



OUR STORY OUR FUTURE

CANADIAN MUSEUM OF NATURE
ANNUAL REPORT 2021-2022

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WHO WE SERVE

We serve the people of Canada, our visitors and colleagues who need a trusted and inspiring source of understanding about the nature of Canada and our world.

THE VALUE WE DELIVER

The Canadian Museum of Nature is Canada's foremost source of evidence-based insights, inspiring experiences and real engagement with nature's past, present and future.

HOW WE ARE DIFFERENT

We are Canada's national resource for expert narratives, powerful dialogue and debate and dynamic personal experiences that enable Canadians to connect to and understand nature in vital ways through our leading researchers, our extraordinary collections and chronicles, powerful partnerships, and national accessibility through places and touchpoints.

THE OUTCOME WE ACHIEVE

Those who connect with us will have a deeper understanding of the impacts of climate change and biodiversity loss on our planet and a desire to increase their scientific literacy in the spirit of continuous learning about the natural world and how to live in balance with it.

CHAIR'S MESSAGE

As a national museum, we not only tell Canada's story, we also enable it. As part of that story, our museum once served Canada to help enable a better world. Now, more directly, but with equal resolve and urgency, we are on a path to do that again.

In the depths of World War I, when the tragedy of the conflict was fully apparent and the potential for victory in serious doubt, Canada's Parliament Buildings burned to the ground on a bitterly cold February night. Rather than cause for despair, this proved to be cause for resolve. Parliament moved overnight into the Museum. It remained there from 1916 to 1920 to lead the Canadian victory in the war. It also enfranchised women with the federal vote – an essential step towards gender equality; introduced income tax, which has since financed social welfare and modern social democracy; passed the Migratory Birds Convention Act—the first comprehensive international treaty for conservation; and even created the Federal Department of Health—whose worth was proven yet again in our current pandemic.

The Museum, by virtue of the attributes of its building, served as an enabler to a better world.

This year draws many parallels. The Museum, now by virtue of its mission rather than its building, stands to serve again as an enabler to a better world. Similarly, the situation now, as then, calls for resolve in the face of despair. The reasons for despair are many, including a accelerating trajectories of global warming and biodiversity loss, the continued resilience of COVID-19, our nation shattered by discoveries of Indigenous children's remains at residential school sites, civil unrest and the occupation of downtown Ottawa by demonstrators, and the spectre of war in Ukraine.

The year was also marked by the sudden and tragic loss of our Board Chair, Judith LaRocque, a gifted visionary who advanced our mission. Judith's impact on the Museum cannot be understated, as she saw, and embraced, the big picture. For nature, the big picture is a sustainable

future. In that, Judith understood that the natural sciences, and therefore a national natural sciences museum, have a vital role to play. Her vision was for the museum to be part of "something bigger"—a global effort that will succeed in addressing climate change and biodiversity loss. Part of a global effort to save the world for future generations, through evidence, knowledge and inspiration. Judith's tenure with the Museum was timely; she joined us at a critical time to move us forward, at a time when the world needs us more than ever.

We are resolved to continue advancing our mission. Climate change and biodiversity loss have not yet passed the point of no return. Urgency has been dramatically highlighted internationally by the Dasgupta report on biodiversity, reports by the UN's Intergovernmental Panel on Climate Change, and by the enhanced carbon emission goals set by many countries, including Canada's own 2030 Emissions Reduction Plan. The Museum's mission and activities align

OUR VISION AND OUR MISSION: TO SAVE THE WORLD, FOR FUTURE GENERATIONS, THROUGH EVIDENCE, KNOWLEDGE AND INSPIRATION

well with efforts to support these targets as laid-out in both the Federal budget and in Ministers' Mandate Letters. The Museum's research provides baseline data that is fundamental to measuring impacts of climate change and to understanding correlations and dependencies necessary for developing mitigation measures.

As a world authority in identifying and analyzing minerals, our basic research provides a foundation for understanding new properties and thereby applications that are essential to enabling a carbon-free economy. Through public engagement, both physical and online, the Museum is a highly trusted source for the science literacy necessary for public support.

Our biodiversity data, digitized and made available worldwide through the Global Biodiversity Information Facility, was used in a seminal study to analyze susceptibility to, and mutability of, the COVID-19 virus in animal populations. This study is essential to understanding the trajectory of the virus and of necessary efforts to contain it. COVID-19 closed our doors for almost half the year. The Museum responded by continuing to accelerate online outreach, including a virtual open house of our research facility and virtual

school workshops—live engagement accessible to any classroom anywhere in Canada. When our doors were open, our variably restricted capacity invariably sold out. Otherwise crippled by the loss of attendance-driven commercial revenue, the Museum is grateful for further federal emergency funding this year without which we could not have sustained operations or staffing.

In our fieldwork and in our galleries, the Museum engages and shares voice with Indigenous communities across Canada. However, with roots to the Geological Survey of Canada established in 1842, we are also a colonial institution with historical biases, which the Museum is taking steps to address. In our path to reconciliation, we share the common cause to steward nature for a sustainable future.

This common cause is our vision and our mission: to save the world, for future generations, through evidence, knowledge and inspiration. Saving the natural world is a global imperative, in which Canada must play a leading role. As Canada's national museum of natural history and natural sciences, we will both tell that story and enable it.

That the Museum can and will continue to take leadership as a national scientific institution on the global stage owes much to Margaret (Meg) Beckel. Her terms as President and CEO of the Museum will end in June 2022. When Meg was appointed in 2011, the grand stature of the newly renovated Victoria Memorial Museum building was at odds with a public perception of the Canadian Museum of Nature as insular, locally focused, bureaucratic and risk-averse. Meg's visionary leadership is recognized for ensuring that now, 11 years later, we are a confident, entrepreneurial and engaged national science leader with an international scope and a global mission. On behalf of the Board and the Museum, I extend Meg our sincere thanks for her transformational leadership.

GLENN SAKAKI

Interim Chair

CEO'S MESSAGE

2021 CEO REFLECTIONS: OUR STORY OUR FUTURE

Our Mandate

The Canadian Museum of Nature was formed with an important mandate to inspire respect and understanding of the natural world. These roots date to the 19th century, and while our purpose hasn't changed, the world around us has.

In this century, nature is more important and more challenged than ever. While our understanding of nature's importance increases exponentially, so does the realization that our actions have put nature in jeopardy. Nature and the natural world is now the focus of a multitude of international organizations and groups, all of whom share an interest in its possibilities.

More need, more opportunity, more players, more reasons to build new respect and understanding, in ways never before imagined. We believe that this new world demands a vital role for the Canadian Museum of Nature.

We are the national resource for expert narratives, powerful dialogue and debate, and dynamic personal experiences that enable Canadians to connect to and understand nature in vital ways. We achieve this through the knowledge and evidence created by

THIS PAST YEAR EMPHASIZED THE FRAGILITY OF OUR PLANET'S FUTURE.

our leading researchers and collections experts, our extraordinary collections and chronicles, powerful partnerships, and national accessibility through great places and touchpoints – across physical and virtual channels.

And we are 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, is increasingly important.

Our planet is facing immense challenges. The twin crises of biodiversity loss and climate change are among the greatest issues facing humanity, and how we respond to these crises now will affect how we live on our planet. COP26 has the world focused on the climate change crisis. COP15 has the world focused on the biodiversity crisis.

At the highest level, the mission of the Museum is nothing less than to support making the vision of a sustainable future

a reality. As current trends of climate change, greenhouse gas emissions, habitat loss, mass species extinctions, and their causal factors run counter to this vision, the Museum's mission is to inspire change.

We are one of many institutions working within the scientific community to provide the foundation required to foster the change required to “save the world for future generations”. It is a foundation built on evidence, knowledge, and inspiration, which are the mainstays of our work.

Our Future

This past year emphasized the fragility of our planet's future.

The Canadian Museum of Nature responded to the pandemic by finding new ways to connect with our visitors and stakeholders in order to sustain public engagement while ensuring the highest standards of safety. We adopted 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.

Within this context, we created and launched engaging virtual school workshops, special exhibitions, and an evocative art show, Shadowland, that casts a lens on the ethereal nature of species at risk. Our researchers doubled down on publishing scientific papers, while carefully stepping back into fieldwork, and our collections team continued to chip away at the enormous, yet critical, task of digitizing our national collections for access by researchers worldwide.

Our actions to get us through this challenging period 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. Support came from private and corporate benefactors that made our newly launched Nature Foundation a going concern. And support 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.

This, in turn, is all part of the “something bigger” that galvanized societal and scientific response to overcome the global threat of COVID-19. This is the same “something bigger” we now need to build on to address climate change and biodiversity loss—global threats that are clear and present.

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.

In response to COVID-19, sharing knowledge and engaging audiences creatively in the virtual world 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 for Canadians to appreciate and support the actions needed to ensure a sustainable future.

In 2021 we faced the challenges posed by COVID-19 head-on as a museum, as professionals and as citizens. In June 2021, we confronted, along with all Canadians, the tragedy of residential schools, with the resulting challenge for reconciliation efforts to be even more ingrained in our practices. In January 2022 we faced the local challenge of the Ottawa occupation by the so-called “Freedom Convoy”. In February 2022 we faced the global impacts from the invasion of Ukraine. Each challenge tested us, while reminding us of the continued global threats of climate change, biodiversity loss, scientific literacy and now societal cohesion.

This past fiscal year we rallied.

We created and shared inspiring visitor experiences that helped people understand their place in the natural world and how to live in balance with it.

We created and shared knowledge about the natural world that will inform public policy, future research and decisions about the use of natural assets.

We collected the evidence of nature through scientific fieldwork and collections donations so that we continue to hold and share the record of nature across time and space for future generations to study and learn.

We contributed to the global mission to save the world for future generations with evidence, knowledge, and inspiration.

Thank you for your support of, and interest in, the life and future of Canada’s national museum of natural sciences. It matters.

MEG BECKEL
CEO

OUR STORY

CORPORATE OVERVIEW



OUR STORY: CORPORATE OVERVIEW

Global Vision

A sustainable natural future.

Global Mission

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

Our 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 11 (1990, c. 3)

Our Values

Integrity and Stewardship

Respect for People and Nature

Pursuit of Excellence

Continuous Learning

Our character

Curious

Creative

Collaborative

Courageous

Colloquial

The Canadian Museum of Nature, an agent Crown corporation 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 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. As a member of the Canadian Heritage Portfolio, we endeavour to support the Minister's mandate letter as it applies to the Museum's mandate. For 2022-23, the Museum will play a role in increasing Canadians' awareness of climate change and will participate in the sector's COVID recovery efforts. The Museum will also continue to advance its 2016 Diversity & Inclusion Framework actions and its updated Indigenous Engagement Framework.

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.

The Museum's Departmental Results Framework consists of the Museum's Core Responsibilities that reflects the three central aspects of the Museum's mandate: Inspiration and Engagement (Inspiration of visitors and stakeholders to engage with and value nature), Collections Care and Access, and Research and Discovery. Buildings and grounds include the ongoing operations and maintenance of the Museum's two facilities. Internal services include the development and implementation of policies, accountability structure, processes and support to all Museum activities that contribute to the fulfillment of the Museum's mandate, including governance, strategic planning and corporate services.

“RECONCILIATION IS ABOUT
ESTABLISHING AND MAINTAINING
A MUTUALLY RESPECTFUL
RELATIONSHIP BETWEEN ABORIGINAL
AND NON-ABORIGINAL PEOPLES
IN THIS COUNTRY.”

– Truth and Reconciliation Commission of Canada

Our commitment to Indigenous engagement:

Canada’s national museums have an important role to play in the reconciliation process with Indigenous peoples in Canada by creating and enhancing opportunities for meaningful engagement with Indigenous people and communities.

The Canadian Museum of Nature’s activities must contribute to bringing our communities together by enriching our understanding of our shared history.

The Canadian Museum of Nature has a long history of engagement with Indigenous people and communities through research and public engagement and Indigenous storytelling.

The Canadian Museum of Nature has an opportunity and an obligation to continue and enhance its engagement with Indigenous people and communities guided by its Framework for Indigenous Engagement.

Our commitment to Inclusion, Diversity, Equity and Access:

Inclusion and equity work often begins with critical self-reflection on how our personal, professional, organizational identity and/or social positions (identity, motivations, skills) aligns with the communities we aim to engage.

Organizational structures, programs and process must be designed or adapted to meet the community context and foster community contributions.

A diverse and inclusive museum is one that is attentive to who are and are not represented in its audiences, staff and volunteers, and community.

Diversity and inclusion practices and work are constantly evolving depending on context. It requires flexibility and adaptability that can respond to and implement ongoing change.

Change over the long-term requires a commitment to organizational and programmatic restructuring; it demands that inclusion and non-dominant perspectives be recognized as integral to all aspects of museum work.

It is essential to establish methods of measurement to track goal progress. This allows for transparency and accountability in our work, as well as the opportunity to learn from successes and failures.

Our commitment to Environmental Stewardship:

The Museum will operate as an environmentally responsible organization.

At all times, the Museum will meet and endeavor to exceed applicable environmental legal requirements.

The Museum will focus its efforts to reduce pollution.

The Museum will monitor its environmental performance.

The Museum will share responsibility for environmental stewardship with employees, suppliers and partners.



OUR
PEOPLE

Board of Trustees

The Board of Trustees is the Museum's governing body. 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 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 Director and CEO for the management of the Museum. In 2021-22, the Board met three times by videoconference, once in hybrid form, held four virtual education sessions and seven Board committee meetings 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. Each year the Board assesses its performance relative to metrics it establishes for itself, covering: attendance; personal giving; and fundraising efforts. 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.

Trustees continue in office until a successor is appointed.

Standing Committees

Executive Committee

JUDITH LAROCQUE, Chair April 2, 2021, until her death on December 29, 2021

GLENN SAKAKI, Interim Chair December 29, 2021, until March 31, 2022

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 April 1, 2021, until December 29, 2021

SUSAN KNOTT, Interim Chair December 29, 2021, until March 31, 2022

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 Director and CEO's performance and provides oversight for key human resources policies approved by the Board.

Board of trustees

JUDITH LAROCQUE, C.V.O.
Chair
Hawkesbury, Ontario
(14-Dec-17 until her death 29-Dec-21)

GLENN SAKAKI
Interim Chair and Vice-Chair
Toronto, Ontario
(25-Mar-19 to 17-May-25)

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

RON CALDERONI
Boucherville, Quebec
(5-Apr-12 to 17-May-2024)

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)

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)

SECRETARY TO THE BOARD
Skye Cameron (on leave)

Executive Staff (* management committee)

MARGARET BECKEL *
Director and Chief Executive Officer

CHARLES BLOOM *
Vice President, Corporate Services & COO

ANGELINE LAFFIN *
Interim Chief Experience Officer

JOHN SWETTENHAM *
Vice President, Marketing and Public Affairs

AILSA BARRY
Vice President, Experience & Engagement (Retired March 31, 2022)

LISA BRASIC, CPA, CA *
Chief Financial Officer

JEFFERY M. SAARELA, PH.D. *
Vice President, Research and Collections

STACY WAKEFORD *
Interim Chief Content Officer

LAURA EVANS, CFRE *
Chief Advancement Officer

Management Team (*management committee)

JEAN-MARC GAGNON, PH.D. *
Chief Scientist

JORDAN MALLON, PH.D.
*Section Head, Palaeobiology

DAN SMYTHE
Head, Media Relations

NOELLA MURIBORA
Interim Head, Accounting and Budget Planning

SONJA GONSALVES *
Director, Human Resources

SEAN TUDOR *
Head, Collection Services & Information Management

ANNE BOTMAN
Head, Content Development

JOHN HENDERSON
Head, Protection Services

KATRIINA ILVES, PH.D. *
Section Head, Zoology

KASIA MAJEWSKI
Head, Marketing & External Relations

DAN BOIVIN
Head, Design

GERALD JAMES
Head, Visit Planning

MARTIN LECLERC *
Director, Facilities and Protection

NORI GOWAN
Head, Corporate Advancement

DANA ALBRIGHT
Head, Programs

MARCI KWINDT
Head, Technical Operations

AARON LUSSIER, PH.D. *
Section Head, Mineralogy

MARISSA CROTEAU
Head, Individual Advancement

LAETITIA HABIMANA
Head, Business planning & Audience Research

CHANTAL DUSSAULT
Head, Archives and Library

TROY MCMULLIN, PH.D. *
Section Head, Botany



OUR STRATEGIC FRAMEWORKS

ADVANCING INCLUSION: THE CANADIAN MUSEUM OF NATURE'S DIVERSITY AND INCLUSION FRAMEWORK

“Being a leader means taking an active role in ending all forms of discrimination and oppression, consciously and constantly challenging our own biases, and creating an environment in which our employees feel empowered and safe to speak up when they witness barriers to equity and inclusion. Inaction is not an option.”

- Ian Shugart, former Clerk of the Privy Council and Secretary to the Cabinet

In 2021, the Government of Canada made calls to increase equity and inclusion in the public service as a framework to strive towards building a culture of inclusiveness that reflect the diversity of Canadians. While the respect for diversity and inclusion has long been at the core of the Values of the Canadian Museum of Nature that enhances its ability to fulfill its mandate, in alignment with the Government of Canada's calls to action, we recognize that more progress must be made to advance inclusion, diversity, equity and accessibility (IDEA), especially for Black people and other racialized groups, Indigenous people, and persons with disabilities.

In 2021-22, the Museum undertook several activities to listen and learn to make informed decisions on how to best advance IDEA at the Museum. Employees surveys and discussions with our Diversity and Inclusion Employee-Resource Group, leaders of Algonquins of Pikwakanagan First Nation and Kitigan Zibi Anishinabeg First Nation and others

provided the Museum with an opportunity to hear from diverse communities. The Museum undertook the certification process with the Rick Hansen foundation to understand where we could increase accessibility for employees and visitors. Training, such as professional coaching on inclusive and compassionate leadership, supported the leaders to expand their knowledge and further develop their IDEA skills.

Following those activities, the Canadian Museum of Nature has made several commitments to advance IDEA at the Museum. It is implementing a concrete plan to address recruitment and employment barriers and increase the promotion of career opportunities at the Museum within underrepresented communities to recruit, hire and promote a more diverse and representative workforce. For example, as part of the Museum's refreshed Indigenous Engagement Framework, the Museum began posting employment opportunities on sites targeted to Indigenous job

seekers, both student and professional. The Museum is providing additional training for managers and employees, including Indigenous awareness training, to support their role in advancing IDEA practices. It is also using the results of the Rick Hansen Foundation certification process to increase accessibility. The Museum is updating its policies and related instruments to strengthen and embed IDEA in its employee and visitor experiences, including enhancing the experience of traditionally underserved Canadians and addressing issues relating to the history and traditions of natural science museums that may exist at the Museum. Finally, the Museum is providing more opportunities for employees to provide feedback and participate in discussions relating to IDEA and giving employees and managers more opportunities to be involved in decision making so that they are more empowered to contributing to the advancement of IDEA at the Museum.

ADVANCING RECONCILIATION: THE CANADIAN MUSEUM OF NATURE'S INDIGENOUS ENGAGEMENT FRAMEWORK

“Reconciliation is about establishing and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal peoples in this country.”

– Truth and Reconciliation Commission of Canada

The Truth and Reconciliation Commission of Canada (TRC) in 2015 challenged Canadians to build a new relationship between Indigenous and non-Indigenous peoples, and in 2016 the *United Nations Declaration on the Rights of Indigenous Peoples Act* received Royal Assent. This legislation provides a roadmap for the Government of Canada and Indigenous Peoples to work together to implement the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) based on lasting reconciliation, healing, and cooperative relations.

Canada's national museums, which provide opportunities to experience Canada's past, present, and future, have an important role to play in reconciliation with Indigenous Peoples in Canada. Although the Canadian Museum of Nature has a long history of engagement with Indigenous Peoples and communities through research, public engagement, and Indigenous storytelling, the Museum acknowledges it must further strengthen

relationships with Indigenous Peoples and contribute to bringing Indigenous and non-Indigenous communities together, guided by the Museum's values of integrity, respect, excellence, and continuous learning.

The Museum recognizes that its ability to fulfill the science and public outreach components of its mandate is enhanced by our understanding of the histories, cultures, knowledge, protocols, values, and aspirations of Indigenous Peoples. From time immemorial, Indigenous Peoples have stewarded the land in respectful ways that support people and nature, and there is a growing recognition of the important and essential contributions of Indigenous Peoples in the environmental movement and safeguarding biodiversity and geodiversity. The Museum offers a platform for telling the story of Indigenous participation in the environmental movement from multiple perspectives through exhibitions, public programming and communications activities.

Indigenous-governed lands are characterized by retention of a proportionally high number of biodiverse landscapes rich in a multitude of species; as such, Indigenous territories are a key element in maintaining habitats that support biodiversity and in mitigating the effects of climate change. Engagement with Indigenous Peoples in its science activities will help the Museum achieve its science priorities.

In 2021-22 the Museum refreshed its Indigenous Engagement Framework. This framework aims to enable a more inclusive approach to increasing knowledge of and appreciation and respect for the natural world, demonstrating the Museum's leadership as a national institution, and enabling Canadians and others to acquire a broader perspective of the natural world to become better stewards of the land.

Through new approaches, the Museum will show concrete and positive commitment to honouring the TRC calls to

“RECONCILIATION IS
A WAY OF LIFE AND
REQUIRES WORK EVERY
DAY. RECONCILIATION IS
GETTING TO KNOW ONE
ANOTHER.”

– Her Excellency the Right Honourable Mary Simon, Governor General of Canada

action and UNDRIP and will build a solid foundation with Indigenous nations and organizations, from host nation outward. Furthermore, the framework will enable the Museum to become a leader in working with Indigenous Peoples to inspire all Canadians and the world to take action and have a deeper understanding in the realms of biodiversity loss, climate change, and scientific literacy. Successful and sustained engagement with Indigenous Peoples will help the Museum deliver on its global vision of supporting the steps to enable a sustainable natural future.

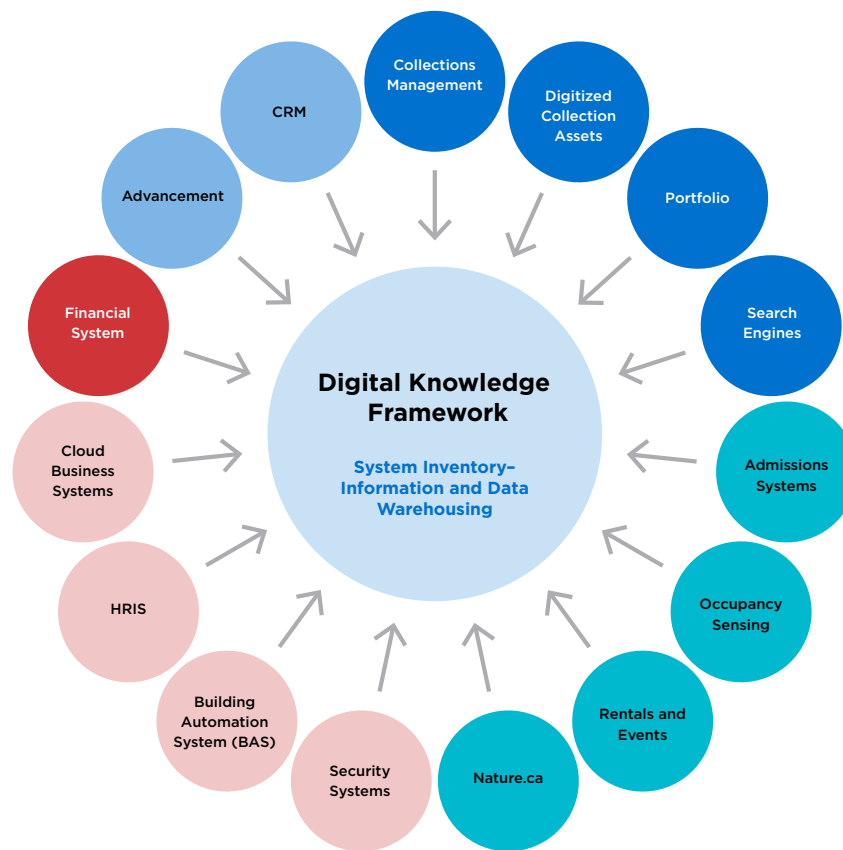
To strengthen relationships with Indigenous Peoples, the Canadian Museum of Nature has made several commitments. The Museum will engage early, openly, and honestly in a sustained manner with Indigenous Peoples to build long-term and mutually beneficial relationships. The Museum will promote opportunities and create a welcoming environment within the Museum that fosters engagement

and inclusion of Indigenous Peoples. The Museum will respect the rights of Indigenous Peoples to maintain and strengthen their own institutions, cultures and traditions and to pursue their development in keeping with their needs and aspirations. To meet these commitments, the Museum will continually review its projects, practices and activities to identify opportunities for meaningful Indigenous engagement and community inclusion. The Museum aims to attract, train and retain Indigenous employees at all levels of the organization, support the development and success of Indigenous-owned businesses through procurement and collaboration, and promote awareness and understanding of Indigenous Peoples' rights, cultures, knowledge, values, and histories in staff and volunteers through training. Furthermore, the Museum will review its collection management and public engagement practices and aim to align them with UNDRIP.

In addition to developing the framework over the last year, the Museum made progress in advancing its priorities. Examples include the following:

- Through discussions with leaders of Algonquins of Pikwakanagan First Nation and Kitigan Zibi Anishinabeg First Nation, the Museum revised its land acknowledgement. This acknowledgement is now published on the Museum's homepage at nature.ca.
- In collaboration with Carleton University's Department of History and the Carleton Centre for Public History as well as the Canadian Museum of Nature Foundation, the Museum initiated a project lead by a post-doctoral fellow with the goal of examining the origins and legacies of settler-colonialism in its collection development and scientific practice, with a focus on the Canadian North.
- The Museum profiled specimens from the Nunavut archaeology collection in the Museum-developed travelling exhibition, *Planet Ice: Mysteries of the Ice Ages*. The Museum engaged with its host nations to identify possible joint projects and advanced a new collaboration with the Wabano Centre in Ottawa.
- As content sponsor of the Summer Solstice Indigenous Festival, the Museum, in partnership with Music & Beyond, provided videos of Indigenous musical performances in the Museum's galleries and in the Museum's Landscapes of Canada Gardens.
- As part of its annual research planning process, Museum researchers considered approaches to Indigenous engagement associated with their field-based research activities.
- The Museum began posting employment opportunities on sites targeted to Indigenous job seekers, both student and professional.
- The Museum allocated funding to support Indigenous engagement in Museum science projects, to support development of new public programming co-created with Indigenous partners, and to support Indigenous awareness training for staff.

DIGITAL KNOWLEDGE MANAGEMENT FRAMEWORK



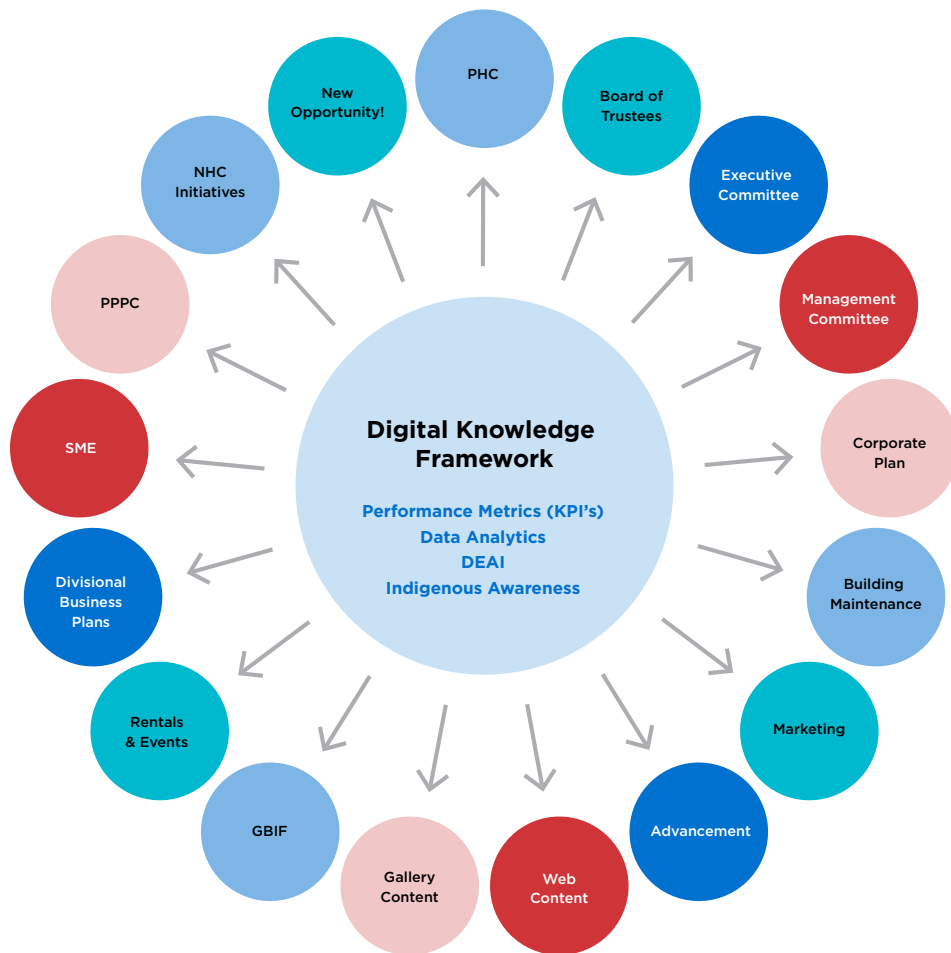
The Canadian Museum of Nature Corporation’s mission is to increase, throughout Canada and internationally, interest in, knowledge of and appreciation and respect for the natural world by establishing, maintaining and developing for research and posterity a collection of natural history objects, with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

An important part of how the Corporation identifies, organizes, stores, and shares the wealth of knowledge it possesses is by

applying a framework to the application of specific digital systems. The framework for digital knowledge management is a strategy that effectively provides the business of operating the Museum with the ability to rapidly achieve business outcomes as personnel spend less time searching for information, resulting in overall faster decision making across all business units.

The Digital Knowledge Framework has six objectives. The first is to provide a reference point for identifying organizational information needs related to the storage and retrieval of digital

data, corporate information, and related multimedia content. This is achieved by maintaining a catalogue of all systems deployed within the Museum and mapping their information input flows by division. This provides a clear understanding of where information is stored, managed, and organized for rapid retrieval. In addition, by maintaining an awareness of all CMN data sources, the Museum is empowered by that data to deliver on all aspects of the CMN’s business using Performance Metrics and Data Analytics that inform everything from daily operational decisions through to the presentation of performance metrics



at initiatives committees that inform the status of strategic directions, while also enabling the advancement of Diversity, Equality, Accessibility, and Inclusiveness as well as Indigenous Awareness, across the organization.

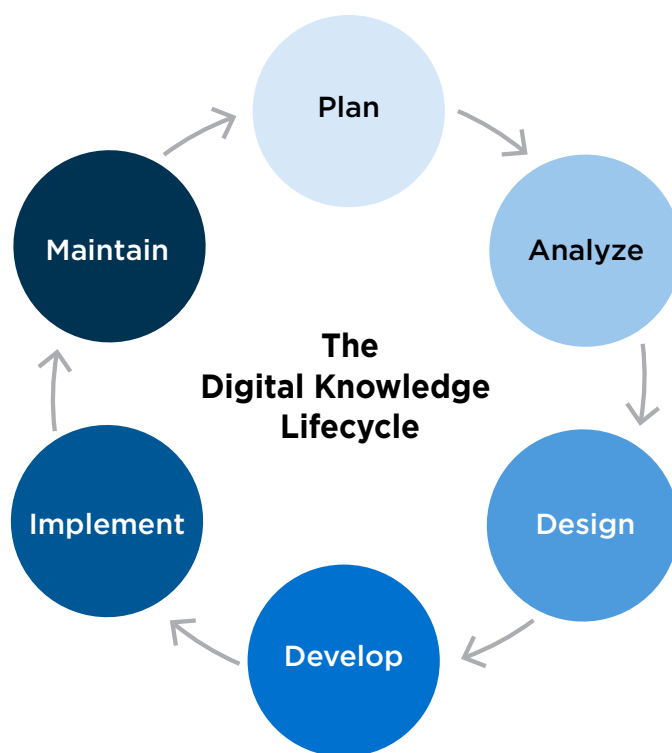
The second objective is to establish information system outputs that assist with Communicating and Collaborating through digital technologies, while being aware of cultural and generational diversity. By maintaining effective communication via digital channels this provides for enhanced engagement with

both public and private digital services thereby increasing the reach of the Museum's digital identity, and reputation through internal communication channels such as the CMN Intranet, or with the Public via social media, e.g., Facebook/ Meta, Instagram, Twitter, etc.

The third objective is to organize information by business unit/division and making it accessible via a universal interface as a tool for solving business challenges. This approach allows the information and knowledge contained in Museum systems to identify unique

business needs, and to resolve technical concepts and situations in digital and physical environments. This process enhances the use and adoption of digital tools, thereby accelerating the development of innovative content, products, and services that can be evaluated using performance metrics as adopted by management.

The fourth objective of the framework is to continuously review digital systems for relevance to the current context. Is the system providing the information required to assist with managing knowledge within



the corporation? Is the system adding value to decision making within business units and the organization as a whole? If the answers to any of these queries demonstrate the system is not providing the expected returns it then becomes an opportunity to review the original intent of the systems deployment, and determine if it should be maintained, upgraded, or retired. This approach provides for an effective manner of managing the systems development lifecycle, particularly for small to medium business enterprises such as the Museum.

The fifth objective of the framework is to continuously improve and integrate the information contained in the existing body of knowledge, while also understanding

how copyright and licensing are applied, where applicable. One example of how this objective is met would be through ongoing efforts to add metadata to information holdings that provide for the rapid retrieval of information via keyword search or other related criteria. An important effort in support of this objective is adding metadata to legacy information holdings through automated tools capable of analysing a document extracting key words based on the frequency they are found within the file and associated text.

The sixth and final objective of establishing the CMN Digital Knowledge Framework is to provide management with the information required to plan

for system upgrades based on initial design and expected lifecycle from date of implementation with most operating an average of five years before a major update.

Through this innovative approach that combines knowledge and information management in the digital context, the Canadian Museum of Nature Digital Knowledge Framework provides a series of mapped information flows, analysis of data and associated analytics, as well as a process for continuous improvement that provides the opportunity to address data and information quality on an annual basis, reducing corporate risk, and improving outcomes for all stakeholders.

ENVIRONMENTAL STEWARDSHIP FRAMEWORK

The Museum's commitment to Greening its operations is supported by the Greening Government Strategy. The Museum is taking current steps and planning future ones to reduce its environmental impact across its operations and practices. Through its partnerships, research and collections programs, engagement with Canadians and its own operations, the Museum is committed to demonstrate leadership and inspire wise choices for stewardship of the natural environment.

The Museum will use its scientific knowledge of natural systems, its natural history collection, and other internal & external resources to:

- Educate Canadians about the environment and the issues that affect nature's balance,
- Inspire its partners and all Canadians to take responsible actions to protect the natural environment and reduce their ecological footprint, and,
- Lead by example in striving to continually reducing its ecological footprint, preventing pollution, and exploring new approaches to environmental stewardship.

As set out by the Centre for Greening Government, the four key focus areas are **Property and Workplaces, Climate-Resilient Services and Operations, Mobility and Fleets,** and finally, **Procurement of Goods and Services.**

The Museum recategorizes its activities in its "*Greening of Operations Plan*" to focus on seven areas where specific recommendations are made to direct the Museum's efforts and define its priorities. The seven areas of focus are:



THE MUSEUM IS LOOKING INTO IMPROVING ITS BEST AND GREENEST POLICIES IN REGARD TO TRAVELING PRACTICES AND DIVISIONAL REQUIREMENTS.

The Museum operates two large, complex and challenging facilities where one houses and cares for its Natural History Collection Specimens & Research facilities, and the other houses its public exhibitions and rental venues in a Federal Heritage Designated Building; both of different eras. Caring for our Natural History Collections is only possible under strict year-round interior environmental conditions and parameters.

Although the greening work is continuous until a carbon-neutral or net-zero operation is achieved, the Museum is making progress to the best of its ability in these seven areas of focus.

The Museum is working towards a greener procurement policy but continues to ensure that life-cycle assessment principles, the adoption of clean technologies and environmentally friendly products form the core of its procurement practices. The Museum has made several investments in paperless practices through its online procurement platform, its online computerized maintenance management system, its Microsoft Office 365 environment, its on-line ticketing system, e-invoicing and electronic funds transfer. The Museum has eliminated its single

use plastics at meetings and events, offers reusable flatware/dishware; non-plastic and/or compostable takeout containers; a no plastic straw policy and composting and recycling within food operations. The Museum is offering personal reusable coffee cartridges available to Staff in the centralized kitchenettes to avoid unnecessary and harmful plastic uses & wastes. Water stations throughout our facilities enable both staff and customers to refill reusable bottles.

The Museum no longer owns or operates any fleet of cars or vans. The Museum encourages low-emission transportation for employees. Agreements have been made with community-based/alternative organizations offering greener transportation alternatives. We are looking at optimizing our electric vehicle charging stations at both of our facilities. We are working with the municipalities to continuously improve bus services. We have made significant investment in technological teleconferencing solutions and encourage, and often prioritize its usage to minimize traveling requirements between facilities and for our many service providers.

The Museum is looking into improving its best and greenest policies in regard to traveling practices and divisional requirements.

The Museum's building energy consumption is being monitored by a network of submeters and its Heating, Ventilation & Air Conditioning Systems controlled by centralized building automation systems at both of its facilities ensuring environmental conditions are constantly maintained for its natural history collection content and Heritage Building Fabrics. The Museum's energy consumption baselines were set in 2016-2017 at:

Electricity: 320 KWh/m² and Natural Gas: 25 m³/m² for its Natural History Collections Building in Gatineau, QC:

Natural Heritage Campus

Electricity: we were 9% below target for 17/18

Natural Gas: we were 44% below target for 17/18

Electricity: 280 KWh/m² and Natural Gas: 30 m³/m² for its Public Exhibitions & Programmes Building in Ottawa, ON:

Victoria Memorial Museum Building

Electricity: we were 3% below target for 17/18

Natural Gas: we were 7% below target for 17/18

We have reduced our energy consumptions and maintain consistency annually ever since 17/18.

The Museum is currently assuring its optimal Building Energy Performance through a series of best practices and initiatives including but not limited to, Energy Audits, Building Condition Reports, Centralized Lighting Control Systems, LED lighting retrofit projects, daylight harvesting & sensors, occupancy sensors

& schedules, carbon monoxide monitoring, energy recovery, Building Automation Systems sequences of operation assessment, magnetic bearing chillers, condensing boilers, variable frequency drives, closed water loop systems, preventive & predictive maintenance programmes, daily building operation monitoring, organic water treatment products, waterless plumbing fixtures, stormwater management system, water leak detection systems, weather monitoring of automated irrigation system and many more.

The Museum monitors its waste management successes through annual waste audits' observations and recommendations. We offer the full spectrum of recycling services minimizing our landfill waste stream. The Museum offers composting services for its employees, food services and rentals programme. The landfill diversion rates remain low for our public Building averaging 55 to 61% and high at our non-public Collections Building averaging 80 to 82%, we are committed on improving our waste management practices.

The Museum operates as an environmentally responsible organization. We have made investment in the installation of green roofs, green vegetation roof surfaces to support our animal care requirements and indigenous plant materials in our Landscapes of Canada Gardens. Our Gardens support wild bee populations through its vegetation and hoteling services. We continuously monitor the biodiversity of our Gatineau 120-acre land while also protecting and preserving our 20-acre wetland in Osgoode, ON.

The Museum is committed to create sustainable workplaces by engaging employees and networking with other Museums and similar institutions.



EVIDENCE

THE NATIONAL COLLECTION AT WORK

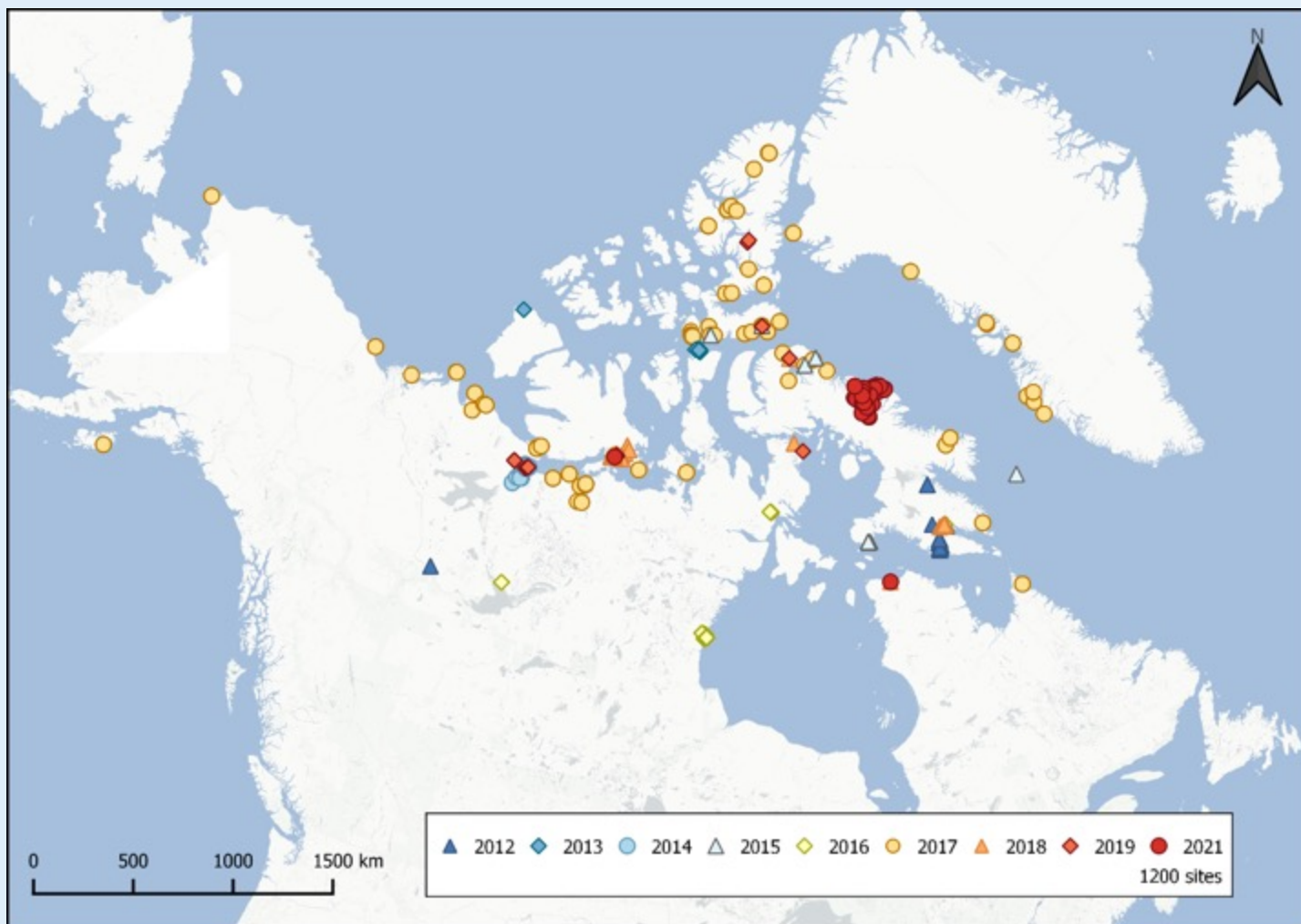
OUR SCIENCE

Centre for Arctic Knowledge and Exploration

Arctic work continued this year despite ongoing restrictions due to the COVID-19 pandemic, and the Arctic centre continued to promote and support the Museum's history of excellence in Arctic research and collections. A partnership with Polar Knowledge Canada funded much of this year's Arctic fieldwork, and we are grateful for their support.

Museum scientists have conducted research on biodiversity and geodiversity at over 1000 sites in the North American Arctic (Canada, Alaska, Greenland) over the last decade (see map), and multiple field trips to the Arctic by Museum scientists took place in 2021. A zoology team travelled to Salluit and Cambridge Bay (Iqaluktuuttiaq) to study lemmings and other small mammals, and a team from botany worked in Agguttinni Territorial Park, near Clyde River (Kannigigtugaapik), to collect and study vascular plants and lichens.





Localities in the North American Arctic (Canada, Alaska and Greenland) where Canadian Museum of Nature scientists have conducted field work since 2012, including sites visited as part of the expedition in 2017.

The botany team is working with Nunavut Parks to incorporate Inuit Qaujimagatuqangit into their survey for the community. The Zoology team also visited Salluit in the spring to do outreach in the community and visit the local school.

Collections-based work also continued on the diatom floras of Wapusk National Park, near Churchill, and Tursujuq National Park, in northern Quebec. The Arctic seaweed specimens in our national collection were used in two studies modeling the impacts of future climate change on Arctic kelp forests. Multiple Arctic specimens in both the national palaeontology collection and the Nunavut Archaeology Collection were sampled for

genetic and isotopic studies (e.g. walrus population dynamics and interactions with humans; genomics of the mammoth lineage in North America). Other Arctic specimens from the paleontology collection including caribou antlers and polar bear bones were analysed for ecological information stored using stable isotope analyses.

To share our Arctic work, a virtual *Ignite* event was held in January where researchers presented their work to an audience of more than 180 people.

Beaty Centre for Species Discovery

The Beaty Centre for Species Discovery continued positioning the Museum as a leader in collections-based research and collections curation and conservation. Members of The Beaty Centre for Species Discovery published 37 new species (in Zoology, 27 in Botany, and 6 new minerals). Researchers undertook various systematic studies including, but not limited to, upgrading the taxonomy of two diatom genera, undertaking a detailed anatomical description of the braincase of *Daspletosaurus*, describing several new fossil crocodyliforms from China, naming several new species of weevil (13 new species, 2 new genera), characterizing the mineralogy of the donnayite-group minerals, and creating an identification key for 136 Canadian small-mammal species.

The EMu Collection Management system was successfully launched — a culmination of five years of migration work by Collection Services Information Management in collaboration with the Centre's various curators, heads, and technicians. In total, The Centre acquired 21,248 new specimen lots across all five sections in Research and Collections. For example, the Centre supported the acquisition and curation of ~500 new beetle specimens to be accessioned into our world-class collection of Coleoptera. The Palaeobiology section also received a donation of an important and beautifully preserved collection of Champlain Sea fossils from various localities in eastern Ontario, bolstering the representation of local fossils in our collections.

The Centre, in collaboration with the Centre for Arctic Knowledge and Exploration, provided support to the Google Arts and Culture Initiative, leading to the digitization of 598 pieces from our Nature Art collection. Digitized images include, for example, beautiful watercolors of various Canadian fungi. This content is now openly available on Google Arts and Culture. Digitization of the Botany collections advanced with help from generous



An Arctic herbarium specimen in the National Herbarium of Canada.

partners, with a focus on Arctic and Prairie specimens. The team added new records to a lichen barcode of life project (665 specimens). Databasing and tissue sampling for inclusion in the National Cryobank were completed for a donated collection of approximately 6,000 scarab beetles, which was also supported by a grant from the Global Genome Biodiversity Network.

Support of the Scientific Training Program continued. During the 2021-2022 fiscal year, the training program supported 14 students. The Centre also launched a new program of funding for Visiting Student Scientists, supporting two graduate students in the 2021 fiscal year.

Centre members undertook field work across Canada, including in Saskatchewan, the National Capital Region, Quebec, Nova Scotia, and Prince Edward Island.



KNOWLEDGE

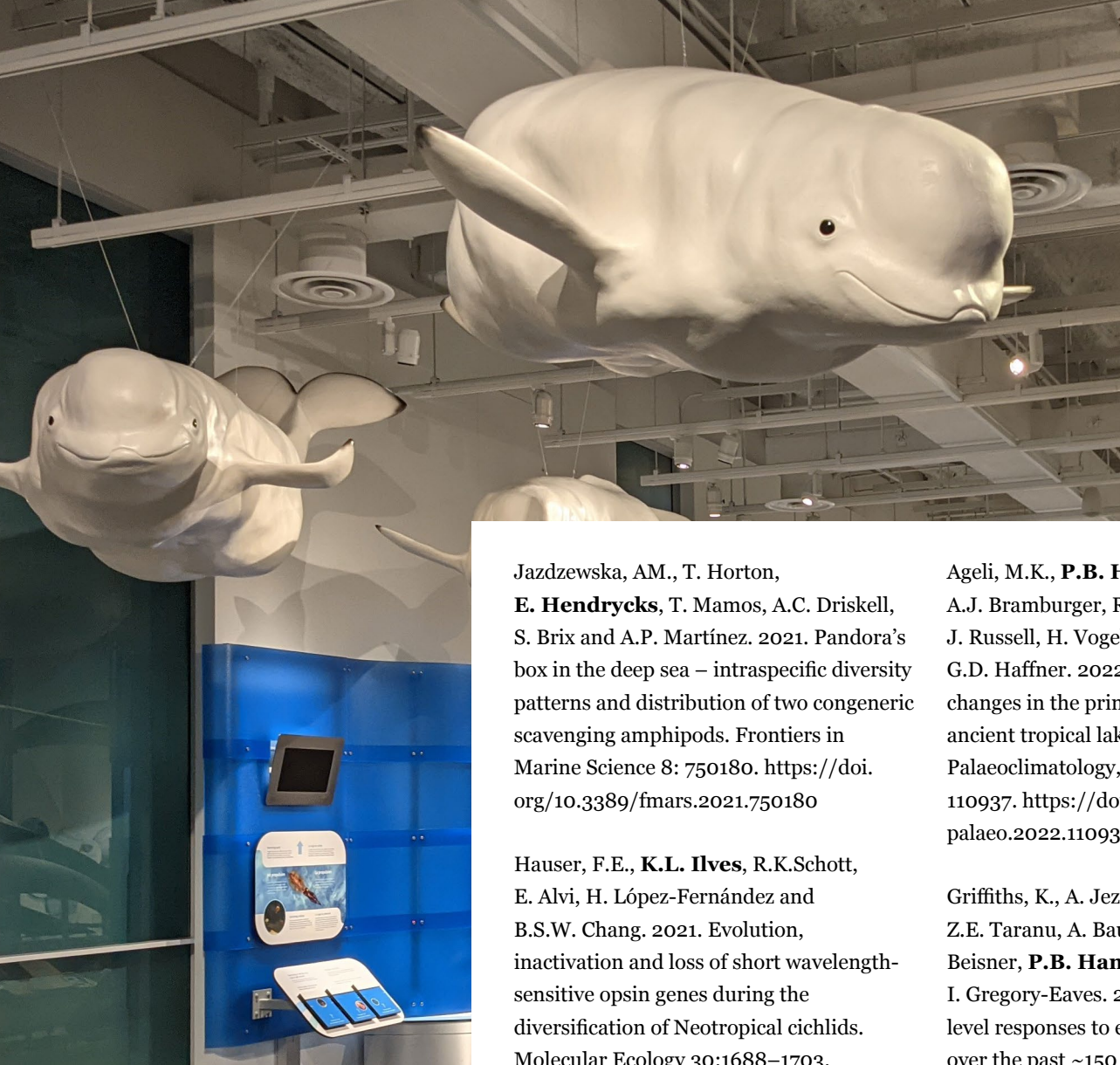
CREATING AND SHARING
UNDERSTANDING OF NATURE

Museum staff published 84 refereed articles, which are reviewed by other scientists in the field before they are published, and 43 non-refereed articles, including abstracts, blog posts, reports, magazine and newsletter articles, and website contributions. 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/associate.

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Non-refereed Publications

Reports

McKay-Kuja, S.M., C. Anderson, D. Beadle, A. Bodman, D. Bree, P.M. Catling, J. Dewey, J. Doubt, P. Fuller, B. Kostiuk, A. Leavens, T. Mason, **R.T. McMullin** and K. Thomas. 2022. 2020–2021 PECFN Biothon at the MapleCross Coastline Reserve, Eastern Lake Ontario Coast Natural Area, Prince Edward County, Ontario. Prince Edward County Field Naturalists. 56 pp.

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Scientific Presentation (Abstracts)

Vincent, W.F., **R. Bull**, A. Jungblut, A. Culley, S.E. Bonilla and C. Lovejoy. Deep-frozen treasures: conservation of Arctic environmental microbiomes via the National Biodiversity Cryobank of Canada. ArcticNet 2021 Annual Scientific Meeting Abstracts, pp. 52. Arctic Science 8: 3–152 (2022) <https://doi.org/10.1139/as-2022-0002>. ArcticNet 2021 Annual Scientific Meeting, 6–10 December.

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Research/Museum Associates

- | | |
|---|-------------------------------------|
| Dr. G.W. Argus, Ottawa, ON | Dr. G. Levin, Chelsea, QC |
| Dr. F. Brodo, Ottawa, ON | Dr. N. Lovejoy, Toronto, ON |
| Dr. I. Brodo, Ottawa, ON | Dr. H. Maddin, Ottawa, ON |
| Dr. D.F. Brunton, Ottawa, ON | Dr. M.T. Nweeia, Sharon, CT, USA |
| Dr. M. Caldwell, Edmonton, AB | Mr. M.J. Oldham, Peterborough, ON |
| Dr. W. Cardinal-McTeague, Montreal, QC | Dr. T. Onuferko, Ottawa, ON |
| Dr. F. Chapleau, Ottawa, ON | Mr. M. Picard, Osgoode, ON |
| Dr. P. Chakrabarty, Baton Rouge, LA, USA | Dr. J. Kulalová-Peck, Ottawa, ON |
| Dr. B. Coad, Ottawa, ON | Dr. S.B. Peck, Ottawa, ON |
| Dr. K. Conlan, Ottawa, ON | Dr. S. Ponomarenko, Ottawa, ON |
| Dr. S. Cumbaa, Ottawa, ON | Dr. M. Poulin, Gatineau, QC |
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| Dr. D. Gray, Metcalfe, ON | Dr. F. Schueler, Oxford Station, ON |
| Dr. J. Grice, Ottawa, ON | Mr. K. Shepherd, Ottawa, ON |
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| Dr. M.A. Ivie, Bozeman, MT, USA | Dr. M.-C. Williamson, Ottawa ON |
| Mr. J. Lauriault, Gatineau, QC | Dr. G.D. Zazula, Whitehorse, YT |
| Dr. D. Leaman, Maberly, ON | |

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OUR OPERATING CONTEXT



Environmental Scan

While embracing recovery from the COVID-19 pandemic, the museum's business must confront a range of unpredictable factors that present fundamental challenges to its ability to financially sustain itself and to fulfill its mandate. These include: revenue recovery from the pandemic; price inflation; government funding – emergency support, direct funding requests, strategic review; our potential as a federal institution to engage donors and sponsors; ability to staff in the face of labour shortages; opportunities to leverage tele-working and automation for resourcing; and opportunities to leverage digital platforms for delivery. In addition, the museum must take steps to increase accessibility to its venues and programs; to further develop diversity, equity and inclusion in its staff and audiences; and to further Indigenous engagement in all aspects of its operations and outreach.

Positive in-year financial performance

The current fiscal year generated a net surplus of \$8.0 million. This positive result was due to:

- Higher than expected attendance during pandemic closures and capacity constraints

Fiscal year attendance was 29% of pre-COVID levels, despite being closed for 5½ months of the year, with school, group, rental, and programming businesses virtually non-existent.

- Reduced costs: the Museum reduced expenditures where possible in response to being closed and to capacity constraints – e.g. reduced marketing costs.
- Supplemental Government support of \$8.0 million to address impacts of the COVID-19 pandemic.

While the Museum generated higher revenues than in the previous COVID-impacted fiscal year, revenues were still significantly lower than pre-pandemic levels. The revenue losses were partially offset by expense savings, however, the \$8.0 million surplus was largely attributable to the supplemental support received from the government during the fiscal year.

The surplus will serve to off-set losses still forecast for future years resulting from:

- Reduced revenues from admissions and ancillary activities as we recover from the pandemic
- the challenges of our business model now exacerbated through high inflation

Business model

Since 2009, the national museums have been placed on an earned revenue model within the context of not-for-profit Crown Corporations. In practice this means that the non-salary related portion of the Museums' Parliamentary Appropriation is held constant, in non-inflation-indexed nominal dollars, for each and every subsequent fiscal year ongoing. Therefore, in order to maintain a consistent level of operations the Museum must find new revenue sources to compensate for the nominal dollar devaluation of the Parliamentary Appropriation caused by economic price inflation. Were there zero inflation, there would be nothing to manage. In an inflationary environment, which is the norm, commercial revenues must be increased in multiples of the relative size of commercial revenue to Parliamentary Appropriation as a proportion of total revenue. For example, if the Parliamentary Appropriation constitutes 80% and commercial revenue constitutes 20% of total revenue and inflation is 2%, then commercial revenue would have to increase by 10% to compensate in real terms for the Parliamentary Appropriation being held nominally constant.

Real dollar budget of \$100*

2% inflation, with 80% Parliamentary Appropriation in constant nominal dollars

	Year 1	Year 2	△
Parliamentary Appropriation	\$ 80	\$ 80	0%
Commercial Revenue	\$ 20	\$ 22	10%
	\$ 100	\$ 102	2%

*For illustration purposes only

Operating within this challenging business model, the Canadian Museum of Nature was able to grow its business offerings, attendance, attendance revenues, and advancement revenues to increase earned revenues from 7% in 2009 to 29% of its budget in fiscal 2019/20.

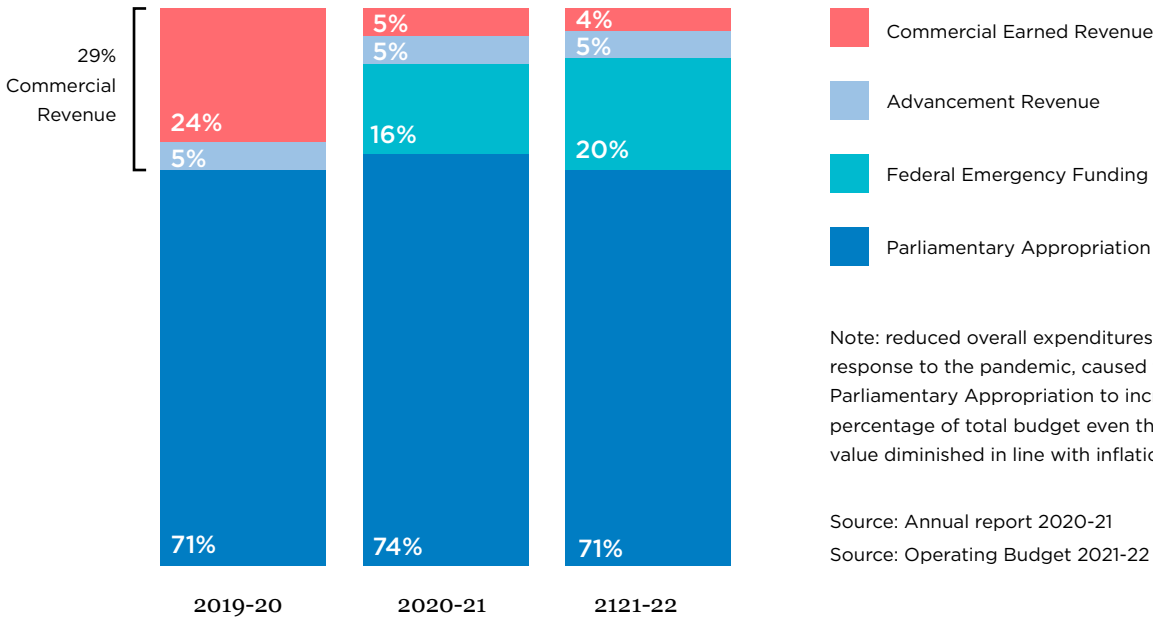
COVID-19

With 29% of its operating budget sourced from commercial revenue, the Museum was extremely vulnerable to loss of business resulting from the COVID-19 pandemic declared on March 11, 2020. The pandemic caused the Museum to be closed for 10.5 months of the 24-month period of the last two fiscal years, 2020-21 and 2021-22. An additional month's closure was caused by the so-called "Freedom Convoy" demonstrations and occupation of downtown Ottawa in February 2022. In all the Museum was closed for almost a year, and when open over this period capacity was reduced to accommodate health and safety protocols mandated by local, Provincial and Federal health authorities. Ineligible as a Crown Corporation to partake of Federal COVID relief programs such as CERB or CEWS, the Museum was grateful and reliant on Federal Emergency funding provided in the 2020 and 2021 Federal Budgets.

With adult programming, rentals and events, group tours and school programs accounting for 25% of the Museum's overall attendance, all of which were reduced to zero, the Museum was operating on a market base of only 75% throughout the pandemic period. Of the 75%, at least a third would normally be tourists—a market sector which was severely compromised. Despite these constraints, the Museum was able to attain 29% of 2019/20 attendance in 2021/22, which is truly remarkable and testimony to sustained resonance within the local market. It is difficult to plan the speed of recovery. Optimism in the past two years was repeatedly dashed, and a conservative plan now envisions a return to pre-pandemic levels of attendance by 2026, and the Museum sustaining ongoing operating deficits henceforth.

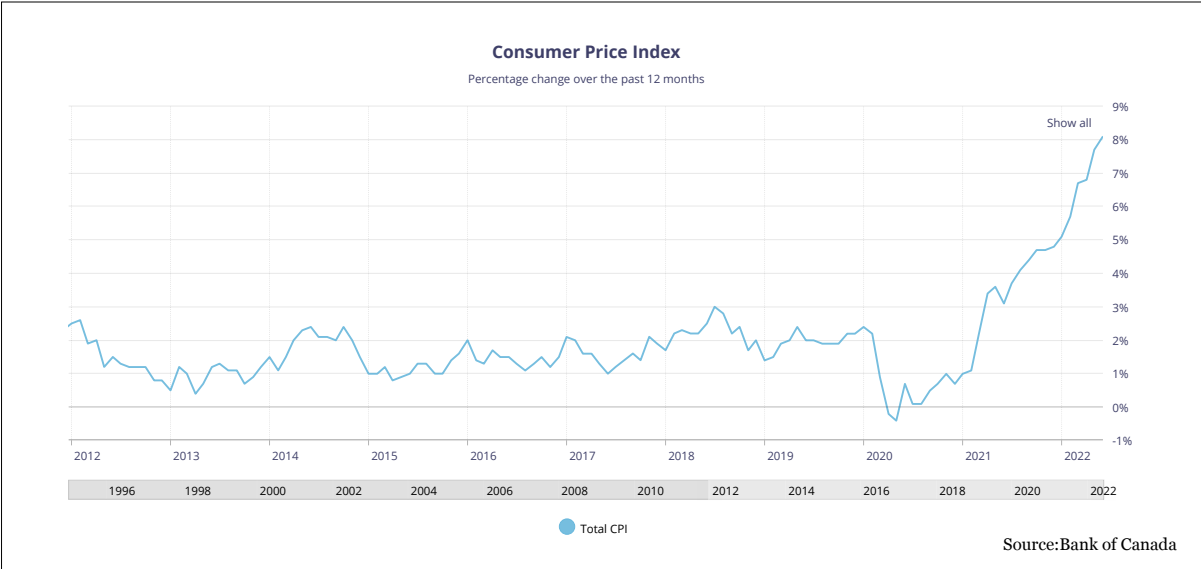
Operating Budget by Source

(2021 real / constant dollars)



Inflation

While the Bank of Canada maintains a medium-term inflation control target of 2% within a range of 1-3%, current inflation is now 6.7% at the end of fiscal 2021/22.



Comparing the illustrative scenario of 80% Parliamentary Appropriation at 2% inflation with one of 7% inflation, sustaining a constant real operating budget would now demand commercial revenues to increase by 35% rather than 10%.

Real dollar budget of \$100*

7% inflation, with 80% Parliamentary Appropriation in constant nominal dollars

	Year 1	Year 2	Δ
Parliamentary Appropriation	\$ 80	\$ 80	0%
Commercial Revenue	\$ 20	\$ 27	35%
	\$ 100	\$ 107	7%

*For illustration purposes only

In a 2% annual inflation scenario, budgets in real dollar terms could be preserved by increasing prices by 10% per year, or about three years to increase prices by one-third. In a 7% inflation scenario this would have to be achieved in just a single year. The earned-revenue business model that the national museums adhere to is acutely vulnerable to inflation.

Government Funding

The 2022 Federal Budget's key priorities were identified as: strengthening economic growth; inclusiveness; and fighting climate change. In each of these the Canadian Museum of Nature will play a key role:

- **ECONOMIC GROWTH:** as a leading visitor attraction, the Museum is a key part of the visitor economy in a city that is well positioned to be a leader in tourism growth in Canada. The visitor economy is a major employer, and a sector that has suffered disproportionate adverse impact by the pandemic.
- **INCLUSIVENESS:** The National Museums tell Canada's story—we are a prominent reflection of who we, as Canadians, are and as such are key players in the government's inclusiveness response.
- **CLIMATE CHANGE:** a centre of excellence in Arctic research, the Canadian Museum of Nature has a national and international role in measuring impacts of climate change and to understanding correlations and dependencies necessary for developing mitigation measures. Our role in identifying and analyzing minerals provides for understanding new properties and thereby applications that are essential to enabling a carbon-free economy. Through public engagement, both physical and online, the Museum is a highly trusted source for the science literacy necessary for public support.

Given this alignment, the Museum welcomes the Strategic Policy Review proposed in the budget. As the Museum is deeply involved in digital service delivery, both in terms of providing access to research data on a global scale, and in providing public engagement on a national scale, it will also conform well with policy objectives to support programs that align with the new post-pandemic reality. This in turn may support direct funding requests made by the national museums to further support digital outreach and to provide better assurance for ongoing needed investment in National Museums' iconic physical assets.

Government support may also derive from the Museum's alignment with the mandate of the Department of Canadian Heritage. Key priorities in the mandate include: Sustainable Future; Climate Action; Indigenous Partnerships; Diversity and Inclusion; and Pandemic Recovery. Our mission is a sustainable natural future, and our expertise informs climate action. With the highest levels of trust and the highest levels of safety, we are leaders in both engagement and literacy. We have strong Indigenous connections and a path forward to go further, as we do with diversity and inclusion (see Indigenous Engagement and Diversity and Inclusion sections elsewhere in this Annual Report).

Donors and Sponsors

Given the Museum's alignment to Federal priorities, it is perhaps unsurprising that the Museum partners with many Federal departments and organizations to realize shared objectives. For example, these include the Natural Sciences and Engineering Research Council, Fisheries and Oceans Canada, and Polar Knowledge Canada. But our mission extends beyond Federal objectives. Saving the World is a global objective, and businesses and individual donors are becoming increasingly aware of the urgency for immediate focus and support. If nature fails, all will fail and that just can't happen. As an Ottawa-based Federal institution, increased national awareness is building both donation support and momentum. By eliminating or reducing in-person events and meetings, the pandemic seriously constrained fundraising efforts. Despite this the Nature Foundation, which launched virtually in 2020 with the express purpose of securing major support for the Museum, continued to build donations and board members in 2021. Under the leadership of Board Chair Mark Dockstator, it will aspire to a major campaign in support of the Museum and its mission.

Labour Markets

As a visitor attraction in the leisure service sector, the Museum employs customer service and security staff both directly and through contractors. As the economy recovers from the pandemic, this employment sector is now suffering acute labour shortages. The Museum has struggled to find staff to support returning to longer, pre-pandemic, opening hours. This may put caps on capacity or drive higher costs—potentially above and beyond the already high average rate of inflation.

Automation and tele-working

In responding to the pandemic, the Museum removed its visit planning service counters in the Museum atrium to allow space for physical distancing. In its place, and to manage visitor flow and COVID-19 related capacity limits, the Museum introduced timed on-line ticketing. This drove all ticketing online. Since the Museum is a high fixed cost business (it costs approximately the same to open the doors for 300 visitors as it does for 3,000) it does not benefit from limiting attendance through attendance caps. But it does benefit from online ticketing and visitor flow management – which also serves to improve the visitor experience. The Museum has now further automated by introducing two automated ticket kiosks to supplement a small, staffed kiosk and an information/members desk. Our challenge is now to encourage online ticketing without discouraging sales, while still accommodating walk-up sales through kiosks and minimized staffing. This is new territory, and we will be learning as we go.

Museum staff successfully migrated to teleworking from home, much but not all of which is better accommodated through online platforms in terms of overall efficiency than an on-site presence. Moving forward a hybrid model will likely best serve museum operations, which may have implications for real estate and facilities utilization at both the Victoria Memorial Museum Building and our research campus

Digital Platforms

Digital outreach to our constituencies increased dramatically in response to the pandemic. These included online tours, virtual classrooms, and virtual programs and events such as our Nature Inspiration Awards, Annual Public Meeting, and the natureIDEAS seminar series. Video content was increased, as were social media executions such as Instagram Reels and LinkedIn. Digitization of scientific specimen data also ramped up, even encompassing a very successful citizen-science project to digitize Arctic flora. Rather than a response that will be reversed by recovery from the pandemic, we believe this was a future trend that has been greatly accelerated by the pandemic. There will be no turning back. Rather the challenge will be to accommodate more hybrid scenarios accommodating both a traditional live on-site physical presence in addition to a digital presence. While virtual solutions provide broader reach, we found that due to content creation and co-ordination costs they often entail more work and are equally expensive as their physical equivalent. Going forward, to accommodate hybrid events, we will need to find efficiencies. And the same will be true of our customers. Event rentals for meetings or even weddings will increasingly demand virtual as well as physical access for attendees. We will need to be able to support and price accordingly in this competitive market.

Digital content will also be increasingly part of our public engagement, but not just online. *Planet Ice, Mysteries of the Ice Ages*, our special exhibition launched and cut short by COVID-19 in 2020, will return to us, after showing at the Ontario Science Centre, in the summer of 2022. The exhibition includes a hands-free motion activated multi-media interactive projection experience created by Moment Factory, based in Montreal. To promote the exhibition, the Museum is also launching an outdoor augmented reality experience that will simulate mammoths, cave bears, smilodons and other ice age mammals roaming on city streets throughout the Capital. We are embracing, and will continue to embrace, digital solutions to enhance and further the inspiration derived from connecting with the real evidence and scientific knowledge of our natural world. After all, that is what our museum and our mission is all about. As our mission is vitally important, so is our need to extend our reach, presence, and resonance through digital means.



OUR OPERATING RESULTS

STRATEGIC OBJECTIVES, TARGETS AND RESULTS

The 2021-22 plan delivered on the COVID-19 adjusted 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 the majority of performance measures achieved or exceeded the COVID-19 adjusted 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 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. The target ranges for measuring progress against our plan remain relevant and achievable by 2023-24 based on what we know today. In light of the COVID-19 global pandemic and its effects on Museum operations, and following discussions with partners, senior management and members of the Board, the Board of Trustees approved the following strategic directions to guide the Museum's future activities and programs for the 2022-23 to 2026-27 planning period:

Attendance, membership, fundraising, collaboration, research activity, digitization and the majority of performance measures achieved or exceeded the COVID-19 adjusted target.

The target ranges for measuring progress against our plan remain relevant and achievable by 2023-24 based on what we know today.

Strategic Objective #1

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

OUTCOME #1: Be a global museum leader that engages in and influences global dialogue about the Arctic and its importance to our collective future.

CONTEXT #1:
Climate Change

Strategic Objective #2

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

OUTCOME #2: Be a national museum leader that contributes to the understanding of Canada's biodiversity and geodiversity.

CONTEXT #2:
Biodiversity Loss

Strategic Objective #3

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

OUTCOME #3: Be a leader and collaborator in innovative and sustainable nature inspiration and engagement programming.

CONTEXT #3:
Low Scientific Literacy

Strategic Objective #4

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

OUTCOME #4: Be a known, respected, active, and called upon player locally, nationally and globally.

CONTEXT #4:
Global call for national museums to engage in international conservation forums.

Strategic Objective #5

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

OUTCOME #5: Be a global leader in sustainable museum enterprise model application and development.

CONTEXT #5:
Fiduciary requirement to balance mission and margin.

The Strategic Directions align with the Museum's three core responsibilities:

1. Visitor experience and public engagement
2. Scientific knowledge and collection care
3. Buildings and grounds

STRATEGIC OBJECTIVE #1



OBJECTIVE: 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.



CONTEXT: Climate Change: The changes to the environment in the Arctic represent the single most significant natural history event of our lifetime.

SIGNATURE PROJECTS DURING 2021-22:

- Lead an Arctic focussed collaborative knowledge creation and sharing project. **Results:** The Museum-produced travelling exhibition *Planet Ice: Mysteries of the Ice Ages* was on display at the Ontario Science Centre.
- Grow global digital data sharing through existing platforms and portals. **Results:** The Museum advanced digitization of its Arctic collection and shared the data globally via the Global Biodiversity Information Platform (GBIF) and other data aggregators.
- Recruit leading philanthropists as visible champions committed to understanding Canada's Arctic and the connections between climate change, biodiversity, and environmental health. **Results:** Ongoing.
- Engage new partners, with established profile and alignment with the Museum to enhance public engagement and promote scientific training, such as Polar Knowledge Canada, ArcticNet, International Arctic Science Committee, Arctic Inspiration Prize. **Results:** The Museum developed new partnerships with Polar Knowledge Canada and ArcticNet.

KEY RESULTS:

Due to the ongoing impacts of COVID-19 on Museum operations, we expected to see 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. However, the Museum met or exceeded all of the performance targets set for these measures. Since there is no comparable institution, these metrics were created by and for the Canadian Museum of Nature in discussion with our internal auditor.

PERFORMANCE MEASURES:

Outcome	Measure	2019-24 Target Range	2021-22 Performance Results	2021-22 Performance Target
Be a global museum leader in Arctic Knowledge and Exploration	Number of participants in Arctic themed experiences: gallery, travelling exhibit, program, digital	400,000 to 500,000	250,000	100,000
	Funds raised supporting Arctic research, collections, and engagement programming	\$400,000 to \$500,000	\$800,000	\$50,000
	Number of contacts with the Museum of Nature and its experts and collections for Arctic related content, expertise, and collaboration	50 to 80	48	25
	Number of refereed Arctic related research publications by CMN staff and research associates	10 to 20	13	10
	Percent of Arctic collections digitized	50 to 75%	50%	50%
	Awareness of the Museum's Arctic content and expertise as measured by number of media mentions, stories, etc.	150 to 250	50	50

STRATEGIC OBJECTIVE #2



OBJECTIVE: Transform people's understanding of the relevance of species discovery and change to their lives now and in the future through positioning the Museum as a national leader and global influencer in advancing and sharing knowledge about species discovery and change, a global museum leader in natural heritage collections storage, preservation, and digitization, and a national leader in nature inspiration.



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



CONTEXT: Biodiversity Loss: The most recent IPBES (Intergovernmental Panel on Biodiversity and Ecosystem Services) report predicted that, without action, over 1 million species may face extinction in our lifetime. Geodiversity: identification of new minerals and understanding their properties is required to support development and production of alternative fuel solutions to meet 2030 and 2050 emission targets.

SIGNATURE PROJECTS DURING 2021-22:

- Grow scientific training program, attracting talent from across Canada and around the world: attract 8 students each year. Profile the Museum as a destination for scientific training through the Species Discovery Symposium and digital science talks. **Results:** 23 students participated in the scientific training program in 2021-22. We profiled the Museum as a destination for scientific training through a successful virtual symposium entitled "The Biodiversity Crisis" hosted by the Beaty Centre for Species Discovery and through virtual science talks.
- Promote the cryogenic collection with Museum frozen tissue samples and welcome samples from outside the Museum. **Results:** With funding from the Smithsonian, over 5,000 beetle specimens were databased and sampled in the National Biodiversity Cryobank of Canada. Thousands of other DNA samples were added from Queen's University, University of Saskatchewan, Université Laval, Louisiana State University, University of Connecticut, and our own museum researchers.
- Invest in use of and promotion of the One World Collection hosted by the Smithsonian; major news story spring 2021 to enhance public understanding of the role of collections in understanding endangered species and conservation. **Results:** Completion of the One World Collection project was delayed in 2021-22 due to the COVID-19 pandemic and project personnel changes.
- Invest in the International Union for Conservation of Nature (IUCN) programs and post-congress 2021 through sponsorship of the Canada Pavilion and Canada Youth Summit. **Results:** We hosted the Canadian federal delegation at the Natural Heritage Campus for the duration of the Congress while represented in person in Marseille by a member of the Canadian Embassy. Since we attended the Congress virtually, our participation at the Canada Pavilion and the Youth Summit was not possible.
- Develop a long-term plan for a \$70 million expansion of the Natural Heritage Campus collections and research facility to accommodate the next 30 years of collections growth. **Results:** We completed a high level outline for an expanded science facility completed in 2020, and the with need for funding is noted in this plan.

KEY RESULTS:

Despite the impacts of COVID-19 on Museum operations, we saw growth in the number of research publications by museum staff and associates, growth in new experts training, as well as steady engagement in species description, 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.

PERFORMANCE MEASURES:

Outcome	Measure	2019-24 Target Range	2021-22 Performance Results	2021-22 Performance Target
Be a national museum leader that contributes to the understanding of Canada's biodiversity and geodiversity	Number of refereed publications by CMN and external	50 to 60 CMN 200 to 400 external	142 284 external	80 300 external
	Number of new species and higher taxa described by the Museum	20 to 40	29	20
	Number of new experts being guided by us	20 to 35	70	5
	Collection lots digitized number and percent	910,000 to 1M 27% to 30%	910,866 / 27.6%	905,000 / 27%
	Amount of data shared digitally through nature.ca	20 to 30 M	20 million	20 million
	Growth of collection	6,000 to 50,000	15,500	5,000
	Content and communications championed and approved by CMN collections and research experts	100%	100%	100%

STRATEGIC OBJECTIVE #3



OBJECTIVE: 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.



CONTEXT: Natural Sciences Literacy: The challenges facing the planet and the people who depend on it call for a shared understanding of our natural world so that we can learn to live in balance with it.

SIGNATURE PROJECTS DURING 2021-22:

- Refresh content with new lenses on nature in collaboration with strategic partners including Indigenous partners as fundraising is confirmed. Focus on new digital content in the permanent galleries that include Indigenous ways of knowing.
Result: An engaging new exhibition and programming space called *Water Connexions*, supported by Fisheries and Oceans Canada and the Natural Sciences and Engineering Research Council of Canada (NSERC), featuring an aquarium with specimens from the Tla-o-qui-aht First Nation of the Nuu-chah-nulth peoples. Nuu-chah-nulth partners continue to work with the Museum to provide content for the exhibition, school programming, and digital products (in progress).
- Develop and deploy a digital engagement strategy for public programs within a refreshed digital knowledge framework. **Result:** New website and content management system created during the year, leading to a launch date early in fiscal 2022-23
- Invest in the Accessible Museum project with long term capital funding and collaborative programming that increases diversity and inclusion in our visitor base.
Result: While the Museum was closed for 5.5 months of the fiscal year, when the museum was open it sold out to capacity without exception through the summer months, and at or near capacity in all other months. The Museum participates in a Library program for providing free tickets, and free-admission, sponsored by Canada Life, is offered weekly on Thursday evenings to remove financial access barriers.
- Invest in the Museum's virtual school program, new interactive visitor experiences in the Water Gallery, the natureLIVE gallery and the Earth Gallery that showcase Museum research and collections and invest in a visitor experience strategy that reflects the lessons learned from COVID. **Result:** Virtual School Workshops were launched with both mineral and water programs. Participation in the program reached almost across the country, with participation from classrooms as far west as Alberta, as far east as Nova Scotia and as far north as Nunavut.
- Grow the Museum's natural sciences profile through collaborations with strategic partners such as #NatureForAll, UNEP, Canadian Geographic, Indigenous Guardians, National Film Board, the Kitigan Zibi Cultural Centre, the Wabano Centre and Ray's Nature Centre. Results: Ongoing throughout planning period.
Result: In partnership with Ray's Nature Centre, the Museum created the Owls Rendez-vous exhibition which was rated the top experience for visitors to the

Museum. The collaboration with the Nuu-cha-nulth peoples contributed to another top attraction, the Pacific Discovery Tank and associated programming. Essential to success of the *Water Connexions* installation was support from Fisheries and Oceans Canada and NSERC, which continues into 2022-23.

KEY RESULTS:

Reduction in on-site and off-site attendance to reflect the ongoing effects of COVID-19 on local and tourist visitation to museums in general. This reduction was also be reflected in memberships. Investments in new programming will increase visitor engagement and could lead to higher levels of donor funds and Board engagement through giving in future years.

PERFORMANCE MEASURES:

Outcome	Measure	2019-24 Target Range	2021-22 Performance Results	2021-22 Performance Target
Be a leader and collaborator in innovative and sustainable nature inspiration and engagement	Number of visitors attending the VMMB and travelling exhibit experiences	1 to 2 million	312,272	250,000
	Number of membership households	5,000 to 6000	3,662	1,500
	Visitor engagement (Surcharge ticket purchase)	40 to 60%	No surcharged offer	20% highly engaged
	Number of organizations collaborating with the Museum for content and program development	75 to 100	12 collaborators	20 collaborators
	Funds raised in support of nature inspiration, content, and experiences	\$500,000 to \$1 million	\$614,000	\$250,000
	Board engagement in advancement programs percent and funds raised	\$50,000 to \$100,000	60% / \$40,000	80% / \$100,000

STRATEGIC OBJECTIVE #4



OBJECTIVE: 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.



CONTEXT: National Museum Role: Natural history museums around the world have collectively determined they need to step up and play a more vital role in the creation and sharing of knowledge about nature's past, present and potential future.

SIGNATURE PROJECTS DURING 2021-22:

- Invest in informatics and research infrastructure through digitization of the collection. **Results:** The Museum advanced digitization of the collection and shared the data globally via the Global Biodiversity Information Platform (GBIF) and other data aggregators, leveraging its new collection information system, Emu.
- Invest in national and international external relations programs with government, non-governmental organizations, museums and industry including provincial museums in Canada, natural history museums with an Arctic research program and corporations from the natural resources sector. **Results:** Partnerships developed to advance knowledge and literacy included: Polar Knowledge Canada, NSERC, Fisheries and Oceans Canada, Royal Ontario Museum, Hatch, Enbridge, Canada Life, Scotts Canada, and TD Bank.
- Invest in science writing and communications for media, government, and stakeholder audiences to raise awareness of climate change and biodiversity loss through museum research. **Results:** The Museum engaged a science writing intern who developed plain language summaries of Museum science publications that will be shared with diverse stakeholders. The Museum published its Science Review overviewing the breadth of scientific work undertaken by the Museum in the previous year, in which 436 scientific papers were enabled by museum scientists – 76 of which were authored by museum scientists. The Museum published several press releases and many social media posts about new knowledge generated by the Museum's research to raise awareness of climate change and biodiversity loss. We also launched a new virtual open house online platform (<https://nature.ca/nhc/>) that allows visitors to access the research departments and laboratories of the Museum through videos, and also allows visitors to access our natureART collection through Google Arts & Culture.
- Invest in global conferences and forums (in person and virtual) with Museum experts as speakers and the Museum as sponsor such as Arctic Science Summit Week, Global Biodiversity Information Facility and the International Union for the Conservation of Nature. **Results:** The Museum continued to serve as a member of Canada's delegation to the Governing Board of the Global Biodiversity Information Facility. The Museum delivered science presentations at diverse national and international conferences, and hosted Canada's virtual representation to the IUCN Global Congress from its Natural Heritage Campus in Gatineau, Quebec.

- Refresh the Nature Inspiration Awards national recognition program to reflect current trends in nature conservation and the twin crises of climate change and biodiversity loss. **Results:** the 8th annual Nature Inspiration Awards was hosted virtually, honouring winners and finalists from across Canada, including Ken Jewett as Lifetime Achievement Award winner.

KEY RESULTS:

The Museum's presence and impact on the national and global stage is directly related to the number of research and collections management experts available to share knowledge. Although we expected the level of activity to remain stable to reflect no increase in science staff while also reflecting the effect of COVID-19 on external engagement, we exceeded all of our performance measure targets. The investment in digital content continued to enable greater digital connection with digital stories, digital conference participation, research blogs and open house videos.

PERFORMANCE MEASURES:

Outcome	Measure	2019-24 Target Range	2021-22 Performance Results	2021-22 Performance Target
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 to 50	37	30
	Number of active external relations partners with national and global reach	5 to 8	7	5
	Number of Museum presentations at conferences and workshops / Audience	30 to 40 / 3,000 to 4,000	37 / 3700	5 / 500
	Digital stories & blogs/views	20 / 100,000 to 200,000	34 / 233,529	5 / 100,000
	Open House attendance	2,500 to 3,500	40,000	virtual
	Number of media mentions and stories	1,500 to 2,000	803	1,500

STRATEGIC OBJECTIVE #5



OBJECTIVE: 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.



CONTEXT: Fiduciary responsibility and Duty of Care: To fulfil its mandate, the Museum must find ways to balance investments in mission-based programs and those that generate earned revenue while advancing its greening of operations and environmental stewardship programs.

SIGNATURE PROJECTS DURING THE YEAR 2021-22:

- Leverage technology platforms including Tessitura: Customer Relationship Management, People Counters: Artificial Intelligence, and Content Management: a refreshed website. **Results:** All admission ticketing was through online timed-ticketing, the efficiencies of which allowed the complete removal of the face-to-face ticketing counter from the atrium as well as the admissions-processing tent that had been used in 2020-21. Without face-to-face counter sales, member sales were moved to an automated post-visit CRM communication triggered through Tessitura. A new website and content management system was developed and largely finalized, for planned launch early in 2022-23.
- 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 2022 recovering from COVID-19, greening operations, environmental stewardship and a refreshed visitor experience. **Results:** Timed-ticketing adjusted to changing capacity requirements. Combined with gallery capacity management through people-counters, this ensured a safe and enjoyable visitor experience within the context of pandemic protocols which resulted in the highest visitor satisfaction reviews we have ever received.
- Evolve the enterprise model toward an earned revenue framework that considers the effects of COVID-19 and provides resilience in its design. **Results:** During the pandemic the Museum was managed with oversight from its Business Continuity Planning Committee (BCP), which was expressly created prior to the pandemic to manage operations through emergency situations. BCP provided agility in responding to health requirements such that earned revenue could be maximized within the possibilities available in differing contexts. Going forward this should provide the flexibility to seize on opportunities to rebuild revenue as market sectors recover and rebound.

- Evolve the talent management framework to accommodate the need for a nimble, adaptable workforce comfortable with change guided by the management succession plan and the Diversity and Inclusion Framework and the Indigenous Engagement Framework. **Results:** Ongoing.
- Rebuild the membership, annual giving and sponsorship programs post COVID. Support the major gifts campaign of the Canadian Museum of Nature Foundation focused on investments of \$250,000 and higher. **Results:** Memberships fell significantly as its value proposition of repeat visits and access to special exhibitions and events was undermined by COVID requirements and the removal of front desk ticket sales. The Museum's mission is becoming ever more pertinent, and will be leveraged as a connection to inspire member adhesion and donor support.

KEY RESULTS:

The COVID-19 global pandemic triggered intermittent closures of the Museum in 2020-21. Overall, for the two fiscal years the Museum was closed for 11.5 months, 5.5 of which were in 2021-22. When the Museum was open, it was for a shortened week, shorter hours and reduced attendance capacity. Despite this, the Museum sold-out capacity throughout the summer and fall, and achieved 29% of average pre-COVID attendance. For fiscal 2022-23 visitor intention surveys indicate a resurgence in visitation to 40% of pre-COVID levels depending on the economic recovery, health restrictions, tourism and variants. Despite closures of the downtown public facility, sponsorship and philanthropy remained strong as reflected in advancement revenues.

PERFORMANCE MEASURES:

Outcome	Measure	2019-24 Target Range	2021-22 Performance Results	2021-22 Performance Target
Be a global leader in sustainable museum enterprise model application and development	Earned revenue as % of total budget	25 to 30%	13%	5%
	Efficiency of facility operations in cost/SM	100 to 178	14,466	144
	Advancement revenue as % of earned revenue	14 to 19%	12%	10%
	Number of experience connections per FTE	20,000 to 30,000	14,181	5,000
	Percent of staff engaged in professional development and training	20 to 30% Industry Standard	59%	20%
	Alignment of the performance management program PMP and succession plans to support the enterprise model and a positive workplace culture	Combined and integrated approach to human resource development and workplace culture	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.	PMP, D&I, wellness, succession, indigenous engagement frameworks activated



FINANCIALS



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 2021-22 fiscal year due to the COVID-19 pandemic. A theme for 2021-22 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. The Museum's on-site attendance increased to 137,000 visitors (2020-21-38,000) during 2021-22.

Prior to the onset of the COVID-19 pandemic, the Museum made significant progress towards achieving financial sustainability over the past years through implementation of a combination of revenue generation and expenditure reduction measures. The COVID-19 pandemic negatively impacted the Museum's ability to generate revenues during 2020-21 and 2021-22 and halted progress towards achieving financial sustainability. As a response to the COVID-19 pandemic and its effect on local visitation and tourism, the Museum adjusted its business model. The Museum utilized



a combination of cost cutting, adjustments to earned revenue streams leveraging digital content and sponsorship revenue, in addition to emergency funding received from the Government of Canada in 2020-21 and 2021-22, and calls on unrestricted funds in order to balance the budget in 2021-22 and beyond. Cost cutting measures will continue to 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.

As Museum activity levels return to pre-pandemic levels, the Museum will strive to maintain financial sustainability by increasing self-generated revenues by 5% annually while limiting increases in expenditures annually as much as possible in the face of supply chain and significant inflationary challenges.

Revenue generation measures in 2021-22 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 attracting 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 this outcome, the Museum is continuing its shift from an appropriation-dependant operating model to a sustainable museum enterprise operating model. This shift is intended to foster innovation and calls for new skills and accountabilities for staff and volunteers, as growth and new programs will be dependent on growing earned revenues rather than appropriations. The ongoing challenge for the Museum is ensuring this shift occurs at the required pace through recruitment, training, and performance management. The ability



to invest in change will be influenced 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 Age* 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 life could impact life on Earth. *Planet Ice* was displayed at the Museum from October 2 to December 23, 2020. *Planet Ice* will be displayed again at the Museum in 2022-23 and is planned to tour to other institutions from 2023 to 2026, *Planet Ice* will return to the Museum for integration into the Museum's existing permanent galleries. The latest offering by the Museum is the updated Water Gallery Exhibit with new Pacific Discovery Tank open to public for exploration from February 26, 2022, onwards.

During 2020-21 and 2021-22, 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 Trade, Nature Sleepovers, 3D theatre, and birthday parties were also temporarily suspended during 2020-21 and 2021-22. The Museum continued to generate support in the form of membership renewals in 2021-22. At March 31, 2022, the Museum had 3,861 members, including memberships extended due to Museum closures during the year. 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 *Centre for Species Discovery & Change*.

Continuing past 2021-22, ongoing investment in foundational research to deepen the understanding of our audience will remain an important element of a current and relevant visitor experience. This is a key step to ensure public offers are strategically developed for maximum return. With the relaxation of pandemic measures, the Museum has continued its focus on increasing and enhancing all touch points of the visitor journey to create a world-class offer that deepens engagement and increases visitor loyalty. The Museum also continues to align all commercial offerings within the Museum's mission and mandate and work on initiatives to increase revenue from ancillary operations.

The Museum continuously reviews its program, its means of delivery and its supporting activities to ensure they remain relevant to Canadians and to continue to attract those visitors who are not motivated by our special temporary exhibitions.

The Museum continues to identify and act on opportunities for collaboration with the other national museums that improve effectiveness, efficiency and opportunities for revenue generation and cost reductions. The national museums 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 August 2016, with an offer that targets tourist visitors to the National Capital, saw continued strong growth in 2017 and further promotion in external markets in 2018 and beyond. While this initiative was impacted by travel restrictions during 2020-21 and 2021-22, the Museum expects positive growth once normal 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 2021-22, 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. During 2021-22, the Museum also continued progress towards a new website, expected to become publicly available in early 2022-23.

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. This strategy includes a naturePATRON fundraising program and a National Nature Council 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 2021-22, the Foundation raised \$1.6 million and made contributions to the Museum of \$0.3 million.

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.

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 past 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 VMVB building, and deferred recapitalization projects, primarily those related to immediate health and safety issues. This, however, does not offset the \$1.2 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 VMVB. 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 the pandemic, and in accordance with public health recommendations and provincial requirements, the Museum closed to visitors and all other groups during the following periods:

- March 14, 2020, to September 5, 2020
- December 26, 2020, to February 15, 2021
- April 3, 2021, to July 16, 2021
- January 5, 2022, to February 24, 2022



Internal operations such as research, exhibit development and essential services such as animal care continued throughout the periods of closure.

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

The pandemic and closures have had and will continue to have a significant impact on the Museum's revenue generation and operations. Although many pandemic-related restrictions have been lifted in recent months, the duration and impact of the COVID-19 pandemic remain unclear at this time. As such, it is not possible to reliably estimate the full effect of the pandemic on the Museum's results of operations and financial condition, however, Management is actively monitoring the effect on the Museum's financial condition and probing ways to address potential future financial impacts. During 2020-21, the Museum received \$5.9 million of COVID-19 emergency funding, and in 2021-22, the Museum received \$8.0 million of supplementary funding to assist in maintaining essential services and address financial pressures resulting from the pandemic.

FINANCIAL PERFORMANCE

REVENUE AND PARLIAMENTARY APPROPRIATIONS

Revenue and parliamentary appropriations increased to \$47.8 million in 2021-22 from \$44.7 million in 2020-21 with appropriations representing 89% of the total in 2021-22, compared to 91% in 2020-21.

In 2021-22, the Museum had an earned revenue COVID-19 forecast of 5% of base operating costs excluding specimen donations and in-kind sponsorships. Attendance surpassed forecasted amounts, reaching 137,000 visitors (39,000 in 2020-21). Higher attendance was due to the Museum being open for majority of the year and lower 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 13% of base operating costs (12% in 2020-21) due to higher than forecasted contribution revenue.

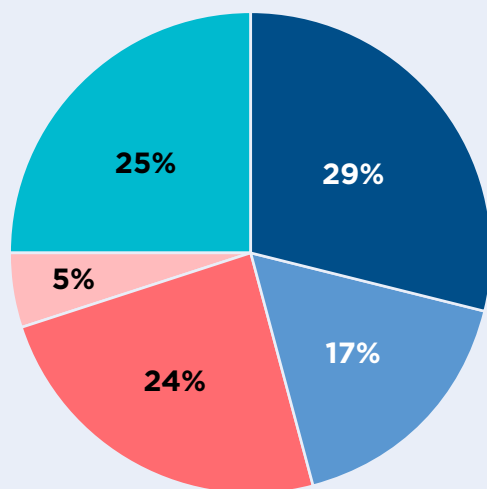
Parliamentary Appropriations

On an accrual basis, parliamentary appropriations increased by \$1.7 million to \$42.4 million in 2021-22 from \$40.7 million in 2020-21. The increase was primarily due to \$8.0 million of supplementary appropriations received during 2021-22 to address financial pressures caused by the COVID-19 pandemic, and higher base appropriations to support compensation adjustments. During the comparative period, the Museum received \$5.9 million of COVID-19 emergency funding.

Admission and Program Fees

Revenue associated with admission and program fees increased by \$0.9 million to \$1.5 million in 2021-22 compared to \$0.6 million in 2020-21. The Museum generated higher revenue from admissions and program fees as it was open for majority of the year in 2021-22 and was subject to less restrictive capacity restrictions compared to 2020-21.

The pandemic, Museum closures and capacity restrictions substantially impacted programing 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 and 2021-22.



REVENUE

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

- Admission and Program Fees
- Ancillary Operations
- Contributions
- Interest
- Other

Ancillary Operations

Revenue associated with ancillary operations includes rentals of facilities, boutique sales, cafeteria leases, and parking.

Revenue from ancillary operations increased by \$0.7 million to \$0.9 million in 2021-22 from \$0.2 million in 2020-21.

The increase is mainly due to the Museum being open for the majority of the 2021-22 year, compared to previous year where the Museum faced more significant closures and attendance reductions resulting from the COVID-19 pandemic.

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 \$0.5 million to \$1.5 million in 2021-22 from \$2.0 million in 2020-21. The year-over-year difference is due to contributions received in 2020-21 in support of the *Planet Ice* exhibition.

Interest

Interest revenue on cash and restricted cash held in the Museum's bank account totaled \$0.2 million in 2021-22, consistent with 2020-21.

Other

Other revenue totaled \$1.3 million in 2021-22, compared to \$0.9 million in 2020-21. The \$0.4 million increase is due rental fees earned for the *Planet Ice* travelling exhibit in 2021-22.

EXPENSES

Expenses increased by \$0.8 million to \$39.8 million in 2021-22 from \$39.0 million in 2020-21. The increased costs incurred in 2021-22 were mainly due to compensation adjustments and higher operating costs resulting from the Museum being open for a longer cumulative period compared to 2020-21.

Inspiration and Engagement

Inspiration and engagement increased to \$8.6 million in 2021-22 from \$8.5 million in 2020-21. The increase of \$0.1 million is mainly due to higher operating costs resulting from the Museum being open for a longer cumulative period in 2021-22.

Collections Care and Access

Collections care and access increased to \$3.3 million in 2021-22 from \$2.8 million in 2020-21. The increase of \$0.5 million is mainly due to higher personnel costs due to fluctuations in position vacancies and projects between the years, and \$0.3 million of specimen donations (\$0.1 million in 2020-21).

Research and Discovery

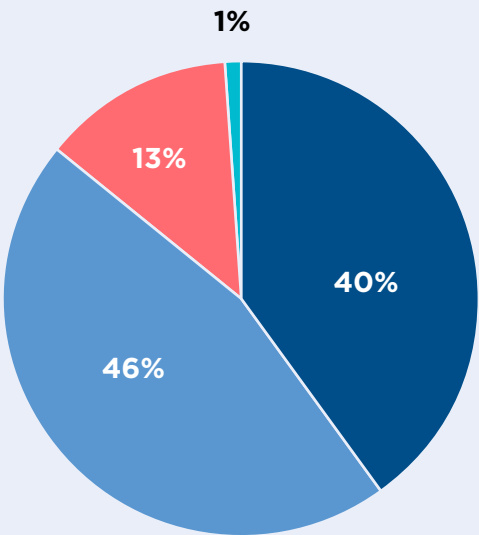
Research and discovery decreased to \$4.6 million in 2021-22 from \$4.8 million in 2020-21. The \$0.2 million decrease is mainly due to lower personnel costs due to fluctuations in position vacancies between the years.

Internal Support Services.

Internal support services remained consistent at \$5.4 million in 2021-22 compared to \$5.3 million in 2020-21.

Buildings and Grounds

Expenses related to the Museum’s buildings and grounds increased to \$17.9 million in 2021-22, compared to \$17.6 million in 2020-21. The \$0.3 million increase is primarily attributable to higher security and maintenance costs.



EXPENSES
(Excluding in-kind sponsorships and specimen donations)

- Personnel Costs
- Facilities Management
- Operations
- Marketing and Communications

NET RESULTS OF OPERATIONS

The net results of operations generated a surplus of \$8.0 million in 2021-22, which was primarily attributable to the recognition of the \$8.0 million emergency funding received during the period.

FINANCIAL SITUATION

Assets

Cash increased by \$4.1 million to \$25.7 million at March 31, 2022 from \$21.6 million at March 31, 2021. The increase is mainly due to \$8.0 million of supplementary appropriations received during the year to support the Museum's operations during the COVID-19 pandemic. This increase was partially offset by the use of deferred appropriations received in prior years for the purpose of purchasing capital assets.

Capital assets decreased by \$6.3 million to \$158.1 million at March 31, 2022, compared to \$164.4 million at March 31, 2021 due to amortization expense of \$9.0 million, partially offset by \$2.7 million of capital assets additions.

Liabilities

Deferred revenue, contributions and parliamentary appropriations decreased by \$1.1 million to \$4.2 million in 2021-22 from \$5.3 million in 2020-21. The decrease is mainly attributable to \$1.6 million of capital parliamentary appropriations recognized in 2021-22 for Budget 2016 projects and \$0.5 million of previously deferred revenue recognized upon the provision of goods and services, partially offset by \$1.0 million of restricted contributions and revenues deferred to future years.

Deferred capital funding decreased by \$5.3 million to \$148.1 million in 2021-22 from \$153.4 million in 2020-21 due to \$7.6 million of deferred capital funding recognized as revenue, partially offset by \$2.7 million of capital asset acquisitions during the year. Deferred capital funding is recognized as revenue at the same pace as the amortization of the corresponding capital assets.

Net Assets

Net assets of \$8.3 million as at March 31, 2022 are due to the recognition of the \$8.0 million 2021-22 of supplementary appropriations received during the year and a cumulative operating surplus, partially offset by the accounting treatment of 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. Due to the higher interest at the start of the lease, it had a negative impact on the Museum's Net Assets for many years. As the interest component of the lease has continued to decrease, the deficit related to this accounting treatment began to reverse in 2019-20 and will continue to do so until it is fully eliminated by the end of the lease term in 2031. The accounting treatment of the lease does not impact the Museum's cash flow or financial stability in any way.

OBJECTIVES FOR 2022-2023 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 at COP15 and climate change at COP 26 will raise expectations for the Museum to continue to contribute to and share the body of knowledge about nature's past, present and future based on the evidence of nature collected over time.

At its core, the mission of the Museum is to support making the vision of a sustainable future a reality. As current trends of climate change, greenhouse gas emissions, habitat loss, mass species extinctions, and their causal factors run counter to this vision, the Museum's mission is one of inspiring change. 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. During 2022-23, the Museum will play a role in increasing Canadians' awareness of climate change. The Museum will also continue to advance its 2016 Diversity & Inclusion Framework actions and its updated Indigenous Engagement Framework.

A theme for the 2022-23 to 2026-27 planning period is re-build and re-focus for the future. It means the Museum must adjust its approach to advancing its 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 2022-23, the Museum will share its scientific knowledge through input for the Global Biodiversity Framework being debated at the rescheduled United Nations Convention of the Parties COP15 in Montreal, Canada in December in 2022, will invest in scientific talent by mentoring students in person and virtually, will share new content in the Water Gallery *Connexions* space, will profile its expertise needed to address COP26 commitments by launching the Arctic Change & Sustainability Institute, and will invest in a refreshed visitor experience design resulting from the lessons learned from the COVID-19 visitor flow.

In 2022-23, the most pressing issue impacting the Museum's financial stability is expected to be 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 without indexing the \$7.5 million accommodation portion of the appropriation which now partially covers the current \$13.5 million in annual accommodation costs.

The Museum also anticipates operational challenges in 2022-23 due to the ongoing impact of the COVID-19 global pandemic. The pandemic has resulted in adjustments to the strategies and performance measures outlined in this and future corporate plans. Assuming attendance levels only reach 40% of past levels, the Museum will face a \$6 million shortfall in earned revenue at the end of 2022-23.

The 2022-23 to 2026-27 Corporate Plan, 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 launch of the Arctic Change & Sustainability Institute, sharing of Arctic content headlined by *Planet Ice* at the Canadian Museum of Nature and a new Indigenous curated exhibit in the Northern Voices Gallery.
- 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 global Arctic Institute symposium and research program, scientific training of the next generation of collections-based research scientists and, the planning for the unfunded \$70 million expansion of the research and collections care campus.
- 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 content experiences (physical and digital) that showcase Indigenous ways of knowing, the advancement of new strategic partnerships that advance Inclusion, Diversity, Equity and Access and the planning for the unfunded \$20 million Accessible Museum project.
- 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, Convention for Biological Diversity (CBD) and ArcticNet and on sharing museum research with the global scientific community through a refreshed collections online portal and the funded elements of the \$20 million collections digitization project.

- 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 business model taking into account the forecasted long-term impacts of COVID-19 on earned revenue, the quiet phase of the Nature Foundation \$100 million major gifts campaign and the advancement of the environmental stewardship framework.

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, with the objective of 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.

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's Corporate Plan identifies four risks and their related mitigation strategies. Risk mitigation involves development of 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 is expected to be exacerbated by the challenges associated with the COVID-19 recovery. This risk 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. This risk has been impacted by governmental restrictions on the Museum's visitor capacity and ability to remain open and is expected to be impacted by the recovery pace of the national and global economy, including tourism. This risk is mitigated by proactive planning for periods of closure, and 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 risk 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.

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.



JOHN SWETTENHAM
Interim Co-Chief Executive Officer



LISA BRASIC, CPA-CA
Chief Financial Officer

Ottawa, Canada
June 28, 2022



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 2022, and the statement of operations, statement of changes in net assets 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 2022, 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

28 June 2022

Statement of Financial Position as at March 31

<i>(in thousands of dollars)</i>	2022	2021
Assets		
Current		
Cash and cash equivalents (Note 3)	25,731	21,582
Restricted cash (Note 3)	525	521
Restricted investments (Note 5)	273	244
Accounts receivable		
Trade	552	301
Government departments and agencies (Note 18)	97	122
Canadian Museum of Nature Foundation (Note 19)	-	28
Inventories	155	159
Prepaid expenses	724	330
	28,057	23,287
Collections (Note 4)	1	1
Prepaid expenses	766	576
Employee advances (Note 24)	398	431
Restricted investments (Note 5)	1,100	1,200
Investments (Note 6)	900	916
Capital assets (Note 7)	158,058	164,365
	189,280	190,776
Liabilities		
Current		
Accounts payable and accrued liabilities		
Trade	3,747	5,370
Government departments and agencies (Note 18)	358	527
Obligation under capital lease (Note 8)	1,432	1,297
Deferred revenues, contributions and parliamentary appropriations (Note 9)	4,212	5,278
Employee future benefits (Note 10)	183	200
	9,932	12,672
Obligation under capital lease (Note 8)	20,039	21,471
Deferred capital funding (Note 11)	148,140	153,448
Employee future benefits (Note 10)	2,910	2,969
	181,021	190,560
Net assets		
Unrestricted	19,812	12,067
Investment in capital assets (Note 12)	(11,553)	(11,851)
	8,259	216
	189,280	190,776

Contractual Obligations, Contractual Rights and Contingencies (Notes 20, 21 and 22).
The accompanying notes form an integral part of the financial statements.

Approved by the Board of Trustees:

Recommended by Management:



Glenn Sakaki
Interim Chair of the
Board of Trustees



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



John Swettenham
Interim Co-Chief
Executive Officer



Lisa Brasic, CPA, CA
Chief Financial Officer

Statement of Operations for the year ended March 31

<i>(in thousands of dollars)</i>	2022	2021
Revenue		
Admission and program fees (Note 15)	1,464	648
Ancillary operations (Note 16)	853	248
Contributions (Note 17)	1,278	1,607
Contributions from the Foundation (Notes 17 & 19)	252	383
Interest and investment Income	230	188
Other	1,336	905
	5,413	3,979
Expenses (Note 25)		
Inspiration and engagement	8,635	8,510
Collections care and access	3,250	2,788
Research and discovery	4,580	4,761
Internal support services	5,383	5,319
Buildings and grounds	17,918	17,640
	39,766	39,018
Net result of operations before parliamentary appropriations	(34,353)	(35,039)
Parliamentary appropriations (Note 14)	42,396	40,698
Net result of operations	8,043	5,659

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

Statement of Changes in Net Assets for the year ended March 31

<i>(in thousands of dollars)</i>	Unrestricted	Invested in capital assets	2022	2021
Net assets (Accumulated deficit), beginning of year	12,067	(11,851)	216	(5,443)
Net result of operations	8,043		8,043	5,659
Net change in investment in capital assets (Note 12)	(298)	298	-	-
Net assets, end of the year	19,812	(11,553)	8,259	216

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 in the years ended March 31, 2022, or 2021.

Statement of Cash Flows for the year ended March 31

<i>(in thousands of dollars)</i>	2022	2021
Operating activities		
Cash receipts - customers and donors	4,487	3,096
Cash receipts - parliamentary appropriations	35,739	35,054
Cash disbursements - employees	(16,891)	(14,662)
Cash disbursements - suppliers	(13,108)	(12,062)
Interest received	369	322
Interest paid	(2,203)	(2,317)
Cash provided by operating activities	8,393	9,431
Capital activities		
Acquisition of capital assets	(2,943)	(2,294)
Disposition of capital assets	-	1
Cash used in capital activities	(2,943)	(2,293)
Financing activities		
Obligation under capital lease	(1,297)	(1,175)
Cash used in financing activities	(1,297)	(1,175)
Increase in cash and restricted cash	4,153	5,963
Cash and cash equivalents, beginning of year	21,582	15,700
Restricted cash, beginning of year	521	440
Cash and cash equivalents and restricted cash, end of year	26,256	22,103
Cash and cash equivalents, end of year	25,731	21,582
Restricted cash, end of year	525	521
Cash and cash equivalents and restricted cash, end of year	26,256	22,103

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2022

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 Collection cabinets and compactors	35 years
Furnishings and office equipment General equipment Permanent exhibitions 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 useful life of the asset.

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.

N) Future Accounting Policies

In August 2018, the Public Sector Accounting Board (“PSAB”) issued a new standard, PS 3280 *Asset Retirement Obligations*. PS 3280 addresses the accounting and reporting of legal obligations associated with the retirement of tangible capital assets for public sector entities. The new standard is effective for annual financial statements relating to fiscal years beginning on or after April 1, 2022, with early adoption and application permitted.

The Corporation is currently determining the impact of PS 3280 on its financial statements and anticipates recognition of asset retirement costs and asset retirement obligations on its statement of financial position effective April 1, 2022. Accretion expense will be recognized in the statement of operations subsequent to the recognition of any asset retirement obligations. The Corporation’s cash flows will not be impacted.

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 donor’s wishes and are invested in accordance with the Investment Policy of the Corporation.

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 Board of Trustees approval.

During this fiscal year, the Corporation did not have investment vehicles and did not earn interest on investment vehicles (2020-21 - nil), the entire amount being held in cash.

As at March 31, 2021, the Corporation held \$9,464 of funds in trust on behalf of the Canadian Ocean Literacy Coalition. These funds were not recorded in the financial statements. No funds were held in trust as at March 31, 2022.

4. Collections

The natural history collections consist of 3.4 million specimen lots and grew by 22,478 specimen lots this fiscal year (2020-21 – 9,551). 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. During 2021-22, the Corporation incurred \$2.8 million (2020-21 – \$2.6 million) for the management, protection and conservation of its collections which includes the purchase of specimens for the collections.

The Corporation did not purchase specimens during 2021-22 or 2020-21. During 2021-22, the Corporation acquired \$0.3 million (2020-21 – \$0.1 million), of specimens for the collections through donations.

There were no sales of specimens related to the collections during the year (2020-21 – 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 continues to enhance the Museum's national research and collections efforts focused on species discovery. Three million of the \$4.0 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 \$3.0 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. \$0.1 million was paid out to the Corporation during 2021-22 (2020-21 – \$0.1 million).

The fair market value of the spend-down fund amounts to \$1.8 million according to the OCF's March 31, 2022 investment statement (March 31, 2021 – \$1.8 million).

During 2021-22, the investment income on spend-down fund was \$69,953 (2020-21 – \$53,674). During 2021-22, service fees for the management of the fund were \$40,666 (2020-21 – \$46,603).

6. Investments

On October 4, 2017, the Corporation established a \$1.0 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 \$1.1 million according to the OCF's March 31, 2022 investment statement (March 31, 2021 - \$1.1 million).

The investment income on term fund during the year is \$43,678 (2020-21 - \$32,467). Service fees for the management of the fund expensed during the year is \$14,365 (2020-21 - \$13,881).

7. Capital Assets

	March 31 2022			March 31 2021		
	Cost	Accumulated amortization	Net book value	Cost	Accumulated amortization	Net book value
<i>(in thousands of dollars)</i>						
Land	627	-	627	627	-	627
Victoria Memorial Museum Building	204,783	73,953	130,830	204,783	68,949	135,834
Property under capital lease	35,040	25,781	9,259	35,040	24,790	10,250
Leasehold improvements	12,749	8,136	4,613	12,735	7,749	4,986
Permanent exhibitions	13,049	7,648	5,401	12,483	6,430	6,053
Building improvements	7,555	4,940	2,615	6,048	4,202	1,846
Research equipment	4,886	3,396	1,490	4,855	3,090	1,765
Collection cabinets and compactors	3,985	2,741	1,244	3,983	2,626	1,357
General equipment	1,508	718	790	1,358	571	787
Computer equipment	4,575	4,519	56	4,516	4,464	52
Furnishings and office equipment	1,558	1,488	70	1,540	1,451	89
Work in progress	1,063	-	1,063	719	-	719
	291,378	133,320	158,058	288,687	124,322	164,365

The amortization expense for the year amounts to \$9.0 million (2020-21 - \$9.1 million). No assets were retired during the year and previous year. During 2020-21, 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 sold during 2021-22.

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>		March 31 2022	March 31 2021
Total minimum future payments	(1)	33,250	36,750
Deduct: Imputed interest		(11,779)	(13,982)
Present value of financing obligations	(2)	21,471	22,768
Current portion		1,432	1,297
Long term portion		20,039	21,471
		21,471	22,768

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 \$22.4 million.

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

<i>(in thousands of dollars)</i>	2023	2024	2025	2026	2027	Thereafter
Future minimum payments	3,500	3,500	3,500	3,500	3,500	15,750

9. Deferred Revenues, Contributions and Parliamentary Appropriations

Deferred revenues, contributions and parliamentary appropriations are as follows:

<i>(in thousands of dollars)</i>	March 31 2022	March 31 2021
Deferred contributions from non-government sources	2,383	1,891
Deferred parliamentary appropriations	1,429	2,994
Total deferred contributions and parliamentary appropriations	3,812	4,885
Deferred revenues – goods and services	400	393
	4,212	5,278

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

<i>(in thousands of dollars)</i>	March 31 2022	March 31 2021
Balance, beginning of year	5,278	6,254
Add:		
Restricted contributions received	1,379	888
Restricted parliamentary appropriations received	-	-
Deferred revenue for the provision of goods and services	487	325
	1,866	1,213
Less:		
Restricted contributions recognized	(890)	(921)
Restricted parliamentary appropriations spent	(1,563)	(894)
Deferred revenue for the provision of goods and services recognized	(479)	(374)
	(2,932)	(2,189)
Balance, end of year	4,212	5,278

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>	2022	2021
Corporation’s contributions	1,550	1,153
Employees’ contributions	1,351	1,155

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 2022 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 (2020-21 – 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 (2020-21 – 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, 2022, is as follows:

<i>(in thousands of dollars)</i>	2022	2021
Accrued severance benefits obligation, at the beginning of year	581	635
Interest cost on benefit obligation	5	5
Actuarial loss (gain) on obligation	(8)	3
Severance benefits paid during the year	(84)	(62)
Accrued severance benefits obligation, end of year	494	581
Short term portion	80	90
Long term portion	414	491
	494	581

Assumptions in the actuarial evaluation include a discount rate of 2.37% (2020-21 - 1.00%), as well as an inflation rate of 1.50% (2020-21 - 1.50%). Included in the severance benefits obligation is a non-amortized actuarial gain of \$52,447 (2020-21 - \$55,022).

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, 2022, is as follows:

<i>(in thousands of dollars)</i>	2022	2021
Sick leave obligations, at the beginning of year	2,588	2,495
Current service cost	147	166
Interest cost on benefit obligation	19	19
Actuarial gain on obligation	(107)	(77)
Sick leave used during the year	(48)	(15)
Sick leave benefits, end of year	2,599	2,588
Short term portion	103	110
Long term portion	2,496	2,478
	2,599	2,588

Assumptions in the actuarial evaluation include a discount rate of 2.39% (2020-21 - 1.69%) as well as an inflation rate of 1.50% (2020-21 - 1.50%). Included in the sick leave obligation is a non-amortized actuarial gain of \$1.5 million (2020-21 - \$1.5 million).

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>	2022	2021
Used for acquisitions:		
Deferred capital contributions from non-government sources	1,187	1,403
Deferred capital funding through parliamentary appropriations	146,953	152,045
	148,140	153,448

Changes in the deferred capital funding balance are as follows:

<i>(in thousands of dollars)</i>	March 31 2022	March 31 2021
Balance, beginning of year	153,448	158,851
Add: Capital asset acquisitions	2,691	2,743
Less: Capital asset disposals	-	(1)
	2,691	2,742
Less amounts recognized as revenue:		
Contributions	(382)	(501)
Parliamentary appropriations	(7,617)	(7,644)
	(7,999)	(8,145)
Balance, end of year	148,140	153,448

12. Investment in Capital Assets

The investment in capital assets consists of the following:

<i>(in thousands of dollars)</i>	March 31 2022	March 31 2021
Capital assets	158,058	164,365
Less amounts financed by:		
Capital lease	(21,471)	(22,768)
Deferred capital funding	(148,140)	(153,448)
	(11,553)	(11,851)

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

<i>(in thousands of dollars)</i>	March 31 2022	March 31 2021
Capital asset additions	2,691	2,743
Less: capital asset disposals	-	(1)
	2,691	2,742
Add: repayment of obligation under capital lease	1,297	1,175
Less: capital assets financed with deferred capital funding	(2,691)	(2,743)
Capital assets purchased with the Corporation's funds	1,297	1,174
Amortization of deferred capital funding	7,999	8,145
Amortization of capital assets	(8,998)	(9,145)
Net change in investment in capital assets	298	174

13. Endowment Restrictions

An endowment fund for Systematic Entomology was received from Anne and Henry Howden in the principal amount of \$0.3 million, 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 \$4.0 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 \$4.0 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 \$3.0 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 \$57,547 (2020-21 – \$55,388). The total accumulated amount of deferred investment income earned is \$123,385 (2020-21 – \$110,704). During the year, \$48,597 was recognized in the Statement of Operations (2020-21 – \$37,478).

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>	2022	2021
Appropriations received and receivable:		
Operating and capital budgets	35,687	32,738
Supplementary budgets	52	2,165
	35,739	34,903
"Portion of parliamentary appropriations deferred for future projects "	(1,429)	(2,994)
Previous period's appropriations used in current period to complete specific projects	2,994	3,888
Appropriations used to purchase depreciable capital assets	(2,525)	(2,743)
Amortization of deferred capital funding	7,617	7,644
Appropriations recognized during the year	42,396	40,698

15. Admission and Program Fees

Admission and program fees are comprised as follows:

<i>(in thousands of dollars)</i>	2022	2021
Admission fees – general	1,284	324
Admission fees – temporary exhibitions	-	38
Memberships	136	283
Programs	44	3
	1,464	648

16. Ancillary Operations

Ancillary operations are comprised as follows:

<i>(in thousands of dollars)</i>	2022	2021
Parking	363	129
Rental of facilities	52	13
Boutique revenues	438	106
	853	248

17. Contributions

Contributions are comprised as follows:

<i>(in thousands of dollars)</i>	2022	2021
Cash contributions and sponsorships	968	1,491
Specimen donations	310	116
Contributions	1,278	1,607
Contributions from the Foundation	252	383
	1,530	1,990

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>	2022	2021
Revenues from Government of Canada related parties:		
Contributions	165	500
Ancillary operations	2	1
Other	23	24
	190	525

<i>(in thousands of dollars)</i>	2022	2021
Expenses with Government of Canada related parties:		
Personnel costs	2,058	1,362
Real property taxes	1,200	1,173
Marketing and communications	-	11
Information management, infrastructure and systems	16	11
Professional and special services	94	1
Freight and cartage	6	3
Repairs and maintenance	2	2
	3,376	2,563

<i>(in thousands of dollars)</i>	March 31 2022	March 31 2021
Due from related parties	97	122
Due to related parties	358	527

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 7 members of its senior management team, and 10 members of its Board of Trustees as well as their immediate family members. Transactions with these individuals, excluding compensation arrangements, include contributions of \$43,575 (2020-21 – \$45,125), 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 2021-22, the Foundation received \$1.6 million (2020-21 – \$1.0 million) and made contributions to the Corporation totalling \$0.3 million (2020-21 – \$0.4 million).

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.

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 \$0.1 million (2020-21 – \$0.1 million). 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, 2022, the amount due from the Foundation to the Corporation was nil (2020-21 - \$28,314).

20. Contractual Obligations

As of March 31, 2022, 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 \$3.0 million (2020-21 – \$7.0 million). Estimated future minimum payments under these contracts for the next 5 years are as follows:

(in thousands of dollars)	2023	2024	2025	2026	2027	Future years
Future minimum payments	1,880	569	185	99	83	231

21. Contractual Rights

As of March 31, 2022, 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, 2022, the estimated future minimum receipts under these contracts amounts to \$0.9 million (2020-21 – \$1.5 million). The estimated future minimum receipts under these contracts for the next 5 years are as follows:

<i>(in thousands of dollars)</i>	2023	2024	2025	2026	2027	Future years
Collection management and care	207	211	215	219	-	-

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, 2022, and March 31, 2021, 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 as of March 31, 2022 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 \$0.6 million (2020-21 – \$0.5 million). Accounts receivables from Government of Canada departments, agencies and Crown corporations

comprise 15% (2020-21 – 27%) 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 of March 31, 2022, \$3,038 receivables were past due (2020-21 – \$3,617), no allowance has been provided (2020-21 – \$1,925 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 its investment decisions. The Corporation has invested \$3.0 million contributions and \$1.0 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. \$0.1 million was paid out to the Corporation in 2021-22 (2020-21 – nil).

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 of March 31, 2022, employee advances due to the transition to payment in arrears amount to \$0.4 million and no allowance has been provided for this amount (2020-21 – \$0.4 million).

25. Summary of Expenses by Object

<i>(in thousands of dollars)</i>	2022	2021
Personnel costs	15,762	15,932
Amortization of capital assets	8,998	9,145
Operation and maintenance of buildings	3,933	3,711
Professional and special services	3,149	2,672
Real property taxes	2,430	2,317
Interest on capital lease obligation	2,203	2,326
Information management infrastructure and systems	1,654	1,359
Objects for collections	313	118
Repairs and maintenance	306	567
Marketing and communications	274	499
Exhibitions	228	133
Cost of goods sold - natureBOUTIQUE	191	51
Travel	131	37
Freight and cartage	23	23
Other	171	128
	39,766	39,018

26. Covid-19

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 the pandemic, and in accordance with public health recommendations and provincial requirements, the Corporation closed to visitors and all other groups during the following periods:

- March 14, 2020, to September 5, 2020
- December 26, 2020, to February 15, 2021
- April 3, 2021, to July 16, 2021
- January 5, 2022, to February 24, 2022

Internal operations such as research, exhibit development and essential services such as animal care continued throughout the periods 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 closures 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. As such, it is not possible to reliably estimate the full effect of the pandemic on the Museum's results of operations and financial condition, however, Management is actively monitoring the effect on the Museum's financial condition and probing ways to address potential future financial impacts. During 2021-22, the Corporation received \$8.0 million of supplementary funding to assist in maintaining essential services and address financial pressures resulting from the pandemic. During 2020-21, the Corporation received \$5.9 million of COVID-19 emergency funding.



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