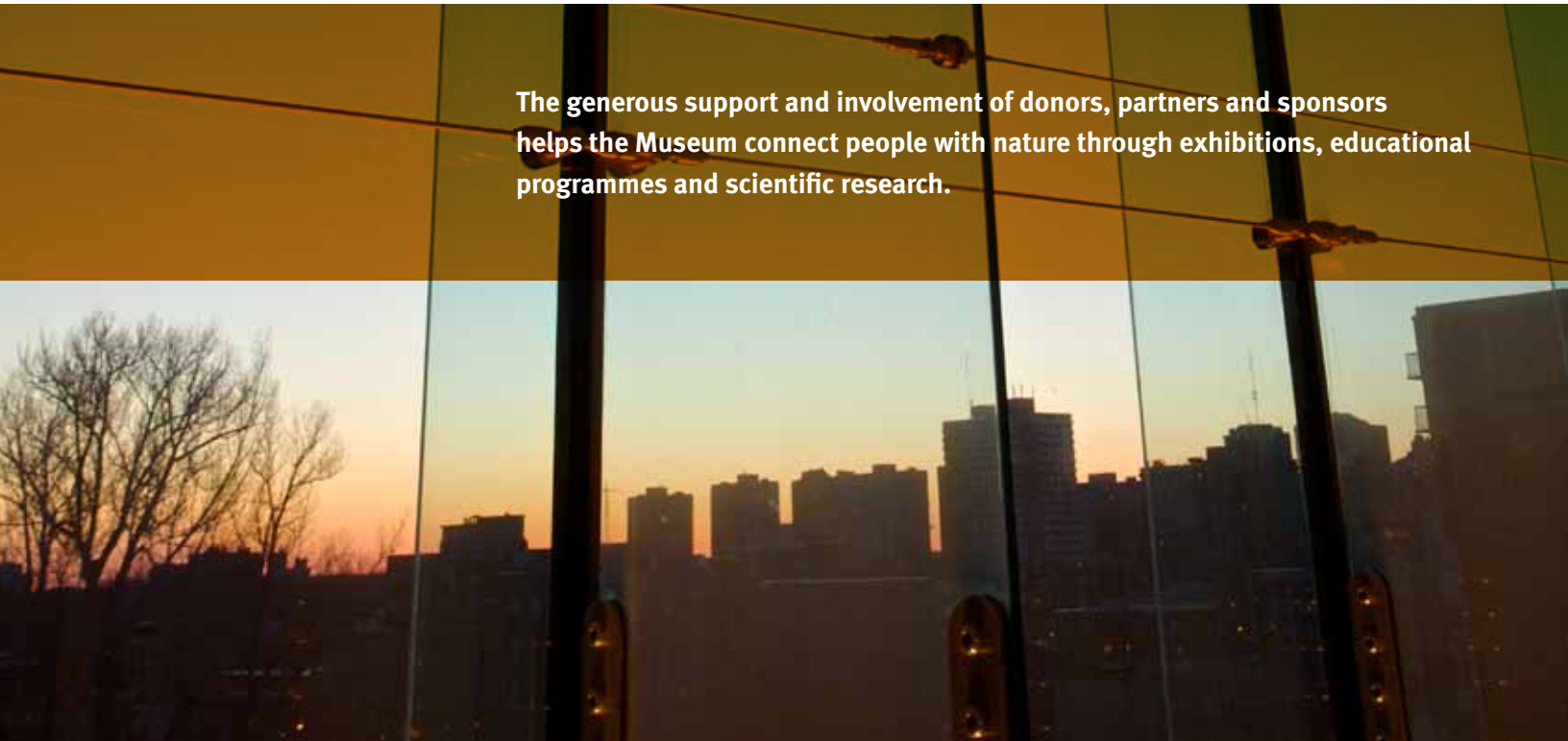
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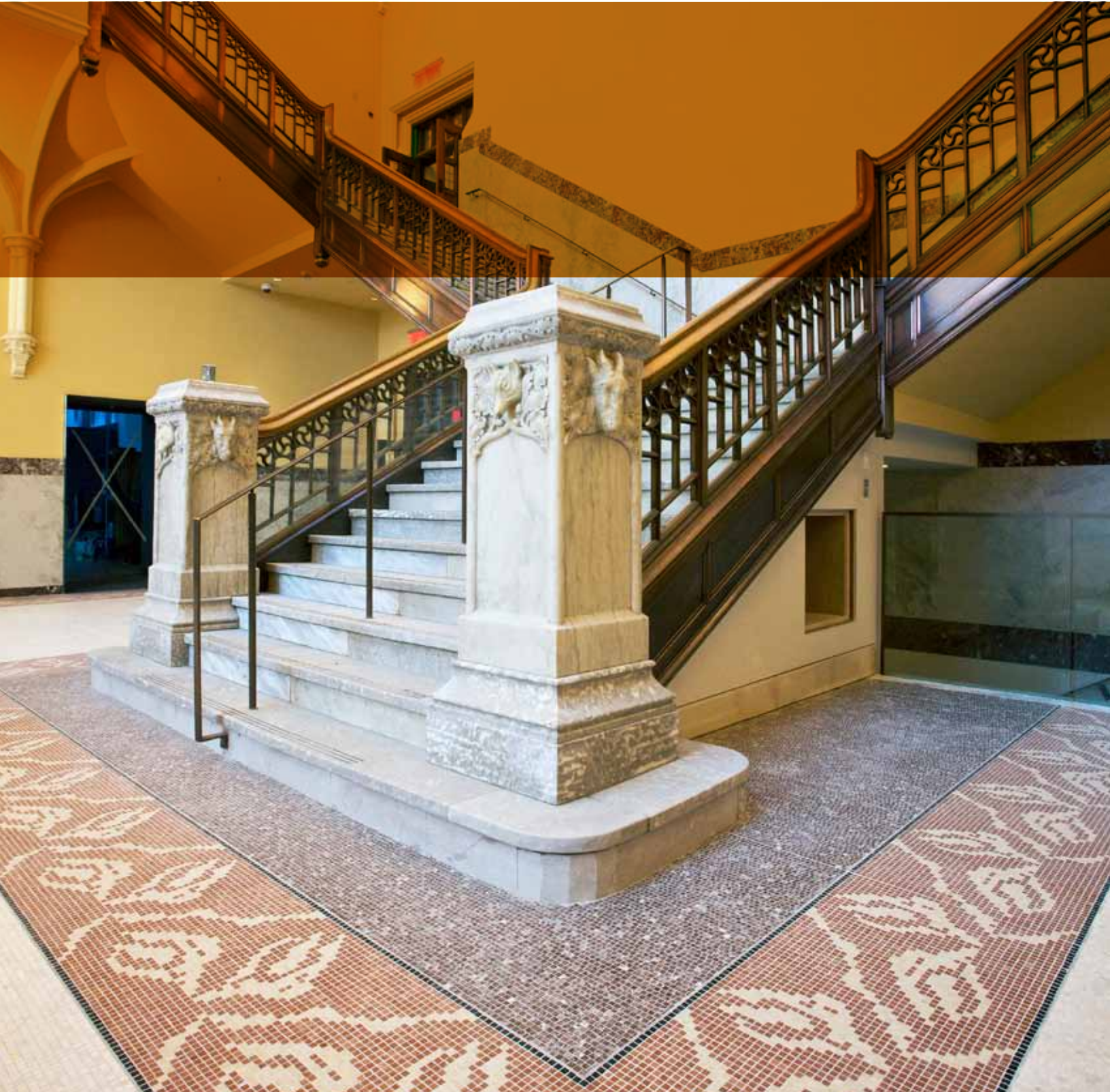
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**Ontario Teachers Federation**, Toronto, Ontario  
**Ottawa-Carleton District School Board**, Ottawa, Ontario  
**Ottawa-Gatineau Geoheritage Committee**  
**Paleotec Services**, Ottawa, Ontario  
**Pasquia Regional Park**, Arborfield, Saskatchewan  
**Peterborough Centennial Museum and Archives**, Peterborough, Ontario  
**Planaterium de Montréal**, Montreal, Quebec  
**Planet in Focus Film Festival**, Toronto, Ontario  
**Quadeville Beryl and Rose Quartz Mines**, Quadeville, Ontario  
**Rerdpath Museum, McGill University**, Montreal, Quebec  
**Regional District of Central Okanagan Museum**, Kelowna, British Columbia  
**RÉSCITECH (Réseau des enseignants en science et en technologie)**, Gatineau, Quebec  
**Réseau des BIBLIO de l'Outaouais**, Gatineau, Quebec  
**Rideau Valley Conservation Authority**, Manotick, Ontario  
**Royal Alberta Museum**, Edmonton, Alberta  
**Royal Botanical Garden**, Burlington, Ontario  
**Royal British Columbia Museum**, Victoria, British Columbia  
**Royal Ontario Museum**, Toronto, Ontario  
**Royal Saskatchewan Museum**, Regina, Saskatchewan  
**Royal Tyrell Museum of Paleontology**, Drumheller, Alberta  
**Russell High School**, Russell, Ontario  
**St-Laurent Academy**, Ottawa, Ontario  
**St. Mark High School**, Ottawa, Ontario  
**Saskatchewan Watershed Authority**, Regina, Saskatchewan  
**Science North**, Sudbury, Ontario  
**Sudbury Rock and Lapidary**, Sudbury, Ontario  
**Teck Corporation**, Vancouver, British Columbia  
**TELUS World of Science**, Calgary, Alberta  
**TELUS World of Science**, Edmonton, Alberta  
**The Banff Centre**, Banff, Edmonton, Alberta  
**The Climate Project Canada**, Ottawa, Ontario  
**The Dendron Project**, Ottawa, Ontario  
**The Kawartha Pine Ridge District School Board**, Peterborough, Ontario  
**The Rooms**, St. John's, Newfoundland and Labrador  
**Thetford Mines Mineralogical and Mining Museum**, Thetford Mines, Quebec  
**Toronto Zoo**, Toronto, Ontario  
**University of Ottawa**, Faculty of Education, Ottawa, Ontario  
**Volunteer Ottawa**, Ottawa, Ontario  
**Waterloo Collegiate Institute**, Waterloo, Ontario  
**YMCA-YWCA**, Ottawa, Ontario

# MANAGING OUR FINANCIAL RESOURCES



**The Canadian Museum of Nature's primary objective is to fulfill its national mandate as described in the *Museums Act*, within the context of the governance and accountability regime established in Part X of the *Financial Administration Act*. To this end, the Museum's Board of Trustees and Management are committed to managing the public and private funds invested in the Museum in a transparent, accountable manner and to optimizing the value of the contribution the Museum makes to Canadians and to Canadian society.**

## MANAGEMENT DISCUSSION AND ANALYSIS

### Overview – 2010–2011

Over the past year, the Canadian Museum of Nature has focused much of its energies and resources on two critical priorities: reopening of the Victoria Memorial Museum Building and the development of financial strategies to deal with emerging financial pressures.

The reopening of the fully renovated Victoria Memorial Museum Building on May 22, 2010 with new galleries, revamped programmes, and improved visitor amenities resulted in an unprecedented increase in public attendance and revenues. The six-year, \$216-million renewal project was completed on budget, on schedule and within scope. Significant progress was achieved in assessing the revenue generation potential of the Museum. In 2010–2011, the Museum welcomed 518,000 visitors, well over its forecast of 330,000 visitors and generated \$5.4 million in revenue. This represents \$1.8 million or 51 percent more revenue than planned and a year over year increase of \$3 million or 126 percent. The increase was primarily related to the commercial operations of the Museum, which include admissions, memberships, rental of facilities and parking.

The Museum has established a target of generating revenue equivalent to 15 percent of base operating costs by 2011–2012, a target that was surpassed one year ahead of schedule with revenue equivalent to 18 percent of base operating costs in 2010–2011. This is a significant accomplishment and the result of the careful attention paid to the renovation of the Victoria Memorial Museum Building, the development of new galleries and public education programming and strong marketing and fundraising strategies.

With two, one million dollar pledges by Vale and the Royal Bank of Canada in 2010–2011, the *Natural Partnerships* fundraising campaign achieved its objective of reaching \$10 million in pledges. The *Natural Partnerships* fundraising campaign was launched in 2002 to finance the installation of the new galleries and the new public education programmes associated with the Victoria Memorial Museum Building Renewal Project.

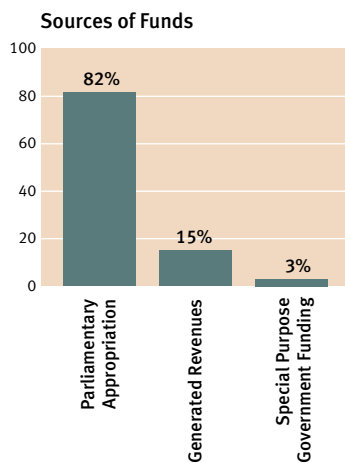
Achieving financial sustainability by continuing to tackle the emerging financial pressures facing the Museum continued to be a critical priority. Establishing financial sustainability will require the Museum to find new and larger sources of self-generated revenue for its programmes and services. In Budget 2010, the Government of Canada recognized the operating funding pressures affecting the national museums. The Canadian Museum of Nature received additional “one-time” funding of \$3 million in 2010–2011 which allowed the Museum to address in more depth the strategic directions described in its Strategic Plan. The investment was greatly appreciated. The additional funding was allocated to the following four priority areas: *Maintain a Balanced Budget* (\$185,000 investment), *Maximize Revenue* (\$940,000 investment), *Position the Victoria Memorial Museum Building as a “destination of choice”* (\$1,225,000 investment), and *Promote, Highlight and Expand the Museum’s Scientific Leadership, Knowledge and Expertise* (\$650,000 investment).

As Budget 2010 funds were for one year only, the Museum kept in place the elements of its two-year financial plan. The two-year financial plan was developed to deal with the growing gap in funds to operate and maintain its two facilities under its stewardship. The two-year financial plan includes cost reduction, organizational efficiencies and cash management strategies which will allow the Museum to test its revenue generating strategies during the first two years of operation of the “new” Museum.

Budget 2010 also included a number of cost containment measures to reduce the rate of growth in operating expenditures in 2010–2011 and the following two years. This applies to appropriation dependent departments, agencies and Crown corporations. This resulted in a permanent reduction of \$200,000 in the Museum’s appropriations. The Museum has taken the appropriate steps to address these measures. Specifically, the Museum has absorbed through re-allocation the 2010–2011 salary increases of its employees and reduced its travel and hospitality expenditures. The Museum takes very seriously the need to control spending and manage taxpayer dollars effectively. The Museum has respected the spirit and intent of Budget 2010 in this area.

The net results of operations for the year resulted in a surplus of \$1.135 million. The surplus from operations is attributable to a timing difference between the recognition of revenues that are recognized in the fiscal year for which they are earned and expenses that are recognized in the fiscal year they are incurred. Specifically, \$900,000 of the year over year increase in revenues were used to commit to and prepay for three special temporary exhibits scheduled to open in 2011–2012.

The impacts of the timing difference were partially offset by \$554,000 as a result of the accounting treatment related to the depreciation charges for its Natural Heritage Building facility located in Gatineau which is shown on the Museum's Balance Sheet as a capital lease. This accounting treatment will keep the Corporation's Equity in a deficit position for many years. The situation will begin to reverse near the mid-point of the lease term and will completely reverse itself over the full term of the lease. This does not impact the Corporation's cash flow or financial stability in any way.



\* Amortization of deferred capital funding is excluded from Parliamentary appropriation.

### Sources of Funds

Sources of funds include Parliamentary appropriation (the portion recognized in the fiscal year) and revenues. In 2010–2011, sources of funds amounted to \$42,527,000 compared with \$37,845,000 in 2009–2010. Parliamentary appropriation without special purposes represented 82 percent of the Museum's source of funds in 2010–2011.

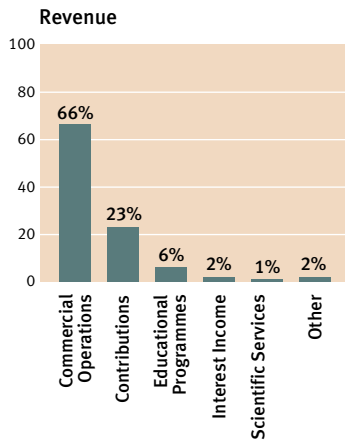
### Parliamentary Appropriation

The Museum's approved Parliamentary appropriation decreased to \$33,282,000 in 2010–2011 from \$33,436,000 in 2009–2010. The decrease of \$154,000 is due to the cash flow requirements of the Renewal Project as approved by the Treasury Board Secretariat.

On an accrual basis, however, Parliamentary appropriation increased to \$37,164,000 in 2010–2011 from \$35,476,000 in 2009–2010, due mainly to the amortization of deferred capital funding.

### Revenue

2010–2011 revenues of \$5,363,000 were substantially higher than those of the prior year. The public's interest in the Museum's exhibitions and events remained very strong after the reopening of the Victoria Memorial Museum Building in May 2010. Total revenues increased by \$2,994,000 in 2010–2011 as a result of increased commercial revenues associated with the reopening of the Victoria Memorial Museum Building in May 2010.



### Cost of Operations

The Museum's total cost of operations in 2010–2011 was \$41,392,000 compared to \$39,401,000 in 2009–2010. The year over year increase is mainly attributable to increases in costs related to depreciation, marketing and communications and facilities management.

### Depreciation

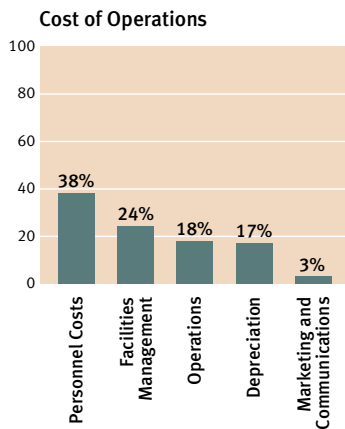
Depreciation of capital assets increased to \$7,052,000 in 2010–2011 from \$6,756,000 in 2009–2010, due to the completion of the Victoria Memorial Museum Building renovation.

### Marketing and Communications

The cost of Marketing and Communications rose to \$1,389,000 in 2010–2011 from \$541,000 in 2009–2010, as a result of the successful marketing and public awareness campaign associated with the reopening of the Victoria Memorial Museum Building in May 2010.

### Facilities Management

The costs of facilities management for the Museum's two buildings have increased since 2004 and have climbed significantly in 2009–2010 as the renovated East and Centre Blocks came on stream. This has resulted in a significant increase in Real property taxes payment, security guarding costs and utilities costs. The costs rose by 17 percent to \$9,861,000 in 2010–2011 from \$8,436,000 in 2009–2010. Lack of inflation protection for fixed facility costs, the new museum-standard environmental control systems and additional space that must now be maintained at the renovated Victoria Memorial Museum Building have placed an additional severe pressure on the Museum's operating budget. The Museum continues to explore additional facilities cost reduction and control measures so as to minimize the financial impact on its programmes.



### Balance Sheet

#### Assets

The level of cash and cash equivalents decreased significantly in 2010–2011 due to the funds used for the Renewal Project.

The increase in capital assets reflects the capitalization of Renewal Project expenses and other capital costs.

#### Liabilities

Accounts payable and accrued liabilities from Trade have decreased in 2010–2011 from 2009–2010 mainly as a result of lower amounts associated with the Renewal Project.

Deferred revenue and Parliamentary appropriation have decreased due to the spending of appropriation received for the Renewal Project in prior years.

## Summary

2010–2011 was a major transition year for the Museum. With the successful conclusion of the renovation of the Victoria Memorial Museum Building and its reopening in May 2010, the Museum launched the next phase of renewal, turning the page and shifting its focus to equally challenging service objectives.

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.

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 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.

The Museum hopes to maintain the momentum gained after the reopening of the Victoria Memorial Museum Building and sustain revenues equivalent to cover 15 percent of base operating costs in 2011–2012 and beyond, an important benchmark identified in its Revenue Generation Framework.

The Museum will concentrate on the following priorities for 2011–2012:

- Secure the long-term financial sustainability of the Museum;
- Capitalize on the heightened public interest in the Victoria Memorial Museum Building;
- Sustain the Museum’s scientific leadership, knowledge and expertise; and,
- Maintain the Museum’s national service role.

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

# MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

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

Management is also responsible for the integrity and objectivity of the financial statements of the Corporation. The accompanying financial statements were prepared in accordance with Canadian generally accepted accounting principles. The financial information contained elsewhere in this annual report is consistent with that in the financial statements.

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

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



**MICHEL HOULE, CMA**

*Acting Vice President, Corporate Services and Chief Operating Officer*

June 15, 2011





# INDEPENDENT AUDITOR'S REPORT

*To the Minister of Canadian Heritage and Official Languages*

## Report on the Financial Statements

I have audited the accompanying financial statements of the Canadian Museum of Nature, which comprise the balance sheet as at 31 March 2011, and the statement of operations and comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

## Management's Responsibility for the Financial Statements

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

## Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Canadian Museum of Nature as at 31 March 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

## Report on Other Legal and Regulatory Requirements

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

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

JOHN ROSSETTI, CA  
Assistant Auditor General  
for the Interim Auditor General of Canada

15 June 2011  
Ottawa, Canada

**Balance Sheet as at March 31, 2011**

<i>(in thousands of dollars)</i>	2011	2010
<b>Assets</b>		
Current		
Cash and cash equivalents (note 3)	<b>14,020</b>	19,181
Accounts receivable		
Trade	<b>272</b>	249
Government departments and agencies (note 13)	<b>507</b>	755
Prepaid expenses	<b>936</b>	593
	<b>15,735</b>	20,778
Restricted cash, cash equivalents and receivables (note 4)	<b>1,804</b>	1,927
Collections (note 5)	<b>1</b>	1
Capital assets (note 6)	<b>210,875</b>	211,579
	<b>228,415</b>	234,285
<b>Liabilities</b>		
Current		
Accounts payable and accrued liabilities		
Trade	<b>2,399</b>	5,088
Government departments and agencies (note 13)	<b>569</b>	441
Current portion - obligation under capital lease (note 7)	<b>483</b>	437
Deferred revenue and parliamentary appropriation	<b>7,078</b>	11,353
Employee future benefits (note 8)	<b>535</b>	486
	<b>11,064</b>	17,805
Obligation under capital lease (note 7)	<b>30,123</b>	30,605
Deferred capital funding (note 9)	<b>189,881</b>	189,584
Employee future benefits (note 8)	<b>2,118</b>	2,295
	<b>233,186</b>	240,289
<b>Equity</b>		
Deficit	<b>(6,455)</b>	(7,590)
Accumulated other comprehensive income	<b>1,684</b>	1,586
	<b>(4,771)</b>	(6,004)
	<b>228,415</b>	234,285

Commitments and Contingencies (notes 14 and 15).  
The accompanying notes form an integral part of the financial statements.

**Approved by the Board of Trustees:**


FLORENCE MINZ

Chair of the Board of Trustees

**Recommended by Management:**


MICHEL HOULE, CMA

Acting Vice President, Corporate Services and Chief Operating Officer



MARTIN JOANISSE

Chair of the Audit and Finance Committee



TONY BADMUS, CMA

Acting Director, Financial Services

## Statement of Operations and Comprehensive Income for the year ended March 31, 2011

<i>(in thousands of dollars)</i>	2011	2010
<b>Revenue</b>		
Commercial operations (note 11)	3,550	896
Contributions	1,244	900
Educational programmes	304	258
Interest income	129	103
Scientific services	47	134
Other	89	78
	<b>5,363</b>	2,369
<b>Expenses (note 18)</b>		
Public education programmes	7,620	6,421
Collection management	2,192	2,058
Research	4,245	4,420
Corporate management	7,722	6,908
Accommodation	12,561	12,838
Depreciation of capital assets	7,052	6,756
	<b>41,392</b>	39,401
<b>Net result of operations before government funding</b>	<b>(36,029)</b>	(37,032)
Parliamentary appropriation (note 12)	37,164	35,476
<b>Net result of operations for the year</b>	<b>1,135</b>	(1,556)
<b>Other comprehensive income</b>		
Restricted contributions from non-owners received	1,049	361
Net investment income attributed to restricted contributions from non-owners	10	4
Restricted contributions from non-owners recognized	(961)	(261)
<b>Total of other comprehensive income for the year</b>	<b>98</b>	104
<b>Comprehensive income (loss) for the year</b>	<b>1,233</b>	(1,452)

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

## Statement of Changes in Equity for the year ended March 31, 2011

<i>(in thousands of dollars)</i>	2011	2010
<b>Deficit</b>		
Balance, beginning of year	(7,590)	(6,034)
Net results of operations for the year	1,135	(1,556)
<b>Balance, end of year</b>	<b>(6,455)</b>	<b>(7,590)</b>
<b>Accumulated Other Comprehensive Income</b>		
Restricted contributions from non-owners (note 10)		
Balance, beginning of year	1,586	1,482
Other comprehensive income	98	104
<b>Accumulated Other Comprehensive Income, end of year</b>	<b>1,684</b>	<b>1,586</b>
<b>Equity, end of year</b>	<b>(4,771)</b>	<b>(6,004)</b>

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

## Statement of Cash Flows for the year ended March 31, 2011

<i>(in thousands of dollars)</i>	2011	2010
<b>Operating activities</b>		
Cash receipts - customers	6,479	2,822
Cash receipts - parliamentary appropriation	26,874	9,811
Cash disbursements - suppliers and employees	(35,263)	(33,518)
Interest received	132	134
Interest paid	(3,070)	(3,104)
	<b>(4,848)</b>	<b>(23,855)</b>
<b>Financing activities</b>		
Appropriation used to purchase depreciable capital assets	6,348	26,648
Obligation under capital lease	(436)	(396)
	<b>5,912</b>	<b>26,252</b>
<b>Investing activities</b>		
Acquisition of capital assets	(6,348)	(26,648)
Decrease (increase) in restricted cash, cash equivalents and receivable	123	(35)
	<b>(6,225)</b>	<b>(26,683)</b>
<b>Decrease in cash and cash equivalents</b>	<b>(5,161)</b>	<b>(24,286)</b>
Cash and cash equivalents, beginning of year	19,181	43,467
<b>Cash and cash equivalents, end of year</b>	<b>14,020</b>	<b>19,181</b>

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

# Notes to the Financial Statements for the year ended March 31, 2011

## 1. AUTHORITY AND MISSION

The Canadian Museum of Nature (the “Corporation”) was established by the *Museums Act* on July 1st, 1990, and is an agent Crown corporation named in Part I of Schedule III of the *Financial Administration Act* and is not subject to the provisions of the *Income Tax Act*.

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

## 2. SIGNIFICANT ACCOUNTING POLICIES

### A) Basis of Accounting

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

### B) Use of Estimates

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

### C) Collections

The Canadian Museum of Nature holds and preserves invaluable collections of natural history specimens for the benefit of Canadians, present and future. The collections form the largest part of the assets of the Corporation. The collections are shown as an asset on the Balance Sheet at a nominal value of \$1,000 due to practical difficulties in determining a meaningful value for these assets. Objects purchased for the collections are recorded as an expense in the year of acquisition. Objects donated to the Corporation are recorded as assets at the nominal value.

### D) Capital Assets

Capital assets are recorded at cost. Assets recorded as capital leases are initially recorded at the present value of the minimum lease payments at the inception of the lease. Land and building owned by the Government of Canada and that are under the control of the Corporation are recorded at their estimated cost. Depreciation is calculated on the straight-line method using rates based on the estimated useful life of the assets.

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

40 years	Victoria Memorial Museum Building
35 years	Property under capital lease
35 years	Collection cabinets and compactors
10 years	Research equipment
10 years	General equipment
10 years	Furnishings and office equipment
5 to 25 years	Building improvements
5 years	Motor vehicles
3 to 5 years	Leasehold improvements
3 years	Computer equipment

## **E) Employee Future Benefits**

### **i) Pension benefits**

All eligible employees participate in the Public Service Pension Plan administered by the Government of Canada. The Corporation's contribution to the plan reflects the full cost as employer. This amount is currently based on a multiple of the employee's required contributions, and may change over time depending on the experience of the Plan. These contributions represent the total pension obligations of the Corporation and are charged to operations during the year in which the services are rendered. The Corporation is not currently required to make contributions with respect to actuarial deficiencies of the Public Service Pension Plan.

### **ii) Severance benefits**

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

## **F) Revenue Recognition**

Revenues from commercial operations, educational programmes, scientific services 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.

## **G) Parliamentary Appropriation**

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

## **H) Restricted Contributions from Non-owners**

Restricted contributions from non-owners received during the year, and related investment income, which includes realized and non-realized gains and losses, are recorded in Other Comprehensive Income and recognized as revenue in the net result of operations in the year in which the related expenses are recognized.

Restricted contributions include an endowment consisting of restricted donations received by the Corporation. The endowment principal is required to be maintained intact, and is included in Accumulated Other Comprehensive Income. The investment income generated from the endowment is recorded in the Other Comprehensive Income and recognized as revenue in the net result of operations in the year in which the related expenses are recognized. Investment income must be used in accordance with the purpose established by the donors.

Contributions received in a form other than cash are recorded at their fair value at the date they are received by the Corporation. Volunteers contribute a significant number of hours per year. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

## I) Financial Instruments

After initial recognition at fair value, the measurement of financial instruments depends on their classification. The Corporation's financial assets and financial liabilities are classified and measured as follows:

Asset/Liability	Classification	Measurement
Cash and cash equivalents	Held for trading	Fair value
Restricted cash and cash equivalents	Held for trading	Fair value
Accounts receivable	Loans and receivables	Amortized cost
Restricted receivables	Loans and receivables	Amortized cost
Accounts payable and accrued liabilities	Other financial liabilities	Amortized cost

All financial instruments measured at fair value must be classified in fair value hierarchy levels prioritizing the valuation techniques used to determine the fair value of a financial instrument based on whether the inputs to these techniques are observable or unobservable:

- **Level 1** – Financial instruments are considered Level 1 when valuation can be based on quoted prices in active markets for identical assets and liabilities.
- **Level 2** – Financial instruments are considered Level 2 when they are valued using quoted prices for similar assets and liabilities, quoted prices in markets that are not active, or models using inputs that are observable.
- **Level 3** – Financial instruments are considered Level 3 when their values are determined using pricing models, discounted cash flow methodologies or similar techniques and at least one significant model assumption or input is unobservable.

The required disclosures are included in Note 17.

## J) Public Sector Accounting Standards

In 2010, the Public Sector Accounting Board approved an amendment to the Introduction to Public Sector Accounting Standards (PSAS) directing all government not-for-profit organizations to follow the Canadian Institute of Chartered Accountants – Public Sector Accounting Handbook for fiscal years beginning on or after January 1, 2012. Management has concluded that the Corporation is a Government Not-For-Profit Organization. As a result, the Corporation will be adopting PSAS on April 1, 2011 and will elect to use the Not-for-profit accounting standards which have been incorporated within PSAS. Management is currently assessing the impact on the Corporation.

## 3. CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of balances with banks and investments in money market instruments with terms to maturity of 90 days or less.

Per the Corporation's Investments Policy, operating funds are invested in short-term money market instruments that are rated AA or better and guaranteed by the Government of Canada, a provincial government or the National Bank of Canada. The investment vehicles consist of banker's acceptance, promissory notes and term deposits. The Corporation held investments during the year and earned interest revenue on these investments. However, as of March 31, 2011 and 2010, the entire amount was held in cash.

#### 4. RESTRICTED CASH, CASH EQUIVALENTS AND RECEIVABLES

Restricted cash, cash equivalents and receivables include deferred contributions, funds received for the Endowment and amounts receivable for contributions from non-owners. Restricted cash accounts are managed in accordance with the donor's wishes and are invested in accordance with Investments Policy of the Corporation.

Restricted cash and cash equivalents consist of balances with banks and investments in money market instruments with terms to maturity of 90 days or less.

Per the Corporation's Investments Policy, restricted funds are invested in short-term money market instruments rated AA or better and guaranteed by the Government of Canada, a provincial government or the National Bank of Canada. The investment vehicles consist of banker's acceptance, promissory notes and term deposits. The Corporation held investments during the year and earned interest revenue on these investments. However, as of March 31, 2011 and 2010, the entire amount was held in cash.

#### 5. COLLECTIONS

The natural history collections consist of over 10.5 million specimens and grew by 5,829 items this fiscal year (2010 – 6,753). 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, fishes, amphibians and reptiles),
- the Invertebrates collection (molluscs, insects, crustaceans, parasites, annelids), and
- the Botany collection (algae, vascular plants, bryophytes, lichens).

The collections are managed and cared for through a collections risk assessment process that seeks to preserve the value of collections and uses a rational process for the establishment of priorities for their care. The Corporation has incurred \$2.3 million in 2011 (2010 – \$2.1 million) for the management, protection and conservation of its collections.

#### 6. CAPITAL ASSETS

<i>(in thousands of dollars)</i>			2011	2010
	Cost	Accumulated depreciation	Net book value	Net book value
Land	627	–	627	627
Victoria Memorial Museum Building	204,727	18,885	185,842	185,655
Property under capital lease	35,040	14,872	20,168	21,159
Collection cabinets and compactors	3,639	1,526	2,113	2,217
Leasehold improvements	2,304	1,234	1,070	544
Furnishings and office equipment	1,259	848	411	338
Research equipment	3,290	3,008	282	467
Computer equipment	2,644	2,450	194	414
Building improvements	144	58	86	85
General equipment	395	313	82	69
Motor vehicles	42	42	–	4
	254,111	43,236	210,875	211,579



## 7. OBLIGATION UNDER CAPITAL LEASE

The Natural Heritage Building houses the Canadian Museum of Nature natural history collections and administrative functions, on the Corporation's site in Gatineau, Quebec. The Corporation is acquiring the building through a lease purchase agreement with a term of 35 years. It is committed to pay rent under all circumstances and in the event of termination of the lease, at the Corporation's option or otherwise, pay sufficient rent to repay all financing on the building. Management intends to completely discharge its obligation under the lease and obtain free title to the building in 2031, after the Corporation uses its right to purchase the building for \$10.

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

<i>(in thousands of dollars)</i>	Obligation under capital lease
2012	3,500
2013	3,500
2014	3,500
2015	3,500
2016	3,500
Thereafter	54,250
Total minimum future payments	<sup>(1)</sup> 71,750
Deduct: Imputed interest	(41,144)
<b>Present value of financing obligations</b>	<sup>(2)</sup> <b>30,606</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 8.25% is estimated at \$35 million.

## 8. EMPLOYEE FUTURE BENEFITS

### i) Pension benefits

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

<i>(in thousands of dollars)</i>	2011	2010
Corporation's contributions	<b>1,640</b>	1,620
Employees' contributions	<b>885</b>	880

## ii) Severance benefits

The Corporation provides severance benefits to its employees based on years of service and final salary. 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. Information about the plan, measured at the Balance Sheet date, is as follows:

<i>(in thousands of dollars)</i>	2011	2010
Accrued benefit obligation, beginning of year	2,781	2,731
Cost for the year	239	245
Benefits paid during the year	(367)	(195)
<b>Accrued benefit obligation, end of year</b>	<b>2,653</b>	<b>2,781</b>
Short term portion	535	486
Long term portion	2,118	2,295
	<b>2,653</b>	<b>2,781</b>

## 9. DEFERRED CAPITAL FUNDING

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

<i>(in thousands of dollars)</i>	2011	2010
Beginning balance	189,584	168,691
Appropriation used to purchase depreciable capital assets	6,348	26,648
Amortization of deferred capital funding	(6,051)	(5,755)
<b>Ending balance</b>	<b>189,881</b>	<b>189,584</b>

## 10. RESTRICTED CONTRIBUTIONS FROM NON-OWNERS

Included in restricted contributions from non-owners is an endowment in the principal amount of \$305,000 (2010 – \$305,000) received from Anne and Henry Howden, which included a significant entomological collection. The endowment was established to enable professional studies and research of entomological collections for the Museum.

The principal of the Systematic Entomology Endowment Fund cannot be expended. Accumulated interest earned from the endowment must be expended for specified purposes. The earned interest for the current year totalled \$2,385 (2010 – \$821), and is included in Other Comprehensive Income.

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.

## 11. COMMERCIAL OPERATIONS

Commercial operations revenue is comprised as follows:

<i>(in thousands of dollars)</i>	2011	2010
Admission fees	2,042	464
Parking	658	247
Rental of facilities	358	10
Boutique and cafeteria leases	254	56
Memberships	214	56
Publishing royalties	12	54
Publishing revenues	12	9
	<b>3,550</b>	896

## 12. PARLIAMENTARY APPROPRIATION

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

<i>(in thousands of dollars)</i>	2011	2010
<b>Appropriation approved:</b>		
Operating and Capital Budgets	30,361	32,385
Supplementary budgets	2,921	1,051
	<b>33,282</b>	33,436
Portion of parliamentary appropriation received in current year deferred for future capital projects	(3,272)	(6,328)
Previous year's appropriation used in current year to complete specific projects	7,451	29,261
Appropriation used to purchase depreciable capital assets	(6,348)	(26,648)
Amortization of deferred capital funding	6,051	5,755
<b>Appropriation used</b>	<b>37,164</b>	35,476

## 13. 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 elsewhere in these financial statements, the Corporation incurred expenses for the work and services provided by other government departments, agencies, and Crown corporations totalling \$3,338,000 (2010 – \$2,460,000), and earned revenues totalling \$33,000 (2010 – \$224,000). These transactions were conducted in the normal course of operations, under the same terms and conditions that applied to outside parties and recorded at the exchange amount.

## 14. CONTRACTUAL COMMITMENTS

As of March 31, 2011, the Corporation has contracts for information systems and building maintenance services with a remaining value of \$6,040,000. Future minimum payments under these contracts are as follows:

<i>(in thousands of dollars)</i>	2012	2013	2014	2015	2016
Future minimum payments	4,988	753	187	77	35

## 15. 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, 2011, no amount has been accounted for in the financial statements.

## 16. CAPITAL DISCLOSURES

The Corporation's capital is defined as including its cash and cash equivalents, restricted cash, cash equivalents and receivable, capital assets and accumulated other comprehensive income (AOCI). The Corporation's primary objectives include maintaining sufficient capital for operations and protecting its ability to meet its on-going obligations including those related to restricted contributions from non-owners included in the AOCI. The Corporation is not subject to externally imposed capital requirements and its overall strategy with respect to capital management remains unchanged from the year ended March 31, 2010.

## 17. FINANCIAL INSTRUMENTS

### A) Financial Risk Management

All of the following risks have no significant impact on the Corporation's financial statements.

#### i) Credit risk

The risk that one party to a financial instrument will cause a financial loss for the other party by failing to meet its financial commitments. The Corporation is exposed to credit risk, through its normal commercial activities, on the accounts receivable from its customers \$779,000 (2010 – \$1,004,000). In order to reduce this risk, the Corporation closely monitors the issuance and collection of credit to commercial clients and the concentration of this risk is also minimized because the Corporation has a large and diverse customer base. The Investments Policy limits the Corporation to secure investments (see notes 3 and 4).

As at March 31, 2011, \$72,000 (2010 – \$564) of accounts receivable were past due and fully provisioned by an allowance for bad debt. The allowance for doubtful accounts is based on an account by account analysis that considers the aging of the account and the current creditworthiness of the customer.

## 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 financial liabilities are due as follows:

<i>(in thousands of dollars)</i>	2011	2010
	<b>Accounts payable and accrued liabilities</b>	Accounts payable and accrued liabilities
Less than 3 months	<b>2,963</b>	5,486
3 to 6 months	<b>5</b>	43
	<b>2,968</b>	5,529

## iii) Market risk


Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices, whether those changes are caused by factors specific to the individual financial instrument of its issuer, or factors affecting all similar financial instruments traded in the market. Market risks comprises three types of risk: Currency risk, Interest rate risk, and Price risk.

## B) Fair value

The carrying amounts of the Corporation's cash and cash equivalents, accounts receivable, restricted cash, cash equivalents and receivables, and accounts payable and accrued liabilities approximate their fair values due to their short term maturity, which corresponds to the Level 1 fair value hierarchy classification.

## 18. SUMMARY OF EXPENSES BY CLASSIFICATION

<i>(in thousands of dollars)</i>	2011	2010
Personnel costs	<b>15,796</b>	15,959
Depreciation of capital assets	<b>7,052</b>	6,756
Operation and maintenance of buildings	<b>3,340</b>	3,097
Professional and special services	<b>3,281</b>	2,782
Interest on capital lease obligation	<b>3,063</b>	3,104
Real property taxes	<b>2,607</b>	1,496
Exhibitions	<b>2,068</b>	3,326
Marketing and communications	<b>1,389</b>	541
Information management infrastructure and systems	<b>1,373</b>	1,068
Repairs and maintenance	<b>851</b>	739
Travel	<b>370</b>	459
Freight and cartage	<b>73</b>	63
Purchase of objects for collections	<b>1</b>	1
Other	<b>128</b>	10
	<b>41,392</b>	39,401



**Canadian Museum of Nature**  
nature.ca

**Victoria Memorial Museum Building**  
240 McLeod Street, Ottawa, Ontario

**Natural Heritage Building**  
1740 Pink Road, Gatineau, Quebec

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