

SUMMARY OF THE CORPORATE PLAN FOR THE 2013-2014 PLANNING PERIOD

OPERATING AND CAPITAL BUDGETS FOR 2013-2014



canadian museum of nature
nature
musée canadien de la nature

Canada

PHOTOS

Main photo and this page: Michelle Valberg

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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 that Act and 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 Summary outlines the strategies and priorities the Museum will use to achieve its short and long-term objectives. The Museum's vision is to inspire understanding and respect for nature. It advances this vision by being Canada's foremost source of evidence based insights, inspiring visitor experiences and real engagement with nature's past, present and future. By achieving its strategic objectives and its annual corporate priorities, the Museum will realize defined outcomes that support its institutional mandate and advance its position as a national museum of international first rank.

The 2012-2013 results demonstrated the positive financial impact of a new pricing structure on admission revenues, on membership sales and on the other admission related revenue centres. Also, the focussed approach to research and collections management activity resulted in new collaborations that will enhance the Museum's reputation and help attract new funders in support of our vision and mission.

The 2013-2014 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 at the Victoria Memorial Museum Building and across Canada.
- To establish leading edge governance practices and corporate systems that support and help finance the Museum's strategic directions and objectives.
- To cultivate meaningful relationships with visitors, members, donors, sponsors 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 2013-2014 the Museum will concentrate its efforts on the following seven priorities:

- Create and package centres of excellence that focus and anchor our research, collections and education programmes.
- Create and deliver new programming options that attract new audiences on-site and off-site.
- Identify and act on collaborations with local, national and international organizations that enhance the strategic positioning of the Museum and support the advancement of our research, collections and education programmes.
- Advance a bold and consistent marketing, communications and identity campaign that position the Museum in the eyes of key influencers and markets across Canada and around the world.

- Advance the enterprise business model with clear bottom line metrics and management accountabilities.
- Build a high performance advancement operation focussed on developing a pipeline of annual, sponsorship and major gifts prospects and donors.
- Develop a new five-year strategic plan for 2014-2015 to 2019-2020 in support of the refreshed strategic direction of the Museum.

These seven priorities will be pursued within the context of the strategic issues facing the Museum. The gap in funds to operate the two facilities under the Museum's stewardship is the most critical issue facing the Corporation as appropriation funding has not been indexed to protect the Museum against the impact of inflation on key inputs such as utilities and property taxes. 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 revenues for its programmes and services, and to develop new approaches to working with collaborators.

The need to attract, engage and diversify the Museum's audience is an important issue. To remain relevant and valued, the Museum must constantly revitalize its programming to keep pace with emerging trends and interests. Another strategic issue for the Museum is the need to expand its national service role to become a visible and valued resource in schools and communities across the country. 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 Museum's influence.

2.0 Corporate Overview

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

2.1 Mandate

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

To inspire understanding and respect for nature.

Mission

For the people of Canada, our visitors and colleagues around the world who need a trusted and inspiring source of understanding about the nature of Canada, the Canadian Museum of Nature will be Canada's foremost source of evidence based insights, inspiring visitor experiences and real engagement with nature's past, present and future.

Position

A national museum of international first rank.

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. Appointed by the Minister, with the approval of the Governor in Council, efforts are made to ensure that appointments are representative of Canada's regions. Through accountability, 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.

The Board of Trustees committee structure is designed to support and advance the strategic objectives of the organization and to provide governance oversight as appropriate. The Board of Trustees currently has three Standing committees: Executive, Audit & Finance, and Governance & Nominating. It has also established a profile raising and fundraising arm called the National Nature Council, composed of leaders and philanthropists who believe in the mission of the Museum and wish to advance its mission. Each committee is responsible for the review of policies, management's adherence to policies and its relation to the strategic objectives of the organization and the policy directives of the Government of Canada as appropriate. The Board of Trustees meets three times a year: one meeting in Ottawa is timed around the annual public meeting and two teleconference meetings.

3.0 Planning Environment

Fiscal year 2013-2014 will be the final year of the five-year strategic framework that has shaped 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

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, 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 2012-2013 is expected to reach 375,000. This represents a decrease from the previous year; however, attendance of 375,000 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 fundraising programmes of the Museum operate within a competitive marketplace for donors and talent. The Museum continues to attract major donors due to the excitement and naming opportunities associated with its renovated Victoria Memorial Museum Building; however, it faces challenges in its ability to attract the volunteers and experienced staff necessary to advance its major gift, sponsorship and annual giving programmes.

3.2 Strategic Issues

The gap in funds to operate the two facilities under the stewardship of the Museum is largely the result of a decision in 1994 to transfer the custody of Museum land and buildings to the Museum from Public Works and Government Services Canada. 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. 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 revenues for its programmes and services, and to develop new approaches to working with collaborators.

The need to attract, engage and diversify the Museum's audience is an important issue. 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 collaborators. The Museum must also leverage technology to attract and engage new audiences, and provide greater online access to its information and records.

Another strategic issue for the Museum is the need to 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 Museum'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 the four highest risks that continue to be a focus for management.

1. The risk that marketing, communications and programming mechanisms will not sufficiently promote and demonstrate the strengths and value of the Museum to Canadians and key stakeholders. The Museum will continue to address this risk by ensuring that adequate resources are allocated to the marketing of revenue-generation activities and to the development and communication of research, collections and public education programmes that resonate with our visitors.
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 framework 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 continue to address this risk by developing divisional work plans that achieve targets related to commercial operations and advancement 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 continue to 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 2012-2013 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 five strategic objectives: knowledge and discovery, inspiration and education, presence, performance and advancement. Please refer to section 5.0 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. The overall capacity to create information related to biodiversity research was improved through the *Museum Research Centres of Excellence* established in 2010-2011 in the areas of *Arctic Research* and *Species Discovery*. In addition the Museum's collection continued to be developed, preserved and accessed through the advancement of the *National Collection Strategy*.

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). The Museum is leading and coordinating a comprehensive effort involving international experts to document the Arctic and to widely disseminate this knowledge through publications, freely available online databases, workshops and symposia. This year Dr. Peter Harrison, former Chair of International Polar Year 2012, has agreed to serve as special advisor to our newly created *Centre for Arctic Knowledge & Exploration*, a centre of excellence that will anchor the research, collections and education programmes focussed on Canada's Arctic at the Museum.

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. This year we established the *Centre for Species Discovery & Change*, a centre of excellence that will anchor our research, collections, digitization, education and exhibition programmes focussed on species discovery, species change and species extinction. Museum researchers discovered and described 14 new species of animals, plants, fossils and minerals.

A National Collections Strategy

The Museum's engagement as a founding member of the Alliance of Natural History Museums of Canada (ANHMC) continues to benefit the Museum and its collaborators across Canada. The ANHMC 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 Museum is facilitating its involvement by implementing the tools to freely share its collections through nature.ca.

Inspiration and Education

Three 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.

Exhibitions

Phase 2 of the *Vale Earth Gallery* was completed and opened to public acclaim on November 28, 2012. This specimen-rich exhibition tells the story of the Earth and underlines the benefits of geology and mineralogy to everyday life. Highlights include more than 1,000 exceptional specimens of 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. Ten special temporary exhibitions were featured in 2012-2013: *Whales Tohorā – The Exhibition*, *Ikebana*, *Nature into Sculpture*, *Canadian Wildlife Photography of the Year*, *Unrequited Death*, *Extraordinary Arctic*, *The Barrick Gold Coin*, *Fury: Portraits of turbulent skies*, *Nature Unleashed: inside natural disasters* and *Lichens* in the *Stone Wall Gallery*.

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 500,000 visitors. This year we launched a North American tour of *Winged Tapestries: Moths* starting with a 12 month booking at the American Museum of Natural History in New York.

Public Programmes

Public programmes are an important part of the visitor experience at the Museum as Canadians are eager to learn more about how they can take positive actions regarding their natural environment. An integrated programme planning approach continued this year whereby marketing and education programming were integrated to special temporary exhibitions. This strategy of integrating education programming with special temporary exhibitions proved successful and this approach will continue in the future in order to provide a more complete and seamless experience to visitors.

Presence

The reopening of the fully renovated *Victoria Memorial Museum Building* in May 2010, with new galleries, revamped programmes, and improved visitor amenities continues to attract higher visitor levels than prior to the renovation. Attendance is expected to reach 375,000 visitors in 2012-2013; a level that we believe is our new normal. 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 were integrated to create awareness of the Museum’s exciting line up of blockbuster special temporary exhibitions and complementary programming. This new approach was used for the first time to promote *Whales Tohorā – The Exhibition* which opened on March 2, 2012. Over 100,000 visitors purchased the special exhibition ticket for this show resulting in a significant increase in year over year admissions revenue. The special temporary exhibition ticket surcharge also helped with the promotion of membership as an economical option for frequent visitors. Memberships increased from 3000 to 4000 in the fiscal year.

An investment was made in a new advertising agency with a powerful visual approach to creative. As a result, a major Canadian newspaper agreed to be our season media sponsor providing full page colour ads promoting our special exhibition *Nature Unleashed: Inside Natural Disasters* as well as Museum positioning ads created by the agency. The reach of this advertising campaign was pan Canadian, resulting in media inquiries about the exhibition from across Canada.

Performance

The Museum's operating funding gap was reduced through increases in earned revenue. The significant improvement over the last fiscal year is due to a number of revenue generating initiatives including the introduction of a new pricing structure for admissions at the Victoria Memorial Museum Building which includes a surcharge for major temporary exhibitions. Other initiatives include the introduction of new programming such as the 3D Theatre, value based pricing for education programmes, collections storage service fees, collections management fees, facility leasing fees, aggressive membership marketing, automated parking and a new patron programme. As a result earned revenue for the year is forecasted to be \$5 million, an increase of \$0.3 million or 6 percent, compared to the \$4.7 million for the previous year.

The Museum developed and initiated the implementation of a new business model moving from an appropriation based model to an enterprise model. This shift is meant to change the corporate culture to one that fosters innovation and risk taking. Initiatives included the redesign of the organizational structure; developing and attracting employees with the experience and skill set that reflects and supports the strategic direction of the Museum; and, ensuring that employee performance objectives align with the strategic direction and support the enterprise model. Another important initiative was finding revenue sources such as leasing fees to fund strategic investments in the *Centre for Arctic Knowledge & Exploration* and the *Centre for Species Discovery & Change*. Finally, the Museum leveraged its information technology infrastructure in order to improve the visitor experience and public engagement. Initiatives included the implementation of ubiquitous Wi-Fi installed in both facilities allowing smart phones to access Museum developed apps and website.

Advancement

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 included:

- A *Patron Circle* fundraising programme which allows individuals and corporations to play a vital role in supporting the Museum's objectives. To date the Museum has attracted 90 paid and guest patrons of nature. These gifts will be used to support environmental education and preservation as well as the Museum's extensive field research programmes.
- Establish a *National Nature Council* composed of individuals committed to the future of the Museum. The purpose of the *National Nature Council* is to establish a high profile ambassadorship programme for the Museum laying the foundation for a leadership gift programme targeting individual philanthropists across Canada. To date the Museum has confirmed seven members of the *National Nature Council* and two leadership gifts since its founding.
- 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 species discovery, culminating in 2016-2017 in time for Canada's 150th anniversary with the unveiling of the *Canadian Arctic Gallery* and a new *Species Discovery Gallery*. To date the case for support for Arctic research is complete and the species discovery case will be the focus for 2013-2014.

In 2012-2013, the Museum received sponsorship, grant, patron, membership, collection and major gifts support totalling \$3.4 million which includes a \$1 million in kind in support of the new branding strategy.

5.0 Objectives and Strategies for 2013–2014 to 2017–2018

In 2013-2014, 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 continue to be realized.

From 2013-2014 to 2017-2018, another major transition will occur. As the Museum returns to steady-state operations, a refreshed strategic plan will be created that builds on the Museum's strengths in research, collections and education programming. This Corporate Plan reflects the objectives, strategies and priorities for the fifth and final year of the last strategic plan.

Strategic Objective 1: Knowledge & 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.

Strategy 1.1 Position the *Centre for Arctic Knowledge & Exploration* and the *Centre for Species Discovery & Change* as strategic anchors for Museum research, collections and education programmes.

Advance and package our centres of excellence so they focus and anchor our research, collections and education programmes while raising our profile and position as a national museum of international first rank.

- The Museum's collection-based research will increase its capacity to create information related to biodiversity through its *Museum Research Centres of Excellence*. These centres are scientific projects that are initiated and led by the Canadian Museum of Nature, are national in scope and 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 Knowledge & Exploration* initiative focusing a comprehensive effort in documenting the Arctic and widely disseminating this knowledge through publications, freely available online databases, workshops and symposia; and,
 - *Species Discovery & Change* 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.
- 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.

Strategy 1.2 Further integrate collaborations into Museum operations so that they become a productive and effective means of operating in order to achieve the Museum’s objectives.

Identify and act on collaborations with local, national and international organizations that advance the strategic positioning and objectives of the Canadian Museum of Nature.

- Use the *Extraordinary Arctic* programme plan as a vehicle for attracting new and building on existing collaborations to enhance our programme offerings and attract new audiences. *National Film Board, National Arts Centre, Students on Ice, Cape Farewell, Inuit Community Centre, The Field Museum, The American Museum of Natural History, the Swedish Museum of Natural History, the Smithsonian*, are just a few of the relationships being developed in 2013-2014.
- Use the two museum centres of excellence to develop new international relationships with organizations such as the International Union for Conservation of Nature (IUCN), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the International Council of Museums (ICOM) and the Alliance of American Museums.
- Identify and advance opportunities for collaboration with the other national museums that advance our strategic objectives.

Performance Measures

Outcome	Measure	2011–2012 Actual	2012–2013 Performance Target	2012–2013 Forecast	2013–2014 Performance Target
Recognition of the Canadian Museum of Nature as a credible and comprehensive source of knowledge	<ul style="list-style-type: none"> ▪ Use and reference of research findings ▪ Extent of the quality and usefulness of Museum-led research information 	<ul style="list-style-type: none"> ▪ 45 primary publications ▪ 100% - English ▪ 72.7% - French 	<ul style="list-style-type: none"> ▪ 50 primary publications ▪ Survey respondents’ degree of satisfaction measured as very satisfied or satisfied at least 90% of the time 	<ul style="list-style-type: none"> ▪ 50 primary publications ▪ Very satisfied or satisfied 90% of the time 	<ul style="list-style-type: none"> ▪ 50 primary publications ▪ 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	<ul style="list-style-type: none"> ▪ Extent to which collections are developed in accordance with collections plans and strategies ▪ Extent to which collections data is accessed through data portals 	<ul style="list-style-type: none"> ▪ 48 acquisitions events ▪ 1,246,604 downloads 	<ul style="list-style-type: none"> ▪ 80 acquisitions events per year, consistent with collections plans and strategies ▪ 1,000,000 downloads 	<ul style="list-style-type: none"> ▪ 50 acquisitions events ▪ 1,000,000 downloads 	<ul style="list-style-type: none"> ▪ 80 acquisitions events per year, consistent with collections plans and strategies ▪ 1,000,000 downloads

Innovative approaches resulting in additional resources allocated to research activities core to CMN mandate	<ul style="list-style-type: none"> ▪ Indirect grant and in-kind support for CMN research 	<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ \$500,000 	<ul style="list-style-type: none"> ▪ \$532,000 	<ul style="list-style-type: none"> ▪ \$500,000
Safeguarding of assets	<ul style="list-style-type: none"> ▪ Extent to which assets are appropriately safeguarded 	<ul style="list-style-type: none"> ▪ Temperature – 96% ▪ Humidity – 92% 	<ul style="list-style-type: none"> ▪ Meet required environmental conditions at the VMMB 90% of the time 	<ul style="list-style-type: none"> ▪ Temperature requirements met 100% of the time ▪ Humidity requirements met 95% of the time 	<ul style="list-style-type: none"> ▪ Meet required environmental conditions at the VMMB and The NHC 90% of the time

Strategic Objective 2: Inspiration & Education

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

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.

Strategy 2.1: Define and implement a public education programme for the Canadian Museum of Nature that increases public understanding of the issues concerning Canadians’ relationship with the natural environment while attracting new audiences.

Create and deliver new programming options that attract new audiences.

- 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 from our family audience and new audiences. The Museum will leverage these investments by integrating our education and public engagement programming with the temporary exhibition programme. The special temporary exhibitions will be financed through sponsorships and the new pricing structure introduced in 2012-2013. In 2013-2014 we will host Edward Burtynsky’s OIL from the Corcoran Gallery of Art Washington, The Hidden Life of Ants from the Smithsonian Natural History Museum and Frogs: a chorus of colour from Reptiland in Pennsylvania.
- Launch new adult ticketed programmes and free-with-admission programmes to grow new audience segments for the Museum. Also, launch new children’s ticketed programmes and refocus free-with-admission programmes to maximize the net revenue from this important audience segment.

Performance Measures

Outcome	Measure	2011–2012 Actual	2012–2013 Performance Target	2012–2013 Forecast	2013–2014 Performance Target
Participation in and use of the Canadian Museum of Nature as a knowledge destination	▪ Interest in and attendance at the Museum’s travelling exhibitions	▪ 173,287 visitors	▪ 350,000 visitors	▪ 500,000 visitors	▪ 500,000 visitors
	▪ Participation in guided and unguided school visits	▪ 31,262 visitors	▪ 28,000 visitors	▪ 28,000 visitors	▪ 28,000 visitors
	▪ Participation in ticketed public programmes	▪ 1,186 Visitors	▪ 2,000 visitors	▪ 2,000 visitors	▪ 8,000 Visitors
Gain by participants of high-quality and relevant information	▪ Extent to which visitors believe that the Museum’s content is based on real artefacts, objects and stories	▪ N/A	▪ 90%	▪ 95%	▪ Score at least 90% on the impact and engagement index
	▪ Extent to which visitors want to learn more about nature after their visit	▪ 78% agree or strongly agree	▪ 85%	▪ 85%	▪ 85%
	▪ Extent to which visitors find the Museum content relevant and useful	▪ N/A	▪ 85%	▪ 90%	▪ 85%

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 Region, and for Canadian and international audiences seeking to learn about and experience Canada’s natural environment. The Canadian Museum of Nature will become well known and the Museum’s profile, influence and revenues will grow.

Strategy 3.1: 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.

Advance a bold and consistent marketing, communications and identity campaign that positions the Museum in the eyes of key influencers and markets across Canada and around the world.

- In light of the market opportunities that have arisen since the Victoria Memorial Museum Building was reopened in 2010, the Museum will continue to advance a new branding and positioning strategy to leverage the \$216 million investment made by the Government of Canada in the renovated building.

FIGURE 2: Audience Reach Targets

	2012–2013 Forecast	2013–2014 Forecast	2014–2015 Forecast	2015–2016 Forecast	2016–2017 Forecast
VMMB Visitors	400,000	375,000	425,000	425,000	425,000
VMMB After Hours	20,000	25,000	30,000	30,000	30,000
NHC Open House	-	2,000	2,000	2,000	2,000
National Attendance	500,000	500,000	500,000	400,000	400,000
Website Unique Visits	2,000,000	2,100,000	2,200,000	2,300,000	2,500,000

Performance Measures

Outcome	Measure	2011–2012 Actual	2012–2013 Performance Target	2012–2013 Forecast	2013–2014 Performance Target
Participation in and use of the Canadian Museum of Nature’s resources as a visitor destination	▪ Effectiveness of marketing and communications strategies as measured through attendance at the VMMB	▪ 413,055 visitors	▪ 450,000 visitors	▪ 375,000 visitors, the new normal	▪ 400,000 visitors, the new normal
Use of the VMMB as a civic and social destination	▪ Number of visitors through rentals, events and festivals on site	▪ 17,850	▪ 20,000	▪ 20,000	▪ 25,000
Satisfaction and loyalty to Museum as a destination of choice	▪ Extent to which visitors believe their visit to the VMMB has been valuable and satisfactory	▪ 80%	▪ Score at least 85% on the VMMB value proposition satisfaction index**	▪ 85%	▪ Score at least 85% on the VMMB value proposition satisfaction index**

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

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 Museum will be a viable, well governed and successful organization.

Strategy 4.1: 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.

Advance the enterprise business model with clear bottom line metrics and management accountabilities.

- Integrate marketing and public programming efforts with international blockbuster exhibitions to attract new audiences while remaining attractive to its core audience of members and families.
- Expand the new pricing structure to our education and public programmes to better reflect the value proposition of the Museum’s product and service offerings that are available to the visitors.
- Continue to advance a culture change to foster innovation and risk taking.

Strategy 4.2: Identify and act on opportunities for collaboration with the national museums that improve effectiveness and efficiency.

Performance Measures

Outcome	Measure	2011–2012 Actual	2012–2013 Performance Target	2012–2013 Forecast	2013–2014 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 ▪ Extent to which revenue is generated by visitors to the VMMB and use of facilities 	<ul style="list-style-type: none"> ▪ Self-generated revenue represented 15% of base operating budget costs ▪ \$6.65 per visitor inclusive ▪ \$880 / sm / year net profit boutique ▪ \$550 per seat per year net profit café ▪ \$600,000 net profit parking 	<ul style="list-style-type: none"> ▪ 19% ▪ \$10.00 per visitor inclusive ▪ \$900/sm/year net profit boutique ▪ \$600 per seat per year net profit café ▪ \$600,000 net profit parking 	<ul style="list-style-type: none"> ▪ 16% ▪ \$10.00 per visitor ▪ \$600/ sm / year net profit boutique ▪ \$600 per seat per year net profit café ▪ \$600,000 net profit parking 	<ul style="list-style-type: none"> ▪ 18% ▪ \$10.00 per visitor ▪ \$680/ sm / year net profit boutique ▪ \$700 per seat per year net profit café ▪ \$600,000 net profit parking

Efficient and effective operations	<ul style="list-style-type: none"> ▪ Extent to which facilities are managed in accordance with financial planning framework strategies ▪ Extent to which facilities are monetized as capacity allows ▪ Extent to which use of volunteers are maximized 	<ul style="list-style-type: none"> ▪ Total square metre cost of running the VMMB of \$164 and the NHB of \$118 ▪ Collections services net revenue \$100,000 ▪ 222 volunteers with an economic value of \$168,000 	<ul style="list-style-type: none"> ▪ Meet the budget target of: VMMB \$180 per square metre NHC \$130 per square meter ▪ Collections services \$100,000 ▪ 225 volunteers with an economic value of \$170,000 	<ul style="list-style-type: none"> ▪ Total square metre cost of: VMMB \$170 per square metre NHC \$130 per square metre ▪ Collections services \$100,000 ▪ 230 volunteers with an economic value of \$175,000 	<ul style="list-style-type: none"> ▪ Meet the budget target of: VMMB \$174 per square metre NHC \$127 per square meter ▪ Collections services and space lease \$350,000 ▪ 240 volunteers with an economic value of \$180,000
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Strategic Objective 5: Advancement

To cultivate meaningful relationships with visitors, members, donors, sponsors 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 sponsors will reflect the Museum’s position as a museum of international first rank.

Strategy 5.1: Role 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, sponsors, granting agencies and members.

Build a high performance advancement operation focussed on developing a pipeline of annual, sponsorship and major gifts prospects and donors.

- Advance the *Patron Circle* fundraising programme that will allow individuals and corporations to play a vital role in supporting the Museum. These gifts will be used to support environmental education and preservation as well as the Museum’s extensive field research programmes.
- Advance the *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 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 species 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 changing story of the North more accessible with an international travelling exhibition, a gallery, innovative mobile web content and programming.

Performance Measures

Outcome	Measure	2011–2012 Actual	2012–2013 Performance Target	2012–2013 Forecast	2013–2014 Performance Target
Enhance support from donors, sponsor, grantors and members	▪ Number of donors	▪ 108	▪ 100	▪ 100	▪ 110
	▪ Extent of support raised	▪ \$1,564,000 in pledges, cash and gift-in-kind	▪ \$2,500,000 in pledges, cash and gift-in-kind	▪ \$2,400,000 in pledges, cash and gift-in-kind	▪ \$3,000,000 in pledges, cash and gift-in-kind
	▪ Number of memberships	▪ 3,000 memberships	▪ 4,000 memberships	▪ 4,000 memberships	5,000 memberships
	▪ Amount generated from memberships	\$200,000	▪ \$400,000	▪ \$400,000	▪ \$500,000
	▪ Renewal of memberships	▪ 47%	▪ 50%	▪ 45%	▪ 50%
	▪ Number of patrons	▪ 10 patrons	▪ 20 patrons	▪ 40 patrons	▪ 50 patrons
	▪ Amount generated from patrons	▪ \$25,000	▪ \$50,000	▪ \$50,000	▪ \$75,000
	▪ Number of sponsors	▪ 4 sponsors	▪ 4 sponsors	▪ 4 sponsors	▪ 6 sponsors
	▪ Amount generated from sponsors	▪ \$50,000 net	▪ \$100,000 net	▪ \$100,000 net	▪ \$200,000 net

6.0 Five-Year Financial Plan

6.1 Overview

Achieving financial sustainability has been, and will continue to be, one of the main priorities of the Museum. The Museum has in place a number of strategies designed to manage both known and anticipated pressures. An enterprise risk management approach is being used to manage these strategies and pressures in support of the vision to inspire understanding and respect for nature.

The Museum will continue finding ways to find new and larger sources of self-generated revenue for its programmes and services, and to develop new approaches to working with collaborators. Revenue-generating measures in 2013-2014 and beyond will include:

- continue with the roll out of 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, 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;
- develop a new model for the travelling exhibitions programme at the Museum;
- monetize the physical assets of the Museum at the Victoria Memorial Museum Building and Natural Heritage Campus sites.

TABLE 1: Corporate Budget Summary by Activity							
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
<i>(in thousands of dollars - except for staff levels)</i>	Actual	Outlook	Budget	Forecast	Forecast	Forecast	Forecast
Staff Levels	154	132	130	130	130	130	130
Public Education	6,713	5,811	5,768	6,249	6,265	6,265	6,265
Collections Management	2,131	2,209	2,013	2,041	2,087	2,087	2,087
Research	4,421	4,027	4,047	4,033	4,200	4,200	4,200
Internal Services	7,927	7,860	7,456	7,501	7,618	7,618	7,618
Accommodation - Operating	10,038	11,992	12,320	12,156	12,347	12,347	12,347
Accommodation - Capital	2,085	6,192	-	-	-	-	-
Sub-total	33,315	38,091	31,605	31,980	32,517	32,517	32,517
Less: Revenues	(4,723)	(4,956)	(5,770)	(6,145)	(6,682)	(6,682)	(6,682)
Appropriation	28,592	33,135	25,835	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. Therefore the Deferred Parliamentary Appropriations are not reflected in Table 1 but are showing in Table 3.

Table 1 shows the budget summary by activity based upon approved reference levels and revenue projections for 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 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 2013-2014, the Museum will operate with a total budget of \$25.8 million. Eighty-two percent of the operating resources will come from parliamentary appropriations (84 percent in 2012-2013), while the remaining 18 percent will come from self-generated revenues (16 percent in 2012-2013).

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 important 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 2013-2014 as a result of cost reduction measures implemented to deal with the 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 in 2013-2014 will be close to the amount spent in the previous year in support of the Museum increasing 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 Knowledge & Exploration* initiative focusing a comprehensive effort in documenting the Arctic and widely disseminating this knowledge through publications, freely available online databases, workshops and symposia; and,
- *Species Discovery & Change* 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 budget for Internal Services will decrease in 2013-2014 as a result of cost reduction measures implemented to deal with the gap in funds to operate the Museum's two facilities under its stewardship. This initiative will not impact on the ability of the Museum to fulfill its mandate.

The budget for Accommodation - Operating will increase in 2013-2014 as the costs of managing the Museum's two buildings have increased since the completion of the renovated Victoria Memorial Museum Building. Accommodation represents 39 percent of total operating expenses. The new museum-standard environmental control systems and additional space that must now be maintained at the renovated Victoria Memorial Museum Building have placed an additional pressure on the Museum's operating budget. The Museum continues to explore additional facilities cost reduction and control measures in order to minimize the financial impact on its programmes.

6.2 Revenue Forecast

TABLE 2: Revenue Forecast							
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
<i>(in thousands of dollars)</i>	Actual	Outlook	Budget	Forecast	Forecast	Forecast	Forecast
Public Education	1,006	538	971	1,041	1,041	1,041	1,041
Collections Management	30	235	234	234	234	234	234
Research	191	6	6	6	6	6	6
Internal Services	2,840	3,499	3,909	4,215	4,752	4,752	4,752
Accommodation	656	678	650	650	650	650	650
Total revenues	4,723	4,956	5,770	6,145	6,682	6,682	6,682

Table 2 shows the revenue forecast for the planning period.

The revenue forecast for admission fees and other revenues in 2013–2014 and beyond are aggressive, and will be monitored closely by the Museum, given the challenging business environment.

Total revenues that include admission fees are expected to increase due to initiatives such as the introduction of new programming, value-based pricing for education programmes, collections storage service fees, collections management fees, facility leasing fees, aggressive membership marketing, automated parking and a new patron programme. This follows an increase in the previous year mainly due to the introduction of a new pricing structure for admission at the Victoria Memorial Museum Building which includes a surcharge for major temporary exhibitions and the introduction of new programming such as the 3D Theatre.

6.3 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 3 summarizes the operating and capital budget.

TABLE 3: Summary of Operating and Capital Budgets				
	2011-2012	2012-2013	2012-2013	2013-2014
<i>(in thousands of dollars)</i>	Actual	Approved	Outlook	Proposed
Ongoing Capital Programme	2,085	11,280	6,954	4,326
Operating Budget	31,526	32,796	31,899	31,605
Variation in Deferred Appropriation - Capital	4,306	(4,812)	(762)	(4,326)
Less Revenues	(4,723)	(6,129)	(4,956)	(5,770)
Appropriation	33,194	33,135	33,135	25,835

The variation in both the operating budget and capital budget is mainly due to the long-term capital plan funded over five years by the Government of Canada through its Budget 2008.

6.4 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							
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
<i>(in thousands of dollars)</i>	Actual	Forecast	Pro forma				
Assets							
Current							
Cash and cash equivalents	12,267	7,106	1,138	1,000	1,000	1,000	1,000
Accounts receivable							
Trade	223	300	300	300	300	300	300
Government departments and agencies	356	500	500	500	500	500	500
Prepaid expenses	1,717	1,000	700	500	500	500	500
	14,563	8,906	2,638	2,300	2,300	2,300	2,300
Restricted cash, cash equivalents and receivables	2,076	4,826	1,000	2,000	3,000	4,000	500
Collections	1	1	1	1	1	1	1
Capital assets	205,565	216,881	217,614	208,683	200,122	191,837	184,905
	222,205	230,614	221,253	212,984	205,423	198,138	187,706
Liabilities							
Current							
Accounts payable and accrued liabilities							
Trade	3,056	1,000	1,000	1,003	1,278	1,479	1,478
Government departments and agencies	114	100	100	100	100	100	100
Current portion - obligation under capital lease	532	588	649	716	791	873	964
Deferred revenue, contributions and parliamentary appropriations	8,790	4,826	1,000	2,000	3,000	4,000	500
	12,492	6,514	2,749	3,819	5,169	6,452	3,042
Obligation under capital lease	29,590	29,003	28,353	27,636	26,845	25,972	25,007
Deferred capital funding	185,575	203,606	199,413	191,394	183,746	176,399	170,570
Employee future benefits	5,203	2,605	2,256	1,994	1,797	1,649	1,538
	232,860	241,728	232,771	224,843	217,557	210,472	200,157
Net Assets							
Unrestricted	(828)	(757)	(570)	(261)	180	771	1,529
Restricted for endowment purposes	305	305	305	305	305	305	305
Investment in capital assets	(10,132)	(10,663)	(11,253)	(11,903)	(12,618)	(13,410)	(14,285)
	(10,655)	(11,115)	(11,518)	(11,859)	(12,134)	(12,334)	(12,451)
	222,205	230,614	221,253	212,984	205,423	198,138	187,706

STATEMENT 2: Statement of Operations							
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
<i>(in thousands of dollars)</i>	Actual	Forecast	Pro forma				
Revenue							
Parliamentary appropriations	33,194	33,135	35,372	35,322	35,182	34,479	32,280
Commercial operations	3,361	3,916	4,298	4,656	5,292	5,292	5,292
Contributions	634	200	600	600	500	500	500
Educational programmes	353	499	612	640	640	640	640
Scientific services	191	241	240	240	240	240	240
Interest income	154	100	20	10	10	10	10
Other	30	-	-	-	-	-	-
	37,917	38,091	41,142	41,468	41,864	41,161	38,962
Expenses							
Public Education	6,713	5,811	5,768	6,249	6,265	6,265	6,265
Collection management	2,131	2,209	2,013	2,041	2,087	2,087	2,087
Research	4,421	4,027	4,047	4,033	4,200	4,200	4,200
Internal Services	7,927	7,860	7,456	7,501	7,618	7,618	7,618
Accommodation	19,475	18,643	22,261	21,985	21,969	21,191	18,910
	40,667	38,550	41,545	41,809	42,139	41,361	39,080
Excess (deficiency) of revenue over expenses	(2,750)	(459)	(403)	(341)	(275)	(200)	(118)

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 Campus 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

<i>(in thousands of dollars)</i>	Unrestricted	Endowment	Invested in capital assets	
Net assets, beginning of year	1,401	305	(9,611)	(7,905)
Deficiency of revenue over expenses	(2,750)	-	-	(2,750)
Net change in investment in capital assets	521	-	(521)	-
Net assets, end of year 2011-2012	(828)	305	(10,132)	(10,655)
Net assets, beginning of year	(828)	305	(10,132)	(10,655)
Deficiency of revenue over expenses	(459)	-	-	(459)
Net change in investment in capital assets	531	-	(531)	-
Net assets, end of year 2012-2013	(757)	305	(10,663)	(11,115)
Net assets, beginning of year	(757)	305	(10,663)	(11,115)
Deficiency of revenue over expenses	(403)	-	-	(403)
Net change in investment in capital assets	590	-	(590)	-
Net assets, end of year 2013-2014	(570)	305	(11,253)	(11,518)
Net assets, beginning of year	(570)	305	(11,253)	(11,518)
Deficiency of revenue over expenses	(341)	-	-	(341)
Net change in investment in capital assets	650	-	(650)	-
Net assets, end of year 2014-2015	(261)	305	(11,903)	(11,859)
Net assets, beginning of year	(261)	305	(11,903)	(11,859)
Deficiency of revenue over expenses	(275)	-	-	(275)
Net change in investment in capital assets	716	-	(716)	-
Net assets, end of year 2015-2016	180	305	(12,618)	(12,134)
Net assets, beginning of year	180	305	(12,618)	(12,134)
Deficiency of revenue over expenses	(200)	-	-	(200)
Net change in investment in capital assets	791	-	(791)	-
Net assets, end of year 2016-2017	771	305	(13,410)	(12,334)
Net assets, beginning of year	771	305	(13,410)	(12,334)
Deficiency of revenue over expenses	(118)	-	-	(118)
Net change in investment in capital assets	875	-	(875)	-
Net assets, end of year 2017-2018	1,529	305	(14,285)	(12,451)

STATEMENT 4: Statement of Cash Flows

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
<i>(in thousands of dollars)</i>	Actual	Forecast	Pro forma				
Operating activities							
Cash receipts - customers	6,904	4,956	5,770	6,145	6,682	6,682	6,682
Cash receipts - parliamentary appropriation for operating activities	25,114	26,667	25,835	25,835	25,835	25,835	25,835
Cash disbursements - suppliers and employees	(30,170)	(34,387)	(33,093)	(27,627)	(28,028)	(28,027)	(32,527)
Interest received	173	102	20	10	10	10	10
Interest paid	(3,018)	(2,967)	(2,912)	(2,851)	(2,783)	(2,709)	(2,626)
	(997)	(5,629)	(4,380)	1,512	1,716	1,791	(2,626)
Capital activities							
Acquisition of capital assets	(1,951)	(6,954)	(4,326)	-	-	-	-
Appropriation used to purchase depreciable capital assets	1,951	6,954	4,326	-	-	-	-
	-	-	-	-	-	-	-
Investing activities							
Decrease (increase) in restricted cash, cash equivalents and receivable	(272)	1,000	(1,000)	(1,000)	(1,000)	(1,000)	3,500
	(272)	1,000	(1,000)	(1,000)	(1,000)	(1,000)	3,500
Financing activities							
Obligation under capital lease	(484)	(532)	(588)	(650)	(716)	(791)	(874)
	(484)	(532)	(588)	(650)	(716)	(791)	(874)
Decrease in cash and cash equivalents	(1,753)	(5,161)	(5,968)	(138)	-	-	-
Cash and cash equivalents, beginning of year	14,020	12,267	7,106	1,138	1,000	1,000	1,000
Cash and cash equivalents, end of year	12,267	7,106	1,138	1,000	1,000	1,000	1,000

