

SUMMARY OF THE CORPORATE PLAN FOR THE 2011–2012 TO 2015–2016 PLANNING PERIOD  
OPERATING AND CAPITAL BUDGETS FOR 2011–2012

# ALLIANCE OF NATURAL HISTORY MUSEUMS OF CANADA

The Alliance of Natural History Museums of Canada is dedicated to the preservation and understanding of Canada's natural heritage. By working in partnership, the Alliance is able to provide enhanced public programming with national reach, contribute to informed decision making in areas of public policy, and enhance collections planning and development to facilitate public and scientific access to collections information.


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Alliance of  
**Natural History**  
Museums of Canada



Alliance des  
**musées d'histoire**  
**naturelle** du Canada



# CANADIAN MUSEUM OF NATURE

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## 1.0 EXECUTIVE SUMMARY

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

In fact, these commitments are integral to the Museum's day-to-day operations and are inherent in the strategic directions that form the basis of the organization's Strategic Plan.

These three directions are to:

- ▶ establish the Museum as a trusted reliable source of information regarding environmental responsibility through scientific discovery and debate,
- ▶ increase the Museum's public value and benefit to Canadians by remaining socially relevant and promoting the Museum as a leader in its field, and
- ▶ secure the long-term financial sustainability of the Museum through the demonstration of public accountability, value, fiscal effectiveness and robust revenue-generation strategies.

This Corporate Plan outlines the priorities the Museum has set and the strategies the Museum will use to achieve its short and long-term objectives.

### 1.1 2010–2011 Highlights

2010–2011 marked the second year of the five-year strategic framework – a major transition point for the Museum. With the successful conclusion of the renewal of the Victoria Memorial Museum Building and its reopening in May 2010, the Museum launched the next phase of renewal, turning the page and shifting its focus to equally challenging service objectives. Among the Museum's most notable achievements for 2010–2011 were the:

#### Reopening of the Victoria Memorial Museum Building

The reopening of the fully renovated Victoria Memorial Museum Building on May 22, 2010 with new galleries, revamped programmes, and improved visitor amenities resulted in an unprecedented increase in public attendance. Coupled with a very successful marketing campaign, public awareness of the Museum was visibly enhanced, as more than 35,000 attended the festivities over the three day weekend. With the six-year, \$216-million renewal project now complete, the refurbished, refitted facility is a new major asset to the National Capital Region, Canada and the preservation of natural history. This now enables the Museum to better fulfill its mandate and achieve its vision. Already, the Museum has experienced an unprecedented increase in market share within the National Capital Region, moving from fifth to second place.

#### Surpassing revenue targets

In 2010–2011, the Museum generated 30 percent more revenue than budgeted, and surpassed significantly the target established for the year to generate revenue equivalent to 11 percent of its base operating costs. The expectation is that 475,000 will visit the Museum in 2010–2011. The Museum hopes to maintain the momentum gained after the reopening of the Victoria Memorial Museum Building and sustain revenues equivalent to cover 15 percent of base operating costs in 2011–2012 and beyond.

With two, one million dollar pledges by Vale and the Royal Bank of Canada in 2010, the *Natural Partnerships* fundraising campaign achieved its objectives of reaching \$10 million in pledges and contributions.

### **Balancing the budget**

The Museum identified in 2003 that a significant gap in operating funds would occur once the renovated Victoria Memorial Museum Building was reopened. The gap in this Corporate Plan is estimated at \$2.3 million in 2011–2012 and is expected to reach \$4.5 million by 2015–2016. The strategy to deal with this gap has involved introducing efficiencies and expenditure reductions to reduce this gap wherever possible and establishing an aggressive revenue generation strategy.

### **The development of engaging public education programming**

The Museum used its expertise in the natural sciences to educate and inspire Canadians about the need for wise stewardship of the natural environment. Most notably, the Museum opened two new signature galleries: the *RBC Blue Water Gallery* and the *Vale Earth Gallery*. In addition, *Animalium*, a new space housing a live collection, and six special exhibitions were featured in 2010–2011.

### **A national collections strategy**

As a founding member of the Alliance of Natural History Museums of Canada, the Canadian Museum of Nature is leading a strategy to document the growing national inventory of natural history assets held by the 16 members of the Alliance of Natural History Museums of Canada. More than 79 distinct collections and documents, representing approximately 19 million natural history specimens, were documented and catalogued. This includes detailed information on the 10.5 million specimens held by the Museum – the most comprehensive record of flora, fauna and geological samples in Canada.

### **Strengthening the natural history research programme and increasing awareness and understanding of Canada's biodiversity**

In 2008, the Museum, through the Minister of Canadian Heritage and Official Languages, asked the Council of Canadian Academies (CCA) to assemble an Expert Panel to conduct an independent assessment of: the state and trends of biodiversity science in Canada. The recommendations from the CCA report will become a roadmap for future initiatives and approaches to strengthening the overall approach to biodiversity research in Canada, and the role that the Museum can play.

In recognition of the International Year of Biodiversity, the Museum then led a successful symposium on Arctic biodiversity, which underlined the impact of climate change in the North, highlighted some important research conducted during International Polar Year 2007–2009 and explored pressing issues and strategic priorities that require further research. Approximately 175 people attended the symposium in November, and more than 100 sites logged in to participate through a webcasting option.

The Museum allocated \$250,000 of the additional “one-time” funds it received in Budget 2010 to create two *Museum Research Centres of Excellence*, specialising in Arctic Research and Species Discovery, two areas of expertise at the Museum.

### **The adoption of a new performance measurement framework**

Also this past year, the Museum developed a performance measurement framework and an accompanying balanced scorecard that the institution can use to define and measure the success of its strategies and the achievement of its objectives. The purpose of developing a new performance measurement framework was to focus more heavily on measurement of outcomes, thereby enabling the Museum to start to measure its impact on target audiences and the value it is adding. The performance measurement framework exemplifies the Museum's commitment to the principles of accountability, corporate responsibility and fiscal prudence.

## 1.2 *Strategic Issues to be addressed*

The Museum's achievements in 2010–2011 have helped bolster the institution's overall presence and reputation for excellence in research, public education and inspiration. Still, as a national social institution, the Canadian Museum of Nature continues to face challenges. Over the course of the 2011–2012 to 2015–2016 planning period, the Museum has identified the following strategic issues that it is addressing as part of its overall Strategic Plan, including:

- ▶ The need to establish long-term financial sustainability.
- ▶ The need for a trusted, reliable source of information about the natural environment.
- ▶ The need for programmes and services that are relevant to the needs and interests of Canadians.
- ▶ The need to attract, engage and diversify the Museum's audience.

While the Museum must address all of these strategic issues, the most pressing remains the long-term financial sustainability of the Corporation. The Museum is facing a significant gap in its funds to operate the two buildings under its stewardship, reaching \$2.3 million in 2011–2012 and \$4.5 million by 2015–2016. Significant progress was made in 2010–2011 through increased revenues and working within the parameters of a two-year financial plan that curbs expenditures and introduces organizational efficiencies.

The Museum, through the new executive leadership that will be in place during 2011–2012, will therefore revisit the strategic directions and framework for the strategic plan during 2011–2012. Alternative strategies will also need to be considered, including, possible funding of ongoing research and public education programmes through the *Natural Partnerships* fundraising campaign.



### ***1.3 Objectives and Priorities for 2011–2012***

In order to address the strategic issues raised below, the Museum's five-year Strategic Plan sets out four overarching objectives:

- ▶ develop innovative approaches that increase awareness of Canada's natural environment based upon research and collections programmes,
- ▶ present the natural world through public education programmes that increase understanding of Canada's changing natural environment,
- ▶ create unique experiences and increase value for visitors through the renewal of the Victoria Memorial Museum Building and associated programming and services, and
- ▶ establish leading-edge governance practices and corporate systems that support and help finance the Museum's strategic direction and objectives.

In 2011–2012, the third year of the Strategic Plan, the Museum will concentrate its efforts on the following priorities:

- ▶ secure the long-term financial sustainability of the Museum by finding ways to close the operating funding gap, especially through increased revenues, aggressive fundraising and development strategies, implementation of year two of a financial plan that controls expenditures and introduces organizational efficiencies,
- ▶ capitalize on the heightened public interest in the Victoria Memorial Museum Building by building a new brand and marketing strategies that will improve public recognition of the Museum, consolidate the results of increased attendance and diversify the audience base, particularly through digital strategies that further expand the virtual presence of the Museum,
- ▶ sustain the Museum's scientific leadership, knowledge and expertise, particularly through improved capacity to create information related to biodiversity research, using the centres of excellence established in the fields of Arctic Research and Species Discovery and the implementation of the national collections development strategy, and
- ▶ maintain the Museum's national service role by completing the National Education Strategy and developing a new partnership model and concept for the travelling exhibitions programme at the Museum.

Many of these initiatives were made possible through the additional "one time" funding of \$3 million included in Budget 2010, for which the Museum is very appreciative. These advances in accomplishing the Museum's objectives in the areas of knowledge, education and inspiration, presence and performance and the leadership role that the Museum aspires to take in fulfilling its mandate and vision of national service could not have been realised without this welcome investment.

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

## 2.0 CORPORATE OVERVIEW

### 2.1 Mandate and Vision

The mandate of the Canadian Museum of Nature, as embodied in the *Museums Act* (1990), 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.

#### Vision

The Canadian Museum of Nature strives to be an engaging and trusted resource for the development of a sound, knowledge-based relationship with the natural world. To support this, the Canadian Museum of Nature will:

- ▶ safeguard the collections it holds on behalf of all Canadians and continue to build a consistent physical record of the natural environment of Canada,
- ▶ create new knowledge and increase public understanding of the complexity and diversity of the Canadian natural environment and of issues concerning Canadians' relationship with this environment, and
- ▶ support informed decision-making and debate about natural science and sustainability.

Over the next five years, the Museum will work to realize its vision by:

- ▶ demonstrating fiscal accountability through the achievement of measurable, meaningful results,
- ▶ continuously aligning its efforts and investments in collections, research and outreach with the needs and interests of the Canadian public, and
- ▶ establishing and maintaining a position of social relevance by promoting environmental responsibility through scientific discovery and debate.

## 2.2 Resources

In 2011–2012, the Museum will operate with a total base budget of \$33,301,000 including \$1,789,000 in capital funding, thus leaving a base operating budget of \$31,512,000. As illustrated in Figure 1, 85 percent of the base operating resources will come from Government appropriations, while the remaining 15 percent will be self-generated revenue. Self-generated revenue includes \$1,000,000 in contributions. The target of generating revenues equivalent to 15 percent of the base operating costs was established in 2009 as an integral part of the Museum's revenue generation framework.

Figure 2 highlights the percentage of the Museum's budget allocated to internal services, salaries, and fixed, non-discretionary costs for facilities, security and information technology. These three categories – salaries, non-discretionary costs and internal services requirements (such as governance and reporting to Parliament) – consume over 95 percent of the total revenue the Museum generates plus the Museum's base appropriation level. The Museum's total flexibility for programming is therefore minimal and relies heavily on successful fundraising.

Figure 1: 2011–2012 Resource Base

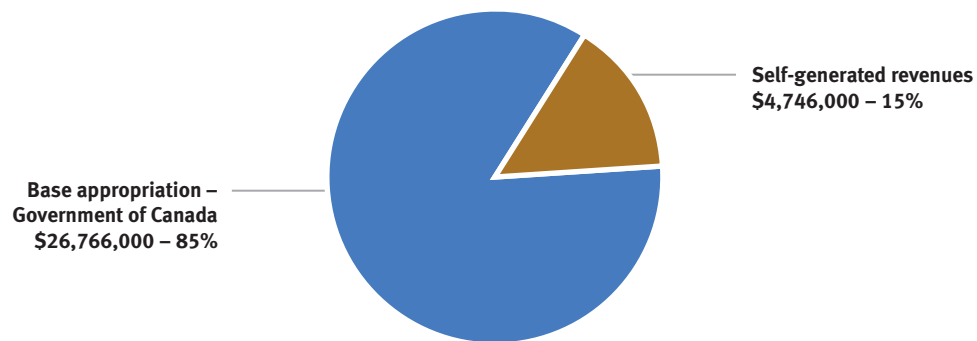
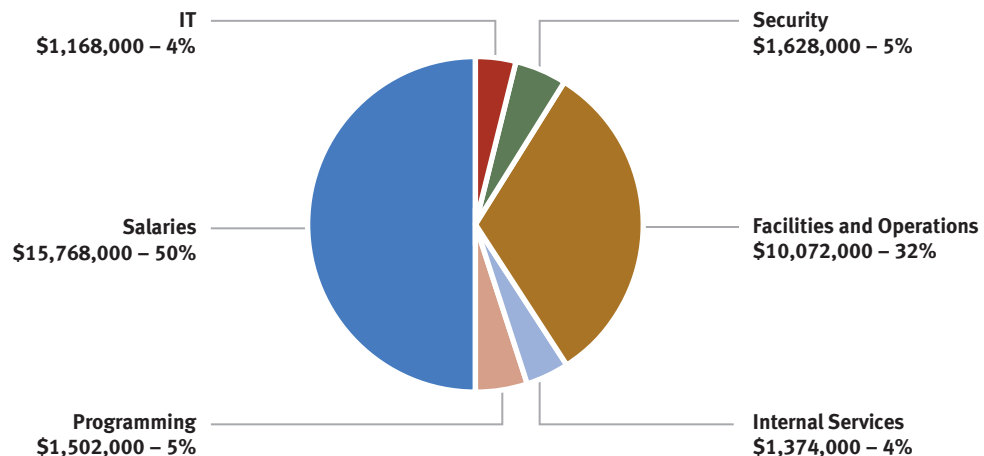


Figure 2: 2011–2012 Operating Costs



## 3.0 PLANNING ENVIRONMENT

### 3.1 *Environmental Scan*

Together, the global financial crisis and the structural recession in Canada have had a detrimental impact on many cultural institutions and tourist destinations. In Ottawa most major tourist sites have experienced a decline in attendance over the past two years. Nevertheless, the public interest and concerted media campaign associated with the reopening of the Victoria Memorial Museum Building have yielded significant increases in attendance, revenues and market share during 2010–2011. It is unclear, however, whether these results can be sustained. The expectation is that attendance will drop in 2011–2012 due to the traditional attendance patterns following a significant reopening of a cultural institution.

Once Ottawa's Convention Centre is completed and reopens in the spring of 2011, business visits to the Capital are expected to increase and push up tourism in the Capital. This is consistent with the view of the Ontario Ministry of Tourism and Culture that expects tourism to rebound in 2011.

However, with the economic recovery still fragile, Canadian families are taking a hard look at their expenses and as a result the Museum is competing with others for a share of reduced discretionary spending by families. This could offset some of the benefits associated with economic recovery and the opening of the Convention Centre in 2011.

In support of the Government of Canada's digital economy strategy, the Museum has an opportunity to increase the use of digital technologies in order to leverage the significant capital investment (\$216 million) made by the Government of Canada. This would improve the visitor experience and broaden the reach to Canadians across the country.

The forecasts for admissions and revenues in 2011–2012 are moderately aggressive, and will be monitored closely by the Museum, given the challenging business environment.

### 3.2 *Strategic Issues*

Based on these findings, the Corporation identified four strategic issues that became the drivers for the Strategic Plan and corporate objectives for the next five years:

- ▶ A need to establish long-term financial sustainability.
- ▶ A need for a trusted, reliable source of information about the natural environment.
- ▶ A need for programmes and services that are relevant to the needs and interests of Canadians.
- ▶ A need to attract, engage and diversify the Museum's audience.

**Strategic Issue 1:**  
**Need to establish long-term financial sustainability.**

Managing the financial challenges facing the Museum continues to be the most critical issue, particularly due to the growing gap in funds to operate the two facilities under its stewardship. More complex systems, higher taxes, increased space and the introduction of environmental controls that preserve the heritage specimens and artifacts in the Museum's public exhibition halls will result in higher overall costs. In addition, the impact of inflation is most heavily felt in the key inputs associated with operating the buildings, such as utilities. The projected gaps range from \$2.3 million in 2011–2012 to \$4.5 million in 2015–2016. The gap has been addressed through a two-year financial plan that significantly curtails discretionary programming expenditures while determining the true revenue potential of the “new” Museum. Ongoing expenses associated with normal travel and hospitality have been reduced significantly from 2008–2009 levels. Organizational efficiencies have been achieved through reorganizations in the Museum's facilities and internal services areas. The permanent replacement of employees who have left or retired from the organization has been deferred, resulting in a decline of some 10 person years from ongoing programme areas.

Establishing financial sustainability will also require the Museum to find new and larger sources of self-generated revenue for its programmes and services, and to develop new approaches to working with partners.

The financial support of the federal government, particularly with respect to capital repairs provided by Budget 2008 and the one-time investment provided by Budget 2010 is greatly appreciated.

**Strategic Issue 2:**  
**Need for a trusted, reliable source of information about the natural environment.**

From discussions with visitors, partners and experts, the Museum learned that there is a growing need for knowledge, awareness and tools that individuals can use to make informed choices about the environment. Teachers and students in particular are seeking information about the natural environment that is presented in a clear, simple, and factual manner.

As a knowledge-based institution, the Museum is ideally positioned to do so. The Museum's Arctic studies, including recent expeditions to gather fossils and specimens, are yielding new and important data about the natural history of the North and about contemporary climate changes. Its extensive collections preserve Canada's natural history and are being captured in new electronic and three-dimensional formats, allowing students and scientists safe access to delicate specimens.

The Museum's challenge is to align research and collections efforts with the needs and interests of Canadians, and to address the questions that Canadians are asking about the environment and the natural world. The Museum must find innovative and interactive ways of sharing the answers that will help Canadians to make informed choices regarding the environment.

**Strategic Issue 3:**  
**Need for programmes and services that are relevant to the needs and interests of Canadians.**

As knowledge-based institutions, museums must share their knowledge in ways that will educate and inspire individuals to assume responsibility.

The challenge for the Canadian Museum of Nature is to remain relevant and valued. The environment is highly dynamic and rapidly changing, with public interest quickly shifting as new information becomes available and as new issues are identified. To remain relevant and valued, the Museum must constantly revitalize its programming to keep pace with emerging trends and interests. It must find ways to be recognized as a “mindful museum,” that inspires and educates Canadians by using science as a foundation for creating a national understanding of Canada's natural environment. It must provide new venues for programmes, services and displays, through an expanding network of partners. It must further leverage technology to attract and engage new audiences, and provide greater online access to its information and records.

With Canada's focus on a Northern Strategy, the Canadian Museum of Nature, through its research and collections, and Arctic expertise, can anticipate and answer the questions that Canadians are asking. Through exhibitions and alliances, it can communicate emerging concerns and solutions. Through forums and publications it can provide opportunities for debate and for sharing new information and emerging perspectives. Using the Internet, partners, and new showcase facilities, the Museum can provide a national audience with timely and topical service. Through the use of videoconferencing, the Museum can deliver services directly into distant classrooms and engage students in live discussion. Through its website, [nature.ca](http://nature.ca), the Museum can be identified as the preferred virtual destination of teachers, students, parents and researchers studying Canada's natural heritage.

#### **Strategic Issue 4:**

##### **Need to attract, engage and diversify the Museum's audience.**

The Museum has concentrated on defining its national service role and on restoring the Victoria Memorial Museum Building as a new public exhibition and education centre. And now, with the Renewal Project completed, the Museum will use these foundations to reach across the country and engage visitors in exhibitions and events, to attract donors and sponsors, to attract investors and partners, to attract scientists and scholars and to engage new audiences.

As resources permit, the Museum will expand its national service role to become a visible and valued resource in schools and communities across the country. The Museum needs to develop services that take collections directly to Canadians, through travelling exhibitions, documentaries and online programmes to be experienced across Canada and around the world. The challenge is to extend the overall reach and relevance to a larger geographic constituency, using existing capabilities as a solid base from which to expand the Corporation's influence.

## 4.0 ASSESSMENT OF 2010–2011 RESULTS

### REOPENING OF THE VICTORIA MEMORIAL MUSEUM BUILDING

The reopening of the fully renovated Victoria Memorial Museum Building in May 2010, with new galleries, revamped programmes, and improved visitor amenities resulted in an unprecedented increase in public attendance. Coupled with a very successful marketing campaign, public awareness of the Museum was visibly enhanced. Attendance for fiscal year 2010–2011 is expected to surpass targeted levels of 330,000 by 45 percent and the Museum now expects that attendance for the first year of operation of the newly renovated Museum will be close to 475,000. The Museum's market share vis-à-vis the national museums in the National Capital Region increased from fifth position to second, a significant accomplishment.

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

### PUBLIC EDUCATION

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

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

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

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

In addition, the Museum continued its active programme of travelling exhibitions across Canada. Considered to be one of the largest natural history travelling programmes of its type in Canada, over 20 travelling exhibits reached 30 communities across Canada. Of note this year was the launch of the new travelling exhibition *Canada's Waterscapes – Yours to Discover* an integral part of the public education project on Water. A national lecture series complements this exhibition.

With the assistance of funds raised through the *Natural Partnerships* fundraising campaign, the Museum was able to launch Phase 2 of the *Vale Earth Gallery*, expected to be opened in the Fall of 2012.

## REALIZATION OF REVENUE TARGETS: ACHIEVING LONG-TERM FINANCIAL SUSTAINABILITY

Establishing financial sustainability will require the Museum to find new and larger sources of self-generated revenue for its programmes and services.

In 2010–2011, the Museum expects to generate 30 percent more revenue than budgeted, thus surpassing significantly the target established for the year to generate revenue equivalent to 11 percent of its base operating costs. The Museum hopes to maintain the momentum gained after the reopening of the Victoria Memorial Museum Building to generate enough revenue to sustain revenues equal to 15 percent of base operating costs in 2011–2012 and beyond, an important benchmark identified in its revenue generation framework.

The increase over the planning period in revenues related to admission fees, rental of facilities and parking is predicated on the Museum being able to construct an underground parking facility beneath the west lawn of the Victoria Memorial Museum Building. This is an unfunded capital project for which the Museum continues to seek financing and partners for its implementation. In the meantime, the Museum's parking requirements are being addressed through a temporary surface parking lot located on the west side of the Victoria Memorial Museum Building.

Figure 3: Revenue Generation Framework

(in thousands of dollars)

	2010–2011 Forecast	2011–2012 Budget	2012–2013 Forecast	2013–2014 Forecast	2014–2015 Forecast	2015–2016 Forecast
Tier 1:						
Admission fees	1,615	1,688	1,772	1,861	1,954	2,052
Rental of facilities	308	503	525	551	579	608
Tier 2:						
Boutique & cafeteria (leases)	175	150	158	161	170	178
Parking	625	600	630	662	695	730
<b>Total Tier 1 &amp; 2 (Admission is the driver)</b>	<b>2,723</b>	<b>2,941</b>	<b>3,085</b>	<b>3,235</b>	<b>3,398</b>	<b>3,568</b>
Tier 3:						
Publishing royalties	10	6	30	30	30	30
Publishing revenues	10	8	7	7	7	7
Membership revenues	129	250	300	350	400	450
Interest income	110	150	100	100	100	100
Educational programmes	205	175	238	238	388	388
Scientific services	349	190	210	210	210	210
Other	91	26	–	–	–	–
Contributions	1,000	1,000	1,000	1,000	1,000	1,000
<b>Total Revenue</b>	<b>4,627</b>	<b>4,746</b>	<b>4,970</b>	<b>5,170</b>	<b>5,533</b>	<b>5,753</b>



### **A two-year financial plan**

In 2010–2011, a two-year financial plan was introduced to cover the funding gap. Strategies were introduced in order to reduce costs, manage cash and test the institution's revenue-generating strategies during the first two years of operation of the renovated Victoria Memorial Museum Building. The Museum capped expenditures for travel and hospitality to the point whereby all discretionary expenditures are well below 2008–2009 levels. Staffing was reduced as retiring staff were not replaced. As a result some key positions in the research, collections and exhibitions areas of the Museum remain vacant as the replacement of retiring employees has been deferred. Organizational efficiencies were also achieved through reorganizations in the Museum's facilities and internal services areas.

### **Budget 2010**

In Budget 2010, the Government of Canada recognized the operating pressures that affect national museums. The budget allocated \$3 million in additional, "one-time" funding that the Museum used to maintain a balanced budget (\$185,000), maximize revenue (\$940,000), position the Victoria Memorial Museum Building as a destination of choice (\$1,225,000), and promote, highlight and expand the Museum's scientific leadership, knowledge and expertise (\$650,000). The investment was greatly appreciated.

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

### **Natural Partnerships Fundraising Campaign**

With the announcement of the two, one million dollar pledges by Vale and the Royal Bank of Canada in May 2010, the campaign surpassed its annual target of one million dollars in pledges. Work continues nevertheless to secure additional funding, with the prospect for additional pledges in 2010–2011 a realistic possibility.

## RESEARCH: INCREASING THE UNDERSTANDING OF CANADA'S BIODIVERSITY

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

a) Two *Museum Research Centres of Excellence* were subsequently established with the assistance of Budget 2010 funds, covering Arctic Research and Species Discovery.

### Arctic Research

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

### Species Discovery

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

The Museum submitted a manuscript on the mammals of Canada to the publisher Fitzhenry and Whiteside. Fitzhenry and Whiteside are also producing the French version of the book *Beginner's Guide to Minerals and Rocks*.

b) In 2008, the Museum, through the Minister of Canadian Heritage and Official Languages, asked the Council of Canadian Academies to assemble an Expert Panel to conduct an independent assessment of: the state and trends of biodiversity science in Canada. The charge had a specific focus on taxonomy, the science that discovers, distinguishes, classifies and documents living things. As such, it is the foundation of biodiversity research and essential to understanding the world around us. In November 2010, the Expert Panel released its report, titled *Canadian Taxonomy: Exploring Biodiversity, Creating Opportunity*. The report explores the state of Canadian taxonomy in three areas: taxonomic expertise, the state of biodiversity collections, and Canada's strength in data sharing. After examining the evidence in each of these areas, the Expert Panel concluded that Canada is not yet equipped to fully understand the challenges of its biodiversity resources. Canada continues to have world class researchers and strong student interest in taxonomy, but job openings in taxonomy have virtually ceased and research funding is stagnant. As a result, Canada's international contribution to new species descriptions has fallen from 6<sup>th</sup> in the 1980s to 14<sup>th</sup> in the 2000s.

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

## **A NATIONAL COLLECTIONS STRATEGY**

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

A major concern is the lack of resources to digitize the collections, thus making this information more readily available to the public. To date, the Museum has been able to digitize 22 percent (672,000 records) of its collections, and was successful in digitizing 10,711 records this year.

The Museum's ability to manage and store its collections in suitable environmental conditions has been greatly enhanced through the capital funds provided by the federal government. In 2010–2011, staff continued to work on the Museum's multi-year capital project to improve the storage of the institution's collections. At the Victoria Memorial Museum Building, the new environmental controls and building systems were fully commissioned in 2010–2011.

## **A NEW PERFORMANCE MEASUREMENT FRAMEWORK**

Also this past year, the Museum developed a performance measurement framework and an accompanying balanced scorecard that the institution will use to define and measure the success of its strategies and the achievement of its objectives. The purpose of developing a new performance measurement framework was to focus more heavily on measurement of outcomes, thereby enabling the Museum to start to measure its impact on target audiences and the value it is adding. The framework exemplifies the Museum's commitment to the principles of accountability, corporate responsibility and fiscal prudence.

The results of the measures, as they are being developed, are reflected in section 6. In general, the Museum is on track in meeting all of the performance measures established to date.

## 5.0 OBJECTIVES, STRATEGIES AND PRIORITIES FOR 2011–2012 TO 2015–2016

In 2011–2012, the Museum will focus on consolidating the major advances achieved from the reopening of the refitted Victoria Memorial Museum Building. With the transition from construction to commissioning and the development of new services, the benefits of new strategies to increase market share and revenues will be realized.

From 2012–2013 to 2015–2016, another major transition will occur. As the Museum returns to steady-state operations, the institution's focus will move to expanding the Museum's social relevance, reputation and horizons. The Museum will use its renewed public facility to promote environmental responsibility, reaching out to Canadians across the country via the Internet, with its partners in the Alliance of Natural History Museums of Canada and other national networks.

### 5.1 Objectives and Strategies

The objectives and strategies described in this section of the Plan address the Museum's four strategic issues (detailed in section 3.2). In achieving these corporate objectives, the Museum will realize defined outcomes that support its institutional mandate and fulfill its vision of national service.

The Museum's goal is to be the first place Canadians come to be informed about their natural environment. This Corporate Plan sets out the objectives and strategies to achieve this unique market position.

#### STRATEGIC OBJECTIVE 1: KNOWLEDGE

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

#### The expected outcome:

The Canadian Museum of Nature will be recognized as a leading source of natural history knowledge to scientists and the public, contributing a distinctly Canadian perspective to the global body of knowledge.

#### OBJECTIVE 1

	2009–2010	2010–2011	2011–2012	2012–2013	2013–2014	2014–2015	2015–2016
<b>Knowledge</b>	To develop innovative approaches that increase awareness of Canada's natural environment, based upon research and collections programmes.					Outcome: Canadian Museum of Nature is recognized as a credible and comprehensive source of knowledge.	
<b>Key Strategies</b>	<ul style="list-style-type: none"> <li>› Identify key relevance to Canadians</li> <li>› Identify and promote areas of excellence and leadership</li> <li>› Develop a National Collections Strategy</li> </ul>			<ul style="list-style-type: none"> <li>› Increase access to and use of CMN's scientific knowledge</li> <li>› Create integrated partnerships and collaborations</li> </ul>		<ul style="list-style-type: none"> <li>› Develop and implement a new Strategic Plan</li> </ul>	

**Over the planning period:**

To achieve Objective 1, the Museum will pursue the following strategies:

**Strategy 1.1:** Identify key natural history issues of relevance to Canadians in order to ensure that all programming elements at the Museum are addressing concerns of Canadians regarding their relationship with Canada’s natural environment. **(Completed)**

**Strategy 1.2:** Identify and promote 1–2 areas of Museum excellence or leadership with respect to environmental issues affecting Canada’s natural environment, based upon Museum expertise and research in collections and research-based programmes. **(Completed)**

**Strategy 1.3:** Develop a national collections strategy that contributes to a nationwide natural history specimen resource inventory and informs the Museum on appropriate acquisition and stewardship approaches. **(Completed)**

**Strategy 1.4:** Increase access to and use of the Museum’s scientific knowledge through the development of innovative information and service delivery mechanisms. **(To be completed in 2012–2013)**

**Strategy 1.5:** Further integrate partnerships and collaborations into Museum operations so that partnerships become a productive and effective means of operating in order to achieve the Museum’s objectives. **(To be completed in 2012–2013)**

**STRATEGIC OBJECTIVE 2: EDUCATION AND INSPIRATION**

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

**The expected outcome:**

The Canadian Museum of Nature has a mandated responsibility to help Canadians understand nature and the environment. As Canada’s national natural history institution, the Museum will provide Canadians with information and options relating to their responsibilities for the natural world. The findings and experience of Museum experts and those of its Alliance partners will be used to create new knowledge. The Museum also recognizes that creating new knowledge and awareness of nature is not the exclusive domain of Museum experts. Whole worlds of knowledge about nature exist within Canada’s Aboriginal communities and cultures. The Museum is therefore committed to strengthening and developing approaches to respectfully dialogue with Aboriginal communities about nature. This dialogue will broaden Canadians’ understanding and respect of Aboriginal Wisdom/Traditional Knowledge as it applies to our public discourse and offerings and, ultimately, greatly enhance each visitor’s Museum experience.

**OBJECTIVE 2**

	2009–2010	2010–2011	2011–2012	2012–2013	2013–2014	2014–2015	2015–2016
<b>Education and Inspiration</b>	To present the natural world through public education programmes that increase understanding of Canada’s changing natural environment.					Outcome: Canadians are making informed choices for the environment.	
<b>Key Strategies</b>		› Define a national education strategy › Strengthening and developing approaches to respectfully dialogue with Aboriginal communities about nature		› Establish a strong national education programme			› Develop and implement a new Strategic Plan

**Over the planning period:**

To achieve Objective 2, the Museum will pursue the following strategies:

**Strategy 2.1:** Establish a national education strategy based on the environment that addresses issues of concern to Canadians and is accessible, effective and relevant. **(To be completed in 2011–2012)**

**Strategy 2.2:** Strengthen and develop approaches to respectfully dialogue with Aboriginal communities about nature. **(To be completed in 2011–2012)**

**Strategy 2.3:** Define and implement a national public education programme for the Canadian Museum of Nature that increases public understanding of the issues concerning Canadians’ relationship with the natural environment. **(To be completed in 2012–2013)**

**STRATEGIC OBJECTIVE 3: PRESENCE**

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

**The expected outcome:**

The Canadian Museum of Nature will be recognized as a destination of choice for visitors to the National Capital, and for Canadian and international audiences seeking to learn about and experience Canada’s natural environment through the Museum’s travelling exhibitions, programmes, and interactive website. The Canadian Museum of Nature will become well known and the Museum’s profile, influence and revenues will grow.

OBJECTIVE 3

	2009–2010	2010–2011	2011–2012	2012–2013	2013–2014	2014–2015	2015–2016
<b>Presence</b>	To create unique experiences and increase value for visitors through the renewal of the Victoria Memorial Museum Building and associated programming and services.						Outcome: The Canadian Museum of Nature is a destination of choice for Canadian and International audiences.
<b>Key Strategies</b>	› Complete the renovations › Reopen the Victoria Memorial Museum Building › Establish a strong public presence in the National Capital Region		› Extend public presence across Canada › Strengthen our public presence everywhere			› Develop and implement a new Strategic Plan	

**Over the planning period:**

To achieve Objective 3, the Museum will pursue the following strategies:

**Strategy 3.1:** Complete renovations and reopen the Victoria Memorial Museum Building as planned. **(Completed)**

**Strategy 3.2:** Re-establish a strong public presence in the region for 2010 and beyond. **(To be completed in 2011–2012)**

**Strategy 3.3:** Strengthen the Museum’s position as a national and international institution through national and international opportunities, programmes, plans and strategies that build on our strong public presence. **(To be completed 2014–2015)**

The goal for the Museum is to remain in the top tier of museum market share in the National Capital Region, and maintain an audience base at the Victoria Memorial Museum Building of some 450,000 visitors for 2011–2012. This target will be a drop of some 5 percent from projected 2010–2011 levels, in line with normal attendance patterns following a major event such as the reopening of the Victoria Memorial Museum Building.

Figure 4: Audience Reach Targets

	2011–2012 (Forecast)	2012–2013 (Forecast)	2013–2014 (Forecast)	2014–2015 (Forecast)	2015–2016 (Forecast)
VMMB Visitors	450,000	472,000	496,000	520,000	547,000
VMMB After Hours	30,000	32,000	33,000	35,000	36,000
NHB Visitors <sup>(1)</sup>	3,000	1,200	3,000	1,200	3,000
National Attendance	350,000	350,000	350,000	350,000	350,000
Website Unique Visits	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000

(1) Reflects Open House every 2 years.

**STRATEGIC OBJECTIVE 4: PERFORMANCE**

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

**The expected outcome:**

As a steward of Canada’s natural history and as a public institution, the Canadian Museum of Nature has a responsibility to Canadians to be a viable and successful organization.

OBJECTIVE 4

	2009–2010	2010–2011	2011–2012	2012–2013	2013–2014	2014–2015	2015–2016
<b>Performance</b>	To establish leading-edge governance practices and corporate systems that support and help finance the Museum’s strategic directions and objectives.					Outcome: The Canadian Museum of Nature is a viable, successful organization.	
<b>Key Strategies</b>	<ul style="list-style-type: none"> <li>› Benchmark and implement sound corporate governance practices</li> <li>› Deliver effective and efficient corporate reporting systems and services</li> <li>› Raise the Museum’s public profile and credibility</li> <li>› Achieve financial sustainability</li> </ul>					› Develop and implement a new Strategic Plan	

**Over the planning period:**

To achieve Objective 4, the Museum will pursue the following strategies:

**Strategy 4.1:** Benchmark and implement corporate governance practices that will ensure the sound management of the institution. **(Ongoing)**

**Strategy 4.2:** Deliver effective and efficient corporate reporting strategies and services that support the long-term operation of the Museum and its facilities. **(Ongoing)**

**Strategy 4.3:** Raise the public profile and credibility of the Museum to ensure that our work as natural science experts is fully appreciated and understood by Canadians. **(Ongoing)**

**Strategy 4.4:** Achieve financial sustainability within the funding framework for the renewed and refitted Museum, by completing the Museum's *Natural Partnerships* fundraising campaign, and by increasing earned revenues from the commercial operations of the Museum to 15 percent of base operating costs. **(Ongoing)**

**5.2 Priorities for 2011–2012**

In summary, the Museum's goal is to be the first place Canadians come to be informed about their natural environment. To achieve this unique market position, the Museum will concentrate on the following four priorities for fiscal year 2011–2012:

- ▶ securing the long-term financial sustainability of the Museum;
- ▶ capitalizing on heightened public interest in the Victoria Memorial Museum Building;
- ▶ sustaining the Museum's scientific leadership, knowledge and expertise; and
- ▶ maintaining the Museum's national service.

**1. SECURE THE LONG-TERM FINANCIAL SUSTAINABILITY OF THE MUSEUM**

Finding ways to close the Museum's operating funding gap, thus ensuring the financial viability of the institution, remains a top priority. During the planning period, the Museum will:

- ▶ continue to implement year two of the Museum's two-year financial plan, which controls expenditures and introduces organizational efficiencies;
- ▶ roll out the next phase of the Museum's fundraising and development strategy, with the goal of raising \$15 million over five years; and
- ▶ implement a plan to increase revenues by capitalizing on the Victoria Memorial Museum Building's commercial operations, especially in the areas of attendance and membership fees, rentals and events income, and boutique and online sales, as well as the construction of an underground parking garage.



## **2. CAPITALIZE ON HEIGHTENED PUBLIC INTEREST IN THE VICTORIA MEMORIAL MUSEUM BUILDING**

In light of the market opportunities that have arisen since the Victoria Memorial Museum Building was reopened, the Museum will focus on:

- ▶ developing and implementing a strategic positioning and branding strategy that builds on the Museum's new strategic directions;
- ▶ expanding its virtual presence and attracting new audiences through the use of new broadcast technologies and digital strategies;
- ▶ enhancing existing marketing and awareness campaigns, including the Museum's social media marketing campaign; and
- ▶ consolidating the results of increased attendance at the Victoria Memorial Museum Building and strengthening the Museum's exhibitions and public-education programming with a view to continuously increasing overall attendance and diversifying its audience base.

## **3. SUSTAIN THE MUSEUM'S SCIENTIFIC LEADERSHIP, KNOWLEDGE AND EXPERTISE**

The Canadian Museum of Nature will sustain its scientific leadership by:

- ▶ improving the overall capacity to create information related to biodiversity research at the Museum, through the scientific centers of excellence established in the areas of Arctic Research and Species Discovery;
- ▶ implementing a National Collections Development Strategy, including a plan with Alliance of Natural History partners to digitize priority specimens; and
- ▶ investing its scientific capacity in the dissemination of information related to biodiversity research through products and services that inspire as well as educate.

## **4. MAINTAIN THE MUSEUM'S NATIONAL SERVICE ROLE**

The national service and public outreach role is core to the overall vision and mandate of the Museum, as evidenced by the partnership of the Alliance of Natural History Museums. In 2011–2012 the Museum will maintain this role by:

- ▶ completing the strategic framework for the National Education Strategy through enhanced investments in leadership and capacity;
- ▶ launching pilot projects to test the effectiveness of the newly-developed framework for a National Education Strategy; and
- ▶ developing a new partnership model and concept for the travelling exhibitions programme at the Museum.

## 6.0 PERFORMANCE MEASURES FOR 2011–2012 TO 2015–2016

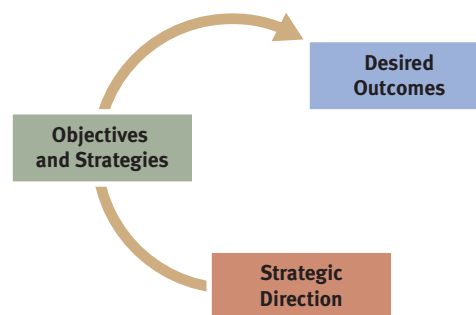
### A BALANCED SCORECARD

In 2010–2011, the Museum established a new performance measurement framework that enables the organization not only to track its performance in diverse areas, but also to measure its impact on target audiences and its value to Canada and people around the world. Simply put, the framework is a detailed work plan that aligns the Museum's strategic objectives to relevant expected outcomes. Each outcome is defined by a set of performance measures and targets.

A Balanced Scorecard distills the performance measurement framework and establishes a set of key, high-level measures that evaluate the efficacy of corporate strategies and the achievement of organizational objectives. The measures are organized according to four distinct ways of defining the Museum's success. These four perspectives are:

- ▶ The *scientific perspective*, which relates to the Museum's goal to develop innovative approaches that increase awareness of Canada's natural environment based on research and collections programmes (Objective 1: Knowledge).
- ▶ The *learning and growth perspective*, which considers the Museum's ongoing ability to present the natural world through public education programmes that increase understanding of Canada's changing natural environment (Objective 2: Education and Inspiration).
- ▶ The *customer perspective*, which is linked to the Museum's aim of creating unique experiences and increasing value for visitors through the renewal of the Victoria Memorial Museum Building and associated programming and services (Objective 3: Presence).
- ▶ The *financial perspective*, which is tied to the Museum's goal to establish leading-edge governance practices and corporate systems that support and help finance the Museum's strategic direction and objectives (Objective 4: Performance).

The Museum constantly seeks to improve its processes and performance targets. Consequently, the balanced scorecard is subject to refinement and will be revised over time to reflect changes in the business environment, the prioritization of activities and outcomes in conjunction with annual corporate planning exercises, and the evolution of new initiatives that contribute to the Museum's key expected outcomes.



## SCIENTIFIC PERSPECTIVE: KNOWLEDGE

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

Outcome	Measure	2009–2010 Actual	2010–2011 Performance Target	2010–2011 Forecast to Year End	2011–2012 Performance Target
Recognition of the Canadian Museum of Nature as a credible and comprehensive source of knowledge	• Use and reference of research findings	• 62 primary publications	• 50 primary publications	• 50 primary publications	• 50 primary publications
	• Extent of the quality and usefulness of Museum-led research information	• N/A	• Survey respondents’ degree of satisfaction measured as very satisfied or satisfied at least 80% of the time	• Very satisfied or satisfied 80% of the time	• Survey respondents’ degree of satisfaction measured as very satisfied or satisfied at least 80% of the time
Gain by participants of high-quality and relevant information	• Extent to which collections are developed in accordance with collections plans and strategies	• 60 acquisitions	• 75 acquisitions events per year, consistent with collections plans and strategies	• 75 acquisitions per year, consistent with collections plans and strategies	• 80 acquisitions events per year, consistent with collections plans and strategies
		• Zero deaccessions	• Zero deaccessions	• Zero deaccessions	• Zero deaccessions
Safeguarding of assets	• Extent to which assets are appropriately safeguarded	• N/A	• Meet required environmental conditions at the Victoria Memorial Museum Building 97% of the time	• Temperature requirement met 96% of the time • Humidity requirement met 92% of the time	• Meet required environmental conditions at the Victoria Memorial Museum Building 97% of the time

## LEARNING AND GROWTH PERSPECTIVE: EDUCATION AND INSPIRATION

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

Outcome	Measure	2009–2010 Actual	2010–2011 Performance Target	2010–2011 Forecast to Year End	2011–2012 Performance Target
Participation in and use of the Canadian Museum of Nature’s resources	• Accessibility and use of web-based information, products and services	• N/A	• Meet 75% of the 9 factors of the website engagement index *	• 75% of 9 factors met	• Meet 75% of the 9 factors of the website engagement index
	• Interest in and attendance at the Museum’s travelling exhibitions	• 305,000 visitors	• 450,000 visitors	• 350,000 visitors	• 350,000 visitors
Satisfaction and loyalty to the Museum as a destination of choice	• Extent to which visitors believe the website has been a valuable and satisfactory source of information	• N/A	• Meet 75% of the 3 factors of the website satisfaction index **	• 75% of 3 factors met	• Meet 75% of the 3 factors of the website satisfaction index

\* The website engagement index includes the following factors: pageviews, returning visitors, length of visit, contact us, sharing, social media interest, video views, fans and followers and VMMB visitors.

\*\* The website satisfaction index includes the following factors: content, navigation and look and feel.

## CUSTOMER PERSPECTIVE: PRESENCE

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

Outcome	Measure	2009–2010 Actual	2010–2011 Performance Target	2010–2011 Forecast to Year End	2011–2012 Performance Target
Participation in and use of the Canadian Museum of Nature's resources	• Effectiveness of marketing and communication strategies as measured through attendance at the Victoria Memorial Museum Building attendance by target audiences	• 239,790 visitors	• 330,000 visitors	• 475,000 visitors	• 450,000 visitors
Gain by participants of high-quality and relevant information	• Extent to which visitors believe the exhibitions have increased their knowledge and understanding of issues related to the natural environment	• N/A	• Meet 75% of the 5 factors of the exhibitions educational impact index*	• 75% of 5 factors met	• Meet 75% of the 5 factors of the exhibitions educational impact index
Satisfaction and loyalty to Museum as a destination of choice	• Extent to which visitors believe their visit to the Victoria Memorial Museum Building has been valuable and satisfactory	• N/A	• Meet 75% of the 7 factors of the Victoria Memorial Museum Building value proposition satisfaction index and loyalty index**	• 75% of 7 factors met	• Meet 75% of the 7 factors of Victoria Memorial Museum Building value proposition satisfaction index and loyalty index

\* The exhibitions educational impact index includes the following factors: knowledge, attitude, interest, relevance and enjoyment.

\*\* The VMMB value proposition satisfaction index and loyalty index includes the following factors: experience, product, service, price, access, return visit and recommendation.

## FINANCIAL PERSPECTIVE: PERFORMANCE

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

Outcome	Measure	2009–2010 Actual	2010–2011 Performance Target	2010–2011 Forecast to Year End	2011–2012 Performance Target
Financial sustainability and revenue generation	<ul style="list-style-type: none"> <li>Revenue from earned and contributed sources as a percentage of base operating costs</li> </ul>	<ul style="list-style-type: none"> <li>Self-generated revenue represented 7% of base operating budget costs</li> </ul>	<ul style="list-style-type: none"> <li>11%</li> </ul>	<ul style="list-style-type: none"> <li>15%</li> </ul>	<ul style="list-style-type: none"> <li>15%</li> </ul>
	<ul style="list-style-type: none"> <li>Extent to which revenue is generated by visitors to the Victoria Memorial Museum Building and use of facilities</li> </ul>	<ul style="list-style-type: none"> <li>\$3.56 per visitor</li> </ul>	<ul style="list-style-type: none"> <li>\$3.15 per visitor</li> </ul>	<ul style="list-style-type: none"> <li>\$3.50 per visitor</li> </ul>	<ul style="list-style-type: none"> <li>\$3.75 per visitor</li> </ul>
	<ul style="list-style-type: none"> <li>Extent of ongoing and new donor support</li> </ul>	<ul style="list-style-type: none"> <li>\$1,047,575 raised including pledges</li> <li>\$900,000 revenue recognized</li> </ul>	<ul style="list-style-type: none"> <li>\$1,000,000 per year including pledges</li> </ul>	<ul style="list-style-type: none"> <li>\$1,000,000 raised</li> <li>\$800,000 revenue recognized</li> </ul>	<ul style="list-style-type: none"> <li>\$1,000,000 raised</li> <li>\$1,000,000 revenue recognized</li> </ul>
	<ul style="list-style-type: none"> <li>Renewal of memberships</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>50% renewals</li> </ul>	<ul style="list-style-type: none"> <li>50% renewals</li> </ul>	<ul style="list-style-type: none"> <li>50% renewals</li> </ul>
Efficient and effective operations	<ul style="list-style-type: none"> <li>Extent to which facilities are maintained in accordance with financial planning framework strategies (operating and maintenance costs per square metre of the Natural Heritage Building and the Victoria Memorial Museum Building)</li> </ul>	<ul style="list-style-type: none"> <li>Total square metre cost of running the Natural Heritage Building and the Victoria Memorial Museum Building facilities reached \$295.13</li> </ul>	<ul style="list-style-type: none"> <li>Meet annual target of \$335.59 per square metre</li> </ul>	<ul style="list-style-type: none"> <li>Total square metre cost of \$310</li> </ul>	<ul style="list-style-type: none"> <li>Meet annual target of \$300 per square metre</li> </ul>

## 7.0 FIVE-YEAR FINANCIAL PLAN

After the reopening of the newly renovated Victoria Memorial Museum Building in May 2010, the Museum saw some encouraging signs regarding its revenue generating strategies related to admissions, parking and memberships which were all significantly higher than budgeted. For 2011–2012 one of the Museum’s priorities is to capitalize on the heightened public interest in the Victoria Memorial Museum Building in order to sustain the significant increase in revenues, thereby reducing the operating funding gap related to the operation and maintenance of its two facilities.

### 7.1 Overview

Table 1 shows the proforma budget summary by activity based upon approved reference levels and revenue projections for the current year and the planning period. The Corporation’s programme activity architecture reflects the three central aspects of the Museum’s mandate: Public Education, Collections Management and Research. Internal Services includes the development and implementation of policies, accountability structure and processes and support to all Museum activities through Corporate Services to oversee the fulfillment of the Corporation’s mandate and revenue generating activities. Accommodation includes the ongoing operations and maintenance of the Museum’s two facilities.

*Table 1: Corporate Budget Summary by Activity*

(in thousands of dollars – except for staff levels)

	2009–2010 Actual	2010–2011 Outlook	2011–2012 Budget	2012–2013 Forecast	2013–2014 Forecast	2014–2015 Forecast	2015–2016 Forecast
<b>Staff Levels</b>	178	164	158	158	158	158	158
Public Education	6,421	8,092	4,812	4,933	3,768	3,869	4,089
Collections Management	2,058	2,377	2,213	2,213	2,213	2,213	2,213
Research	4,420	4,282	4,021	4,021	4,021	4,021	4,021
Internal Services	6,908	8,316	7,722	7,744	7,764	7,784	7,784
Accommodation – Operating	14,809	11,443	12,744	12,726	12,963	13,205	13,205
Accommodation – Capital	1,189	3,272	1,789	6,468	276	276	276
<b>Sub-total</b>	<b>35,805</b>	<b>37,782</b>	<b>33,301</b>	<b>38,105</b>	<b>31,005</b>	<b>31,368</b>	<b>31,588</b>
Less: Revenues	(2,369)	(4,627)	(4,746)	(4,970)	(5,170)	(5,533)	(5,753)
<b>Appropriation</b>	<b>33,436</b>	<b>33,155</b>	<b>28,555</b>	<b>33,135</b>	<b>25,835</b>	<b>25,835</b>	<b>25,835</b>
Appropriation in current year deferred	(6,328)	–	–	–	–	–	–
Previous years appropriation used in current year	29,261	7,997	2,978	–	–	–	–
Purchase of depreciable capital assets	(26,648)	(10,582)	(4,767)	(6,468)	(276)	(276)	(276)
Amortization of deferred capital funding	5,755	6,832	7,609	8,549	8,489	8,381	7,357
<b>Appropriation Used</b>	<b>35,476</b>	<b>37,402</b>	<b>34,375</b>	<b>35,216</b>	<b>34,048</b>	<b>33,940</b>	<b>32,916</b>

Note: Table 1 is prepared on a cash basis whereas the financial statements are prepared on an accrual basis.

The reductions in staff levels reflect the completion of the Victoria Memorial Museum Building Renewal Project as well as the cost reduction measures implemented through the two-year financial plan that deals with the growing gap in funds to operate the Museum’s two facilities under its stewardship.

The budget for Public Education reflects the variation in fundraising activities in support of education programmes and the development of permanent galleries and special exhibitions. The 2010–2011 Public Education outlook includes \$1.225 million in additional “one-time” funding from Budget 2010. The 2012–2013 forecast includes costs related to phase 2 of the *Vale Earth Gallery* and *Special Exhibitions*.

The budgets for Collections Management, Research and Internal Services decrease in 2011–2012 as a result of cost reduction measures implemented through the two-year financial plan.

The Accommodation costs, which include both operating and capital expenditures, vary from year to year because the figures include the federal investment over five years to address capital infrastructure pressures as announced in Budget 2008. The last three years of the planning period for capital expenditures are lower reflecting the end of the five-year funding programme (2008–2013). In addition, the Museum's appropriation will decrease by approximately \$1.03 million beginning 2013–2014 as Budget 2008 temporary operating funding also expires. The impact of this decrease is reflected in the reduction in Public Education.

With respect to accounting standards, it is important to note that in 2009 the Public Sector Accounting Board (PSAB) amended the Introduction to the Public Sector Accounting Handbook, impacting accounting standards that will apply to certain government organizations, including the Canadian Museum of Nature. This amendment eliminated the category "government business-type organizations" (GBTOs), requiring organizations under this category such as the Museum to re-categorize as either government not-for-profit organizations (GNPOs) or other government organizations (OGOs). The Museum has assessed itself as a GNPO, and as of February 1, 2011, its external auditor has recognized the Museum as meeting the GNPO definition, requiring the Museum to apply the accounting standards applicable to GNPO's effective for its first fiscal year beginning on or after January 1, 2011. PSAB as determined that GNPO's will adhere to Public Sector Accounting (PSA) standards supplemented by standards unique to not-for-profit organizations. The Museum has not completed its assessment on the impact of the conversion to new accounting standards, however the Museum does not anticipate a material impact on its financial statements and notes to the financial statements. The Museum is committed to completing the transition within the timeline established.

Another important change relates to the Standard on Quarterly Financial Reports for Crown Corporations, effective April 1, 2011, that requires that all parent Crown corporations prepare and make public a quarterly financial report within 60 days after the end of the corporation's fiscal quarter to which the report relates for the first three fiscal quarters of the fiscal year. This standard was issued by the Treasury Board Secretariat to provide parent Crown corporations with the form and content of the quarterly financial report under the authority of section 131.1 of the *Financial Administration Act*. There is no requirement for an audit or review of the financial statements included in the quarterly financial report. The Museum is committed to adhering to the requirements included in the standard.

## 7.2 Annual Budget

### 2011–2012 OPERATING AND CAPITAL BUDGETS

The budgets have been formulated on the basis of the operating forecast and the programme activity architecture and services required in support of these activities. Table 2 summarizes the operating and capital budget.

*Table 2: Summary of Operating and Capital Budgets*

(in thousands of dollars)

	2009–2010 Actual	2010–2011 Approved	2010–2011 Outlook	2011–2012 Proposed
Ongoing Capital Programme	1,189	3,272	5,108	4,767
Renovation of the Victoria Memorial Museum Building	25,459	–	5,474	–
<b>Capital Budget</b>	<b>26,648</b>	<b>3,272</b>	<b>10,582</b>	<b>4,767</b>
Operating Budget	32,090	30,633	35,197	31,512
Variation in Deferred Appropriation	(22,933)	–	(7,997)	(2,978)
Less Revenues	(2,369)	(3,544)	(4,627)	(4,746)
<b>Appropriation</b>	<b>33,436</b>	<b>30,361</b>	<b>33,155</b>	<b>28,555</b>

The variation in both the capital and the operating budget from 2010–2011 Approved levels to the 2010–2011 Forecast level is due to the cash flow requirement to complete the Victoria Memorial Museum Building Renewal Project. The capital budget for 2011–2012 and beyond is mainly related to the long-term capital plan funded over five years by Government of Canada through its Budget 2008.

### 7.3 Financial Statements

The pro forma financial statements have been prepared in accordance with Canadian generally accepted accounting principles consistent with those reported in the Corporation's annual report. For the purpose of this Corporate Plan, the Canadian generally accepted accounting principles are based on the Canadian Institute of Chartered Accountants Handbook – Accounting.

*Statement 1: Balance Sheet*

(in thousands of dollars)

	2009–2010 Actual	2010–2011 Forecast	2011–2012 Pro forma	2012–2013 Pro forma	2013–2014 Pro forma	2014–2015 Pro forma	2015–2016 Pro forma
<b>Assets</b>							
Current							
Cash and cash equivalents	19,181	9,149	6,267	6,373	6,007	5,949	5,899
Accounts receivable							
Trade	249	350	350	350	350	350	350
Government departments and agencies	755	700	700	700	700	700	700
Prepaid expenses	593	500	500	500	500	500	500
	20,778	10,699	7,817	7,923	7,557	7,499	7,449
Restricted cash, cash equivalents and receivables	1,927	251	251	251	251	251	251
Collections	1	1	1	1	1	1	1
Capital assets	211,579	214,316	210,474	207,337	198,015	188,747	180,444
	<b>234,285</b>	<b>225,267</b>	<b>218,543</b>	<b>215,512</b>	<b>205,824</b>	<b>196,498</b>	<b>188,145</b>
<b>Liabilities</b>							
Current							
Accounts payable and accrued liabilities							
Trade	5,088	1,000	1,000	1,000	1,000	1,000	1,000
Government departments and agencies	441	750	750	750	750	750	750
Current portion – obligation under capital lease	437	482	533	588	649	717	791
Deferred revenue and parliamentary appropriation	11,353	3,278	300	300	300	300	300
Employee future benefits	486	559	643	739	665	599	539
	17,805	6,069	3,226	3,377	3,364	3,366	3,380
Obligation under capital lease	30,605	30,122	29,590	29,002	28,353	27,636	26,845
Deferred capital funding	189,584	193,334	190,493	188,357	180,034	171,765	164,463
Employee future benefits	2,295	2,300	2,300	2,300	2,000	2,000	2,000
	240,289	231,825	225,609	223,036	213,751	204,767	196,688
<b>Equity</b>							
Deficit	(7,590)	(8,145)	(8,654)	(9,113)	(9,517)	(9,860)	(10,135)
Accumulated Other Comprehensive Income	1,586	1,587	1,588	1,589	1,590	1,591	1,592
	(6,004)	(6,558)	(7,066)	(7,524)	(7,927)	(8,269)	(8,543)
	<b>234,285</b>	<b>225,267</b>	<b>218,543</b>	<b>215,512</b>	<b>205,824</b>	<b>196,498</b>	<b>188,145</b>



*Statement 2: Statement of Operations and Comprehensive Income*

(in thousands of dollars)

	2009–2010 Actual	2010–2011 Forecast	2011–2012 Pro forma	2012–2013 Pro forma	2013–2014 Pro forma	2014–2015 Pro forma	2015–2016 Pro forma
<b>Revenue</b>							
Commercial operations	896	2,872	3,205	3,422	3,622	3,835	4,055
Contributions	900	1,000	1,000	1,000	1,000	1,000	1,000
Educational programmes	258	205	175	238	238	388	388
Scientific services	134	349	190	210	210	210	210
Interest income	103	110	150	100	100	100	100
Other	78	91	26	–	–	–	–
	2,369	4,627	4,746	4,970	5,170	5,533	5,753
<b>Expenses</b>							
Public Education	6,421	7,709	4,321	4,391	3,450	3,490	3,639
Collection management	2,058	2,377	2,213	2,213	2,213	2,213	2,213
Research	4,420	4,282	4,021	4,021	4,021	4,021	4,021
Internal Services	6,908	8,316	7,722	7,744	7,764	7,784	7,784
Accommodation	12,838	12,055	12,744	12,726	12,687	12,929	12,929
Depreciation of capital assets	6,756	7,845	8,609	9,605	9,598	9,544	8,579
	39,401	42,584	39,630	40,700	39,733	39,981	39,165
<b>Net result of operations before government funding</b>	(37,032)	(37,957)	(34,884)	(35,730)	(34,563)	(34,448)	(33,412)
Parliamentary appropriation	35,476	37,402	34,375	35,271	34,159	34,105	33,137
<b>Net result of operations for the year</b>	<b>(1,556)</b>	<b>(555)</b>	<b>(509)</b>	<b>(459)</b>	<b>(404)</b>	<b>(343)</b>	<b>(275)</b>
<b>Other Comprehensive Income</b>							
Restricted contributions from non-owners received	361	20	20	20	20	20	20
Net investment income attributed to restricted contributions from non-owners	4	6	6	6	6	6	6
Restricted contributions from non-owners recognized	(261)	(25)	(25)	(25)	(25)	(25)	(25)
<b>Total of Other Comprehensive Income for the year</b>	<b>104</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Comprehensive Income (loss) for the year</b>	<b>(1,452)</b>	<b>(554)</b>	<b>(508)</b>	<b>(458)</b>	<b>(403)</b>	<b>(342)</b>	<b>(274)</b>

Note: The losses recognized in the forecast year and 5 year planning period in the Statement of Operations and Comprehensive Income are entirely as a result of the accounting treatment related to a long term capital lease. The Museum received borrowing authority to enter into a long term capital lease obligation to fund the National Heritage Building located in Gatineau. The Statement of Operations and Comprehensive Income therefore reflect the interest on the capital lease obligation as well as depreciation charges because of the recognition of the building as an asset. The accounting treatment of the costs associated with the Gatineau facility has a significant negative impact on the Museum's Statement of Operations and Comprehensive Income. The situation will begin to reverse near the mid-point of the lease term and will completely rectify itself over the full term of the lease. This will not impact the Corporation's cash flow or financial stability in anyway.

*Statement 3: Statement of Changes in Equity*

(in thousands of dollars)

	2009–2010 Actual	2010–2011 Forecast	2011–2012 Pro forma	2012–2013 Pro forma	2013–2014 Pro forma	2014–2015 Pro forma	2015–2016 Pro forma
<b>Deficit</b>							
Balance, beginning of year	(6,034)	(7,590)	(8,145)	(8,654)	(9,113)	(9,517)	(9,860)
Net results of operations for the year	(1,556)	(555)	(509)	(459)	(404)	(343)	(275)
<b>Balance, end of year</b>	<b>(7,590)</b>	<b>(8,145)</b>	<b>(8,654)</b>	<b>(9,113)</b>	<b>(9,517)</b>	<b>(9,860)</b>	<b>(10,135)</b>
<b>Accumulated Other Comprehensive Income</b>							
Restricted contributions from non-owners							
Balance, beginning of year	1,482	1,586	1,587	1,588	1,589	1,590	1,591
Other comprehensive income (loss)	104	1	1	1	1	1	1
<b>Accumulated Other Comprehensive Income, end of year</b>	<b>1,586</b>	<b>1,587</b>	<b>1,588</b>	<b>1,589</b>	<b>1,590</b>	<b>1,591</b>	<b>1,592</b>
<b>Equity, end of year</b>	<b>(6,004)</b>	<b>(6,558)</b>	<b>(7,066)</b>	<b>(7,524)</b>	<b>(7,927)</b>	<b>(8,269)</b>	<b>(8,543)</b>

*Statement 4: Statement of Cash Flows*

(in thousands of dollars)

	2009–2010 Actual	2010–2011 Forecast	2011–2012 Pro forma	2012–2013 Pro forma	2013–2014 Pro forma	2014–2015 Pro forma	2015–2016 Pro forma
<b>Operating activities</b>							
Cash receipts – customers	2,822	4,413	4,617	4,888	5,091	5,455	5,673
Cash receipts – parliamentary appropriation	9,811	22,573	23,788	26,667	25,559	25,559	25,559
Cash disbursements – suppliers and employees	(33,518)	(35,309)	(27,944)	(28,055)	(27,622)	(27,678)	(27,888)
Interest received	134	116	156	106	106	106	106
Interest paid	(3,104)	(3,063)	(3,018)	(2,967)	(2,912)	(2,851)	(2,783)
	(23,855)	(11,270)	(2,401)	639	222	591	667
<b>Financing activities</b>							
Appropriation used to purchase depreciable capital assets	26,648	10,582	4,767	6,468	276	276	276
Obligation under capital lease	(396)	(438)	(481)	(533)	(588)	(649)	(717)
	26,252	10,144	4,286	5,935	(312)	(373)	(441)
<b>Investing activities</b>							
Acquisition of capital assets	(26,648)	(10,582)	(4,767)	(6,468)	(276)	(276)	(276)
(Increase) decrease in restricted cash, cash equivalents and receivable	(35)	1,676	–	–	–	–	–
	(26,683)	(8,906)	(4,767)	(6,468)	(276)	(276)	(276)
<b>(Decrease) increase in cash and cash equivalents</b>	<b>(24,286)</b>	<b>(10,032)</b>	<b>(2,882)</b>	<b>106</b>	<b>(366)</b>	<b>(58)</b>	<b>(50)</b>
Cash and cash equivalents, beginning of year	43,467	19,181	9,149	6,267	6,373	6,007	5,949
<b>Cash and cash equivalents, end of year</b>	<b>19,181</b>	<b>9,149</b>	<b>6,267</b>	<b>6,373</b>	<b>6,007</b>	<b>5,949</b>	<b>5,899</b>

# APPENDIX A – CORPORATE PROFILE AND HISTORY

## CORPORATE PROFILE

The origin of the Canadian Museum of Nature is with the Geological Survey of Canada (GSC), formed in 1842. The museum divisions of the GSC and the Department of Mines became the National Museum of Canada in 1927. The National Museum of Natural Sciences was then officially established with the enactment of the *National Museums Act* in 1968. In 1990, the *Museums Act* established the Canadian Museum of Nature as an autonomous Crown corporation with a mandate to increase knowledge of, and appreciation and respect for, the natural world throughout Canada and internationally.

The Museum has an important purpose: to lead Canadians in the adventure of discovering and understanding the natural world and, ultimately, learning how to live in balance with it. That adventure takes Canadian scientists into unexplored corners of this country and the world, under the sea and into the earth.

The collections held, managed and protected by the Museum comprise more than 10.5 million specimens and are the fruit of more than 150 years of painstaking exploration, observation and gathering. The collections form the heart of the Museum and make it possible to analyze and address the challenges to Canada's natural heritage.

The Museum's research considers a large range of time and space, examining everything from the evolution of the Earth and its many life forms to polar environments and the prediction of environmental change. In addition to their research, Museum scientists make a difference by leading and contributing to numerous local, national and international organizations that preserve natural heritage. They also make significant contributions to universities and respected publications. Museum staff work with colleagues to find effective methods to freely share collection-based scientific data in distributed networks across Canada and abroad.

The Museum's public-education programmes continually change, opening up new territory for Canadians to explore. Signature exhibitions at the Museum's public galleries in Ottawa are complemented by special exhibitions that focus on particular aspects of the natural world, lively and original nature-interpretation programmes, workshops, films, lectures and demonstrations. Travelling exhibitions reach across Canada and internationally. As well, Canadians discover and explore the natural world through the Museum's multimedia products, including the Museum's website [nature.ca](http://nature.ca), DVDs, television and videoconference programmes, and publications in print and online.

## CORPORATE HISTORY

**1842** Sir William Logan becomes the first director of the newly created Geological Survey of Canada (GSC). Today's Canadian Museum of Civilization, Museum of Science and Technology, and Canadian Museum of Nature all originated in the GSC.

**1843** Sir William Logan and his assistant, Alexander Murray, return from their first field expedition – a geological survey of Southern Ontario and Quebec – with hundreds of specimens and nowhere to store them. “The collection of specimens the Survey has brought together is quite overwhelming” Logan writes on December 11, 1843. “The fossils alone would be quite occupation enough for a palaeontologist for six months.” Logan's brother, a businessman, lets Logan store the Museum's first specimens in a room above one of his warehouses on St. Gabriel Street in Montreal. Logan and Murray spend the rest of the year unpacking, labelling, cataloguing, and re-packing the specimens in numbered boxes – creating the Museum's first collection.

**1845** The Legislature officially authorizes the GSC to continue the collecting work Sir William Logan has been doing. The GSC is instructed to “furnish a full and scientific description of Canada's rocks, soils, and minerals, together with a collection of specimens to illustrate the same.”

**1851** Sir William Logan creates a beautiful display of Canadian economic minerals for the Great Exhibition of 1851 in London, England. The Survey's first exhibit work is enormously successful. “Of all the British Colonies,” the Exhibition Committee declares, “Canada is that whose exhibition is the most interesting and the most complete.” Logan's enormous success in London strengthens public support for the GSC.

**1856** The Geological Survey of Canada receives a mandate to create a museum for its collections of rocks, minerals, fossils, plants and anthropological artifacts.

**1867–1907** An exciting period of growth for the national museum, the Survey's field officers study, collect and report on the country's topography, climate, flora and fauna, geology and mineral resources, as well as on Canada's aboriginal peoples.

**1907** The newly created federal Department of Mines takes on some of the GSC's work. The two organizations start planning for a new Museum of Geology and Natural History.

**1910** The GSC collections are given a beautiful new home in the Victoria Memorial Museum Building. Before this, the Museum collections were housed in a Montreal warehouse (1843–1852), a mansion (1852–1881) and then a run-down hotel in Ottawa (1881–1910). After 60 years of fieldwork by well-known GSC researchers and naturalists, the collection had outgrown the old hotel and desperately needed a larger space where specimens could be displayed to the public.

**1912** The Victoria Memorial Museum Building opens its doors to the public with spectacular exhibitions – in beautiful new display cases – of Canadian minerals, birds and fossils.

**1927** The Department of Mines officially designates its museum branch The National Museum of Canada (NMC). “Natural history museums have a diversity of functions,” W. H. Collins declares, “but they are generally conceded to have three major purposes (i) to collect and to serve as a repository for natural history material of scientific or economic interest; (ii) to educate the public concerning the natural history and natural resources by exhibiting specimens, by writings and lectures, and in other ways; and, (iii) to conduct research in the natural sciences.” Eighty years later, the Canadian Museum of Nature's mandate and mission still address these three major purposes.

**1968** An Act of Parliament establishes the National Museums Corporation, which encompasses four new national museums, including the National Museum of Natural Sciences, which now focuses solely on the natural world.

**1969** Major renovations to the Victoria Memorial Museum Building are done.

**1990** The National Museum of Natural Sciences becomes a Crown Corporation, the Canadian Museum of Nature, with a new mandate to increase knowledge of, and appreciation and respect for, the natural world throughout Canada and internationally.

**1995** The Museum launches a two-year, multi-million-dollar project to repair the Victoria Memorial Museum Building's crumbling stonework and to clean the 85-year-old building's exterior. Many of the windows, covered up when the building was renovated in the late 1960s, are uncovered thus allowing controlled natural light to penetrate the exhibition galleries.

**1996** Ten million specimens, including tiny dried flowers, delicate arrays of pinned insects and two-ton dinosaur fossils, are carefully packed and moved from several different locations around the National Capital Region to a brand new, specially designed building in Gatineau, Quebec: the Natural Heritage Building. The Museum's operations are now consolidated in two locations, the Victoria Memorial Museum Building in downtown Ottawa for exhibitions and public programming activities, and the Natural Heritage Building in Gatineau, Quebec for collections, research and administration.

**2000** Planning begins for the long-awaited renovation of the Victoria Memorial Museum Building.

**2001** The strategic planning process results in a new vision of the Canadian Museum of Nature's national role, programme and service in 2008.

**2002** A new strategic five-year plan "Connecting People with Nature" is developed and the Canadian Museum of Nature seeks to achieve a new model and level of national service and benefit by 2008.

**2003** The Museum obtains all required Government of Canada approvals and proceeds with the renovation of the Victoria Memorial Museum Building.

**2004** Phase 1 of the renovations of the Victoria Memorial Museum Building is completed and Phases 2 and 3 are initiated. The Alliance of Natural History Museums of Canada is incorporated with the Canadian Museum of Nature as a founding member.

**2006** The Museum celebrates the 150th anniversary of the Act of Parliament mandating the Geological Survey of Canada to establish a museum to publicly display its growing natural science collections. This first museum was located in Montreal before moving to Ottawa in 1881.

**2007** The Museum reaches the penultimate year of the implementation of new national service vision and consults key stakeholders to develop a new five-year Strategic Plan.

**2008** Stakeholders confirm the Museum's vision of national service, and a new Strategic Plan is developed to position the Canadian Museum of Nature as a trusted source of knowledge about the natural environment and as a source of education and inspiration for the responsible stewardship of the natural environment.

**2010** On International Biodiversity Day – May 22, 2010 – the Canadian Museum of Nature celebrates the Reopening of the Victoria Memorial Museum Building following its successful renovation.

## APPENDIX B – VICTORIA MEMORIAL MUSEUM BUILDING RENEWAL PROJECT

The Victoria Memorial Museum Building serves as the primary public site for the Museum's signature and special exhibitions, galleries and public education programming. A second facility, the Natural Heritage Building, opened in Gatineau in 1997 to house the research, collections management and administrative functions of the Museum.

Over many years, significant deficiencies were identified with the Victoria Memorial Museum Building, relating to both its functional and technical components. Ten building studies were conducted to analyse and document these deficiencies. These studies concluded that a major asset rehabilitation of the Victoria Memorial Museum Building was required in order to maintain the building as a functional museum with a safe environment for visitors and staff.

The renewal of the Victoria Memorial Museum Building was approved and launched in 2004. The work to complete this \$216 million renovation was effectively achieved on budget and on time when the building fully reopened on May 22, 2010. All known claims have been resolved.

There were three objectives for the Renewal Project: base objectives, functional objectives and critical objectives. The base objectives of the Renewal Project encompassed the upgrading of the deteriorated building infrastructure including the heating, ventilation and air conditioning (HVAC) systems, water mains, building envelope, structural integrity, and health and safety systems. The functional objective was to redesign the space to deliver the Museum programme in an efficient and effective manner. The critical objective served to design and install seismic bracing to minimize damage and increase safety in the event of an earthquake, while not interfering with the heritage appeal of the Victoria Memorial Museum Building. For all objectives, the rehabilitation of this national landmark took into consideration its significant cultural and historical value as the first purpose built national museum building in Canada.

### MAJOR WORK PHASING

The Renewal Project consisted of five different phases that began in 2004 and took just over five years to complete (2009–2010). The five phases are:

#### Phase 1 – Preparatory Work and Swing Space

Phase 1, which took place in spring 2004, involved installation of permanent base building elements to allow Phase 2 (West Wing) to proceed on schedule. It included: temporary relocation of the fire alarm, security and communications systems; relocation of Museum operations to the East Wing; dismantling or relocation of existing exhibits from the West Wing; installation of hoarding, a crane and site office on the west lawn; and development of temporary parking on the east side of the site.

#### Phase 2 – West Wing and Lantern Sub-basement

Phase 2, which began in May 2004, involved installation of one-hour fire separation and fire rated doors between the west halls and the Atrium at each floor; complete asbestos removal and demolition work throughout the West Wing; complete seismic reinforcement; installation of a dynamic buffer zone, replacement of mechanical/electrical systems and installation of new washrooms, stairs and elevators in the West Wing. This phase affected all building levels as well as the roof. It included excavation below the existing basement slab-on-grade at the North entrance; construction of a new raft foundation/structure and a new column structure for the North Lantern; relocation of incoming water services; construction of permanent water/sprinklers in the new North entrance and provision of a temporary mechanical plant west of the North Entrance. Construction began in June 2004 and the West Wing was occupied in October 2006.

### **Phase 3 – South Wing**

Phase 3 involved construction of the South Wing to provide for shipping/receiving, workshops, mechanical/electrical plant, site improvements, outdoor terrace, water feature and multi-purpose exhibition space. It included re-routing existing site services; routing new mechanical/electrical services and constructing a new security/communication centre. It provided a temporary link through the basement mechanical room in the apse. It also included dismantling or demolition of existing exhibits in the East Wing. Construction started in September 2004 and the South Wing was occupied in October 2006.

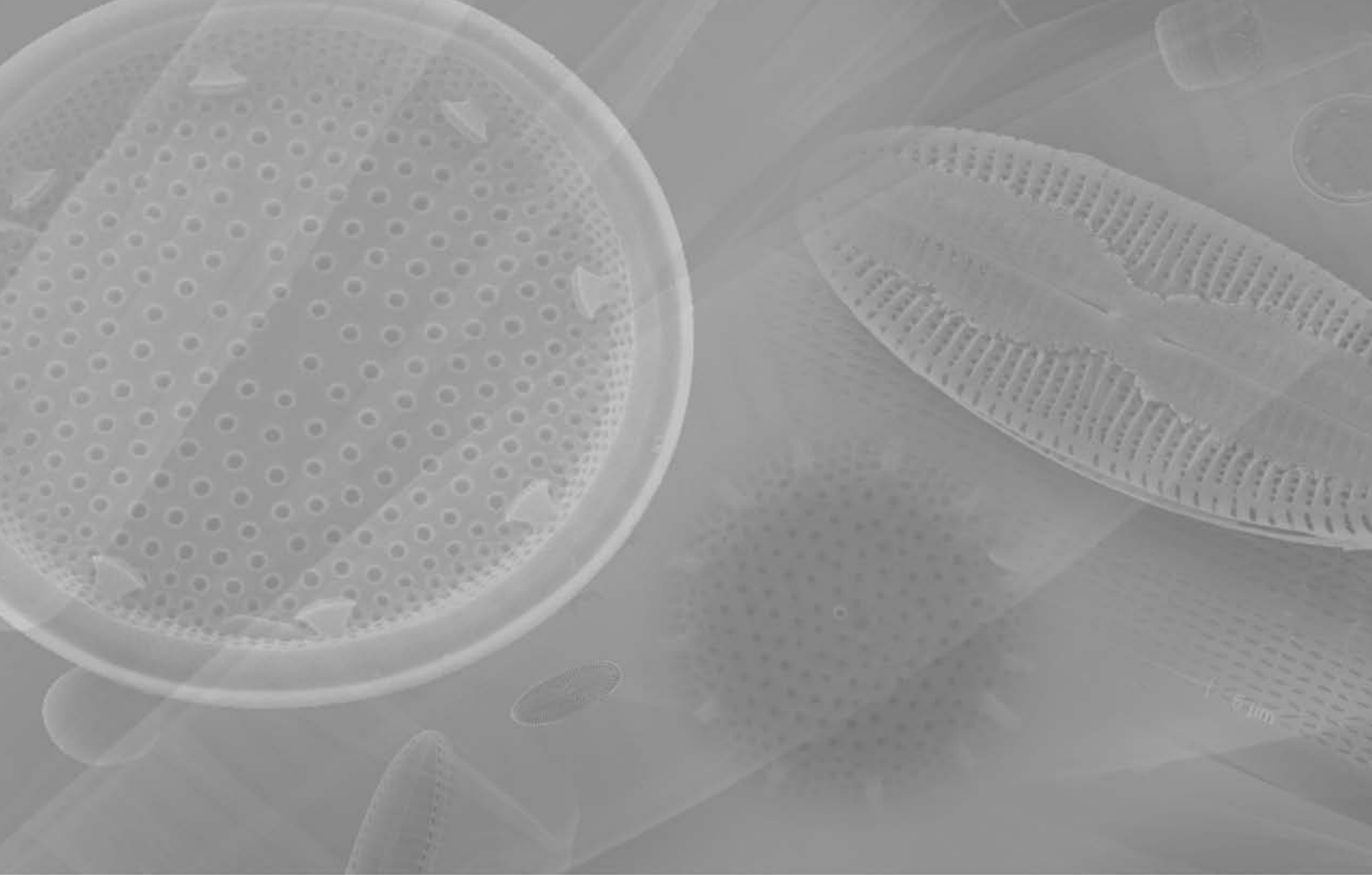
### **Phase 4 – East Wing**

Phase 4 involved complete renovation of the East Wing including seismic reinforcement, mechanical/electrical systems, dynamic buffer zone, washrooms, stairs, elevators and new wall opening to the Atrium, demolition of walls and ceilings, and removal of asbestos. It included disconnecting the existing electrical vault and construction of security/fire fighters in the east basement. Phase 4 commenced in October 2006 and has been completed.

### **Phase 5 – Central Core**

This phase included all demolition and construction related to the Apse, Lantern and Atrium, installation of all new mechanical equipment and distribution on all levels, and construction of the new staircase in the new Lantern, which was officially dedicated the Queens' Lantern.

Phase 5 began with the closure of the central core to the public in October 2006, and was completed for the Reopening on May 22, 2010.



HONESTY AND INTEGRITY  
RESPECT FOR PEOPLE AND NATURE  
THE PURSUIT OF EXCELLENCE  
CONTINUOUS LEARNING

*Corporate Values*