



2022-23 ANNUAL REPORT

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

CANADIAN MUSEUM OF NATURE
ANNUAL REPORT 2022-23



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MESSAGE FROM THE MUSEUM LEADERSHIP



Danika Goosney
Director & CEO



Karen Dodds
Chairperson, Board of Trustees



Glenn Sakaki
Vice Chairperson,
Board of Trustees

2022-23 was a year of significant changes for the Canadian Museum of Nature (the “Museum”). With a renewed focus on science and programming, as well as continued commitment to engagement and market presence, the Museum began rebuilding from the impact of the pandemic and established a solid foundation for continued recovery.

As we re-emerged from repeated COVID-19 lockdowns, the Museum was able to quickly build back general admission, experiencing near pre-COVID-19 levels over the summer of 2022-23, as both residents and tourists returned to enjoy our world class exhibitions and galleries.

Changes in senior leadership included two of the three signatories to this letter joining the Museum: incoming Director and CEO, Dr. Danika Goosney, and Dr. Karen Dodds into the role of Chairperson of the Board of Trustees. Both bring strong experience in scientific leadership and governance, as well as demonstrated commitment to the principles of equity, diversity, inclusion, and accessibility.

This year, we were delighted to open several new exhibitions at the Museum. *Planet Ice: Mysteries of the Ice Ages*, an exhibition made here in Ottawa, returned from the Ontario Science Centre over the summer for a second, longer Ottawa run, enabling more of the public to see it prior to its North American tour.

The Museum also opened *Our Land: Our Art* in the fall, bringing the art and culture of Nunavik into our Northern Voices Gallery, celebrating this milestone together with our Viceregal Patron, the Governor General, Her Excellency the Right Honourable Mary Simon, C.C., C.M.M., C.O.M., O.Q., C.D., Pita Atami, President of the Makivik Corporation and Rhoda Kokiapik, Executive Director, Avataq. Curated by the Avataq Cultural Institute, this temporary exhibition showcases artists from Nunavik in their own voice. This is the third exhibition in our Northern Voices Gallery, a space that is dedicated to enabling Northern communities to share their perspective about the Arctic and their relationship with the land.

Lastly, the Museum debuted *Wolves: Shapeshifters in a Changing World*, which explores the evolution and adaptations of these charismatic animals through specimens, cultural stories, scientific research and the stunning work of renowned photographer, Michelle Valberg.

In the digital sphere, the Museum continued to exercise its mandate to reach all Canadians with a continued suite of digital school workshops including a partnership with Connected North and outreach to northern communities across the country to provide programming to remote schools, online video and web content, and online speaker series on topics related to the Arctic, and the annual Ignite! event where researchers share their work with the public. The Museum also hosted a one-day science symposium focused on Arctic biodiversity and how it's changing. Several hundred symposium participants attended in-person or virtually from across Canada and internationally.

The Museum was proud to launch a comprehensive Accessibility Plan with input from internal and external stakeholders. This plan builds on our work to date to create a barrier-free environment and outlines meaningful actions to further improve accessibility to our Museum in the coming years. We also advanced engagement with Indigenous Peoples, both locally and across the country, as part of multiple exhibitions and science activities, contributing to advancing reconciliation in Canada – an important role for a national museum.

The Museum is a vibrant research-intensive enterprise that both enables important discoveries about the world we live in, including identification of new species past and present, and serves to preserve a record in time and space of the diversity of species that inhabit (or inhabited) our planet. Understanding how these species have changed over time is crucial to addressing the urgent issue of biodiversity loss the world is facing today. This was underscored in December 2022 at the UN Biodiversity conference (COP15) in Montreal, resulting in the historic adoption of the Kunming-Montreal Global Biodiversity Framework, to address global loss of biodiversity and restoration of ecosystems. As Canada's Museum of Nature, the Museum will continue to play a vital role in the effort to understand and address biodiversity loss and the impact of climate change through the work of our scientists and to inform and inspire our visitors to better understand the natural world and why we must protect it.

Our science teams continued productive work, studying biodiversity and geodiversity at sites across the country from coast to coast to coast, including in several Arctic locations in partnership with Polar Knowledge Canada, and in some international locales.

Our scientists also continued to curate, conserve, develop, digitize, and mobilize the national collection, which grew last year by more than 18,000 new acquisitions. In partnership with Parks Canada, the Museum initiated a new project to curate, digitize and mobilize the thousands of specimens housed in the national collection from the Hudson Bay Lowlands ecozone, with focus on algae, bryophytes, invertebrates, lichens, and vascular plants. The research and collections teams also worked with many students – undergraduate students, graduate students, coop positions, internships, and more – supporting the development of future biodiversity, geodiversity, and museology experts.

We were able to showcase our work to the public with the return of the in-person Open House at the Natural Heritage Campus for the first time since 2019, enabling visitors to see our collections and interact with research and curatorial staff, gaining a greater appreciation of the scope of the Museum's mission and work.

Financially, 2022-23 saw strong revenue recovery coming out of the pandemic, with our doors remaining open to the public for the full fiscal year. Despite this, it will take years to rebuild all revenue streams to pre-pandemic levels. Prudent management of resources and operational priorities in the face of supply chain issues and inflationary pressures assisted in this recovery.

In closing, we would like to express our sincere thanks to the staff, volunteers, associates, members, and supporters of the Canadian Museum of Nature for their unwavering commitment to our mission during this period of transition and re-growth. Together, we have achieved great things over the past year, and we are confident that we will continue to do so in the years to come, as we move towards our goal of a sustainable natural future.



Karen Dodds
Chairperson,
Board of Trustees



Glenn Sakaki
Vice Chairperson,
Board of Trustees



Danika Goosney
President and CEO





CORPORATE OVERVIEW

The Canadian Museum of Nature is a Crown corporation that 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*.

As Canada's national natural sciences and natural history museum, we provide Canadians with a trusted and inspiring source of evidence-based insights, inspiring experiences, and real engagement with nature's past, present and future.

We are a source for expert narratives, powerful dialogue and debate, and dynamic personal experiences that help people connect to and understand nature in vital ways. The Museum achieves this through our research programs, our extraordinary collections and chronicles, our exhibitions and events and national accessibility through places and virtual touchpoints.

First opened in 1912, 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 Canadian Museum of Nature is one of Canada's national museums. Each museum reflects a part of Canada's story, from our history and future, to, in our case, our nature.

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 programs 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.

GOVERNANCE

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 Board of Trustees consists of a Chairperson a Vice-Chairperson and not more than nine other trustees, from all regions of Canada, to be appointed by the Minister with the approval of the Governor-in-Council. 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 2022-23, the Board held four meetings (three in-person and one virtually), seven virtual education sessions, and seven Board committee meetings.

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 Director. The members of the Board serve as ambassadors 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.

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.

STANDING COMMITTEES

Executive Committee

Glenn Sakaki, Interim Chairperson, December 29, 2021, until March 2, 2023

Karen Dodds, Appointed Chairperson, March 2, 2023, until March 2, 2027

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, CPA, Chairperson, May 18, 2022, until May 17, 2024

Michael Tolensky, CPA, Vice Chairperson, June 24, 2022, until June 23, 2026

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, Chairperson, April 1, 2021, until December 29, 2021, resumed role March 2, 2023

Susan Knott, Interim Chairperson, December 29, 2021, until March 2, 2023

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

Karen Dodds, Ph.D., Chairperson
Ottawa, Ontario
(16-Feb-23 to 15-Feb-27)

Glenn Sakaki
Vice-Chairperson
Toronto, Ontario
(25-Mar-19 to 17-May-25)

Christian Robin - Resigned
Winnipeg, Manitoba
(25-Jun-18 to 28-Oct-22)

Donald Obonsawin
Whitchurch-Stouffville, Ontario
(27-Jan-23 to 26-Jan-27)

Heather Holden - *Expired*
Vancouver, British Columbia
(19-Jun-19 to 18-Jun-22)

Linda Nowlan
Vancouver, British Columbia
(25-Jun-18 to 17-May-24)
Michael Tolensky
Thornhill, Ontario
(18-May-22 to 17-May-26)

Michael Tolensky
Thornhill, Ontario
(18-May-22 to 17-May-26)

Monika Ille
Westmount, Quebec
(19-Jun-22 to 18-Jun-26)

Rebecca Chartrand
Winnipeg, Manitoba
(20-Jun-22 to 19-Jun-26)

Ron Calderoni
Boucherville, Quebec
(5-Apr-12 to 17-May-2024)

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

Susan Knott
Vancouver, British Columbia
(10-Apr-14 to 19-Jun-23)

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

Secretary to the Board
Skye Cameron

EXECUTIVE STAFF

Danika Goosney, Ph.D.
Director and CEO

Angeline Laffin
Vice President, Experience & Engagement

Charles Bloom
Vice President, Corporate Services & COO

Lisa Brasic, CPA, CA
Chief Financial Officer

Laura Evans, CFRE
Chief Advancement Officer (on leave)

Jeffery M. Saarela, Ph.D.
Vice President, Research and Collections

John Swettenham
Vice President, Public Affairs and Chief Marketing Officer
(until November 2022)

For a list of our management team, please visit our website:
<https://nature.ca/en/about-the-museum/governance/>



A scenic landscape photograph showing a wide mountain valley. In the foreground, there are rocky, grassy slopes. A river flows through the middle of the valley, surrounded by green fields. In the background, more mountains are visible under a cloudy sky. A dark blue rectangular box is overlaid on the top right of the image, containing white text.

OUR STRATEGIC FRAMEWORKS

OUR STRATEGIC FRAMEWORKS

Three strategic frameworks guide the Museum in how it plans and executes key corporate priorities.



Advancing Inclusion: The Canadian Museum of Nature's Diversity and Inclusion Framework

Treating all people with respect, dignity, and fairness is fundamental to our relationship with the Canadian public and with our employees. Respect for diversity and inclusion has long been at the core of the values of the Canadian Museum of Nature. We celebrate and recognize the diversity of our people and the ideas they generate as the source of our innovation. We are also committed to ensuring that people of all abilities can participate in and access our facilities, exhibitions, programs, and digital products.

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 reflects the diversity of Canadians. In alignment with the Government of Canada's calls to action, the Museum has renewed its commitment to further advance inclusion, diversity, equity and accessibility (IDEA), especially for Black people and other racialized groups, Indigenous people, and persons with disabilities.

In line with the principle "Nothing about us without us," the Museum is working more closely with communities and experts, and with our own employees, to understand the needs of individuals and the opportunities for the Museum to increase access and inclusion for all Canadians.

In 2022-23, the Museum implemented its first Accessibility Plan, as per the Accessible Canada Act. Informed by reviews of the Museum's operations in seven areas of the Accessible Canada Act, consultations with communities and individuals, and the results of the Rick Hansen Foundation certification process to increase accessibility, this plan builds on the work that the Museum had already begun and sets forth a path to deliver on its commitment to make the Museum accessible to everyone.

In 2022-23, the Museum also continued to implement solutions that 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 response to the Truth and Reconciliation Commission's Calls to Action and the United Nations Declaration of the Rights of Indigenous Peoples, the Museum has increased the posting of employment opportunities on websites targeted to Indigenous job seekers. The Museum has also begun implementing additional training for managers and employees to support their responsibilities relating to inclusion, diversity, equity and accessibility (IDEA). This includes training relating to the concepts of inclusion by design and increasing accessibility. Finally, the Museum has been taking steps to further embed the principles of IDEA in all aspects of its operations, 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.



Advancing Reconciliation: The Canadian Museum of Nature's Indigenous Engagement Framework

The Truth and Reconciliation Commission of Canada in 2015 called for a new relationship between Indigenous and non-Indigenous Peoples in Canada. In June 2021, the United Nations Declaration on the Rights of Indigenous Peoples Act became law in Canada. 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 based on lasting reconciliation, healing, and cooperative relations.

As a national institution, the Canadian Museum of Nature is committed to contributing to reconciliation by bringing Indigenous and non-Indigenous communities together and to align our practices with the United Nations Declaration on the Rights of Indigenous Peoples Act, guided by the Museum's values of integrity, respect, excellence, and continuous learning.

The Museum's Indigenous Engagement Framework aims to enable a more inclusive approach to increasing knowledge of, and appreciation and respect for, the natural world, demonstrating 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.

In 2022-23, the Canadian Museum of Nature made significant strides in all operational areas in advancing engagement with Indigenous Peoples across the country. Highlights of our activities include the following:

Experience and Engagement

In late 2022-23, the Museum began offering free general admission for Indigenous people.

The Museum partnered with Connected North to deliver virtual workshops for schools in First Nations, Metis, and Inuit communities.

ᐅᐅᐅᐅᐅ ᐅᐅᐅᐅᐅᐅᐅᐅ Our Land, Our Art opened to the public on December 1, 2022, in the Northern Voices Gallery. The exhibition features the art and artists of Nunavik and showcases the work of artists selected by Avataq Cultural Institute, the Inuit cultural organization of Nunavik (Northern Quebec, Canada). The exhibit features ten artists in five art forms: drawing, textiles and beading, photography, a circus act, and throat singing. This exhibition features stories and art in the voice of the community and is part of a rotating gallery, Northern Voices, inside the Canada Goose Arctic Gallery. The Museum was thrilled to host the Governor General, Her Excellency the Right Honourable Mary Simon, to open the exhibition with the community.



In collaboration with the Nuu-chah-nulth Tribal Council in Port Alberni, British Columbia, the Museum added content to the Water Connexions-Pacific Discovery Tank, integrating Nuu-chah-nulth names into the species labels.

The CMN-developed exhibition *Wolves!* Opened in March 2023. The exhibition features Indigenous content developed with Indigenous partners, including works of art by Nuu-cha-nulth, Inuit, and Anishinaabe artists and a video from Opaskwayak Cree First Nation. It also features a wolf tracking scientific project led by Wiikwemkoong Unceded Territory and collaborators.



Research and Collections

In July 2022, Museum zoologists conducted fieldwork in Salluit, Quebec, an area they return to yearly to monitor small mammal population dynamics. They camped three days with young hunters from the community at Iqalulikallak, where they trapped shrews and shared stories and fish. They hired a community member to guide them to their second field site by boat. The team also worked with Salluit's game warden and met with executives of the Qaqqalik Landholding Corporation.

In July 2022, a museum palaeobiologist and a Yukon government team travelled to Old Crown, Yukon Territory, to conduct research on fossil mammals. There, the team met with the Indigenous Heritage Minister for field work approval and facilitation. The minister arranged for an Indigenous team member who to work as boat operator and wildlife monitor and be a member of the field team, finding numerous fossils, identifying fossils, and depositing them in the Indigenous-stewarded fossil collections in Old Crow.

In August 2022, Museum botanists travelled to Cambridge Bay, Nunavut, to study and collect marine macroalgae. Following up on a visit earlier in the year to consult community members about the planned research, the team continued working with the Hunters and Trappers Organization to get feedback on their work. They met with community elders at the Heritage Centre on several occasions and delivered a presentation about their work at the Canadian High Arctic Research Station. They brought live animals from the subtidal zone for people to look at and touch, and community members could also sample (taste) sea urchins and kelp if interested. They also visited the local elementary school, bringing live animals and SCUBA gear for the youth to try on. John Lyall Jr., their local guide, was integral to the team.

A postdoctoral researcher at the University of Ottawa who is conducting botanical research at the Museum spent about six weeks working out of the Canadian High Arctic Research Station in Cambridge Bay. Besides field research, activities included successful and well attended half-day workshop and activities for the Kitikmeot Friendship Society on-the-land camp, called Nuna Buddies, and the Girls Club. The youth learned about collecting and pressing plants and gained general botany knowledge in the field and under the microscope. The land-based activities in particular facilitated exchanges of traditional and western science knowledge.

In late August, the Museum delivered, in partnership with Public Services and Procurement Canada, a four-day environmental field school for participants from Algonquins of Pikwakanagan First Nation. Participants, including a Knowledge Keeper from the First Nation, joined Museum zoologists in the field for two days on Kettle Island in the Ottawa River, National Capital Region. The team explored and sampled aquatic biodiversity while sharing information from Indigenous and western science perspectives. At the Natural Heritage Campus, participants toured the collections and spent time in a research lab looking at aquatic organisms under a microscope. They also spent a day at the Victoria Memorial Museum Building.

Some 25 participants/observers from Algonquins of Pikwakanagan First Nation and Kitigan Zibi Anishinabeg joined a team of zoologists from the Canadian Museum of Nature and the Ontario Ministry of Natural Resources and Forestry during three days of fish and eDNA-collection field work in the Lac Coulonge region of the Ottawa River in November 2022.

Museum botanists prepared a booklet entitled “Inuit Qaujimajatuqangit: Plants and Lichens of Arviat, Nunavut,” based on an Elder workshop focused on plants that they ran in partnership with Nunavut Parks and Special Places in 2016. Numerous copies were sent in January 2023 to two Arviat community members who helped with the workshop, and they have distributed the booklet to the Elders, hamlet, and wildlife office in Arviat.



A Museum phycologist has been part of a team working on the potential establishment of a new epoch, called the Anthropocene, based on a record of environmental change preserved in Crawford Lake in southern Ontario. With the Wendat Confederacy (also including Haudenosaunee, Anishinaabe and Metis Peoples), the team is studying the lake's paleo-history, including Indigenous history, with the aim of conserving its scientific record and protecting its spiritual integrity. Catherine Tamaro, People of the Little Turtle, Wyandot of Anderdon Nation and other Indigenous Elders and individuals shared teachings and ceremony with the research team regarding how to protect the physical and spiritual integrity of Crawford Lake. The lake is considered a whole being or non-human person in Elder Catherine's worldview. The scientists involved in the project respectfully adhered to the Indigenous-guided protocols shared within that ceremonial space, ensuring as little injury to the body of the lake as possible.

The Museum executed a Memorandum of Understanding with the Government of Nunavut to facilitate transferring a collection of polar bear skeletal material to the Museum's zoology collections, for use in research by Museum staff and external scientists.

The Museum worked with youth from Yellowknife Dene First Nations to produce three short virtual reality videos on traditional learning. The Museum sponsored one of these youth to come to Ottawa for a week in late June to work with Museum staff on video techniques and science activities.

The Museum provided a tour of our mussel and fish collections to visitors from the Kebaowek First Nation, who are conducting environmental assessments, including fish stocks and freshwater mussels at risk, along the Ottawa River. The Museum's freshwater mussel expert has been invited to participate in future fish surveys in the Upper Ottawa near the Kebaowek First Nation. We also provided a general collections tour to visitors from Wiikwemkoong Unceded Territory, who contributed to the *Wolves!* exhibition.



Corporate Services, Marketing and Public Affairs

The Museum continued to post jobs to websites where Indigenous students and professionals look, and pursued options to expand our recruitment network, including identifying job posting sites that may increase our ability to attract and recruit Indigenous applicants.

The Museum developed a draft training framework for staff that includes several courses that aim to increase awareness of issues related to First Nations, Inuit, and Métis in Canada, as well as the role and responsibilities of the Government of Canada towards these Peoples. The Museum also supported more specialized training opportunities.

The Museum engaged an Indigenous company to assist the Museum to develop a culturally safe, welcoming, and appropriate process to recruit an Indigenous collections technician.

The Museum consulted the Indigenous Business Directory to invite Indigenous businesses to bid on Museum-tendered procurement and continued to review its policies and procedures to increase Indigenous contract awards.

The Museum continued to use its social media channels and share information, reflections, and dialogue on reconciliation.

The Museum was once again a partner in the Summer Solstice Indigenous Festival. This annual multidisciplinary arts festival brings together Indigenous artists, performers, educators, students, and community members to share knowledge and celebrate Canada's diverse Indigenous cultures. The Museum supplied video content about the traditional beluga harvest in the Arctic by the Inuvialuit.

The Museum secured funds from an external partner to support two internships for Indigenous students to work on digitization projects with the Research and Collections team.





Environmental Sustainability

The Museum is committed to continuous greening of its operations and facilities.

The Museum operates two large, complex and challenging facilities, one which houses and cares for its natural history collection and research facilities, and the other housing its public exhibitions and rental venues in a Federal Heritage Building; both of different eras. Caring for the national natural history collection is only possible under strictly controlled year-round interior environmental conditions.

The Museum's building energy consumption is being monitored by a network of submeters. Its heating, ventilation and air conditioning systems, controlled by centralized building automation systems at both facilities, ensure 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 the **Natural Heritage Campus (Gatineau, QC):**
- Electricity: we were 9% below target for 2017-2018 **(29% below target in 2022-23)**
- Natural Gas: we were 44% below target for 2017-2018 **(26% below target in 2022-23)**
- Electricity: 280 KWh/m² and Natural Gas: 30 m³/m² for the **Victoria Memorial Museum Building (Ottawa, ON):**
- Electricity: we were 3% below target for 2017-2018 **(20% below target in 2022-23)**
- Natural Gas: we were 7% below target for 2017-2018 **(29% below target in 2022-23)**

We optimized our energy efficiency in 2017-2018 and have since maintained it.

The Museum continuously assures optimal building energy performance through a series of best practices and initiatives, including energy audits, building condition reports, centralized lighting control systems, LED lighting retrofit projects, daylight harvesting and sensors, occupancy sensors and 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 and 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 more.

The Museum consistently monitors its waste management successes through annual waste audits and actions their respective observations and recommendations. We offer the full spectrum of recycling services to minimize our landfill waste stream. The Museum offers composting services for employees, food services and rentals clients. The landfill diversion rates remain low for our public building, averaging 57% (stable from the previous year at 55% but up from its initial audit at 47%) and high at our non-public collections building, averaging 75.5% (stable from the previous year at 80 to 82% but up from its initial audit at 53.8%). We are committed to improving our waste management practices.

In 2022-23, the Museum continued working towards a greener procurement policy by ensuring that life-cycle assessment principles, the adoption of clean technologies and environmentally friendly products form the core of its current and future procurement practices. The Museum has made several investments in paperless practices through its online procurement platform, on-line computerized maintenance management system, Microsoft 365 environment, online ticketing system, e-invoicing, and electronic funds transfer. The Museum has eliminated its single use plastics at meetings and events and offers reusable flatware/dishware, non-plastic and/or compostable takeout containers, and a no plastic straw policy and composting and recycling within food operations. The Museum makes personal reusable coffee cartridges available to staff in the centralized kitchenettes to avoid unnecessary and harmful plastic usage and wastes. Water stations throughout our facilities enable both staff and customers to refill reusable bottles.

The Museum is committed to creating sustainable workplaces by engaging employees and networking with other museums and similar institutions including EnviroCentre Carbon613 and the Crown Corporations Greening Community of Practices overseen by Treasury Board Secretariat of Canada.

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 demonstrating leadership and inspiring wise choices for stewardship of the natural environment.



A full-page photograph of a geologist in a red plaid shirt and khaki pants crouching on a rocky ridge in a desert canyon. The geologist is using a small tool to examine a rock sample. Various pieces of equipment, including a hammer, a brush, and plastic bags, are scattered on the ground. The background features a vast canyon landscape with layered rock formations under a bright orange sunset sky with scattered clouds. The sun is a large, glowing orb on the horizon.

OUR SCIENCE

OUR SCIENCE— EVIDENCE AND KNOWLEDGE: *Creating and Sharing Understanding of Nature*

The Canadian Museum of Nature's scientific work centres on three priorities:

- Generating new knowledge and understanding about biodiversity, geodiversity, and the Arctic through research and discovery.
- Advancing biodiversity and geodiversity research infrastructure: the national natural history collection; and
- Natural sciences leadership, education, and engagement.

Two centres of excellence concentrate the Museum's science activities: the Beaty Centre for Species Discovery and the Centre for Arctic Knowledge and Exploration. Although each centre has its own focus, they have the shared goals of positioning the Museum as a global leader in natural history collections storage, preservation, and digitization and national leadership in nature inspiration, both on-site and off-site.

Centre for Arctic Knowledge and Exploration

The Centre for Arctic Knowledge and Exploration brings together the Museum's Arctic expertise, resources, programs, and activities. The centre builds on over 100 years of experience at the Canadian Museum of Nature creating knowledge about the Arctic through research and discovery and using that base of information to transform people's understanding of the Arctic and its importance to Canada in a global context. Core centre activities are research, collection development and sharing, and scientific training—all related to Arctic biodiversity and geodiversity.

2022-23 was a busy year for Arctic research at the Museum, with an active summer field season, many ongoing projects studying Arctic collections, and considerable Arctic collections growth.

Museum staff conducted fieldwork for five Museum-led Arctic research projects in partnership with Polar Knowledge Canada:

1. A zoology team led by Museum research scientist Dr. Dominique Fauteux travelled to Bylot Island, Nunavut; Salluit, Quebec; and Cambridge Bay, Nunavut, to continue long-term studies on small mammal population dynamics in the Arctic.
2. Dr. Zoe Panchen, Centre for Arctic Knowledge and Exploration Postdoctoral Fellow, travelled to Cambridge Bay, Nunavut, to study the response of vascular plant phenology to climate change from an evolutionary perspective. Dr. Panchen was based at the Canada High Arctic Research Station.

3. A botany team led by Centre for Arctic Knowledge and Exploration director and Museum research scientist Dr. Amanda Savoie travelled to Cambridge Bay, Nunavut, to study Arctic kelp forest ecology and seaweed biodiversity, as the first field season in a multi-year project. The team used the new dive facilities installed at the Canada High Arctic Research Station to conduct subtidal surveys in the area around Cambridge Bay (Dease Strait and Queen Maud Gulf).
4. A zoology team led by Zoology section head and Museum research scientist Dr. Katriina Ilves visited the Canada High Arctic Research Station to scope out the area to initiate a new research program on biodiversity of Arctic fishes.
5. A palaeobiology team led by Museum research scientist Dr. Danielle Fraser travelled to the Old Crow River, Yukon, to study Pleistocene mammals. Specimens collected include common species such as mammoths and horse and rarer species such as false sabre-toothed cat, caribou, and muskox. The newly collected specimens will support morphological, stable isotopic, and life history studies.

Other Arctic fieldwork was conducted by a team led by Botany section head and Museum research scientist Dr. Troy McMullin, who participated in the 2022 Yukon BioBlitz. This BioBlitz brought together researchers from across Canada and representatives from the White River First Nation to document the biological diversity of a unique region in the extreme west of the territory. The hundreds of lichens and vascular plant specimens collected include numerous species known in Canada only from Yukon.

Dr. Amanda Savoie also travelled to Porsangerfjord in northern Norway to collect seaweed specimens as part of a study on seaweed biodiversity and ecology in northern Norway. This work is part of a larger research project studying the impacts of climate change on European Arctic fjords across different trophic levels.

The Centre supported a visiting PhD student in summer 2022, Matilda Siebrecht, University of Groningen, Netherlands, who was invited by Dr. Scott Rufolo, curator of the Museum's palaeobiology collection, to work on digitizing material in the Nunavut Archaeology Collection that will be the focus of a multi-locale exhibit under development for installation in the Igloolik Airport.

The Museum's library and archives team continued digitizing Arctic photographs and artworks in the Museum's collections and sharing them to the Museum's Google Arts and Culture page.

The Museum hosted an in-person and virtual Arctic Symposium on March 30, 2023, with invited speakers and a poster session. The theme was "Arctic Biodiversity and Change." Keynote speakers Dr. Emily Choy and Dr. Philippe Archambault shared their research on Arctic seabirds and marine biodiversity and multiple other speakers and poster presenters shared information about their ongoing work in the Arctic. Ms. Mia Otokiak from Cambridge Bay, Nunavut, spoke about how climate change is impacting Arctic communities and the importance of traditional Inuit knowledge in understanding the Arctic and how it is changing.



Beaty Centre for Species Discovery

The Museum's collections-based science expertise in biodiversity and geodiversity anchors the Beaty Centre for Species Discovery. The centre connects the core functions of the Museum— research, collections, and education programs—to advance and enhance their impact and reach.

In 2022-23, 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 described new species of amphipods, beetles (including a new genus), extinct vertebrates, vascular plants, and minerals. Researchers undertook various activities in the areas of species discovery and change including:

- Describing the eggs and embryos of hadrosaur (i.e., duckbilled) dinosaurs
- Describing a new tyrannosaurid from China
- Assessing the conservation status of various lichens
- Describing a new mineral deposit from British Columbia
- Assessing the phylogeography of Bahamian reef fishes
- Assessing morphological variation among Canadian wolf populations
- Reporting the first record of the least weasel in Nunavik

The complete list of publications by Museum staff and associates in 2022-23 is presented below.

The Museum acquired 18,121 new specimens/collection lots. Of these, 63% are insects, 19% are vascular plants, 7% are lichens, 5% are bryophytes, and the remainder are algae, annelids, birds, crustaceans, fossils (vertebrate and invertebrates), general invertebrates, mammals, minerals, molluscs, palaeobotany, and parasites. The specimens were obtained by donation to the museum (64%), staff fieldwork (37%), donation for tax receipt (8%), purchase (7%), exchange (7%), transfer from other crown corporations (2%), and from the museum's backlog (0.7%).

Dr. Troy McMullin wrote and published a popular book, "The Secret World of Lichens: A Young Naturalist's Guide," which is now sold in the museum boutique. The book introduces beginner naturalists to lichens and takes them on a survey of 40 of the most interesting and unique species of lichen in the world.

Centre members continued service on the Committee on the Status of Endangered Wildlife in Canada (COSEWIC). Jennifer Doubt, Botany Curator, received recognition for 15 years of service as a voting committee member and her service as Equity, Diversity and Inclusion working group Chairperson. Dr. Katriina Ilves completed her first year on the committee, and Greg Rand was newly appointed to the committee to fill the position J. Doubt vacated.

The Centre provided support to the museum's Google Arts and Culture initiative by providing resources for the acquisition of new computing and scanning equipment to support library and archives digitization.

Digitization of the botany collections advanced with help from generous partners, with a focus on Arctic and Prairie specimens. The museum, working with Parks Canada, began a new initiative to digitize specimens from the Hudson Bay Lowlands ecozone in Manitoba, Ontario, and Quebec, with an initial focus on algae, bryophytes, invertebrates, lichens, and vascular plants.

Our National Biodiversity Cryobank of Canada team sub-sampled a donation of 311 Cuban beetle specimens—collected by Drs. Andrew Smith and Bob Anderson (CMN)—and accepted a donation of approximately 300 microbial samples from the Canadian Arctic collected by Drs. Warwick Vincent and Connie Lovejoy and their teams (Université Laval, Quebec).

Support of the museum's Scientific Training Program continued. The Centre awarded a scholarship to MSc student Ben Aubrey, who is working on fish-mussel relationships in the Ottawa River with Drs. Katriina Ilves and André Martel (CMN). The Centre also supported Ben to attend the inaugural meeting of the Society of Canadian Aquatic Species.

Dr. Howard Huynh, Beaty Centre Postdoctoral Fellow in Species at Risk, continued his research on the museum's world-class collection of polar bears and advised several undergraduate thesis students. Dr. Huynh has now completed his tenure as postdoctoral fellow but maintains an association with the Museum as a research associate.

Dr. Vinicius Ferreira is the Centre's incoming Beaty Postdoctoral Fellow. He will be undertaking research on firefly systematics and the application of artificial intelligence/machine learning in specimen identification. Dr. Ferreira will commence his tenure at the Museum in July 2023.

The Centre also continued the program of funding for Visiting Student Scientists, supporting four graduate students (two from the University of Victoria, British Columbia, one from the University of Chicago, Illinois, and one from Museo Paleontológico “Ernesto Bachmann” and Universidad Nacional de La Plata Facultad de Ciencias Naturales y Museo in Argentina) to travel to the Natural Heritage Campus to work with Museum collections.

The Museum supported the Société Québécoise pour l'Étude Biologique du Comportement (SQEBC), a society focused on the study of animal behaviour, conference held at the Museum November 4–6, 2022, and co-organized by Dr. Dominique Fauteux. Several Museum experts hosted species identification workshops at the Natural Heritage Campus for conference participants.



Centre members undertook fieldwork across Canada, including in Alberta, British Columbia, Ontario, New Brunswick, Northwest Territories, Nunavut, Quebec, Yukon, and internationally, including in Norway, Spain, Cuba, and the USA.

Some field work highlights include:

- Museum coleopterists, Dr. Robert Anderson and Dr. Andrew Smith, conducted fieldwork in Cuba. During their trip, they discovered a new genus of blind weevil.
- Dr. Tetsuto Miyashita and team undertook fieldwork in New Brunswick and Nova Scotia. They surveyed the Carboniferous fossil localities of New Brunswick (with Matt Stimson, Curator of Zoology, New Brunswick Museum) and collected ray-finned fishes at two localities. In Nova Scotia, they worked to relocate a fossil fish locality in Antigonish. The work produced two fossils of jawless fishes.
- Mineralogy staff conducted field work in the Purcell Mountains, southeastern British Columbia. The team was given access to the Bugaboo Castles property, two claims owned by Chris Robak totalling 307 hectares, on the southern margin of Bugaboo Provincial Park and only accessible by helicopter. The Bugaboo Castles deposit is a potential source of gem beryl (var. aquamarine). The goal of the fieldwork was to sample the pegmatites within the granite to determine their mineralogy and ultimately shed light on their paragenesis.
- Working with the Mars Society, CMN botanist Paul Sokoloff continued fieldwork to build a collections-based inventory of the vascular plant, lichen, moss, and algae diversity of the Mars Desert Research Station in southeast Utah, USA. Set in a geological analog of Mars, the station is also situated in a floristically rich (but poorly documented) desert home to endemic species. This ongoing research will help planetary scientists better understand the station as a stand-in for the red planet and informs local conservation efforts.

The Centre hosted the Museum's annual Ignite! event, a public programming activity that aims to inform the public about the Museum's scientific work. The theme was "rare", and speakers focused on rare archives, minerals, biological species, and specimens in the Museum's collections.



Our Publications

Museum staff published 63 peer-reviewed articles (evaluated by experts in the field) and 63 non-peer-reviewed articles, including abstracts, posts on the Museum's blog, reports, and newsletter articles. Museum research associates published 53 peer-reviewed articles. Names in boldface are Museum staff members and associates. Publications are listed in the language in which they are written alphabetically by staff member or associate.

Peer-Reviewed Publications – Museum Staff

Journal articles, books and book chapters

* indicates a research associate co-author

Anderson, R.S. and M.F.B. Higinio. 2022. *Koreguajus antennatus* Anderson and Bermúdez Higinio, a new genus and new species of Sphenophorina (Coleoptera: Curculionidae):

Dryophthorinae; Rhynchophorini) from Colombia. *Zootaxa* 5190: 595–600.

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Grebennikov, V.V. and R.S. Anderson. 2022. Phylogeny, diversity and biogeography of flightless amphipacific lymanthine weevils (Coleoptera: Curculionidae: Molytinae). *Acta Entomologica Musei Nationalis Pragae* 62: 411–442.

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Johnson, K.R., I.F.P. Owens and the Global Collection Group [including M. Beckel, J.-M. Gagnon and J.M. Saarela]. 2023. A global approach for natural history museum collections. *Science* 379: 1192–1194. <https://doi.org/10.1126/science.adf6434>

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Non Peer-Reviewed Publications – Museum Staff Reports

* indicates a research associate co-author

Gillespie, L.J., P.C. Sokoloff, G.A. Levin*, J. Doubt and R.T. McMullin. 2022. Botanical Survey of Agguttinni Territorial Park Baffin Island, Nunavut. Report submitted to Nunavut Parks and Special Places. 228 pp.



Scientific Presentations (Abstracts)

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Bolduc, D., D. Fauteux and P. Legagneux. 2022. [Abstract]. The role of a specialist predator in a cycle population. Gordon Research conference – Predator-prey interactions, Lucca, Italy, 16-21 October.

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A close-up, high-resolution photograph of a wolf's face. The wolf has thick, brown and grey fur, intense yellow-orange eyes, and a large, dark, moist nose. The image is centered and fills the frame. Overlaid on the right side of the image is a solid yellow rectangular box containing the word "INSPIRATION" in white, bold, sans-serif capital letters.

INSPIRATION

INSPIRATION: ENGAGING VISITORS, STAKEHOLDERS AND FUNDERS

The Canadian Museum of Nature would like to thank those individuals, members, organizations, and corporations who choose to invest in nature. With their support we are fostering interest, action, and solutions for a better natural future. Thank you for helping connect people with nature through exhibitions, education, engagement, and scientific research.

Donors, Partners, and Sponsors 2022-23

The contributions listed below were raised during 2022-2023 from individuals, members, organizations, and corporations. Unrestricted contributions raised during the year are recognized as revenue in the Museum's Financial Statements when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Externally restricted contributions raised during the year are recorded as deferred revenue and recognized as revenue in the year in which the related expenses are recognized.

LIFETIME

Ross Beaty Family	Vancouver	BC
Donald V. Doell	Grafton	ON
Estate of Viola R. MacMillan	Bradford	ON
Gilles Haineault	St-Mathieu-de-Beloeil	QC
Anne & Henry Howden	Ottawa	ON
Ole Johnsen	Copenhagen	DK
Jarmila & Stewart B. Peck	Ottawa	ON
Andrew B.T. Smith	Kanata	ON

\$1,000,000 +

Parks Canada/Parcs Canada	Gatineau	QC
Polar Knowledge Canada/Savoir polaire Canada	Ottawa	ON

\$100,000 - \$999,999

Canada Goose Inc.	Toronto	ON
Fisheries and Oceans Canada/Pêches et Océans Canada Hatch*	Ottawa	ON
Jane Atkinson Smith Foundation*	Mississauga	ON
Kenneth M. Molson Foundation*	Montreal	QC
Globe and Mail	Toronto	ON

\$25,000 - \$99,999

Meg Beckel & Stan Harwood*	Ottawa	ON
Canada Life*	Winnipeg	MB
CN*	Montreal	QC
Canadian Natural Resources Limited*	Calgary	AB
Canadian Space Agency/Agence spatiale canadienne Enbridge*	Saint-Hubert	QC
Martin Hardy	Calgary	AB
The McLean Foundation*	Québec	QC
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Ocean Networks Canada	Regina	SK
Ottawa Community Foundation	Victoria	BC
Pattison Outdoor Advertising	Ottawa	ON
The Walrus	Ottawa	ON
Tundra Oil & Gas Ltd	Toronto	ON
Turnbull Family Community Building Foundation*	Winnipeg	MB
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\$5,000 - \$24,999

Anonymous (1)		
Abell Pest Control	Nepean	ON
ArcticNet	Québec	QC
BDO Canada LLP	Montreal	QC
Don Bubar*	Toronto	ON



Michelle & Ron Calderoni	Boucherville	QC
Chris Kresic Foundation*	Vancouver	BC
Dymon Group of Companies	Ottawa	ON
Isaac's Ant Foundation*	Flagstaff	AZ
Susan & Lyall Knott	Vancouver	BC
Le Droit	Ottawa	ON
Maple Leaf Foods Inc.	Toronto	ON
Judy & Mark McLean*	Toronto	ON
Meta*	Toronto	ON
William Neville	Finch	ON
Linda Nowlan	Vancouver	BC
Ontario Power Generation Inc.	Toronto	ON
Orkin Canada	Ottawa	ON
Ottawa Citizen	Ottawa	ON
Ottawa Tourism	Ottawa	ON
Beverly & Glenn Sakaki	Oakville	ON
TD Friends of the Environment Foundation*	Ottawa	ON
WallSizzle by Miller McConnell	Ottawa	ON
Judy Young & Arthur Drache	Ottawa	ON

\$1,000 - \$4,999

Anonymous (3)		
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Benita and Stephen Greenberg Foundation	Montreal	QC
Constance Benner & John Swettenham	Ottawa	ON
Anne & Herb Breau	Ottawa	ON
Laura Evans & Tony Giovando	Ottawa	ON
Keri Fisher & Sean Rhoads	Kemptville	ON
Fossil Realm Inc.	Ottawa	ON
Bruce D. Gill	Woodlawn	ON
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Allan Ingelson	Calgary	AB
Inez Kettles & Johannes Hill	Ottawa	ON
Martin Leclerc	Gatineau	QC
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Michael B. Decter Foundation*	Toronto	ON
Tony Peterson	Ottawa	ON
Joanne Papineau	Gatineau	QC
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Mandy Woodland	St-John's	NL

\$100 - \$999

Anonymous (12)	Ottawa	ON
Linda Attey & Armand Achy	Gatineau	QC
Sarah Jane Archer	Ottawa	ON
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Marc André Boivin	Ottawa	ON
Zelda Bravo	Ottawa	ON
Hilary Bryce	Toronto	ON
Meredith Burns-Simpson	Ottawa	ON
Hélène Buteau	Ottawa	ON
Judith Carbonell Alfonso & Donnie De Freitas Ortega	Ottawa	ON
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Edwina Chittilappilly & Suneil Kanjeekal	Ottawa	ON
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Ayana Forward	Ottawa	ON
Emily Pearson & Nathan Gillis	Ottawa	ON
Hilary Hampson & Mike Barber	Ottawa	ON
Arlene Hensel*	Ottawa	ON
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Julie & Daniel Julien	Stittsville	ON
Richard Julien	Ottawa	ON
Patricia Paterson & Peter Kalab	Nepean	ON
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Grant Linney	Dundas	ON
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John W. Reynolds	Kitchener	ON
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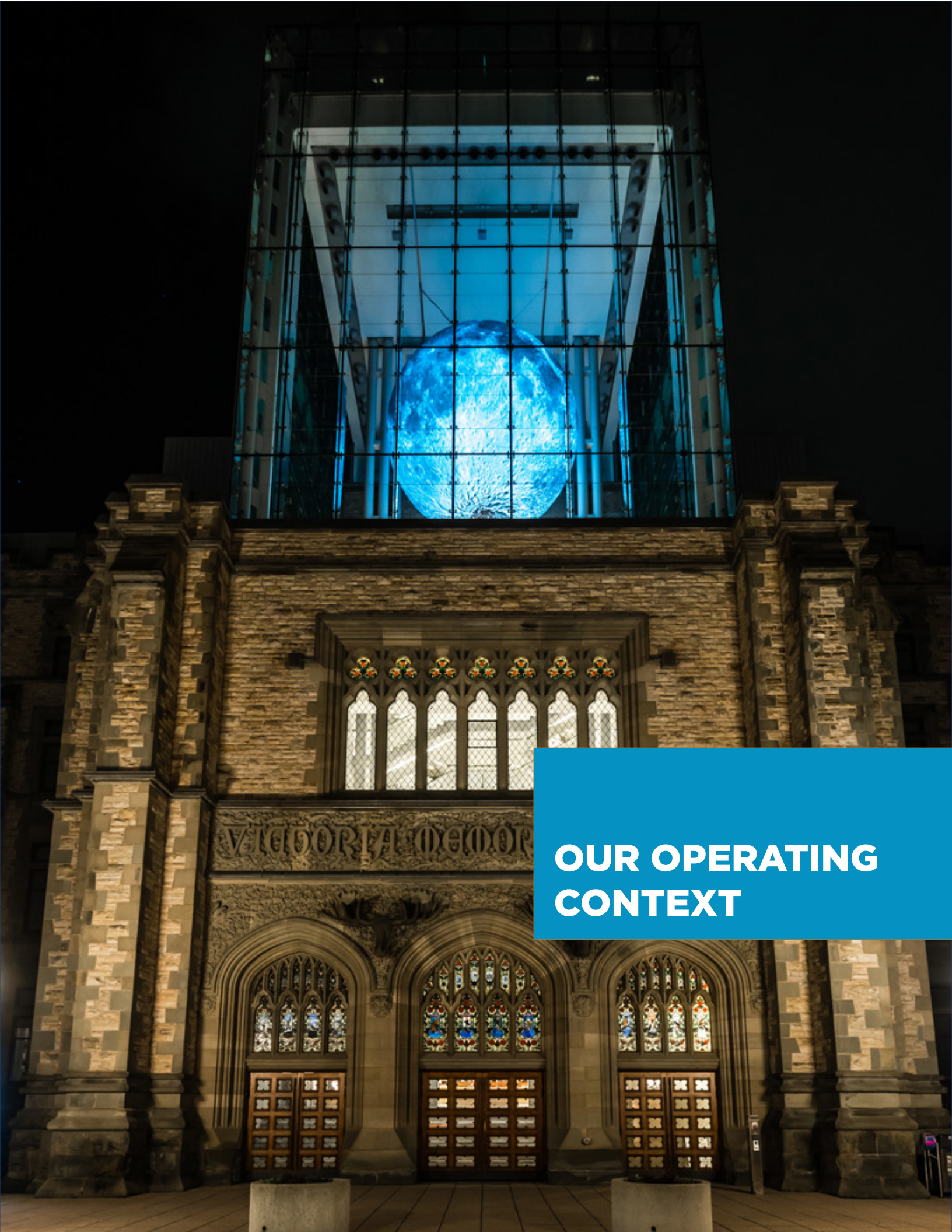
Gertrude & Jean R. Roy	Montréal	QC
Erika & Andrew Scott	Vancouver	BC
Megan Spence & Paul Hanks Drielsma	Ottawa	ON
Dawn & David Tesarowski	Ottawa	ON
Danielle Thibeault	Ottawa	ON
Mary Udd	Ottawa	ON
Louise Walker	Nepean	ON
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Planned Legacy Gifts

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Greg Huyer & Scott Rufolo	Ottawa	ON
Barbara Liddy	Ottawa	ON
J. Douglas Scott	Ottawa	ON
Peter Tarassoff	Beaconsfield	QC

**** Indicates gifts made to the Canadian Museum of Nature Foundation.***





OUR OPERATING CONTEXT

OUR OPERATING CONTEXT

Environmental Scan

While embracing recovery from the COVID-19 pandemic, the museum's business continues to face 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, supply issues, 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, research and collections, 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, including its science and outreach activities.

Positive in-year financial performance

The 2022-23 fiscal year generated a net surplus of \$8.5 million. This positive result was due to:

- Higher than expected attendance, thanks to a strong pandemic recovery.
- Fiscal year attendance was 430,279, compared to 140,338 visitors in 2021-2022 and 38,780 in 2020-2021.
- Reduced costs: the Museum reduced expenditures where possible in response to being closed and to capacity constraints.
- Supplemental Government support of \$5.1 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. Revenue losses were partially offset by expense savings; however, of the \$8.5 million surplus \$5.1 million was largely attributable to the supplemental support received from the government during the fiscal year.

The surplus will serve to off-set losses 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 Museum's Parliamentary Appropriation is held

constant, in non-inflation-indexed nominal dollars, for each and every subsequent fiscal year on-going. Therefore, to maintain a consistent level of operations the Museum must find new revenue sources to compensate for the nominal dollar devaluation of the Parliamentary Appropriations caused by economic price inflation. In a zero-inflation environment, this would be manageable. 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.

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 between 2008-09 and 2019-20. The Museum's ability to generate earned revenues was compromised during the pandemic; however, in 2022-23, earned revenues as a percentage of total revenues and parliamentary appropriations recovered to 22%.



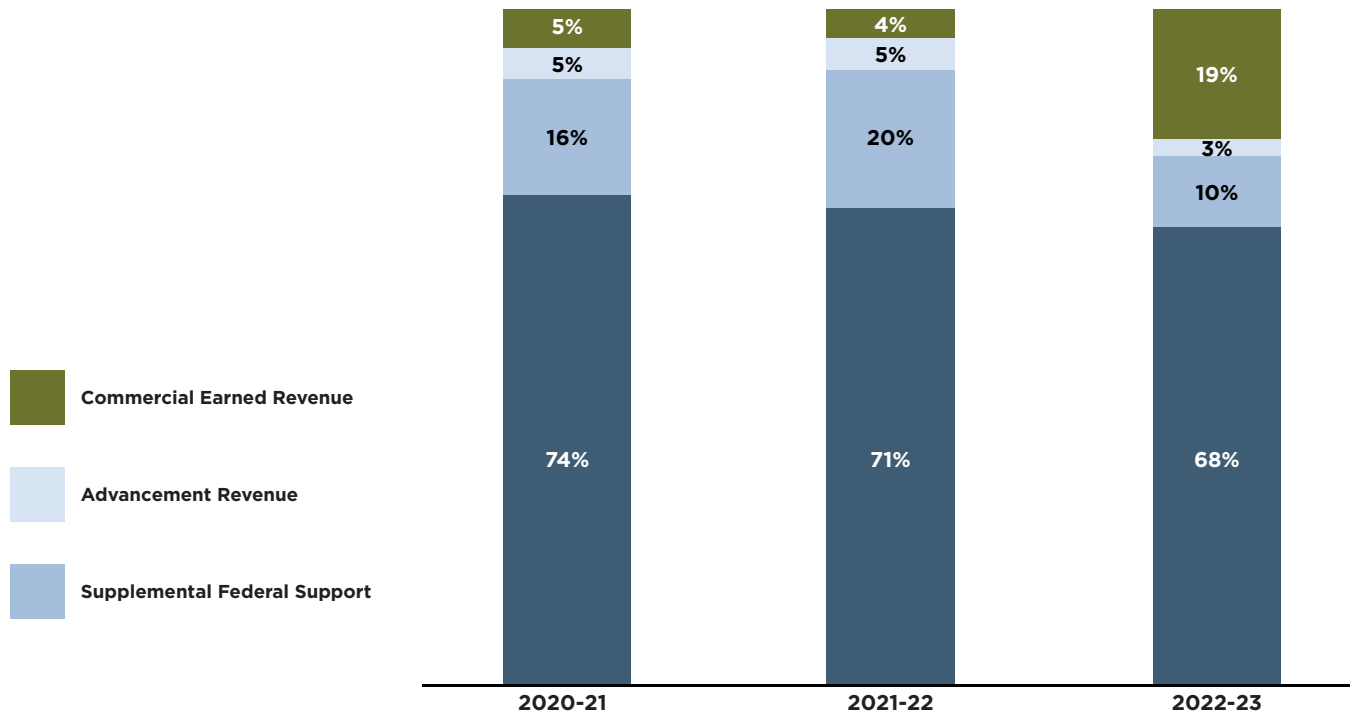
COVID-19 Continued Impacts

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 fiscal years 2020-21 and 2021-22. An additional month's closure was caused by the protesters convoy demonstrations and occupation of downtown Ottawa in February 2022. In total, the Museum was closed for almost a year.

When the Museum was open, 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 the Canada Emergency Response Benefit or the Canada Emergency Wage Subsidy, the museum was fortunate to receive Federal supplemental pandemic-related support in 2020, 2021, and 2022. The Museum remained open and free of pandemic-related capacity restrictions throughout 2022-23.

OPERATING BUDGET BY SOURCE



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. These market segments have started to revitalize over 2022-23.

Despite all of the above, the Museum was able to attain 90% of pre-pandemic attendance in 2022-23, a truly remarkable testimony to sustained resonance within the local market.

It is difficult to predict the speed of recovery. Optimism in the past three 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. While revenues are anticipated to continue recovering, currently expected inflation rates are also anticipated to increase at a higher rate, impacting the Museum’s operating costs year-over-year. The resulting growth in operating costs necessary to maintain the Museum’s current level of operations is expected to result in a funding gap between earned revenues and parliamentary appropriations, and operating costs in future years.



Government Funding

The 2023 Federal Budget identified three key priorities for the Federal government: making life more affordable, stronger public health and dental care, and growing a green economy. Within this umbrella, as a Crown corporation and a corporation committed to greening, the Museum looks forward to contributing specifically via the third pillar of the Budget. In addition, the Museum was informed it will receive \$9.4 million over the next two fiscal years (2023-23 and 2024-25) in funding from the Federal Budget 2023, to support ongoing operations.

The Museum also contributes to key priorities in the mandate of the Department of Canadian Heritage. These 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).

Partners, Donors and Sponsors

Given the Museum's alignment to federal priorities, the Museum has strong partnerships with many federal departments and organizations to realize shared objectives, both in research and in public engagement. These include the National Sciences and Engineering Research Council, Fisheries and Oceans Canada, Parks Canada, and Polar Knowledge Canada.

Our revenue needs, as outlined above, necessitate support from private businesses and individual donors. In turn, with strong interest in the environment and sustainability present across brands in all sectors and individual Canadians, the Museum is well-positioned to continue to benefit from mission-aligned support. The pandemic seriously constrained fundraising efforts yet, as noted above, 2022-23 saw strong corporate, individual donor and membership support that exceeded expectations in a COVID-19-recovery environment.

The Canadian Museum of Nature Foundation, which launched in 2020 with the express purpose of securing major support for the Museum, continued to build donations in 2022-23. Under the leadership of Board Chairperson Dr. Mark Dockstator, the Foundation continues to raise funds for the Museum, anchored in the priorities enumerated in the Museum's current Strategic Framework 2019-2024.

Labour Markets

As a visitor attraction in the leisure service sector, the Museum employs customer service, security and cleaning staff both directly and through contractors. As the economy continues to recover from the pandemic, this employment sector is now suffering acute labour shortages. The Museum has faced challenges finding staff to support returning to longer, pre-pandemic, opening hours. This may limit 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 and staff moved to tele-working.

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 serve to improve the visitor experience. Despite lessening of COVID restrictions, the Museum has maintained timed and online ticketing but with increased visitorship per day.

Museum staff continued to telework from home as appropriate, but the rate of in-Museum work increased. As the Museum returns to in-person work, there is an opportunity to re-envision the office space to match new realities and accommodate changes in staff composition between teams. With limited resources, this exercise is set to roll-out slowly in 2023-2024. In the interim, hybrid work continues for those staff where it is possible.

Digital Platforms

Digital outreach to our constituencies increased dramatically in response to the pandemic, and this continued in 2022-23. Content included online tours, virtual school workshops, and virtual programs and events.

In 2022-2023, while key corporate events, such as our Nature Inspiration Awards and the annual Natural Heritage Campus Open House, returned as in-person events, other core events, such as the Annual Public Meeting and Ignite talks, remained virtual, to accommodate greater reach and interest from pan-Canadian audiences. An increased priority on hybrid events led the Museum to continue to innovate to offer new hybrid events, notably the 2022-23 Nature Inspiration Awards and the Arctic Biodiversity Symposium. These events enabled us to engage national communities of interest, in keeping with our mandate.

In addition, the return of the Planet Ice: Mysteries of the Ice Ages exhibition to Ottawa was accompanied by the creation of an AR augmented reality app that lets all Canadians interact with Ice Age animals via a mobile device. Created by Canadian production company Sinking Ship Productions and available free via Google Play and on the Apple iStore, the product saw 3000 downloads over the summer season.

As the Museum re-gains in person operations, digital engagement remains a part of our operations. Accommodating both traditional live on-site physical presence and a digital presence remains a challenge in a resource-constrained environment. While virtual solutions provide broader reach, they often entail more work and are equally or even more expensive than 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 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.





OUR OPERATING RESULTS

OUR OPERATING RESULTS

Strategic Objectives, Targets and Results

The 2022-23 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, research 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 target ranges for measuring progress against our plan remain relevant and achievable in 2023-24 based on what we know today.

In light of the COVID-19 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:

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 of 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's 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 2022-23:

- Lead an Arctic-focused collaborative knowledge-creation and sharing project.
Results: The Museum-produced travelling exhibition, *Planet Ice: Mysteries of the Ice Ages*, returned to the Museum and was exhibited a second time during our peak summer period in 2022-23. It was well received, contributing greatly to strong visitor attendance during summer.
- 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 Facility 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:** The Museum continued to engage supporters whose actions, values, and mission align with those of the CMN, particularly with respect to the conservation and protection of nature.
- 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, Parks Canada, ArcticNet and the Kenneth M. Molson Foundation.

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 the COVID-adjusted 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	2022-23 Performance Results	2022-23 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	500,000	100,000
	Funds raised supporting Arctic research, collections, and engagement programming	\$400,000 to \$500,000	\$1,410,344	\$50,000
	Number of contacts with the Museum and its experts and collections for Arctic related content, expertise, and collaboration	50 to 80	53	25
	Number of refereed Arctic related research publications by CMN staff and research associates	10 to 20	17	10
	Percent of Arctic collections digitized	50 to 75%	55%	50%
	Awareness of the Museum's Arctic content and expertise as measured by number of media mentions, stories, etc.	150 to 250	150	70

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 at 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 lifetimes. 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 2022-23:

- 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 Arctic Symposium and digital science talks. **Results:** The Museum engaged with 65 students in a supervisory capacity, including graduate (MSc, PhD) students, undergraduate and college students (honours thesis students, internships), and student employees including numerous co-op placements, and two postdoctoral researchers. The Museum hosted a one-day science symposium focused on Arctic biodiversity.
- Promote the cryogenic collection with Museum frozen tissue samples and welcome samples from outside the Museum. **Results:** The Museum completed a major project to database, sample and deposit over 5,000 beetle specimens into the National Biodiversity Cryobank of Canada. We published the beetle occurrence records and Cryobank tissue records – over 11K records – to the Global Biodiversity Information Facility.
- Promote the annual Science Review to universities, research institutes and Indigenous communities that use and reference the Museum collections to encourage further research collaborations and funding. **Results:** The Museum published and promoted the Science Review 2021.
- Invest in the International Union for Conservation of Nature (IUCN) programs and post-congress 2021 through the Canadian Committee for IUCN, Parks Canada, and IUCN commissions. **Results:** The Museum continued to support the work of IUCN by hosting a workshop on Ecosystem Restoration organized by Mike Wong, Vice-Chairperson of the World Commission for Protected Areas for North America (May 30-31, 2022); by hosting a members' event (Townhall) organized for the Director of the North American Bureau of IUCN, Tracy Farrell (June 2, 2022); and by participating in the Canadian Committee of IUCN's board meetings and providing administrative support. Danika Goosney is now a formal member of the Board and Jean-Marc Gagnon remains an observer.

- Develop a long-term plan for a \$78 million expansion of the Natural Heritage Campus collections and research facility to accommodate the next 30 years of collections growth. Results: In 2020, the Museum completed a high-level outline for an expanded science facility. Since funding to advance this initiative has not materialized, in 2022-23 we began an exercise to determine how to maximize collection storage space within our existing footprint over the coming years, including consideration of risks to specimen integrity associated with denser storage in many instances, to be able to accommodate continued collection growth.

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 training of new experts, 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	2022-23 Performance Results	2022-23 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	63 CMN staff 53 CMN research associates 133 papers by external authors that cite CMN collections	50 CMN 300 external
	Number of new species and higher taxa described by the Museum	20 to 40	17	20
	Number of students being supervised by Museum staff	20 to 35	67	20
	Collection lots digitized number and percent	910,000 to 1M 27% to 30%	926,122 / 32%	905,000 / 27%
	Amount of data shared digitally through nature.ca	20 to 30 M	16.7 million	20 million
	Growth of collection	6,000 to 50,000	18,121	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 2022-23:

- 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:** Launched a new engaging exhibition in March 2023, *Wolves! Shapeshifters in a changing world*. Developed by the Museum, it explores the evolution and adaptations of these charismatic animals through scientific research, specimens, cultural stories, video, and stunning images by renowned photographer, Michelle Valberg. The exhibition also features Indigenous content developed with Indigenous partners including works of art by Nuu-cha-nulth, Inuit and Anishnaabeg artists, a video from Opaskwayak Cree First Nation, and Kitigan Zibi Anishnaabeg First Nation. It also features a wolf tracking scientific project led by Wiikwemkoong Unceded Territory and collaborators.
- Develop and deploy a digital engagement strategy for public programs within a refreshed digital knowledge framework. **Result:** Launched new website and content management system during the year.
- Invest in the Accessible Museum project with long-term capital funding and collaborative programming that increases diversity and inclusion in our visitor base. **Result:** The Museum participates in a Library program for securing 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, in new interactive visitor experiences in the Water Gallery, in the natureLIVE gallery and the Earth Gallery to showcase Museum research and collections and invest in a visitor experience strategy. **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. Virtual school workshop development and delivery was supported by TD Friends of the Environment Foundation and CN.

- 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 Little Ray's Nature Centres. **Result:** In partnership with Little Ray's Nature Centres, the Museum continued to offer the Owls Rendezvous exhibition, which was rated as the top experience by visitors to the Museum. Collaborated with the Canadian Ocean Literacy Coalition and Ingenium in the creation of an Ocean Literacy toolkit which was shared for use with 24 institutions from locations across Canada (9 provinces and 2 territories). This activity has strengthened the connections between a variety of informal education institutions that all are interested in deepening their ocean education activities. In partnership with Public Services and Procurement Canada, the Museum delivered a pilot environmental field school for participants from Algonquins of Pikwakanagan First Nation. Activities blended western science and Indigenous ways of knowing.

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	2022-23 Performance Results	2022-23 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	• 549,962	• 250,000
	• Number of membership households	5,000 to 6,000	• 4,154	• 3,000
	• Visitor engagement • (Surcharge ticket purchase)	40 to 60%	• 39% highly engaged	• 20% highly engaged
	• Number of organizations collaborating with the Museum for content and program development	75 to 100	• 14 collaborators	• 20 collaborators
	• Funds raised in support of nature inspiration, content, and experiences	\$500,000 to \$1 million	• \$2.0 million	• \$250,000
	• Board engagement in advancement programs percent and funds raised	\$50,000 to \$100,000	• 78% / \$44,175	• 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 2022-23:** 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 Facility (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 and continued to advance knowledge and literacy included: Polar Knowledge Canada, Parks Canada, Natural Sciences and Engineering Research Council of Canada Fisheries and Oceans Canada, Canadian Space Agency, Royal Ontario Museum, Hatch, Enbridge, Canada Life, CN, Canada Goose, Maple Leaf Foods, Kenneth M. Molson Foundation, Jane Atkinson Foundation, McLean Foundation, The Mosaic Company, TD Friends of the Environment Foundation, and Turnbull Family Community Building Foundation.
- 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 2021 summarizing the breadth of scientific work undertaken by the Museum and documenting how the Museum's collections and associated data were used in published studies by external researchers in calendar year 2021. 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.
- 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.

- 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 9th annual Nature Inspiration Awards was hosted in-person at the Museum and virtually via the Zoom platform, honouring winners and finalists from across Canada.

Key Results:

Although we expected the level of research and collections 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 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	2022-23 Performance Results	2022-23 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	• 48	• 30
	• Number of active external relations partners with national and global reach	5 to 8	• 27	• 10
	• Number of Museum presentations at conferences and workshops / Audience	30 to 40 / 3,000 to 4,000	• 48 / 725	• 5 / 500
	• Digital stories & blogs/views	20 / 100,000 to 200,000	• 54 / 434,944	• 20 / 300,000
	• Open House attendance	2,500 to 3,500	• 2,447	• virtual
	• Number of media mentions and stories	1,500 to 2,000	• 1,105	• 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 2022-23:

- Leverage technology platforms including Tessitura for customer relationship management, the People Counters (Artificial Intelligence), and content management via a refreshed website. **Results:** Introduced self-serve ticketing kiosks onsite at the Museum and continued online timed ticketing providing options for visitors to purchase tickets in advance or onsite day of arrival. A redesign of nature.ca was completed and content management system developed.
- Roll out Sustainable Museum Enterprise (SME) across all enterprise and corporate services units to ensure we have a financially sustainable business model. Focus for 2022-23 was recovery from COVID-19, greening operations, environmental stewardship, and a refreshed visitor experience. **Results:** Timed ticketing continued to adjust (including adjust up) to changing capacity requirements. Combined with gallery capacity management through the 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:** Achieved record sales in the Nature Boutique surpassing pre-COVID-19 retail sales. Resumed grab-and-go service in the Nature Café and had a steady recovery of commercial earned revenue.
- Continued with the 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 continued to be maximized within the possibilities of differing contexts.
- Succession Management. Evolve the talent management framework and the management succession plan, with consideration of Linguistic Duality, the Inclusion, Diversity, Equity and Accessibility Framework and the Indigenous Engagement Framework, in order to be able to attract and retain qualified talent that is representative of the Canadian workforce and is nimble and adaptable in order to support the changing needs of the Museum. **Results:** In 2022-23, the Museum updated the management succession plan and was able to attract diverse candidates and secured fully qualified bilingual individuals with strong competencies to fill several key leadership roles.

- Rebuild the membership, annual giving and sponsorship programs post COVID. **Results:** 2022-23 saw a rebound of membership and donor revenue. The Museum's mission is becoming ever more relevant and will be leveraged as a connection to inspire member adhesion and donor support.

Key Results:

The COVID-19 pandemic triggered intermittent closures of the Museum starting in 2020-2021. Overall, the Museum was closed for 11.5 months, 5.5 of which were in 2021-2022. When the Museum was open, it was for a shortened week, shorter hours, and reduced attendance capacity. In 2022-23, the Museum sold-out to capacity throughout the summer and fall and achieved 90% of average pre-COVID-19 attendance. Meanwhile, sponsorship and philanthropy continue to rebound as reflected in advancement revenues.

Performance Measures:

Outcome	Measure	2019-24 Target Range	2022-23 Performance Results	2022-23 Performance Target
Be a global leader in sustainable museum enterprise model application and development	• Earned revenue as % of total budget	• 25 to 30%	• 25%	• 10%
	• Efficiency of facility operations in cost/SM	• 100 to 178	• 164	• 144
	• Advancement revenue as % of earned revenue	• 14 to 19%	• 26%	• 10%
	• Number of experience connections per FTE	• 20,000 to 30,000	• 37,042	• 5,000
	• Percent of staff engaged in professional development and mission	• 20 to 30% • Industry Standard	• 100%	• 80%
	• 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	• PMP, D&I, wellness, succession, indigenous engagement frameworks activated	• PMP, D&I, wellness, succession, indigenous engagement frameworks activated



FINANCIAL REPORT

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. Due to Museum closures and restrictions during the peak pandemic years of 2020-21 and 2021-22, the Museum had limited opportunities to strengthen its research and discovery programs, and to share knowledge locally, nationally, and internationally through onsite visitor experiences. The Museum’s visitor attendance and research activities began to strongly recover during 2022-23, resulting in greater public engagement and outreach compared to the last two years. This recovery is well-evidenced by the Museum’s on-site attendance, which increased to 430,279 visitors from 140,338 visitors in 2021-22, and only 38,780 visitors during 2020-21.

Prior to the onset of the COVID-19 pandemic, the Museum made significant progress towards achieving financial sustainability by focusing on both 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 contributed to higher supply chain costs, the effects of which are anticipated to continue for the foreseeable future. During the pandemic, the Museum’s ability to generate revenues was compromised. As a response, the Museum adjusted its operations to focus on minimum required expenditures in order to minimize potential losses. Although revenues were significantly reduced during the pandemic, the Museum maintained a strong stable financial position due to its resource management, and the receipt of pandemic-related support from the Government of Canada in 2020-21, 2021-22, and 2022-23, which totaled \$19.1 million. As the Museum’s operations continue to recover to pre-pandemic levels, so too will its scientific fieldwork, the growth of the national collection, student mentoring, in-person programming, and other public offerings.

As post-pandemic recovery continues, the Museum will continue its shift from an appropriation-dependant operating model to a sustainable museum enterprise operating model. The shift to a sustainable museum enterprise operating model is expected to help address, but not fully alleviate, future anticipated gaps between parliamentary appropriations and expenditures required to maintain operations and comply with regulatory requirements. 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.

During 2020-21, 2021-22, and 2022-23, the Museum temporarily suspended the Nature Nocturne 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 Scoop, Nature Tastes, Nature Sleepovers, 3D theatre, and birthday parties were also temporarily suspended during these years. The Museum has restarted Nature Nocturne commencing in 2023-24, and is currently evaluating the timing and viability of reintroducing other programming. The Museum continued to generate support in the form of membership renewals in 2022-23. At March 31, 2023, the Museum had 4,154 members. Furthermore, the Museum continued its revenue generating initiative from collections storage and management service fees and facility leasing fees to fund strategic investments in the *Centre for Arctic Knowledge & Exploration* and the *Centre for Species Discovery & Change*.

Continuing past 2022-23, the Museum will continue to enhance its understanding of its audience in order to ensure public offers are strategically developed for maximum return while deepening engagement and increasing visitor loyalty. The Museum will also continue to align its commercial offerings within the Museum's mission and mandate, and focus 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 its special temporary exhibitions.

2023-24 operational objectives include focusing on the Museum's approach to digital output, and an ongoing and efficient operation of the Museum's online presence across its website and social media channels. During 2022-23, the Museum successfully launched its redesigned website, which is expected to enhance virtual visitor experiences and engagement with the Museum.

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 focuses on building support from individual, corporate and foundation donors. This approach 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.

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 its ongoing operations and to maintaining the two facilities under its stewardship remains the most critical issue facing the Museum. The Museum is vulnerable to the financial and operational impacts of inflation, labour costs, and supply chain disruptions and limitations, particularly as the Museum continues its post-pandemic recovery. In order to maintain current operating levels and comply with regulatory requirements in the future, additional appropriations and external funding will be required.

FINANCIAL PERFORMANCE

REVENUE AND PARLIAMENTARY APPROPRIATIONS

Revenue and parliamentary appropriations increased by \$3.0 million (6%) to \$50.8 million in 2022-23 from \$47.8 million in 2021-22, with appropriations representing 78% of the total in 2022-23, compared to 89% in 2021-22.

Parliamentary Appropriations

On an accrual basis, parliamentary appropriations decreased by \$2.6 million (6%) to \$39.8 million in 2022-23 from \$42.4 million in 2021-22. The decrease was primarily due to \$8.0 million of supplementary appropriations received during 2021-22 to address financial pressures caused by the COVID-19 pandemic, compared to \$5.1 million received for the same purpose in 2022-23.

Admission and Program Fees

Revenue generated from admission and program fees increased by \$3.4 million (238%) to \$4.9 million in 2022-23 compared to \$1.5 million in 2021-22. The significant increase in revenue was due to the Museum remaining open for the entirety of 2022-23 and experiencing greater attendance rates while open compared to 2021-22. The growth in attendance year-over-year resulted in 430,279 visitors in 2022-23, compared to 140,338 in 2021-22.

During 2021-22, the pandemic, Museum closures, and capacity restrictions substantially impacted programming and events activities. As a result, programs including Nature Nocturne evenings, café, sleepovers and birthday parties remained shut down during the year resulting in no revenues in 2021-22. During late 2022-23, the Museum reopened its café with limited offerings. In 2023-24, full café operations are anticipated to commence, and Nature Nocturne events are planned to recommence with four events planned for the year, scaling up to pre-pandemic levels as the Museum rebuilds its internal support structures and event attendance continues to recover.

Ancillary Operations

Revenue associated with ancillary operations includes rentals of facilities, boutique sales, cafeteria leases, parking, and collection services. Revenue from ancillary operations increased by \$1.6 million (119%) to \$2.9 million in 2022-23 from \$1.3 million in 2021-22. Increased revenue from ancillary operations was driven by higher boutique sales, higher parking activity, both resulting from higher visitor attendance throughout 2022-23, and more rental activity at the VMMB as demand for facility rentals continued to recover to pre-pandemic levels.

Contributions

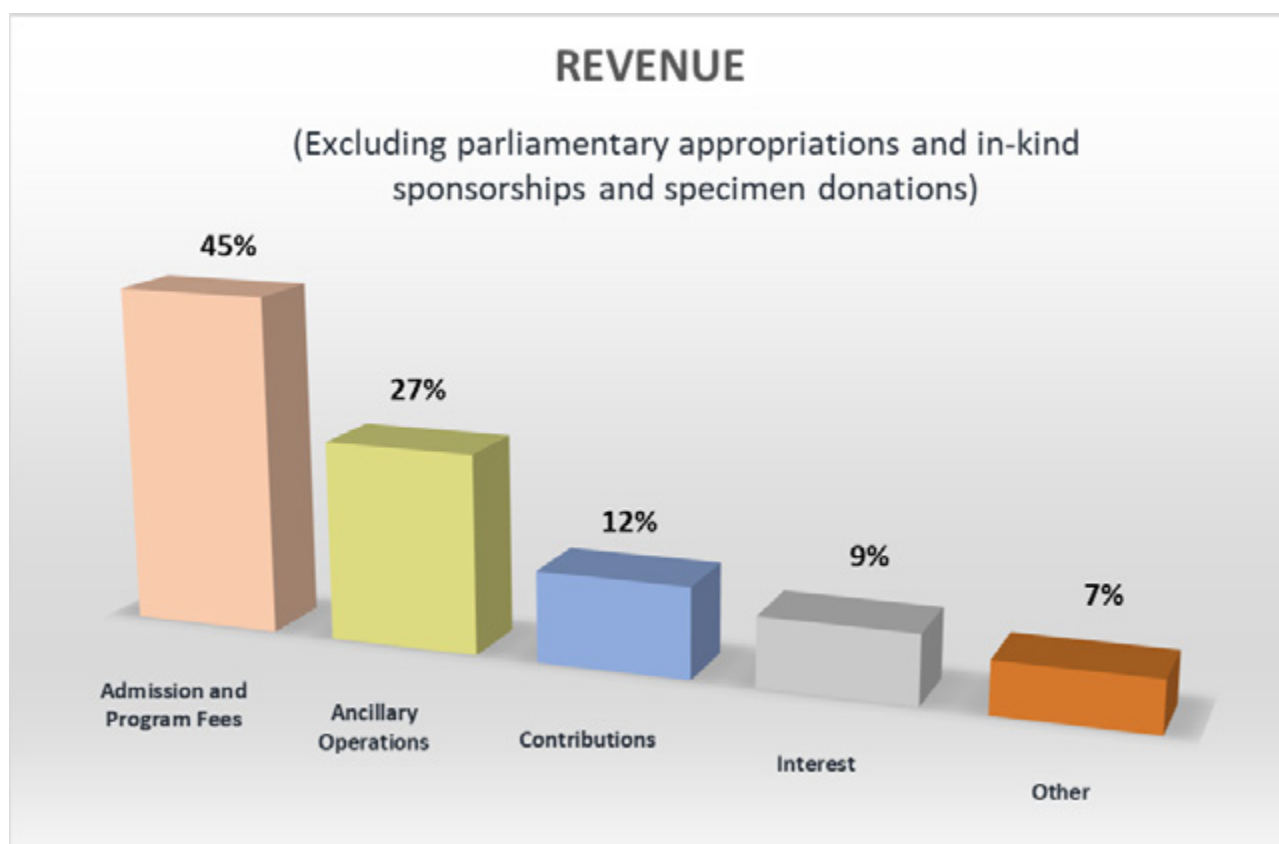
Contributions recognized as revenue vary from year to year based upon the resources required to fund research, collections and public education programs including installing new permanent galleries. On an accrual basis, contributions including donations, sponsorships, in-kind sponsorships and specimen donations decreased by \$0.2 million (12%) to \$1.3 million in 2022-23 from \$1.5 million in 2021-22.

Interest

Interest revenue generated from cash deposits increased by \$0.8 million (345%) to \$1.0 million in 2022-23, compared to \$0.2 million in 2021-22. The increase in interest revenue was due to higher interest rates and higher average cash balances during 2022-23 compared to the prior year.

Other

Other revenue decreased by \$0.1 million (10%) to \$0.8 million in 2022-23 from \$0.9 million in 2021-22. The decrease was primarily due to rental fees earned for the Planet Ice travelling exhibit in 2021-22. Planet Ice was displayed at the Museum during a portion of 2022-23, generating additional admission and program fees. The exhibit was not rented to any external venues during 2022-23.



EXPENSES

Expenses increased by \$2.5 million (6%) to \$42.3 million in 2022-23 from \$39.8 million in 2021-22. The increased costs incurred in 2022-23 were mainly due to the Museum being open for the entirety of the year with greater attendance, and the restart of research and operational activities that were halted during the pandemic.

Experience and Engagement

Experience and engagement increased to \$9.9 million in 2022-23 from \$8.6 million in 2021-22. The increase of \$1.3 million (14%) is mainly due to higher operating costs, including cost of goods sold associated with higher Boutique sales, resulting from the Museum being open for the entire year with higher attendance compared to 2021-22.

Collections Care and Access

Collections care and access remained consistent at \$3.3 million in 2022-23 and 2021-22.

Research and Discovery

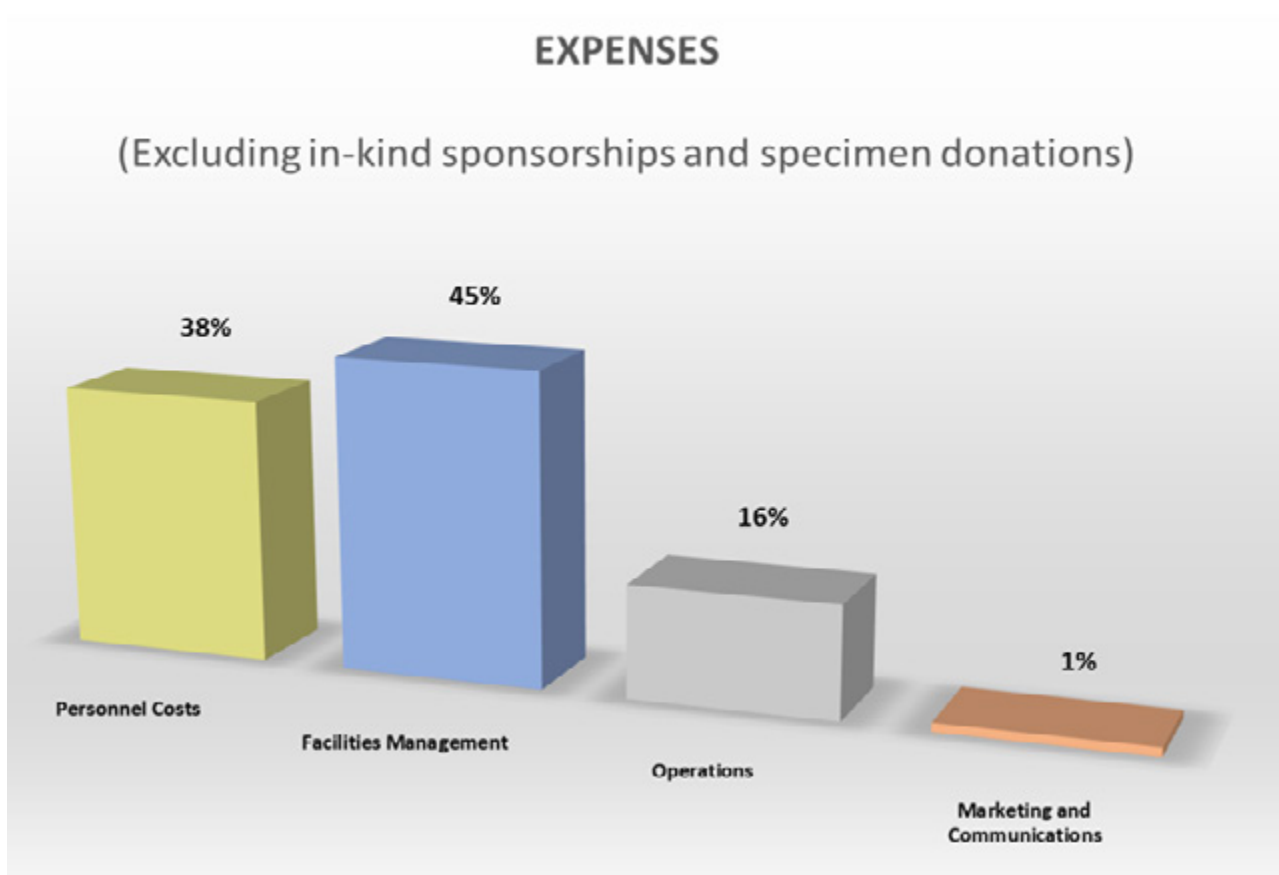
Research and discovery increased by \$0.6 million (13%) to \$5.2 million in 2022-23 from \$4.6 million in 2021-22. The increase was mainly due to higher project activity, including travel activities that were temporarily suspended during the pandemic due to travel and operational restrictions.

Corporate Services

Internal support services remained consistent at \$5.2 million in 2022-23 compared to \$5.4 million in 2021-22.

Facilities

Expenses related to the Museum's buildings and grounds increased by \$0.8 million (4%) from \$17.9 million in 2021-22 to \$18.7 million in 2022-23. The increase was primarily attributable to higher security, utilities, and maintenance costs.



NET RESULTS OF OPERATIONS

The net results of operations generated a surplus of \$8.5 million in 2022-23, which was primarily attributable to \$5.1 million of COVID-19 related support received, and revenues generated during the year as the Museum remained open throughout the entire year with strong visitor attendance. During the prior year, net results of operations generated a surplus of \$8.0 million, which was attributable to the recognition of the \$8.0 million COVID-19 related support received during the year.

FINANCIAL SITUATION

Assets

Cash increased by \$8.2 million (32%) to \$33.9 million at March 31, 2023 from \$25.7 million at March 31, 2022. The increase was mainly due to \$5.1 million of supplementary appropriations received during the year to support the Museum's operations during the COVID-19 pandemic, and revenues generated during the year. 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 \$7.0 million (4%) to \$151.2 million at March 31, 2023, compared to \$158.2 million at March 31, 2022 due to amortization expense of \$8.7 million, partially offset by \$1.7 million of capital assets additions.

Liabilities

Deferred revenue, contributions, parliamentary appropriations and capital funding decreased by \$0.5 million (12%) to \$3.7 million in 2022-23 from \$4.2 million in 2021-22. The decrease is mainly attributable to \$1.1 million of capital parliamentary appropriations recognized in 2022-23 for Budget 2016 projects and \$1.2 million of previously deferred revenue recognized for the provision of goods and services, partially offset by \$1.8 million of restricted contributions and revenues deferred to future years.

Deferred capital funding decreased by \$5.9 million (4%) to \$142.2 million in 2022-23 from \$148.1 million in 2021-22 due to \$7.6 million of deferred capital funding recognized as revenue, partially offset by \$1.7 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 \$15.9 million as at March 31, 2023 are due to the recognition of the \$5.1 million 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.

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.



Danika Goosney, Ph.D.
President & Chief Executive Officer



Lisa Brasic, CPA-CA Chief Financial
Officer

Ottawa, Canada
June 29, 2023



Office of the
Auditor General
of Canada

Bureau du
vérificateur général
du Canada

INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the Canadian Museum of Nature (the Corporation), which comprise the statement of financial position as at 31 March 2023, 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 2023, 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, after giving retroactive effect to the change in the method of accounting for asset retirement obligations as explained in Note 3 to the financial statements, 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.

A handwritten signature in black ink, reading "Mathieu Le Sage". The signature is fluid and cursive, with the first name "Mathieu" and last name "Le Sage" clearly distinguishable.

Mathieu Le Sage, CPA
Principal
for the Auditor General of Canada

Ottawa, Canada
29 June 2023

Statement of Financial Position as at March 31

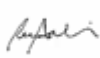
	2023	2022
(in thousands of dollars)		Restated (Note 3)
Assets		
Current		
Cash (Note 4)	33,864	25,731
Restricted cash (Note 4)	753	525
Restricted investments (Note 5)	-	273
Accounts receivable		
Trade	321	552
Government departments and agencies (Note 6)	245	97
Inventories	189	155
Prepaid expenses	1,144	724
	36,516	28,057
Collections (Note 7)	1	1
Prepaid expenses	608	766
Employee advances (Note 8)	357	398
Restricted investments (Note 5)	1,196	1,100
Investments (Note 5)	940	900
Capital assets (Note 9)	151,158	158,237
	190,776	189,459
Liabilities		
Current		
Accounts payable and accrued liabilities		
Trade and other	5,009	3,930
Government departments and agencies (Note 6)	236	358
Obligation under capital lease (Note 10)	1,581	1,432
Deferred revenues, contributions, parliamentary appropriations, and capital funding (Note 11)	3,727	4,212
	10,553	9,932
Obligation under capital lease (Note 10)	18,459	20,039
Deferred capital funding (Note 11)	142,179	148,140
Asset retirement obligation (Note 12)	845	1,013
Employee future benefits (Note 13)	2,824	2,910
	174,860	182,034
Net assets		
Unrestricted	27,822	19,812
Investment in capital assets (Note 14)	(11,906)	(12,387)
	15,916	7,425
	190,776	189,459

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

Approved by the Board of Trustees:



Karen Dodds
Chair of the Board
of Trustees



Ron Calderoni, CPA
Chair of the Audit
and Finance Committee

Recommended by Management:



Danika Goosney
President & Chief
Executive Officer



Lisa Brasic, CPA, CA
Chief Financial Officer

Statement of Operations for the year ended March 31

	2023	2022
(in thousands of dollars)		Restated (Note 3)
Revenue (Note 15)		
Admission and program fees	4,944	1,464
Ancillary operations	2,926	1,335
Contributions	1,339	1,530
Interest	1,024	230
Other	767	854
	11,000	5,413
Expenses (Note 16)		
Experience and engagement	9,885	8,635
Collections care and access	3,284	3,250
Research and discovery	5,189	4,580
Corporate Services	5,239	5,383
Facilities	18,743	17,950
	42,340	39,798
Net result of operations before parliamentary appropriations	(31,340)	(34,385)
Parliamentary appropriations (Note 17)	39,831	42,396
Net result of operations	8,491	8,011

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

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

	Unrestricted	Invested in capital assets (Note 14)	2023	2022
(in thousands of dollars)				Restated (Note 3)
Net assets (accumulated deficit), beginning of year ⁽¹⁾	19,812	(12,387)	7,425	(586)
Net result of operations	8,491	-	8,491	8,011
Net change in investment in capital assets	(481)	481	-	-
Net assets, end of year	27,822	(11,906)	15,916	7,425

⁽¹⁾ March 31, 2022 balances of unrestricted net assets and net assets invested in capital assets have been restated. Please refer to Note 3.

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

A statement of remeasurement gains and losses has been excluded as there were no remeasurement gains or losses in the years ended March 31, 2023, or 2022.

Statement of Cash Flows for the year ended March 31

<i>(in thousands of dollars)</i>	2023	2022
Operating activities		
Cash receipts - customers and donors	9,077	4,487
Cash receipts - parliamentary appropriations	34,070	35,739
Cash disbursements - employees	(15,518)	(16,891)
Cash disbursements - suppliers	(15,264)	(13,108)
Interest received	1,001	369
Interest paid	(2,068)	(2,203)
Cash provided by operating activities	11,298	8,393
Capital activities		
Acquisition of capital assets	(1,511)	(2,943)
Disposition of capital assets	6	-
Cash used in capital activities	(1,505)	(2,943)
Financing activities		
Obligation under capital lease	(1,432)	(1,297)
Cash used in financing activities	(1,432)	(1,297)
Increase in cash and restricted cash	8,361	4,153
Cash, beginning of year	25,731	21,582
Restricted cash, beginning of year	525	521
Cash and restricted cash, end of year	34,617	26,256
Cash, end of year	33,864	25,731
Restricted cash, end of year	753	525
Cash and restricted cash, end of year	34,617	26,256

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

Notes to the Financial Statements for the year ended March 31, 2023

(In thousands of dollars, unless otherwise specified)

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:

- **Experience and engagement**

The Corporation creates, disseminates, and inspires engagement with the public through high-quality immersive experiences in its permanent galleries and exhibitions, digital dialogue, programming, revenue generating activities including admissions, rentals, and contributions, audience research and partnerships, to foster an understanding of, and respect for, nature and inspire philanthropic support. Expenses attributed to these activities are primarily personnel costs, exhibition costs, and marketing and advancement costs.

- **Collections care and access**

The Corporation acquires, develops, preserves, and makes accessible collections of natural history specimens, objects, images, and information to meet the growing needs of the public and private sectors for research, education, and informed decision-making about the natural world and how it is changing. The collection comprises biodiversity and geodiversity specimens including genomic samples, library and archives collections, and art, photo, and historical materials collections. This national collection is a significant part of Canada's scientific and cultural resources and enables global research and discovery. Expenses attributed to collection activities are primarily personnel costs, collections care, preservation, and development costs, and collections digitization costs, including digitization equipment and information technology infrastructure. Revenue is generated primarily through external grants, sponsorships, partnerships, and donations.

- **Research and discovery**

The Corporation is a recognized collections-based science leader that advances knowledge and understanding about biodiversity, geodiversity, and the Arctic through research and discovery and that develops and maintains networks and linkages with Canadian and international science communities. The Corporation's research informs our understanding of Earth's mineral diversity, the global biodiversity crisis, and the impacts of climate change and other change drivers on the natural world. Expenses attributed to these activities are primarily personnel costs, costs associated with field- and laboratory-based research, and publishing costs. Revenue is generated primarily through external grants, sponsorships, partnerships, and donations.

- **Corporate 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. Corporate services functions support all divisions of the Corporation. Functions include human resources, finance, information technology, internal and external reporting, compliance, risk management, strategic affairs, and governance. Expenses attributed to these activities are primarily personnel costs.

- **Facilities**

The Corporation provides secure and functional facilities that meet all safety and building code requirements. These facilities are the Victoria Memorial Museum Building ("VMMB") located in Ottawa, Ontario, and the Natural Heritage Campus ("NHC") located in Gatineau, Quebec. Expenses attributed to these activities are primarily personnel costs, and costs associated with maintaining, cleaning, securing, heating, cooling, and otherwise operating the facilities.

Notes to the Financial Statements for the year ended March 31, 2023 (In thousands of dollars, unless otherwise specified)

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. Since February 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 were prepared in accordance with Canadian Public Sector Accounting Standards ("PSAS"). The Corporation has elected to apply the Section 4200 series for government not-for-profit organizations, and the deferral method of accounting for contributions, in addition to the following significant accounting policies:

B) Financial Instruments

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

Financial instruments are assessed annually for impairment at the date of financial statements. Any impairment losses resulting from these assessments are reported in the Statement of Operations. Accounts receivable are reported net of any provision for impairment or inability to collect. Accounts payable and accrued liabilities are derecognized only when the underlying liability has been extinguished.

Transaction costs are added to the carrying value of financial instruments at the time they are initially recognized.

C) Cash and Restricted Cash

Cash, both restricted and unrestricted, consist of deposits with financial institution that can be withdrawn without prior notice or penalty. Restricted cash and cash equivalents reflect the unused portion of deferred contributions received from individuals and corporate entities for a specified purpose.

D) Inventories

Inventory for resale is valued at the lower of cost and net realizable value, where 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 an invaluable collection of natural history specimens for the benefit of Canadians, present and future. The Corporation divides the collection into the following four discipline-related groups:

- Earth Sciences, consisting of minerals, rocks, gems and fossils,
- Vertebrates, consisting of mammals, birds, fish, amphibians, and reptiles,
- Invertebrates, consisting of mollusks, insects, crustaceans, parasites and annelids, and
- Botany, consisting of algae, vascular plants, bryophytes and lichens

Notes to the Financial Statements for the year ended March 31, 2023 (In thousands of dollars, unless otherwise specified)

The collections are shown as a nominal value of \$1.0 thousand in the Statement of Financial Position due to practical difficulties in determining a meaningful fair market value for these assets. Specimens purchased for the collections are recorded as an expense in the Statement of Operations in the year of their acquisition.

F) Investments and Restricted Investments

Investments within the Ottawa Community Foundation ("OCF") and established as 10-year term fund are recorded at amortized cost in the Statement of Financial Position. Investments are measured at amortized cost using the effective interest rate method through the Statement of Operations.

Restricted Investments within the OCF and established as a 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.

G) Capital Assets

Land and buildings owned by the Government of Canada and under the control of the Corporation are recorded at their estimated historical cost for land and their estimated historical cost less accumulated amortization for buildings. The historical net costs of the building have been credited to deferred contributions for the amortization of capital assets, and the estimated historical cost of the land has been credited to net assets.

Leasehold improvements are amortized over the lesser of the remaining lease term or estimated future life. Properties under capital lease are recorded at the present value of the minimum principal payments at the inception of the lease and are amortized by their annual principal payments, to associate the asset to the matching liability, which is most reflective of the expiration of the economic benefit.

Amounts included in capital projects in progress are transferred to the appropriate capital asset classification upon completion and are amortized accordingly. All other capital assets are recorded at cost and are amortized over their estimated useful life, using the straight-line method. Useful lives are as follows:

Capital Asset	Useful Life (Years)
Victoria Memorial Museum Building	40
Property under capital lease	35
Collection cabinets and compactors	35
Building improvements	5 to 25
Leasehold improvements	Shorter of 5 years or lease term
Equipment and furnishings	10
Permanent exhibitions	10
Website	5
Computer equipment	3

When conditions indicate that a capital asset is no longer able to contribute to the Corporation's ability to provide goods or services, the capital asset is written down to its residual value, if any, and the resulting impairment loss is recognized as an expense in the Statement of Operations. When the value of future economic benefits associated with the capital asset are less

Notes to the Financial Statements for the year ended March 31, 2023 (In thousands of dollars, unless otherwise specified)

than the net book value of the capital asset, the capital asset is written down to its residual value, if any, and the resulting impairment loss is recognized as an expense in the Statement of Operations.

H) Asset Retirement Obligations

The Corporation recognizes asset retirement obligations associated with the Corporation's capital assets. The Corporation has asset retirement obligations associated with certain of its operating equipment, including chillers, diesel reservoirs, piping, and freezers, as well as remaining asbestos in the Victoria Memorial Museum Building. Asset retirement obligations are recognized when, as of the financial reporting date, there is a legal obligation to incur retirement costs in relation to a capital asset that are the result of a past transaction or event that has occurred, where it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made.

To determine the asset retirement obligation, the best estimate of the expenditures required to settle the present obligation at the statement of financial position date is recorded on a discounted basis using the risk-free interest rate at each reporting date. The value of the asset retirement obligation is added to the capital asset class of the underlying asset and is depreciated on a straight-line basis over the remaining useful life of the underlying asset. The asset retirement obligation is accreted over time and recognized as an expense on the statement of operations. The asset retirement obligation is revalued at the end of each reporting period for changes in estimates. Changes in the future cash flow estimates resulting from revisions to the estimated timing or amount of undiscounted cash flows or the discount rate are recognized as increases or decreases to the asset retirement obligation and associated asset retirement cost included in capital assets in the year they become known. Actual asset retirement obligation expenditures up to the recorded liability at the time are charged against the obligation as the costs are incurred.

Expenditures required to settle the Corporation's asset retirement obligations include, but are not limited to, costs required to decommission or dismantle a tangible capital asset that was acquired, constructed, or developed, to remediate contamination of a tangible capital asset created by its normal use, post-retirement activities such as monitoring, and to construct other tangible capital assets to perform post-retirement activities.

I) Employee Future Benefits

i) Pension benefits

Eligible 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 and sick leave 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 termination benefits are recognized in the period when the event that obligates the Corporation occurs.

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 severance and sick leave benefit obligations is actuarially determined using the projected benefit method prorated on service and management's best estimates of future costs. Such estimates include inflation rates, discount rates,

Notes to the Financial Statements for the year ended March 31, 2023 (In thousands of dollars, unless otherwise specified)

employee demographics and, for sick leave benefits, sick leave usage of active employees. Actuarial gains (losses) on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. Actuarial gains (losses) are recognized on a systematic basis over the remaining service life of active employees covered by these benefits.

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.

Externally restricted contributions are recorded as deferred revenue and recognized as revenue in the year in which the related expenses are recognized.

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

Parliamentary appropriations are recognized as revenue when the payments are authorized and all eligibility criteria have been met, except when there is a stipulation that gives rise to an obligation that meets the definition of a liability. In that case, the funding is recorded as deferred revenue and recognized as revenue in the year in which the related expenses are recognized. As such, appropriations for the purchase of capital assets are recorded as deferred revenue and recognized as revenue on the same basis as the amortization of the capital assets acquired.

v) Interest income

Interest on cash and unrestricted investments is recognized as revenue in the year it is earned. Interest earned from externally restricted investments is recorded as deferred revenue and recognized as revenue in the year in which the related expenses are recognized, including on the same basis as amortization for those related to the purchase of capital assets.

Notes to the Financial Statements for the year ended March 31, 2023 (In thousands of dollars, unless otherwise specified)

vi) Investments and Restricted investments

Investment income distributed from the 10-year term fund is recognized as revenue in the Statement of Operations.

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.

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) Inter-Entity Transactions

Related party transactions, other than inter-entity transactions, are recorded at their exchange amount. Inter-entity transactions are transactions between two commonly controlled entities, which are recorded on a gross basis and are measured at the carrying amount, except for the following:

- 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 the costs provided are covered.
- Goods or services received without charge between commonly controlled entities are not recognized in the financial statements, including audit services from the Office of the Auditor General of Canada and pension services from Public Services and Procurement Canada.

M) Measurement Uncertainty

The preparation of financial statements requires Management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of the revenue and expenses for the year. Employee future benefits, the estimated useful lives of capital assets, and estimated discount rates, inflation rates, timing of abandonment activities, and the costs necessary to settle obligations that are used to determine the present value of asset retirement obligations are the most significant items for which estimates are used. Actual results could differ significantly from those estimates. These estimates are reviewed annually and as adjustments become necessary, they are recorded in the fiscal year in which they become known.

N) Contingent Liabilities

Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. If the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is recognized, and an expense is recorded. If the likelihood is not determinable, or the amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

O) Allocation of Expenses

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

Notes to the Financial Statements for the year ended March 31, 2023 (In thousands of dollars, unless otherwise specified)

3. Adoption of New Accounting Standard

Effective April 1, 2022, the Corporation adopted Public Sector Accounting Board ("PSAB") 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 Corporation applied the modified retrospective method, which resulted in the restatement of comparative information.

Under the modified retrospective method, the Corporation recognized liabilities for its existing retirement obligations, adjusted for accumulated accretion, asset retirement costs and accumulated amortization, and an adjustment to the opening balance of accumulated surplus. Accumulated accretion and amortization were calculated from the date the obligation was first incurred up to April 1, 2022. Comparative balances for the year ended March 31, 2022 have been restated to include these balances and cumulative expenses. In accordance with the provisions for modified retrospective adoption of the standard under PS 3280, retrospective adjustments were calculated using the risk-free interest rates and inflation rates in place at the date of policy adoption, April 1, 2022.

The adoption of PS 3280 by applying the modified retroactive method resulted in the recognition of an asset retirement obligation of \$1.0 million, capital assets of \$0.2 million, and net assets of \$0.8 million in the statement of financial position as at April 1, 2022. In addition to these adjustments, net results of operations for 2021-22 were adjusted by \$23.4 thousand for accretion and \$8.1 thousand of amortization due to the adoption of PS 3280. The accretion and amortization expenses are included in Facilities in the statement of operations.

The adoption of PS 3280, Asset Retirement Obligations using the modified retrospective method resulted in the restatement of March 31, 2022 financial statement line items and capital asset line items in order to reflect the recognition of asset retirement obligations and asset retirement costs at the time in which the Corporation became subject to those obligations, and accretion expense and amortization expense incurred up to March 31, 2022.

Notes to the Financial Statements

for the year ended March 31, 2023

(In thousands of dollars, unless otherwise specified)

A comparison of the impacted financial statement and capital asset line items before and after the adoption of PS 3280 as-at or for the year ended March 31, 2022 are as follows:

	2022 As previously presented	Adjustments	2022 Restated
Statement of Financial Position			
Capital assets	158,058	179	158,237
Total assets	189,280	179	189,459
Asset retirement obligation	-	1,013	1,013
Total liabilities	181,021	1,013	182,034
Total liabilities and net assets	189,280	179	189,459
Statement of Operations			
Facilities	17,918	32	17,950
Net result of operations before parliamentary appropriations	(34,353)	(32)	(34,385)
Net result of operations	8,043	(32)	8,011
Statement of Changes in Net Assets			
Net assets invested in capital assets	(11,553)	(834)	(12,387)
Net assets (accumulated deficit), beginning of year	216	(802)	(586)
Net result of operations	8,043	(32)	8,011
Capital Assets (Note 9)			
Cost			
Victoria Memorial Museum Building	204,783	395	205,178
Leasehold improvements	12,749	28	12,777
Equipment and furnishings ⁽¹⁾	7,952	23	7,975
Accumulated Amortization			
Victoria Memorial Museum Building	73,953	238	74,191
Leasehold improvements	8,136	17	8,153
Equipment and furnishings ⁽¹⁾	5,602	12	5,614
Net Book Value			
Victoria Memorial Museum Building	130,830	157	130,987
Leasehold improvements	4,613	11	4,624
Equipment and furnishings ⁽¹⁾	2,350	11	2,361

⁽¹⁾ Equipment and furnishings was previously presented as research equipment, general equipment, and furnishings and office equipment.

Notes 9, 12, 14, and 16 include restated information resulting from the adoption of PS 3280.

Further information regarding the adoption of PS 3280 can be found in notes 2(h) and 12.

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the current year.

Notes to the Financial Statements for the year ended March 31, 2023 (In thousands of dollars, unless otherwise specified)

4. Cash and Restricted Cash

Cash and restricted cash balances are held as deposits with financial institutions.

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 (2021-22 - nil). All cash and restricted cash balances were held as cash.

No funds were held in trust as at March 31, 2023 or March 31, 2022.

5. Restricted Investments and Investments

Investments

In October 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. 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, 2023 investment statement (March 31, 2022 - \$1.1 million).

Investment income earned on the term fund during the year was \$100.8 thousand (2021-22 - \$43.7 thousand), and service fees for the management of the fund expensed during the year were \$15.1 thousand (2021-22 - \$14.4 thousand).

Restricted Investments

In February 2017, the Corporation received a philanthropic gift of \$4.0 million from the Ross Beaty family in Vancouver, which continues to enhance the Museum's national research and collections efforts focused on species discovery. \$3.0 million of the \$4.0 million gift was restricted to support the creation of a national cryogenic facility and the digitization of the Corporation's collections. The \$3.0 million is held in a spend-down fund within the OCF, allowing for capital to be paid out as needed until the fund is fully depleted. The OCF investment pool is mainly comprised of cash and short-term deposits, bonds and debentures and equities. \$0.4 million was paid out to the Corporation during 2022-23 (2021-22 - \$0.1 million).

The fair market value of the spend-down fund was \$1.5 million according to the OCF's March 31, 2023 investment statement (March 31, 2022 - \$1.8 million).

During 2022-23, the investment income on spend-down fund was \$156.0 thousand (2021-22 - \$70.0 thousand), and service fees for the management of the fund were \$33.3 thousand (2021-22 - \$40.7 thousand).

6. Inter-Entity Transactions

The Corporation is related to all Government of Canada departments, agencies and Crown corporations. 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.

Notes to the Financial Statements for the year ended March 31, 2023 (In thousands of dollars, unless otherwise specified)

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

	2023	2022
Revenues from Government of Canada related parties:		
Contributions	125	165
Ancillary operations	30	2
Other	218	23
	373	190

	2023	2022
Expenses with Government of Canada related parties:		
Personnel costs	1,680	2,058
Real property taxes	1,156	1,200
Professional and special services	93	94
Information management, infrastructure and systems	21	16
Freight and cartage	10	6
Repairs and maintenance	3	2
	2,963	3,376

	March 31 2023	March 31 2022
Due from related parties	245	97
Due to related parties	236	358

The Corporation's related parties also include its key management personnel which, at March 31, 2023, consisted of 6 members of its senior management team, and 11 members of its Board of Trustees as well as their immediate family members. Transactions with these individuals, excluding compensation arrangements, include contributions of \$50.2 thousand (2021-22 – \$43.6 thousand), recorded at exchange amounts.

7. Collections

The natural history collections consist of 3.4 million specimen lots and grew by 18.1 thousand specimen lots this fiscal year (2021-22 – 22.5 thousand). These are exceptional scientific resources that are available nationally and internationally for research, exhibits and education.

The Corporation's 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 2022-23, the Corporation incurred \$3.0 million (2021-22 – \$2.8 million) for the management, protection and conservation of its collections which includes the purchase of specimens for the collections. The Corporation purchased specimens for the collection for \$5.4 thousand during 2022-23 (2021-22 – nil). During 2022-23, the Corporation acquired \$132.8 thousand (2021-22 – \$309.6 thousand), of specimens for the collections through donations.

There were no sales of specimens related to the collections during the year (2021-22 – nil).

Notes to the Financial Statements for the year ended March 31, 2023 (In thousands of dollars, unless otherwise specified)

8. 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, 2023, employee advances due to the transition to payment in arrears amount to \$0.4 million (2021-22 – \$0.4 million), and no allowance has been provided for this amount.

9. Capital Assets

Cost

	March 31 2022				March 31 2023
	Opening Balance Restated (Note 3)	Additions and changes in estimates	Transfers	Dispositions	Closing Balance
Victoria Memorial Museum Building	205,178	(106)	-	-	205,072
Property under capital lease	35,040	-	-	-	35,040
Permanent exhibitions	13,049	83	-	-	13,132
Leasehold improvements	12,777	8	-	-	12,785
Building improvements	7,555	94	848	-	8,497
Equipment and furnishings	7,975	108	-	(3)	8,080
Collection cabinets and compactors	3,985	-	-	-	3,985
Capital projects in progress	1,063	1,263	(1,274)	-	1,052
Land	627	-	-	-	627
Website	-	60	426	-	486
Computer equipment	4,575	84	-	(3)	4,656
	291,824	1,594	-	(6)	293,412

Notes to the Financial Statements
for the year ended March 31, 2023
(In thousands of dollars, unless otherwise specified)

Accumulated Amortization

	March 31 2022			March 31 2023
	Opening Balance Restated (Note 3)	Additions	Dispositions	Closing Balance
Victoria Memorial Museum Building	74,191	5,006	-	79,197
Property under capital lease	25,781	991	-	26,772
Permanent exhibitions	7,648	984	-	8,632
Leasehold improvements	8,153	215	-	8,368
Building improvements	4,940	747	-	5,687
Equipment and furnishings	5,614	459	(3)	6,070
Collection cabinets and compactors	2,741	114	-	2,855
Capital projects in progress	-	-	-	-
Land	-	-	-	-
Website	-	97	-	97
Computer equipment	4,519	60	(3)	4,576
	133,587	8,673	(6)	142,254

Net Book Value

	March 31 2023	March 31 2022
		Restated (Note 3)
Victoria Memorial Museum Building	125,875	130,987
Property under capital lease	8,268	9,259
Permanent exhibitions	4,500	5,401
Leasehold improvements	4,417	4,624
Building improvements	2,810	2,615
Equipment and furnishings	2,010	2,361
Collection cabinets and compactors	1,130	1,244
Capital projects in progress	1,052	1,063
Land	627	627
Website	389	-
Computer equipment	80	56
	151,158	158,237

Amortization expense for the year was \$8.7 million (2021-22 - \$9.0 million). During the year ended March 31, 2023, the Corporation sold fully amortized assets in the category of equipment and furnishings and computer equipment for \$3.1 thousand and \$3.4 thousand, resulting in gains of \$3.1 thousand and \$3.4 thousand, respectively. No assets were sold during 2021-22.

10. 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

Notes to the Financial Statements for the year ended March 31, 2023 (In thousands of dollars, unless otherwise specified)

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:

		March 31 2023	March 31 2022
Total minimum future payments	(1)	29,750	33,250
Less: Interest component of minimum future payments		(9,710)	(11,779)
Present value of principal payments	(2)	20,040	21,471
Current liability		1,581	1,432
Long term liability		18,459	20,039
		20,040	21,471

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 \$20.9 million.

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

	2024	2025	2026	2027	2028	Thereafter
Future minimum payments	3,500	3,500	3,500	3,500	3,500	12,250

11. Deferred Revenues, Contributions, Parliamentary Appropriations, and Capital Funding

Deferred revenues, contributions and parliamentary appropriations are as follows:

	March 31 2022			March 31 2023
	Opening Balance	Funding received	Funding recognized	Closing Balance
Parliamentary appropriations	1,429	-	(1,053)	376
Contributions	2,383	1,244	(802)	2,825
Operating revenues	400	595	(469)	526
	4,212	1,839	(2,324)	3,727

	March 31 2021			March 31 2022
	Opening Balance	Funding received	Funding recognized	Closing Balance
Parliamentary appropriations	2,994	-	(1,565)	1,429
Contributions	1,891	1,380	(888)	2,383
Operating revenues	393	486	(479)	400
	5,278	1,866	(2,932)	4,212

Notes to the Financial Statements for the year ended March 31, 2023 (In thousands of dollars, unless otherwise specified)

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

	March 31 2022			March 31 2023
	Opening Balance	Capital assets acquired	Recognized as revenue	Closing Balance
Parliamentary appropriations	146,953	1,581	(7,435)	141,099
Contributions	1,187	125	(232)	1,080
	148,140	1,706	(7,667)	142,179

	March 31 2021			March 31 2022
	Opening Balance	Capital assets acquired	Recognized as revenue	Closing Balance
Parliamentary appropriations	152,045	2,525	(7,617)	146,953
Contributions	1,403	166	(382)	1,187
	153,448	2,691	(7,999)	148,140

12. Asset Retirement Obligation

Asset retirement obligations represent the present value of estimated future cash flows required to settle the Corporation's legal obligations associated with the retirement of its tangible capital assets. The Corporation has asset retirement obligations associated with certain of its operating equipment, including chillers, diesel reservoirs, piping, and freezers, as well as asbestos in the Victoria Memorial Museum Building. A risk-free rate of 3.02% (2022: 2.37%) and inflation rate of 2.00% (2022: 2.50%) were used to determine the present value of the obligations. The Corporation uses Bank of Canada bond yields as the basis for the risk-free rate. The undiscounted, uninflated asset retirement obligation at March 31, 2023 was \$1.0 million (March 31, 2022 - \$1.0 million). No asset retirement obligations were identified or settled during the years ended March 31, 2023 or 2022. The obligations are expected to be incurred between 2036 and 2046. The Corporation does not have any legal requirements for financial assurance or funding for its current asset retirement obligations. No asset retirement obligations were disclosed in the Corporation's financial statements for the year ended March 31, 2022. Amounts for the year ended March 31, 2022 disclosed in the table below have been restated for the adoption of PS 3280, as described in Note 3.

Changes in asset retirement obligations are as follows:

	Equipment and Furnishings	Leasehold Improvements	Victoria Memorial Museum Building	Total Asset Retirement Obligation
Balance, April 1, 2021	31	46	913	990
Changes in estimates	-	-	-	-
Accretion of asset retirement obligation	1	1	21	23
Balance, March 31, 2022	32	47	934	1,013
Changes in estimates	(3)	(2)	(189)	(194)
Accretion of asset retirement obligation	1	1	24	26
Balance, March 31, 2023	30	46	769	845

Notes to the Financial Statements for the year ended March 31, 2023 (In thousands of dollars, unless otherwise specified)

13. 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:

	2023	2022
Corporation's contributions	1,298	1,550
Employees' contributions	1,208	1,351

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 2023 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 1.02 times (2021-22 – 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 (2021-22 – 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 and sick leave benefits

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.

Assumptions in the actuarial evaluation include a discount rate of 3.10% (2021-22 – 2.37%), as well as an inflation rate of 2.80% (2021-22 – 1.50%). Included in the severance benefits obligation is a non-amortized actuarial gain of \$54.0 thousand (2021-22 – \$52.4 thousand).

Sick leave benefits

Assumptions in the actuarial evaluation include a discount rate of 3.04% (2021-22 – 2.39%) as well as an inflation rate of 2.80% (2021-22 – 1.50%). Included in the sick leave obligation is a non-amortized actuarial gain of \$1.5 million (2020-21 – \$1.5 million).

Information about the severance and sick leave plans, evaluated by an actuary as of March 31 is as follows:

Notes to the Financial Statements for the year ended March 31, 2023 (In thousands of dollars, unless otherwise specified)

	Sick leave 2023	Severance 2023	Employee future benefits 2023
Employee future benefits, at the beginning of year	2,599	494	3,093
Current service cost	119	-	119
Interest expense	27	9	36
Actuarial loss (gain)	(101)	(7)	(108)
Benefits paid	(31)	(91)	(122)
Employee future benefits, end of year	2,613	405	3,018
Current liability ⁽¹⁾	121	73	194
Long-term liability	2,492	332	2,824
	2,613	405	3,018

⁽¹⁾ Included in accounts payable and accrued liabilities - trade and other.

	Sick leave 2022	Severance 2022	Employee future benefits 2022
Employee future benefits, at the beginning of year	2,588	581	3,169
Current service cost	147	-	147
Interest expense	19	5	24
Actuarial loss (gain)	(107)	(8)	(115)
Benefits paid	(48)	(84)	(132)
Employee future benefits, end of year	2,599	494	3,093
Current liability ⁽¹⁾	103	80	183
Long-term liability	2,496	414	2,910
	2,599	494	3,093

⁽¹⁾ Included in accounts payable and accrued liabilities - trade and other.

14. Investment in Capital Assets

The investment in capital assets is internally restricted and consists of the following:

	March 31, 2023	March 31, 2022 Restated (Note 3)
Capital assets (Note 9)	151,158	158,237
Less amounts financed by:		
Asset retirement obligation (Note 12)	(845)	(1,013)
Capital lease (Note 10)	(20,040)	(21,471)
Deferred capital funding (Note 11)	(142,179)	(148,140)
	(11,906)	(12,387)

Net change in investment in capital assets is calculated as follows:

Notes to the Financial Statements
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	March 31, 2023	March 31, 2022 Restated (Note 3)
Capital asset additions	1,594	2,691
Add: repayment of obligation under capital lease	1,431	1,297
Less: accretion of asset retirement obligation	(26)	(23)
Plus: impact of changes in estimates to asset retirement estimate	82	-
Less: capital assets financed with deferred capital funding	(1,594)	(2,691)
Capital assets purchased with the Corporation's funds	1,487	1,274
Amortization of deferred capital funding	7,667	7,999
Amortization of capital assets	(8,673)	(9,007)
Net change in investment in capital assets	481	266

15. Revenue

Components of the Corporation's primary sources of revenue are detailed as follows:

Admission and program fees

	2023	2022
Admission fees – general	4,059	1,284
Admission fees – temporary exhibitions	344	-
Memberships	369	136
Programs	172	44
	4,944	1,464

Ancillary operations

	2023	2022
Boutique revenues	1,141	438
Parking	845	363
VMMB facility rentals	419	52
NHC facility rentals	193	163
NHC collection services	328	319
	2,926	1,335

Notes to the Financial Statements
for the year ended March 31, 2023
(In thousands of dollars, unless otherwise specified)

Contributions

	2023	2022
Cash contributions and sponsorships	1,128	968
Specimen donations	133	310
	1,261	1,278
Contributions from the Foundation	78	252
	1,339	1,530

Other

	2023	2022
Exhibit loans	11	448
Professional and scientific services	681	318
Other	75	88
	767	854

16. Summary of Expenses by Object

	2023	2022 Restated (Note 3)
Personnel costs	15,880	15,762
Amortization of capital assets	8,673	9,007
Operation and maintenance of buildings	4,825	3,933
Professional and special services	4,031	3,149
Real property taxes	2,364	2,430
Interest on capital lease obligation	2,068	2,203
Information management infrastructure and systems	1,474	1,654
Cost of goods sold - natureBOUTIQUE	472	191
Marketing and communications	545	274
Travel	500	131
Repairs and maintenance	539	306
Exhibitions	432	228
Accretion of asset retirement obligation	26	23
Freight and cartage	35	23
Objects for collections	149	313
Other	327	171
	42,340	39,798

Notes to the Financial Statements for the year ended March 31, 2023 (In thousands of dollars, unless otherwise specified)

17. Parliamentary Appropriations

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

	2023	2022
Operating	27,655	27,687
Supplementary	5,394	8,052
Amortization of deferred contributions related to capital assets	7,439	7,617
Prior years' deferred appropriations recognized in current year	1,429	2,994
Appropriations deferred for future capital projects	(376)	(1,429)
Appropriations used to purchase amortizable capital assets	(1,710)	(2,525)
Appropriations recognized during the period	39,831	42,396

18. 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 was \$0.1 million (2021-22 – \$0.1 million). The total accumulated amount of deferred investment income earned was \$0.1 million (2021-22 – \$0.1 million). During the year ended March 31, 2023, \$0.1 million was recognized in the Statement of Operations (2021-22 – \$0.1 million).

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. The Foundation 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 Canadian Museum of Nature Foundation is an independent charitable entity. The purpose of the Canadian Museum of Nature Foundation is to raise funds for the Corporation, in alignment with the Corporation's strategic priorities. The Corporation and the Foundation work together to develop the Foundation's fundraising priorities and strategic plan. The funds raised by the Foundation are to the benefit of the Corporation.

As at March 31, 2023, the Foundation has externally restricted fund balances of \$0.1 million (March 31, 2022 - \$0.1 million), which will be used for donor-specified initiatives by the Corporation, and an operating fund surplus of \$0.4 million (2021-22 - \$1.2 million).

The Corporation does not allocate the costs relating to building and equipment maintenance, administration services, and information technology to other divisions of the Corporation, nor to the Foundation. During the year, the Corporation donated

Notes to the Financial Statements for the year ended March 31, 2023 (In thousands of dollars, unless otherwise specified)

\$0.1 million (2021-22 – \$0.1 million) of administrative support costs to the Foundation and the Foundation contributed \$0.6 million (2021-22 – \$0.5 million) to the Corporation, which is included as part of contributions and deferred revenues.

The financial statements of the Foundation have not been consolidated in the Corporation's financial statements.

At March 31, 2023 and March 31, 2022, the amounts due to the Corporation from the Foundation were nil.

20. Contractual Rights and Contractual Obligations

The Corporation has entered various revenue and payment contracts, which extend into future fiscal years. Revenue contracts include facility rentals, leases of office and storage space, collection management, care services, food services agreements and travelling exhibition fees. Payment contracts include operation and maintenance of the building, professional services, information management infrastructure and systems, marketing and communications, and exhibition costs. As at March 31, 2023, future minimum contractual revenues totalled \$1.9 million (2021-22 – \$0.9 million), and future minimum contractual payments totalled \$14.0 million (2022 – \$3.0 million).

The future payments associated with these contracts are as follows:

	Contractual Rights	Contractual Obligations
2024	530	3,318
2025	539	2,817
2026	547	2,609
2027	318	2,658
2028	-	2,366
2029 and thereafter	-	224
	1,934	13,992

21. Financial Instruments

A) Credit Risk

Credit risk is the risk of financial loss to the Corporation associated with a counter-party's failure to fulfil its financial obligations, and arises principally from the Corporation's cash, accounts receivable and its investments. The maximum exposure to credit risk of the Corporation is the carrying value of these assets. The Corporation has determined that the risk is not significant, as it deposits cash with reputable financial institutions, closely monitors the issuance of credit and collection of commercial clients and administers investments in accordance with its investment policy, as described in Note 4. There is minimal potential risk of loss related to the Corporation's accounts receivable. The Corporation does not hold any collateral as security. There is no concentration of credit risk with any one customer. As at March 31, 2023, \$2.2 thousand of accounts receivable were considered to be past-due (accounts exceeding 90 days). No allowance for doubtful accounts was made as at March 31, 2023, as all outstanding receivables were considered to be fully collectible.

B) Liquidity Risk

Liquidity risk is the risk that the Corporation will not be able to meet its financial obligations as they become due. The Corporation's objective is to minimize liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated capital and financing activities. The Corporation has determined that the risk is not significant as it maintains sufficient cash to meet its current financial obligations.

Notes to the Financial Statements for the year ended March 31, 2023 (In thousands of dollars, unless otherwise specified)

Estimated maturities of the Corporation's financial obligations are as follows:

	Less than 6 months	6 months to 1 year	1 to 5 years	Over 5 years
Accounts payable and accrued liabilities				
Trade and other ⁽¹⁾	3,611	1,083	-	-

⁽¹⁾ Excludes payment in lieu of taxes.

C) Market Risk

Market risk is the risk that change in market price, such as foreign exchange rates, interest rates, and prices will affect the Corporation's future cash flow or the fair value of its financial instruments. The Corporation is exposed to foreign exchange rate risk due primarily to purchases of supplies in foreign currencies, is subject to interest rate risks associated with its cash balances held as interest-accruing deposits with a financial institution, and is exposed to price risks associated with its supply chains. The objective of the Corporation is to minimize market risk by limiting foreign currency transactions to those necessary or in the best interest of the Corporation, maintaining minimal foreign currency balances, monitoring changes in interest rates and adjusting investments as needed, and carefully managing its supply chain to minimize price risk. The Corporation has determined that the market risk associated with foreign exchange rates and interest rates is not significant, however price risk could become significant in the future if prices for goods and services required for operations increase substantially and no alternative sources are identified.

The Corporation's objectives, policies and processes for managing risk, and the methods used to measure risk, are consistent with those in place as at March 31, 2022.

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, 2023, and March 31, 2022, there were no claims against the Corporation, and no provision has been recorded based on the Corporation's assessment of potential liability.