



**SUMMARY OF THE CORPORATE PLAN
FOR THE 2012-2013 TO 2016-2017
PLANNING PERIOD**

**OPERATING AND CAPITAL BUDGETS
FOR 2012-2013**

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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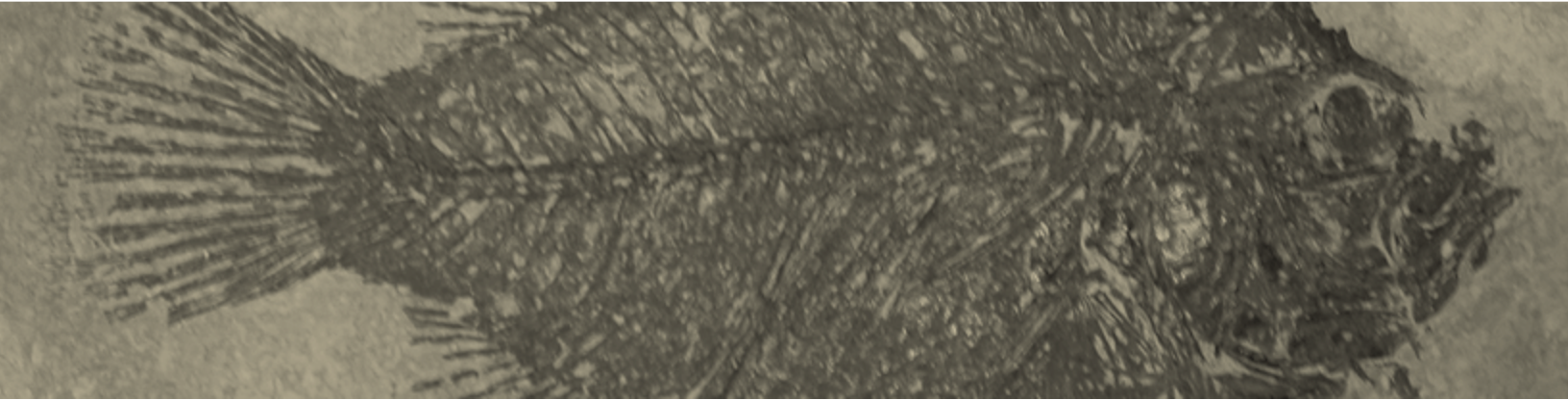
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Prince of Wales Northern Heritage Centre • Redpath Museum • Royal Alberta Museum • Royal British Columbia Museum
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Alliance of
Natural History
Museums of Canada



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.

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. The Museum's goal is to be the first place Canadians come to be informed about their natural environment. In achieving its corporate objectives, the Museum will realize defined outcomes that support its institutional mandate and fulfill its vision of national service.

This Corporate Plan sets out five, overarching objectives:

- ▶ To develop innovative approaches to creating, advancing and sharing knowledge that increase awareness of Canada's natural environment based upon research and collections programmes.
- ▶ To present the natural world through public education programmes that increase understanding of Canada's changing natural environment.
- ▶ To create unique experiences and increase value for visitors through the renewal of the Victoria Memorial Museum Building and associated programming and services.
- ▶ To establish leading edge governance practices and corporate systems that support and help finance the Museum's strategic directions and objectives.
- ▶ To create and cultivate meaningful relationships with visitors, members, donors, partners and stakeholders who are philosophically and financially committed to the vision and mandate of the Museum and wish to play a part in the future of the Museum.

In 2012-2013 the Museum will concentrate its efforts on the following seven priorities:

- ▶ Sustain the Museum's scientific leadership, knowledge and expertise by focusing research and collections activities and communications on its two *Museum Research Centres of Excellence* and by maintaining its long-standing contribution to national and international bodies.
- ▶ Invest in blockbuster exhibitions aligned with the Museum's strengths that position it as a Museum of international first rank and implement a pricing structure consistent with international best practice.
- ▶ Develop and implement a digital strategy to optimize the use of technology and improve the visitor experience.
- ▶ Invest in branding, marketing and a refreshed positioning strategy.
- ▶ Develop and implement a new business model moving from appropriation based to enterprise based.
- ▶ Develop and launch a comprehensive advancement strategy that incorporates and aligns fundraising, marketing, communications, government relations and institutional relations.
- ▶ Redesign the organizational structure to reflect and support the strategic direction of the Museum.

These seven priorities will be pursued within the context of the strategic issues facing the Museum. Since the reopening of the Victoria Memorial Museum Building in May 2010 more complex systems, increased space and the introduction of environmental controls that preserve the heritage specimens and artefacts in the Museum's public exhibition halls have resulted in higher overall costs. The projected funding gaps range from \$2.2 million in 2012-2013 to \$4.5 million in 2016-2017. Finding ways to close the Museum's operating funding gap, thus ensuring the financial sustainability of the institution will also require the Museum to find new and larger sources of self-generated revenues for its programmes and services, and to develop new approaches to working with partners.

2.0 CORPORATE OVERVIEW



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

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. The Museum's goal is to be the first place Canadians come to be informed about their natural environment.

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

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.

2.2 Governance

The Board of Trustees is the Museum's governing body, responsible to Parliament through the Minister of Canadian Heritage and Official Languages. The 11 members of the Board of Trustees are Governor-in-Council appointees from all regions of the country. Through accountability, strategic policy and planning frameworks, the Board of Trustees provides corporate direction and delegates its authority to the President and Chief Executive Officer for the management of the Museum.

2.3 Resources

In 2012-2013, the Museum will operate with a total base budget of \$39,263,904 including \$6,468,000 in capital funding, thus leaving a base operating budget of \$32,795,904. As illustrated in Figure 1, 81 percent of the base operating resources will come from parliamentary appropriations, while the remaining 19 percent will be self-generated revenues. Self-generated revenues include \$700,000 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. In 2011-2012 the Museum reached 12 percent, 3 percent below the target. This is as a result of the attendance decreasing by 18 percent from the previous year due to the traditional attendance pattern following a significant reopening of a cultural institution. The decrease in self-generated revenues was offset by a decrease in exhibitions, marketing and communication expenses. The target of 19 percent for 2012-2013 is achievable given the Museum's plan to introduce blockbuster temporary exhibitions and a new pricing structure.

Figure 2 below 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 88 percent of the total revenue the Museum generates plus the Museum's base appropriation level. The Museum's total flexibility for programming is therefore modest and relies heavily on successful fundraising.

Figure 1: 2012–2013 Resource Base

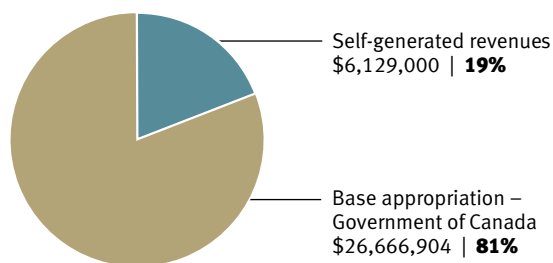
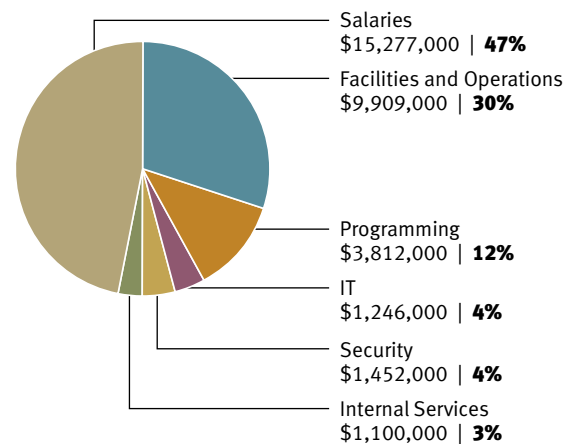


Figure 2: 2012–2013 Operating Costs



3.0 PLANNING ENVIRONMENT



Fiscal year 2012-2013 will be the fourth year of the five-year strategic framework that is shaping this Corporate Plan. The assessments completed for this five-year framework confirmed that the Museum's value is based on the knowledge it creates and shares with Canadians. For the Museum to increase its social relevance, this knowledge will need to respond to and reflect the evolving interests and concerns of stakeholders.

3.1 Environmental Scan

The difficult economic conditions continue to have a detrimental impact on many cultural institutions and tourist destinations. 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.

In the National Capital Region, many major destinations experienced a decline in attendance over the past three years as a result of the drop in the number of tourists visiting the region. The National Capital Region also experienced a decline in the number of conferences and meetings in 2011 compared to 2010. The economic conditions have affected travel behaviour which has resulted in consumers taking fewer trips and spending less when they do by travelling to close-by destinations and cutting back on accommodation, restaurant and recreational spending. The implication of changing travel behaviour is that the domestic market carried the tourism industry in the last couple of years, as Ontario experienced a major decline in U.S. visitations. Among its own residents, Ontario has high top-of-mind awareness – above 60 percent – and high interest to travel in Ontario. Ontario's primary market is Ontarians travelling in the province representing 79 percent of visitation and 55 percent of visitor expenditure annually.

The public interest in the renovated Victoria Memorial Museum Building remains high as attendance at the Museum in 2011-2012 reached 425,000. This represents a decrease of 18 percent from the previous year, but comes as no surprise due to the traditional attendance patterns following a significant reopening of a cultural institution. The decrease was exacerbated by the decline in tourist to the National Capital Region. However, attendance of 425,000 is still significantly higher than the average attendance of 257,000 prior to the beginning of the renovation of the Victoria Memorial Museum Building.

The attendance projections for 2012-2013 have been established at 475,000, a 12 percent increase over 2011-2012, but still lower than the 518,000 visitors that attended the rehabilitated Victoria Museum Building in 2010-2011 the year that it reopened to the public. Although the target for 2012-2013 is aggressive, management believes that it is achievable given that an exciting line up of blockbuster special temporary exhibitions and complementary programming has been initiated and that more resources have been allocated to increase awareness and encourage visits to the Museum. A new branding strategy is in progress and a new pricing structure offering more flexibility for visitors has been launched in March 2012.

3.2 Strategic Issues

The growing gap in funds to operate the two facilities under the stewardship of the Museum is largely the result of the Government of Canada's decision in 1994 to transfer the custody of Museum land and buildings to the Museums from Public Works and Government Services Canada. Appropriation funding has not been indexed since the transfer to protect the Museum against the impact of inflation on key inputs

such as utilities and property taxes. Since the reopening of the Victoria Memorial Museum Building in May 2010 more complex systems, increased space and the introduction of environmental controls that preserve the heritage specimens and artefacts in the Museum's public exhibition halls have resulted in higher overall costs. The projected funding gaps range from \$2.2 million in 2012-2013 to \$4.5 million in 2016-2017. Finding ways to close the Museum's operating funding gap, thus ensuring the financial sustainability of the institution will also require the Museum to find new and larger sources of self-generated revenues for its programmes and services, and to develop new approaches to working with partners.

Another important issue is the need to attract, engage and diversify the Museum's audience. 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 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. The Museum will 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.

3.3 Risks and Mitigation Strategies

The Museum has in place an enterprise risk management framework designed to effectively and proactively manage the risks that could prevent the Museum from achieving its objectives. This Corporate Plan identifies four risks and their related mitigation strategies:

1. The risk that marketing, communications and positioning mechanisms will not sufficiently promote and demonstrate the strengths and value of the Museum to Canadians and key stakeholders. The Museum will address this risk by ensuring that adequate resources are allocated to the marketing of revenue-generation activities and to the communication of research, collections and public education services to clients.
2. The risk that the total operating funds will not meet the Museum's resource requirements. This may result in insufficient resources to develop adequate programmes. The Museum will address this risk by continuing to collaborate with central agencies and by reviewing and monitoring its budget looking for opportunities for efficiencies and/or reallocations.
3. The risk that the revenue generation targets will not be achieved due to increasing competition for visitors, rental of facilities and contributions or other factors. This may result in insufficient resources to develop programmes. The Museum will address this risk by developing divisional work plans in order to achieve targets related to commercial operations and development and partnerships, and by monitoring and revising the divisional work plans when appropriate.
4. The risk that there will be insufficient and/or inadequately skilled human resources (e.g. number, capability, skills, training and career development, recruiting, retaining, succession planning) to achieve the Museum's objectives and current and future needs. The Museum will address this risk by maintaining detailed succession plans; developing annual training and development plans; and, by providing competitive salaries and working conditions.

4.0 ASSESSMENT OF 2011-2012 RESULTS



Progress was made towards consolidating the major advances achieved since the reopening of the renovated Victoria Memorial Museum Building in May 2010. As the Museum returned to steady-state operations, work continued towards achieving its four strategic objectives: knowledge and discovery, inspiration and education, presence, and performance. Please refer to section 6.0 for reporting on Performance Measures.

Knowledge and Discovery

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

Arctic Research

The Museum continued to demonstrate scientific leadership in Arctic Research, with a track record that is traced to the first Canadian Arctic Expedition (1913-1916). By establishing the *Arctic Flora of Canada* and Alaska multi-year project as a *Museum Research Centre of Excellence*, the Museum is leading and coordinating a more comprehensive effort involving international experts to document the Arctic and to widely disseminate this knowledge through publications, freely available online databases, workshops and symposia.

Species Discovery

The Museum is an expert in Canada and abroad in the scientific skills encompassing species discovery. This involves taxonomic work in the field and laboratory, finding, describing, documenting and increasing access to natural history specimens. It also involves training young scientists, reviewing and contributing to the scientific literature, presenting new findings and working with educators and the public to make scientific knowledge more understandable, useful and appreciated. The results of its work in collection-based science are documented in the national collection and shared broadly and regularly with the scientific community and others.

A National Collections Strategy

The Museum's engagement as a founding member of the Alliance of Natural History Museums of Canada continues to benefit the Museum and its partners. The Alliance has enabled regular opportunities to share and address concerns over the development and preservation of Canada's natural history record, including a primary focus on facilitated sharing of information between institutions regarding existing collections and new acquisitions. The implementation of this virtual national collection will create digital records of priority items from the results of 160 years of discovery, and will advance as new funding arises.

Partnerships

The Museum streamlined its research operations by entering into a partnership with the University of Ottawa related to their new earth sciences research facility. Once completed the University of Ottawa's new building and equipment will form the most modern and advanced earth sciences research facility in Canada. Museum researchers have access to the new facility and equipment while the Museum is responsible for the management and technical operation of their electron microscopy laboratory.

Publications

The Museum's manuscript on the *Mammals of Canada* was re-assigned to the publisher University of Toronto Press. The manuscript has undergone an academic review and is undergoing revision in English, translation to French, page layout, and formatting for the electronic editions, with an expected publication date of October 2012. Fitzhenry and Whiteside produced the French version of the book *Beginner's Guide to Minerals and Rocks*. In addition to these popular publications, the Museum achieved its target of producing over 50 primary publications in scientific journals.

Inspiration and Education

Two years have passed since the successful reopening of the Victoria Memorial Museum Building in May 2010. The comprehensive redevelopment of the Museum's public galleries and the mounting of a lively public education programme have resulted in heightened public interest.

Permanent galleries at the Museum include the *Talisman Energy Fossil Gallery*, the *Bird Gallery*, the *Mammal Gallery*, the *RBC Blue Water Gallery*, the *Vale Earth Gallery* (Phase 1) and *Animalium*. Design of Phase 2 of the *Vale Earth Gallery* was completed and the project is in production, with the completed gallery to open in the fall of 2012. This specimen-rich exhibition will tell the story of the Earth and will underline the benefits of geology and mineralogy to everyday life. Highlights include more than 1,000 rocks and minerals from the national collection; a walk-through immersive cave and 'build your own volcano' and 'make an earthquake' interactives.

The Museum also has dedicated space for special temporary exhibitions. Six special temporary exhibitions were featured in 2011-2012: *Arctic Kaleidoscope*, *Extreme Mammals*, *Canadian Wildlife Photography of the Year*, *Awesome Arctic*, *Preternatural*, and the *Stone Wall Gallery*, a new special temporary exhibition space, features changing images highlighting the work of the Museum.

The Museum continued its own active programme of travelling exhibitions serving museums and science centres across Canada. The Museum's travelling exhibition programme is considered to be the only national natural history travelling exhibition programme of its kind in Canada, its 20 travelling exhibitions reached 28 communities and 300,000 visitors. *Canada's Waterscapes* continued with its cross-Canada tour and popular lecture series. Also of note, the Burpee Museum in Rockford, Illinois became the first international venue for *Ice Age Mammals* drawing visitors with a life-size Mastodon model, fascinating fossil specimens and engaging interactives.

The introduction of 3D movies to the new renovated theatre allowed the Museum to regain the technological edge, generate extra revenue and add excitement to the visitor experience. The primary audience for 3D screenings is families with young children. More than 25 percent of visitors enjoyed this new education programming activity.

For the adult clientele, the Museum offered Café scientifique, a unique approach of special evenings combining a meal, a panel discussion and a documentary proved to be very successful. Other programmes are being tested as the Museum hopes to attract larger number of participants by providing social events that are consistent with the Museum's mandate.

Presence

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 totaling 518,000 visitors in 2010-2011. Attendance in 2011-2012 reached 425,000 visitors, a decrease of 18 percent from the previous year. Attendance was expected to drop in 2011-2012 due to the traditional attendance patterns following a significant reopening of a cultural institution. A significant drop in tourist to the National Capital Region may have also contributed to the year over decrease in attendance. Prior to the renovations of the Victoria Memorial Museum Building attendance averaged 257,000 visitors.

During the year the Museum introduced a new marketing approach whereby large promotion plans will be integrated to create awareness of the Museum's exciting line up of blockbuster special temporary exhibitions and complementary programming. This new approach is being used for the first time to promote *Whales Tohorā – The Exhibition* which opened on March 2, 2012.

In the fall of 2011 the Museum launched a new advancement strategy focused on building support from individual, corporate and foundation donors. Key components of this strategy include:

- ▶ Advance the Patron Circle fundraising programme which will allow individuals and corporations to play a vital role in supporting the Museum's objectives of providing inspiration, connection and exploration as it relates to Canada's Natural History. The Patron Circle offers four levels of support payable over five years: Founders for \$50,000, Visionaries for \$25,000, Explorers for \$10,000 and Naturalists for \$5,000. These gifts will be used to support environmental education and preservation as well as the museum's extensive field research programmes.
- ▶ Create a National Nature Council to enable the Museum to raise its profile and fundraise. The purpose of the National Nature Council is to establish a high profile ambassadorship programme for the Museum laying the foundation for a leadership gifts of over \$100,000 programme from individual philanthropists across Canada and internationally.
- ▶ Build a case for fundraising support and implement a five-year plan to advance the Museum's position as a leader in Arctic research and discovery, culminating in 2016-2017 with the unveiling of the Canadian Arctic Gallery.

Performance

The Museum is forecasting total revenues to be \$358,000 lower than planned in 2011-2012, as \$252,000 in planned publishing revenues is now expected to occur in future years as a result of the publishing date of *Mammals of Canada* having been pushed back to June 2012. In addition lower than planned admission fees of \$135,000 will be partly offset by \$109,000 in unplanned revenues associated with the introduction of 3D movies in the Museum's theatre.

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 further reduce costs and test the institution's revenue-generating strategies during the first two years of operation of the renovated Victoria Memorial Museum Building. The plan included significant reductions in staff as retiring employees were not replaced, including key positions in the research, collections and exhibitions functions. The plan also included reductions in travel expenditures and organizational efficiencies were achieved through reorganizations in the Museum's facilities and internal services areas.

Fundraising: Natural Partnerships Campaign Phase 2

The next phase of the Museum's fundraising and development strategy was launched with the objective of raising \$15 million over the next five years. In 2011-2012, the Museum received a generous pledge of \$1 million from Barrick Gold Corporation in addition to \$500,000 from other sources for a total of \$1.5 million. Work continues to secure additional funding, with the prospect for additional pledges in 2012-2013 and beyond a realistic possibility.

5.0 OBJECTIVES, STRATEGIES AND PRIORITIES FOR 2012-2013 TO 2016-2017



In 2012-2013, 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 2016-2017, 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 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. In achieving these corporate objectives, the Museum will realize defined outcomes that support its institutional mandate and fulfill its vision of national service.

Strategic Objective

1

KNOWLEDGE and DISCOVERY

To develop innovative approaches to creating, advancing and sharing knowledge 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.

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	<p>INSPIRATION and EDUCATION To present the natural world through public education programmes that increase understanding of Canada’s changing natural environment.</p>
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The expected outcome:

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. Whole worlds of knowledge about nature exist within Canada’s Aboriginal communities and cultures. The Museum will strengthen and develop 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.

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 2012-2013)**

Strategy 2.2: Strengthen and develop approaches to respectfully dialogue with Aboriginal communities about nature. **(To be completed in 2012-2013)**

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	<p>PRESENCE To create unique experiences and increase value for visitors through the renewal of the Victoria Memorial Museum Building and associated programming and services.</p>
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The expected outcome:

The Canadian Museum of Nature will be recognized as a destination of choice for visitors to the National Capital Region, 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.

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. **(Completed)**

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 475,000 visitors for 2012-2013. This target will be an increase of 12 percent from 2011-2012 levels, as a result of the initiation of an exciting line up of blockbuster special temporary exhibitions and complementary programming and the additional resources allocated to increase awareness and encourage visits to the Museum. The 2013-2014 and 2015-2016 forecasts for Victoria Memorial Museum Building visitors of 425,000 are lower than the 475,000 visitors planned for 2012-2013. This is due to the lack of available blockbuster special temporary exhibitions in those years. Blockbuster temporary special exhibitions are a critical factor in attracting audiences to the Museum.

Figure 3: Audience Reach Targets

	2012-2013 Forecast	2013-2014 Forecast	2014-2015 Forecast	2015-2016 Forecast	2016-2017 Forecast
VMMB Visitors	475,000	425,000	475,000	425,000	475,000
VMMB After Hours	30,000	30,000	30,000	30,000	30,000
NHB Visitors ⁽¹⁾	–	2,000	–	2,000	–
National Attendance	350,000	360,000	370,000	380,000	400,000
Website Unique Visits	2,000,000	2,100,000	2,200,000	2,300,000	2,500,000

(1) Reflects Open House every 2 years.

Strategic Objective 4	<p>PERFORMANCE</p> <p>To establish leading edge governance practices and corporate systems that support and help finance the Museum’s strategic directions and objectives.</p>
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The expected outcome:

As a steward of Canada’s natural history and as a public institution, the Museum will be a viable, well governed and successful organization.

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, increasing earned revenues from the commercial operations of the Museum to 15 percent of base operating costs. **(Ongoing)**

Strategic Objective

5

ADVANCEMENT

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

The expected outcome:

The growing support from members, donors, and partners will reflect the Museum's position as a museum of international first rank.

Over the planning period:

To achieve Objective 5, the Museum will pursue the following strategies:

Strategy 5.1: Roll out the next phase of the Museum's fundraising and development strategy, with the goal of raising \$15 million over five years by building support from individual, corporate and foundation donors. **(To be completed in 2016-2017)**

Strategy 5.2: Design and implement a marketing and communication strategy to advance the Museum's position as a national museum of international first rank for the 21st century. **(To be completed in 2012-2013)**

5.2 Priorities for 2012-2013

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 seven priorities for fiscal year 2012-2013:

1. **Sustain the Museum's scientific leadership, knowledge and expertise by focusing research and collections activities and communications on its two *Museum Research Centres of Excellence* and by maintaining its long-standing contribution to national and international bodies.**
 - ▶ The Museum's collection-based research will increase its capacity to create information related to biodiversity through its *Museum Research Centres of Excellence*. *Museum Research Centres of Excellence* are scientific projects that are initiated and led by the Canadian Museum of Nature, are national in scope and are done in collaboration with external experts. The collections-based research will bear results that can be directly applied to issues of relevance to Canadians. The two *Museum Research Centres of Excellence* established in 2010-2011 are:
 - ▶ *Arctic exploration & discovery project* focusing on the Arctic Flora of Canada and Alaska will result in improved coordination and comprehensive effort in documenting the Arctic and to widely disseminate this knowledge through publications, freely available online databases and workshops and symposia; and,
 - ▶ *Species discovery and access project* will continue to create new scientific knowledge on plants, animals, minerals and fossils. This will result in the addition of thousands of specimens to the national collection, based on the Museum's field studies and those of other museums.

- ▶ The Museum will share the information from its collection-based research with the scientific community and others through digital media and direct exposure to its collections. This will be implemented through enhanced connectivity via a revised research and collection portal on the Museum's website nature.ca. These changes will enhance both access to the Museum's collection and the digital alignment with other museums in the Alliance of Natural History Museums of Canada and therefore provide easier access to collections within the National Collection Strategy which includes a plan with Alliance of Natural History partners to digitize priority specimens.
 - ▶ Maintain the long-standing contribution of the Museum as the national museum voice for natural history through roles on national and international bodies such as the Federal Biodiversity Information Facility, the Global Biodiversity Information Facility, the Committee on the Status of Endangered Wildlife in Canada, the International Union for the Conservation of Nature and the Arctic Council through the Committee for Arctic Flora and Fauna.
- 2. Invest in blockbuster exhibitions aligned with Museum's strengths that position it as a Museum of international first rank and implement a pricing structure consistent with international best practice.**
- ▶ In the future, building and strengthening the Museum's temporary exhibition programme will be a priority as it is critical to increasing and sustaining strong attendance and revenues. The Museum will leverage these investments by integrating public education programming with the temporary exhibition. These blockbuster temporary exhibitions will be financed through sponsorships and a new pricing structure. *Whales Tohorā – The Exhibition*, produced by The Museum of New Zealand Te Papa Tongarewa, is the Museum's first major project to fully integrate visitor experience and focus programming around an international blockbuster exhibition. The other blockbuster exhibition planned for 2012-2013 is *Nature Unleashed: Inside Natural Disasters* from the Field Museum in Chicago.
 - ▶ Special temporary exhibitions planned for 2013-2014 and beyond include *Brain: The Inside Story* and *Creatures of the Light*, both from the American Museum of Natural History in New York.
- 3. Develop and implement a digital strategy to optimize the use of technology and improve the visitor experience.**
- ▶ Increase the use of highly visible new technologies in the Victoria Memorial Museum Building. The deployment of the latest generation of digital screens and messaging will facilitate visitor orientation and provide a more immersive experience while the implementation of emerging technologies such as Gesture based Technology will provide a "cool factor" for visitors.
 - ▶ Develop visitor's online experience through social media, mobile applications and access to digital assets. This will include developing a mobile application to reach visitors in a direct and meaningful way through their own smart phones or tablet computers.
- 4. Invest in branding, marketing and a refreshed positioning strategy.**
- ▶ In light of the market opportunities that have arisen since the Victoria Memorial Museum Building was reopened in 2010, the Museum will develop and implement a new branding and positioning strategy to leverage the \$216 million investment made by the Government of Canada in the renovated building.

5. Develop and implement a new business model moving from appropriation based to enterprise based. Components of this strategy includes:

- ▶ Reduce dependency on parliamentary appropriations by implementing a Museum enterprise model with a view to increasing the revenue generating potential of the Museum. Innovating to grow its audience will be a primary focus. By integrating marketing and public programming efforts with international blockbuster exhibitions the Museum is confident that it will be able to attract new audiences while remaining attractive to its core audience of members and families.
- ▶ Introduce a new pricing structure that better reflects the value proposition of the Museum's product and service offerings that are available to the visitors. This will allow visitors to customize their visits.
- ▶ Changing the Museum's "culture" to foster innovation and risk taking will be critical to a successful implementation of the Museum enterprise model.

6. Develop and launch a comprehensive advancement strategy that incorporates and aligns fundraising, marketing, communications, government relations and institutional relations. Components of this priority includes:

- ▶ Advance the Patron Circle fundraising programme that will allow individuals and corporations to play a vital role in supporting the Museum. The Patron Circle offers four levels of support payable over five years: Founders for \$50,000, Visionaries for \$25,000, Explorers for \$10,000 and Naturalists for \$5,000. These gifts will be used to support environmental education and preservation as well as the museum's extensive field research programmes.
- ▶ Create a National Nature Council to enable the Museum to raise its profile and fundraise. The purpose of the National Nature Council is to establish a high profile ambassadorship programme for the Museum laying the foundation for a leadership gifts of over \$100,000 programme from individual philanthropists across Canada and internationally.
- ▶ Build case for fundraising support and implement a five-year plan to advance the Museum's position as a leader in Arctic research and discovery, culminating in 2016-2017 with the unveiling of the *Canadian Arctic Gallery*. With strengths in arctic collections and research, the Museum is uniquely positioned to make the magnetic north more accessible with an international travelling exhibit, a gallery, innovative mobile web content and programming.

7. Redesign the organizational structure to reflect and support the strategic direction of the Museum. Components of this priority includes:

- ▶ Under the newly created position of Vice-President, Research and Collections, combine the Research and Collections divisions aligned by field of study: zoology, botany, mineralogy and paleobiology. This will create synergies and provide a clearer understanding of the Museum's scientific activities to stakeholders.
- ▶ Under the newly created position of Vice-President, Visitor Experience and Public Engagement improve the leadership and direction for the creative interpretation of the Museum's mandate, vision and strategic direction.

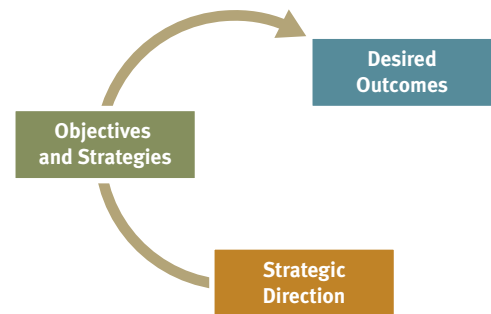
6.0 PERFORMANCE MEASURES FOR 2012-2013



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 distils 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 our five strategic objectives.



Knowledge and Discovery

To develop innovative approaches to creating, advancing and sharing knowledge that increase awareness of Canada's natural environment based upon research and collections programmes.

Outcome	Measure	2010-20110 Actual	2011-2012 Performance Target	2011-2012 Forecast	2012-2013 Performance Target
Recognition of the Canadian Museum of Nature as a credible and comprehensive source of knowledge	• Use and reference of research findings	• 86 primary publications	• 50 primary publications	• 50 primary publications	• 50 primary publications
	• Extent of the quality and usefulness of Museum-led research information	• 100% - English • 72.7% - French	• Survey respondents' degree of satisfaction measured as very satisfied or satisfied at least 80% of the time	• Very satisfied or satisfied 90% of the time	• Survey respondents' degree of satisfaction measured as very satisfied or satisfied at least 90% 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	• 87 acquisitions events	• 80 acquisitions events per year, consistent with collections plans and strategies	• 120 acquisitions events	• 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	• Temperature – 100% • Humidity – 98%	• Meet required environmental conditions at the Victoria Memorial Museum Building 90% 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 and Natural Heritage Building 90% of the time

Inspiration and Education

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

Outcome	Measure	2010-2011 Actual	2011-2012 Performance Target	2011-2012 Forecast	2012-2013 Performance Target
Participation in and use of the Canadian Museum of Nature's resources	• Accessibility and use of web-based information, products and services	• 1 st position among NCR Museums (38%)	• 1 st position among selected NCR Museums	• 1 st position among selected NCR Museums	• 1 st position among selected NCR Museums
	• Interest in and attendance at the Museum's travelling exhibitions	• 314,012 visitors	• 350,000 visitors	• 300,000 visitors	• 350,000 visitors
	• Participation in guided and unguided school visits	• 22,000 visitors	• 22,000 visitors	• 22,000 visitors	• 22,000 visitors
	• Participation in ticketed public programmes	• 6,000 visitors	• 10,000 visitors	• 10,000 visitors	• 10,000 visitors
Participation in and use of the Canadian Museum of Nature's resources	• Extent to which visitors believe the website has been a valuable and satisfactory source of information	• 85.2%	• Score at least 75% on the website engagement index *	• 75%	• Score at least 75% on the website engagement 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.

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	2010-2011 Actual	2011-2012 Performance Target	2011-2012 Forecast	2012-2013 Performance Target
Participation in and use of the Canadian Museum of Nature's resources	• Effectiveness of marketing and communications strategies as measured through attendance at the Victoria Memorial Museum Building attendance by target audiences	• 518,507 visitors	• 450,000 visitors	• 425,000 visitors	• 475,000 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	• 88%	• Score at least 75% on the exhibitions educational impact index*	• 80%	• Score at least 80% on 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	• 81.5%	• Score at least 75% on the Victoria Memorial Museum Building value proposition satisfaction index**	• 85%	• Score at least 85% on the Victoria Memorial Museum Building value proposition satisfaction 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.

Performance

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

Outcome	Measure	2010-2011 Actual	2011-2012 Performance Target	2011-2012 Forecast	2012-2013 Performance Target
Financial sustainability and revenue generation	<ul style="list-style-type: none"> Revenue from earned and contributed sources as a percentage of base operating costs 	<ul style="list-style-type: none"> Self-generated revenue represented 18% of base operating budget costs 	<ul style="list-style-type: none"> 15% 	<ul style="list-style-type: none"> 12% 	<ul style="list-style-type: none"> 19%
	<ul style="list-style-type: none"> Extent to which revenue is generated by visitors to the Victoria Memorial Museum building and use of facilities 	<ul style="list-style-type: none"> \$6.26 per visitor 	<ul style="list-style-type: none"> \$3.75 per visitor 	<ul style="list-style-type: none"> \$7.50 per visitor 	<ul style="list-style-type: none"> \$10.00 per visitor
Efficient and effective operations	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> Total square metre cost of running the NHB and the VMMB reached \$270.36 	<ul style="list-style-type: none"> Meet the budget target of: - VMMB Operations \$180 per square metre - NHB Operations \$130 per square meter 	<ul style="list-style-type: none"> Total square metre cost of: - VMMB Operations \$180 per square metre - NHB Operations \$130 per square metre 	<ul style="list-style-type: none"> Meet the budget target of: - VMMB Operations \$180 per square metre - NHB Operations \$130 per square meter

Advancement

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

Outcome	Measure	2010-2011 Actual	2011-2012 Performance Target	2011-2012 Forecast	2012-2013 Performance Target
Enhance support from donors and members	Number of donors	108	100	100	150
	Extent of ongoing and new donors support	\$1,446,200 in pledges	\$1,645,000 in pledges	\$1,500,000 in pledges	\$2,500,000 in pledges
	Number of memberships	3,318 members	3,000 members	3,000 members	4,000 members
	Amount generated from memberships	\$213,798	\$200,000	\$200,000	\$400,000
	Renewal of memberships	47%	50%	40%	50%
	Number of sponsors	0 sponsors	4 sponsors	4 sponsors	4 sponsors
	Amount generated from sponsors	\$0	\$200,000	\$210,000	\$200,000

7.0 FIVE-YEAR FINANCIAL PLAN



7.1 Overview

Finding ways to close the Museum's operating funding gap, thus ensuring the financial sustainability of the institution will 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. Revenue-generating measures in 2012-2013 and beyond will include:

- ▶ continue with the roll out the next phase of the Museum's fundraising and development strategy, with the goal of raising \$15 million over five years in support of operations and exhibitions and public education programming;
- ▶ 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, rental of facilities, boutique and online sales;
- ▶ expand its virtual presence and attract new audiences through the use of new broadcast technologies and digital strategies;
- ▶ enhance existing marketing and awareness campaigns, including the Museum's social media marketing campaign;
- ▶ build and strengthen the Museum's exhibitions and public-education programming with a view to continuously increasing overall attendance and diversifying its audience base, and;
- ▶ develop a new partnership model for the travelling exhibitions programme at the Museum.

Table 1: Corporate Budget Summary by Activity

(in thousands of dollars – except for staff levels)

	2010-2011 Actual	2011-2012 Outlook	2012-2013 Budget	2013-2014 Forecast	2014-2015 Forecast	2015-2016 Forecast	2016-2017 Forecast
Staff Levels	164	154	147	147	147	147	147
Public Education	7,620	5,676	6,826	6,481	7,034	6,534	7,034
Collections Management	2,192	1,689	1,728	1,733	1,733	1,733	1,733
Research	4,245	3,812	3,894	3,857	3,595	3,595	3,595
Internal Services	7,722	7,340	8,081	7,912	8,213	8,213	8,213
Accommodation – Operating	12,561	12,201	12,267	12,217	12,217	12,217	12,217
Accommodation – Capital	4,305	1,789	6,468	276	276	276	276
Sub-total	38,645	32,507	39,264	32,476	33,068	32,568	33,068
Less: Revenues	(5,363)	(3,952)	(6,129)	(6,641)	(7,233)	(6,733)	(7,233)
Appropriation	33,282	28,555	33,135	25,835	25,835	25,835	25,835

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

Table 1 shows the budget summary by activity based upon approved reference levels and revenue projections for the planning period and 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 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.

In 2012-2013, the Museum will operate with a total budget of \$39,263,904 including \$6,468,000 in capital funding, thus leaving an operating budget of \$32,795,904. 81 percent of the operating resources will come from parliamentary appropriations (88 percent in 2011-2012), while the remaining 19 percent will come from self-generated revenues (12 percent in 2011-2012).

The budget for Public Education includes the activities in support of education programmes and the development of permanent galleries and special temporary exhibitions. Going forward, building and strengthening the Museum’s special temporary exhibitions programme will be a priority. A strong special temporary exhibition programme is key to increasing and sustaining strong attendance and revenues. The Museum will also strive to finance in part temporary exhibitions through sponsorships. Another objective is to increase national outreach by expanding the Museum’s virtual presence and attracting new audiences through the use of new broadcast technologies and digital strategies.

The budget for Collections Management will decrease in 2012-2013 as a result of cost reduction measures implemented to deal with the growing gap in funds to operate the Museum’s two facilities under its stewardship. The Museum will improve the effectiveness and efficiency of the Museum’s operations as it relates to conservation and services associated with its collections. This will be achieved by optimizing environmental controls and the organizational structure in the collections areas.

The budget for Research will decrease in 2012-2013 as a result of an MOU signed with the University of Ottawa that will see expenses related to scientific equipment maintenance decrease. In addition, as research scientists retire, the Museum will strive to maintain capacity through partnerships and collaborations with other scientific institution which will also result in a decrease in expenses.

The budget for Accommodation – Capital varies from year to year as a result of the Government of Canada's investment over five years to address capital infrastructure requirements as announced in Budget 2008. Accommodation – Capital is lower in the last four years of the planning period due to end of the five-year Budget 2008 capital funding programme (2008–2013). In addition, the Museum's operating appropriation will decrease by \$1.03 million beginning 2013-2014 as Budget 2008 temporary operating funding will also expire. Initiatives to reduce expenses will include reducing energy consumption, reducing expenses related to outsourcing of maintenance and optimizing outsourced labour such as security services.

7.2 Annual Budget

2012-2013 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)

	2010-2011 Actual	2011-2012 Approved	2011-2012 Outlook	2012-2013 Proposed
Ongoing Capital Programme	1,159	4,767	3,772	11,280
Renovation of the Victoria Memorial Museum Building	5,189	–	–	–
Capital Budget	6,348	4,767	3,772	11,280
Operating Budget	34,307	31,512	30,718	32,796
Variation in Deferred Appropriation – Capital	(4,179)	(2,978)	(1,983)	(4,812)
Less Revenues	(5,363)	(4,746)	(3,952)	(6,129)
Appropriation	31,113	28,555	28,555	33,135

The variation in both the operating budget and capital budget to 2012-2013 Approved levels from the 2011-2012 Outlook level is mainly due 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 Section 4200 series of the Canadian Public Sector Accounting Standards applicable to government-not-for-profit organizations consistent with those reported in the institution's annual report. The Corporation applies the deferral method of accounting for contributions for not-for-profit organizations.

Statement 1: Statement of Financial Position

(in thousands of dollars)

	2010-2011 Actual	2011-2012 Forecast	2012-2013 Pro forma	2013-2014 Pro forma	2014-2015 Pro forma	2015-2016 Pro forma	2016-2017 Pro forma
Assets							
Current							
Cash and cash equivalents	14,020	10,239	4,893	4,305	3,656	2,939	2,147
Accounts receivable							
Trade	272	300	300	300	300	300	300
Government departments and agencies	507	500	500	500	500	500	500
Prepaid expenses	936	700	700	700	700	700	700
	15,735	11,739	6,393	5,805	5,156	4,439	3,647
Restricted cash, cash equivalents and receivables	1,804	300	300	300	300	300	300
Collections	1	1	1	1	1	1	1
Capital assets	210,875	207,044	208,764	199,503	190,292	181,221	172,853
	228,415	219,084	215,458	205,609	195,749	185,961	176,801
Liabilities							
Current							
Accounts payable and accrued liabilities							
Trade	2,399	1,000	1,000	1,000	1,000	1,000	1,000
Government departments and agencies	569	750	750	750	750	750	750
Current portion – obligation under capital lease	483	533	588	649	717	791	873
Deferred contributions and deferred revenue	8,457	5,012	200	200	200	200	200
	11,908	7,295	2,538	2,599	2,667	2,741	2,823
Obligation under capital lease	30,123	29,590	29,002	28,353	27,636	26,845	25,971
Deferred contributions related to capital assets	189,881	187,065	189,782	181,522	173,311	165,241	157,873
Employee future benefits	2,653	2,300	2,300	2,300	2,300	2,300	2,300
	234,565	226,250	223,622	214,774	205,914	197,127	188,967
Net Assets							
Unrestricted	3,157	1,609	147	(1,267)	(2,618)	(3,902)	(5,110)
Restricted for endowment purposes	305	305	305	305	305	305	305
Investment in capital assets	(9,612)	(9,080)	(8,616)	(8,203)	(7,852)	(7,569)	(7,361)
	(6,150)	(7,166)	(8,164)	(9,165)	(10,165)	(11,166)	(12,166)
	228,415	219,084	215,458	205,609	195,749	185,961	176,801

Statement 2: Statement of Operations

(in thousands of dollars)

	2010-2011 Actual	2011-2012 Forecast	2012-2013 Pro forma	2013-2014 Pro forma	2014-2015 Pro forma	2015-2016 Pro forma	2016-2017 Pro forma
Revenue							
Parliamentary appropriation	37,164	33,354	35,230	34,094	34,046	33,905	33,203
Commercial operations	3,550	3,020	4,651	5,063	5,655	5,155	5,655
Contributions	1,244	209	700	800	800	800	800
Educational programmes	304	428	672	672	672	672	672
Scientific services	47	145	6	6	6	6	6
Interest income	129	150	100	100	100	100	100
Other	89	–	–	–	–	–	–
	42,527	37,306	41,359	40,735	41,279	40,638	40,436
Expenses							
Public Education	7,620	5,676	6,826	6,481	7,034	6,534	7,034
Collection management	2,192	1,689	1,728	1,733	1,733	1,733	1,733
Research	4,245	3,812	3,894	3,857	3,595	3,595	3,595
Internal Services	7,722	7,340	8,082	7,912	8,213	8,213	8,213
Accommodation	12,561	12,202	12,267	12,217	12,217	12,217	12,217
Depreciation of capital assets	7,052	7,603	9,560	9,536	9,487	9,347	8,644
	41,392	38,322	42,357	41,736	42,279	41,639	41,436
Excess (deficiency) of revenue over expenses	1,135	(1,016)	(998)	(1,001)	(1,000)	(1,001)	(1,000)

Note: The losses recognized in the forecast year and five-year year planning period in the Statement of Operations are entirely 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 therefore reflects 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. 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 Net Assets

(in thousands of dollars)

	Unrestricted	Endowment	Invested in capital assets	
Net assets, beginning of year	1,458	305	(9,048)	(7,285)
Deficiency of revenue over expenses	1,135	–	–	1,135
Net change in investment in capital assets	564	–	(564)	–
Net assets, end of year 2010-2011	3,157	305	(9,612)	(6,150)
Net assets, beginning of year	3,157	305	(9,612)	(6,150)
Deficiency of revenue over expenses	(1,016)	–	–	(1,016)
Net change in investment in capital assets	(532)	–	532	–
Net assets, end of year 2011-2012	1,609	305	(9,080)	(7,166)
Net assets, beginning of year	1,609	305	(9,080)	(7,166)
Deficiency of revenue over expenses	(998)	–	–	(998)
Net change in investment in capital assets	(464)	–	464	–
Net assets, end of year 2012-2013	147	305	(8,616)	(8,164)
Net assets, beginning of year	147	305	(8,616)	(8,164)
Deficiency of revenue over expenses	(1,001)	–	–	(1,001)
Net change in investment in capital assets	(413)	–	413	–
Net assets, end of year 2013-2014	(1,267)	305	(8,203)	(9,165)
Net assets, beginning of year	(1,267)	305	(8,203)	(9,165)
Deficiency of revenue over expenses	(1,000)	–	–	(1,000)
Net change in investment in capital assets	(351)	–	351	–
Net assets, end of year 2014-2015	(2,618)	305	(7,852)	(10,165)
Net assets, beginning of year	(2,618)	305	(7,852)	(10,165)
Deficiency of revenue over expenses	(1,001)	–	–	(1,001)
Net change in investment in capital assets	(283)	–	283	–
Net assets, end of year 2015-2016	(3,902)	305	(7,569)	(11,166)
Net assets, beginning of year	(3,902)	305	(7,569)	(11,166)
Deficiency of revenue over expenses	(1,000)	–	–	(1,000)
Net change in investment in capital assets	(208)	–	208	–
Net assets, end of year 2016-2017	(5,110)	305	(7,361)	(12,166)

Statement 4: Statement of Cash Flows

(in thousands of dollars)

	2010-2011 Actual	2011-2012 Forecast	2012-2013 Pro forma	2013-2014 Pro forma	2014-2015 Pro forma	2015-2016 Pro forma	2016-2017 Pro forma
Operating activities							
Cash receipts – customers	6,479	2,521	6,729	7,341	7,933	7,433	7,933
Cash receipts – parliamentary appropriation for operating activities	26,874	24,783	21,855	25,559	25,559	25,559	25,559
Cash disbursements – suppliers and employees	(35,263)	(29,255)	(30,540)	(30,098)	(30,751)	(30,319)	(30,893)
Interest received	132	167	110	110	110	110	110
Interest paid	(3,070)	(3,018)	(2,967)	(2,912)	(2,851)	(2,783)	(2,709)
	(4,848)	(4,802)	(4,813)	–	–	–	–
Financing activities							
Parliamentary appropriation for the acquisition of capital assets	6,348	3,772	11,280	276	276	276	276
Obligation under capital lease	(436)	(483)	(533)	(588)	(649)	(717)	(792)
	5,912	3,289	10,747	(312)	(373)	(441)	(516)
Capital activities							
Acquisition of capital assets	(6,348)	(3,772)	(11,280)	(276)	(276)	(276)	(276)
	(6,348)	(3,772)	(11,280)	(276)	(276)	(276)	(276)
Investing activities							
Decrease in restricted cash, cash equivalents and receivable	123	1,504	–	–	–	–	–
	123	1,504	–	–	–	–	–
Decrease in cash and cash equivalents	(5,161)	(3,781)	(5,346)	(588)	(649)	(717)	(792)
Cash and cash equivalents, beginning of year	19,181	14,020	10,239	4,893	4,305	3,656	2,939
Cash and cash equivalents, end of year	14,020	10,239	4,893	4,305	3,656	2,939	2,147



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 works 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, 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.
- 2012** The Museum celebrates the 100th anniversary of the official opening to the general public in 1912.

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

Corporate Values