



**SUMMARY OF THE CORPORATE PLAN 2009-2010 TO 2013-2014
OPERATING AND CAPITAL BUDGETS FOR 2009-2010**



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.

MEMBERS:

Canadian Museum of Nature • Montréal's Nature Museums
New Brunswick Museum • Nova Scotia Museum of Natural History
Prince of Wales Northern Heritage Centre • Royal Alberta Museum
Royal British Columbia Museum • Royal Ontario Museum • Royal Saskatchewan Museum
Royal Tyrrell Museum • The Manitoba Museum • The Rooms, Provincial Museum Division
Yukon Beringia Interpretive Centre

Alliance of
Natural History
Museums of Canada



Alliance des
musées d'histoire
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CANADIAN MUSEUM OF NATURE

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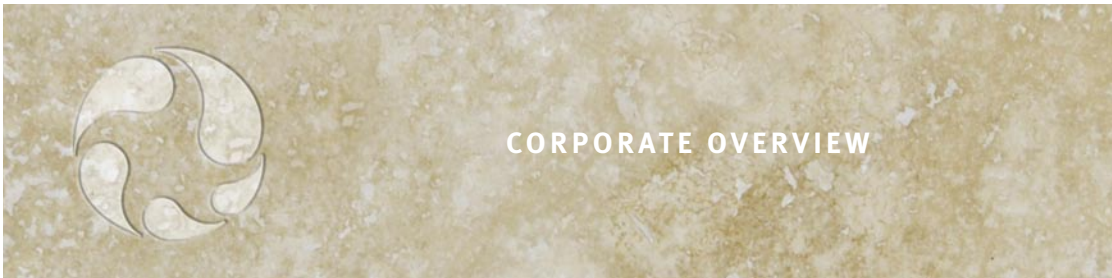
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HIGHLIGHTS

During the 2008-2009 fiscal year, the Canadian Museum of Nature (CMN) made significant progress on its priorities and objectives and completed a new five-year Strategic Plan for 2009-2010 through 2013-2014.

The Museum's progress in the four key priority areas identified in its 2008-2009 Corporate Plan is outlined below.

1. Development of the Museum's National Service Role and Impact

The Museum has a long history of conducting scientific research in the Arctic. Its scientists helped lead the first Canadian Arctic Expedition from 1913-1918, and over the years has played a major role in exploring and documenting the natural history of Canada's North. Today, as the only federal organization with the legislated mandate to collect and maintain the record of Canada's natural history, the Museum has a critical role to play in preserving Canada's Arctic heritage. It was no exception in 2008, and Museum research scientists undertook a strong programme of field research in the Arctic.

The viability of its highly successful national service model was demonstrated through a series of national lectures and youth forums in support of the International Polar Year (IPY). The series featured IPY funded scientists and Arctic specialists speaking at venues across the country that provided Canadians with new insight into the history, wildlife and changing nature of the world's Polar Regions. Now, with the conclusion of IPY, early planning has started on programmes and events for the 2010 International Biodiversity Year.

Throughout the year, the Museum continued to take an active role in the Alliance of Natural History Museums of Canada (ANHMC). Key ANHMC initiatives included the preparation of a national collections development strategy, taking into account all members' collections, practices and taxonomic expertise.

The Museum also initiated a new programme of educational videoconferences, significantly increased the overall content of its award-winning website, nature.ca, and made access to knowledge through the Museum's various channels easier and more efficient.

INTERNATIONAL POLAR YEAR ACCOMPLISHMENTS

In 2008-2009, the Canadian Museum of Nature helped to increase knowledge of the Arctic through its contributions to International Polar Year. Highlights included:

- **Participation in Canada's Three Oceans Study;**
- ***Polar Perspectives* public lecture series;**
- **Baseline ice core sampling for the Circumpolar Flaw Lead study;**
- **Strathcona Fiord prehistoric Beaver Pond expedition;**
- **Beaufort Sea marine invertebrate research;**
- **Arctic botany specimen collection expedition; and**
- **Host of Students on Ice programme.**

2. Victoria Memorial Museum Building Renewal Project

The birthplace of Canada's national museums, the Victoria Memorial Museum Building, opened its doors a century ago. Beginning in 2004, major renovations were undertaken, the largest since 1910, to update this magnificent gothic castle to better meet the needs of a 21st century museum.

In 2008-2009, the Museum welcomed visitors to the newly renovated West Wing with a comprehensive package of new exhibitions, programming, visitor services and amenities. To meet a planned date of May 2010 for fully reopening the building, the Victoria Memorial Museum Building Renewal Project continued at a fast pace throughout the year focusing on the timely completion, within budget, of scheduled work to the East Wing and central core of the Victoria Memorial Museum Building. To prepare for the 2010 reopening, Museum staff plan to install two new galleries: a new, signature Water Gallery and associated travelling exhibition titled "*Canada's Waterscapes*"; and the re-installation of a revitalized Earth/Mineral signature gallery (Phase 1). In recognition of the International Year of Biodiversity, the Museum will host a special exhibition titled *Frogs: A Chorus of Colours*, which will be complemented by a permanent Live Animals and Plants Gallery. The renovation of the Victoria Memorial Museum Building will also offer improved visitor amenities and a multipurpose theatre. Dates remain to be confirmed for the permanent installation of the planned Discovery Centre and Nature of Humans signature gallery.

KEY HIGHLIGHTS FOR THE 2010 REOPENING

- A new signature Water Gallery and associated programming;
- A revitalized Earth/Mineral Gallery (Phase 1);
- A Live Animals and Plants Gallery;
- *Frogs: A Chorus of Colours* a special exhibition commemorating the International Year of Biodiversity;
- A multipurpose Theatre; and
- Improved visitor amenities.

3. Achieving Financial Sustainability and Maximizing Revenue

The Museum continued to work with the Government of Canada to seek a long-term solution to its shortfall in facilities operating funds. The Government's commitment in Budget 2008 of additional funds for capital repairs has provided some relief while the Museum continues to work on developing a solution to address the \$2.2 million shortfall in operating costs that will occur once the fully restored Victoria Memorial Museum Building is commissioned and opens to the public in May 2010.

With fixed and non-discretionary costs consuming over 93 percent of the Museum's base appropriations and self-generated revenues, the Museum's flexibility for programming and new services is extremely limited. The Museum's success in fundraising and in generating new revenues was noted in a recent report commissioned by the Department of Canadian Heritage titled "Assessment of Revenue Generation Capacity of the National Museums of Canada". Generating additional revenues continues to be a priority. To this end, the Museum completed an in-depth review of revenue generating opportunities and prepared for the Minister of Canadian Heritage and Official Languages a "Revenue Generation Framework" report. The Museum's goal is to increase earned and contributed revenue to 15 percent of its operating budget by 2011-2012.

4. New Strategic Plan for 2009-2010 to 2013-2014

Fiscal year 2008-2009 was a transition year for the Museum during which its new Strategic Plan was finalized in consultation with partners, clients and key stakeholders. The Strategic Plan establishes the new strategic direction for the Museum.

In formulating its new Strategic Plan, the Museum carefully evaluated its business environment and assessed how current strengths and emerging opportunities could be used to greatest advantage. The success of the Museum's popular travelling exhibition programme, which reached 26 museums and science centres across the country in 2008-2009, and its strong national education programmes, were important factors that helped to shape the new Strategic Plan. The Plan reflects a need for the Museum to address the growing concern for climate change and the environment, and an increasing need by Canadians for the Museum to play a role in educating them on their responsibilities and options for preserving their natural environment.

The Museum also examined its social responsibility to Canadians for promoting environmental stewardship through its research, programmes and services. Leading institutions like the Canadian Museum of Nature are now expected to engage stakeholders in debate and dialogue to promote responsible action. Museum stakeholders expect fact-based reasoning, resulting from its research.

In its plans, the Museum remains pragmatic. It continues to be constrained by limited resources and an increasing structural deficit. It remains vulnerable to the realities of the global economic crisis and an increasingly competitive market for tourist revenues and donations. The Museum must find ways to increase self-generated revenues while continuing its focus on containing costs and maintaining the quality of its programmes and services.

The Museum's new strategies and objectives emphasize a new institutional direction – one that encourages environmental responsibility through scientific discovery and debate. In following this direction, the Canadian Museum of Nature will remain socially relevant and promote itself as a leader in its field.

The Museum's new strategic direction will:

▶ **Establish the Canadian Museum of Nature as an advocate for nature.**

The Museum will use its knowledge and resources to inform Canadians about the environment and about issues that threaten the natural balance. Through education, the Museum will promote individual understanding and conscientious action.

Over the next five years, the Museum will define its advocacy role and provide Canadians with an unbiased, science-based perspective on the impact of environmental change on our natural heritage.

▶ **Align the Museum's programmes and services with the needs and interests of Canadians.**

As a scientific establishment and as a national institution, the Museum will continuously align its efforts and investments with the needs and interests of the Canadian public.

The Museum will closely monitor trends and directions in issues and opinions to ensure that its research and collections activities remain socially relevant. It will continue to shape and refine its national service strategy to deliver value across the country. It will increase its presence in local and national markets by sponsoring and preparing topical exhibitions. The Victoria Memorial Museum Building will be a showcase for signature and special exhibitions, and a springboard for promoting and launching new national initiatives. The Museum's website and travelling exhibitions will extend its presence well beyond its physical facilities.

CORPORATE OVERVIEW

- ▶ **Promote the use of sound corporate governance practices, with particular emphasis on measuring the impact of the Museum’s programmes and services, and on establishing a regime of financial sustainability.**

As a responsible public institution, the Museum will demonstrate accountability, value and fiscal effectiveness through measurable, meaningful results. By employing a results orientation, the Museum will continue to enhance its governance and management procedures. It will measure the impact of its programmes and services on the stakeholder communities it serves, and focus on improving its performance. It will use effective and efficient reporting systems and adopt new practices to enhance its current levels of performance.

To achieve fiscal sustainability, the Museum will seek ways to increase self-generated revenues from earned and contributed sources. With the completion of the Victoria Memorial Museum Building Renewal Project and the opening of new galleries and services at the Victoria Memorial Museum Building, the Museum will pursue new opportunities for generating revenue from admissions and visitor services. It will seek to raise additional revenues from commercial operations related to its research and collections strengths and, through the *Natural Partnerships* Campaign and similar approaches, the Museum will seek to increase the amount of contributions received from corporate and private donors.

While working to increase its self-generated revenues, the Museum will continue to work closely with the Government of Canada to achieve the long-term solution to its structural funding challenge.

The Museum’s new Corporate Plan promotes the achievement of four strategic objectives. The Plan anticipates changes in strategy as the Victoria Memorial Museum Building Renewal Project concludes and as Museum resources become available to pursue new initiatives.

Figure 1: Corporate Plan Overview

CORPORATE PLANNING PERIOD

	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
	VMMB RENEWAL					
	VMMB COMMISSIONING			VMMB OPERATION		
	Preparation		Initiation		Germination	
					Achievement	
Knowledge	Objective 1 To develop innovative approaches that increase awareness of Canada’s natural environment, based upon research and collections programmes.					Outcome: The Canadian Museum of Nature is recognized as a credible and comprehensive source of knowledge.
Education and Advocacy	Objective 2 To present the natural world through public education programmes that increase understanding of Canada’s changing natural environment.					Outcome: Canadians are making informed choices for the environment.
Presence	Objective 3 To create unique experiences and increased value for visitors through the renewal of the Victoria Memorial Museum Building and associated programming and services.					Outcome: The Canadian Museum of Nature is a destination of choice for Canadian and international audiences.
Performance	Objective 4 To establish leading edge governance practices and corporate systems that support and help finance the Museum’s strategic direction and objectives.					Outcome: The Canadian Museum of Nature is a viable, successful organization.

PRIORITIES FOR 2009-2010

While the Museum's strategy will remain constant for the full five-year planning period, its priorities will change each year to focus on issues of greatest urgency.

For fiscal year 2009-2010, the Museum has identified five key priorities.

STRATEGIC PRIORITY 1

ACHIEVE FINANCIAL SUSTAINABILITY

The Museum will continue to work with the Government of Canada to find a long-term solution to its shortfall in facilities operating funds. The Government's commitment in Budget 2008 of additional funds for capital repairs provided some relief and the Museum will continue to work on developing a solution to address the \$2.2 million shortfall in operating costs that will occur once the fully restored Victoria Memorial Museum Building is commissioned and opens to the public in May 2010.

STRATEGIC PRIORITY 2

COMPLETE THE VICTORIA MEMORIAL MUSEUM BUILDING RENEWAL PROJECT

Throughout the next year, the Museum will concentrate on completing the Victoria Memorial Museum Building Renewal Project. Phases 4 and 5 will see completion of the Apse, Entrance, East Wing, and Lantern areas of the building.

While exterior site landscaping is being completed, Museum staff will put the final touches on the new Earth Gallery, on special exhibitions, and on the National Education Project on Water. The Museum will also prepare for the celebrations and events to mark the grand reopening in May 2010.

STRATEGIC PRIORITY 3

IMPLEMENT THE NEW STRATEGIC PLAN

With the planning phase now complete, Museum staff will proceed to implement the new Strategic Plan. Key strategies for the first year have been defined and will be initiated, including:

- ▶ Identifying and promoting areas of excellence or leadership relating to environmental issues on which the Museum will initially focus;
- ▶ Developing innovative ways and tools for promoting access to and use of scientific knowledge;
- ▶ Defining the Museum's advocacy role and positioning strategy; and,
- ▶ Developing a new National Education Strategy.

STRATEGIC PRIORITY 4

MAXIMIZE REVENUE

For the Museum to successfully deliver its planned activities, it must maximize its revenue earning potential. Therefore, as a priority, the Museum will implement the strategies defined in its Revenue Generation Framework and work to achieve the overall target of increasing earned and contributed revenues to 15 percent of base operating funds.

Commercial initiatives to increase earned revenue will be launched. Admissions, parking, rentals and events, boutique sales and food services are all areas of opportunity that will be pursued.

Successful completion of the *Natural Partnerships* Campaign is equally important. Donations and sponsorships from private and corporate donors are an essential source of Museum funding, and new ways of encouraging patronage and providing value to our patrons will be employed.

STRATEGIC PRIORITY 5

INCREASE NATIONAL SERVICE

The Museum will continue to focus on its responsibility to provide national service. To do this, it will maintain and sustain participation in partnerships and associations that help the Museum fulfill its mandate as a national institution.

National service includes collection-based research that provides deeper understanding about our changing planet, collection development and management to preserve the record of Canada's natural history for future generations, and exhibit development and innovative programmes of public engagement to share the knowledge gained and safeguarded by the Museum.

This work will be done through a network of collaborators and partners, both within Canada and abroad. It will also be done through vehicles like the Museum's National Education Projects.

MANDATE AND VISION

The Canadian Museum of Nature became a Crown Corporation on July 1, 1990 through the *Museums Act*. The Canadian Museum of Nature 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.

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.

In 2003, the Museum implemented a new strategic vision for the organization entitled "Connecting People with Nature."

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.

In the past year, through broad consultation with stakeholders, the Museum confirmed that this vision remains relevant. Over the next five years, the Museum will work to realize its vision by:

1. Establishing and maintaining a position of social relevance by promoting environmental responsibility through scientific discovery and debate;
2. Continuously aligning its efforts and investments in collections, research and outreach with the needs and interests of the Canadian public; and,
3. Demonstrating public accountability and fiscal effectiveness through achievement of measurable, meaningful results.

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 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 in 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 – comprising over 10 million specimens – are the fruit of over 150 years of painstaking exploration, observation and gathering. They form the heart of the Museum and a basis for its contribution to Canada. The collections make it possible to analyze and address a variety of emerging challenges to the natural heritage of Canada.

The research work of the Museum considers a large range of time and space, and covers an enormous spectrum – from examining the evolution of the earth and the life on it to understanding polar environments in order to predict the impact of environmental change through time. In addition to their research, Museum scientists make a difference by leading and contributing to a large number of local, national and international organizations focused on preserving the natural heritage. They also make significant contributions to universities and respected publications. Museum staff members are working 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 are constantly changing and 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 programmes of nature interpretation, workshops, films, lectures and demonstrations. Travelling exhibitions reach across Canada and internationally. As well, Canadians discover and explore the natural world through Museum multimedia products including the Museum's website nature.ca, videos, CD-ROMs, television programmes and print publications.

The Board of Trustees is the Museum's governing body, responsible to Parliament through the Minister of Canadian Heritage and Official Languages. The 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 provides corporate direction and delegates authority to the President for the management of the Museum.

The Museum employs 169 full-time staff for regular Museum operations and seven employees dedicated to the Renewal Project for the Victoria Memorial Museum Building. The Museum also benefits from the contribution of 178 loyal and dedicated volunteers who assist in research, collections care and educational programmes.

The Museum occupies two buildings within the National Capital Region: the Victoria Memorial Museum Building (VMMB) in Ottawa for exhibitions and public education, and the Natural Heritage Building (NHB) in Gatineau for collections, research, public education and administration.

FINANCIAL RESOURCES

In 2009-2010, the Museum will operate with a total base budget of \$31,530,000. As illustrated in Figure 1, 91 percent of the resource base comes from Government appropriations, while the remaining 9 percent is self-generated revenue. When including appropriation for the renewal of the Victoria Memorial Museum Building, the resource base for the Museum totals \$35,130,000.

Figure 1: 2009-2010 Resource Base (Excluding appropriation for renovation of the Victoria Memorial Museum Building)

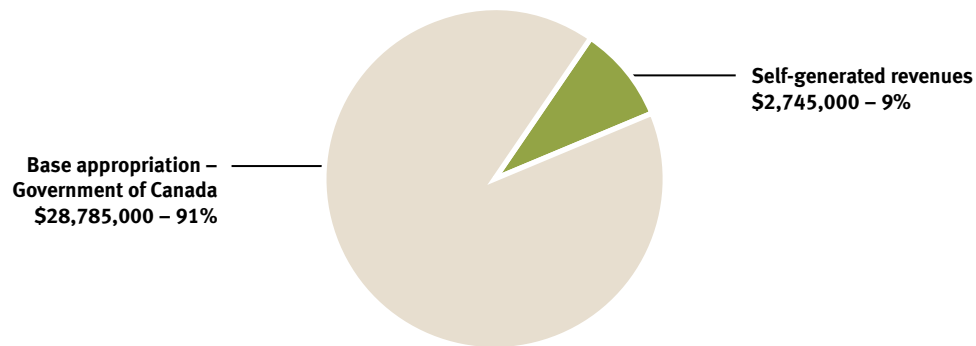


Figure 2: 2009-2010 Operating Costs (Excluding appropriation for renovation of the Victoria Memorial Museum Building)

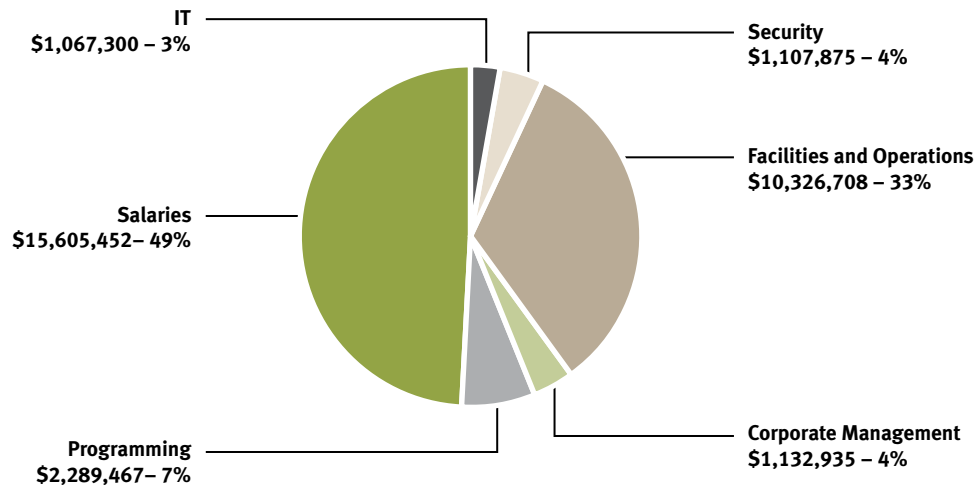


Figure 2 demonstrates the percentage of the Museum's budget allocated to corporate management, salaries and fixed or non-discretionary costs for facilities, security and information technology. When excluding appropriation for the building renovations, non-discretionary costs (fixed facilities, security and information technology costs) salaries and corporate management requirements (e.g., governance, reporting to Parliament, etc.) consume over 93 percent of the total self-generated revenue plus the Museum's base appropriation level. The Museum's total flexibility for programming is therefore minimal and relies heavily on successful fundraising. Because of increasing costs for maintaining facilities as a result of the opening of the renovated West Wing of the Victoria Memorial Museum Building and additional spaces in the South Wing, the Museum has had to reallocate an increasing proportion of programming funds to meet the increasing requirements of the facilities and to cap all of its operating costs. These reallocations are not sustainable in the long term.



For the 2008-2009 planning period, the Museum identified eight objectives with associated strategies and performance measures. Despite the challenges facing all public and private sector organizations during the first six months of the planning period, the Museum's performance met or exceeded expectations.

OBJECTIVE 1

To create and make accessible to the public relevant information about the environment and our place in it.

The Museum's national educational projects will be recognized by client groups and peers as a key source of relevant information about the environment and our place in it. The Museum will be national in its collections scope – recognized both as coordinator of the national repository and as an international leader in the production and circulation of travelling exhibitions. The Museum will be recognized as a leader in the management and preservation of collections, and in the documentation processes and systems that make these collections relevant to CMN national partners. Museum research activities will be fully integrated with other functions, recognized by peers and the public, adding value to the national collection and providing service to the public. A range of research activities will address environmental change.

ACCOMPLISHMENTS

Through educational programmes, research and collections management the Museum continued to provide the Canadian public with information about the environment and about the country's natural heritage. The Museum's national service strategy provided greater numbers of Canadians with opportunities for experiencing Museum services from their own homes via the internet, and in their own communities by way of travelling exhibitions. The Museum's collections continued to grow through donations, acquisitions and as a result of expeditions by Museum scientists. Research activities throughout the year contributed to the growing body of knowledge of Canada's unique ecosystems and geology.

PUBLIC EDUCATION AND PROGRAMMING

The Museum's educational projects continued to encourage and foster formal and informal learning by Canadians about nature and their natural environment.

- ▶ Special exhibitions presented in the Victoria Memorial Museum Building's newly renovated galleries included:
 - *On the Labrador* – an exhibition by photographer Arnold Zageris showing one of Canada's remote natural regions;
 - *The Language of Nature* – weaving nature and words through the artistry of Montreal's Susan Coolen;
 - *Barbara Gamble: Natural Affinities* – an historical perspective by a famed Canadian naturalist; and,
 - *F. H. Varley: Portraits into the Light* – a popular exhibition presented in partnership with the Portrait Gallery of Canada.

ASSESSMENT OF 2008-2009 RESULTS

- ▶ The Museum's travelling exhibition programme continued to grow reaching 26 museums and science centres across the country and attended by over 225,000 visitors. A wide variety of travelling products were offered during the year:
 - *Fatal Attraction* – Sponsored by the Canadian Museum of Nature in collaboration with the Alliance of Natural History Museums of Canada and the European Consortium of Natural History Museums, this fact-loaded look at animal courtship continued to thrill visitors through to its closing at the Manitoba Museum in September.
 - *The Gee! in Genome* – The Museum launched a second national tour of this highly popular travelling exhibition on genomics. The first tour reached over 1.5 million Canadians. The new tour opened at the Red Deer Museum and Art Gallery in June, the Thunder Bay Art Gallery in September, and opened at the Musée minéralogique et minier de Thetford Mines in January. It is scheduled to open in Kitchener at the Children's Museum in April 2009 and in Vancouver at Science World in October 2009.
 - *On the Labrador: photographs by Arnold Zageris* – This exhibition about one of Canada's remote natural regions completed its tour at The Rooms in St. John's, Newfoundland and travelled to Labrador where it was presented from April through September.
 - *Ice Age Mammals* – a CMN-produced exhibition in partnership with the Royal Tyrrell Museum of Palaeontology, the Yukon Beringia Centre and Montreal Science Centre was on display over the summer months in Ottawa prior to opening at the New Brunswick Museum in September. It opened at the Nova Scotia Museum of Natural History in January 2009.
- ▶ A successful and expanding collaboration with the Royal Canadian Geographical Society led to the development of two new travelling exhibitions: *A Global Challenge*, which opened at Canada House in London in September, and the *Canadian Wildlife Photography of the Year* scheduled to open at the Canadian Museum of Nature in Ottawa in June 2009.
- ▶ A variety of programming was offered to school groups, including curriculum-linked workshops on 17 different topics, a videoconferencing programme for high schools, web-based educational resources, and a portable teacher's kit.
- ▶ The Museum participated in the planning and delivery of the 2008 Canada-Wide Science Fair, serving as a host venue for the event in Ottawa.
- ▶ A national series of lectures and youth forums was presented in support of International Polar Year (IPY). The series featured IPY funded scientists and Arctic specialists speaking on the history, wildlife and changing nature of the world's Polar Regions.

COLLECTIONS

- ▶ As a major repository for Canada's natural history collections, the Canadian Museum of Nature is one of the country's largest sources of information and knowledge about the natural world, with 23 major science collections representing Botany, Vertebrates, Invertebrates and the Earth Sciences. The collections contain more than 10 million specimens and represent more than 150 years of work to create a consistent and cumulative physical record of our national environment.
- ▶ Throughout 2008-2009 the collections continued to grow at a modest pace, with the greatest rate of growth in areas relating to botany and entomology. Over the past three years, an average of 60,000 specimens has been added each year, largely attributable to the planned acquisition of the Henry and Anne Howden insect collections, an important bird collection, and a large fish collection. There were no significant deaccessions during this period.
- ▶ An important addition to the collection was the donation by the Granby Zoo of the remains of Mumba, one of the oldest and best loved silverback gorillas in captivity. The tea-drinking Mumba died at the age of 48, and will now provide researchers with important insight into anthropoid aging and development.
- ▶ Work continued on refining the Museum's collection development plans. With a general framework for collections development in place, a pilot plan for the Vertebrate collection was completed and is now being used as a model for the analysis of other collections. Analysis of the Invertebrate, Botany and Earth Sciences collections will follow. This work directly compliments the Museum's participation in developing a National Collections Strategy with the other members of the Alliance of Natural History Museums of Canada.

- ▶ Special emphasis was placed on meeting specimen and information requirements for the redevelopment of galleries at the Victoria Memorial Museum Building, including acquisitions, conservation strategies and specimen preparation.

RESEARCH

- ▶ Research by Museum scientists, through fieldwork and laboratory investigations, enhanced Museum collections with new specimens and increased our understanding of the natural world. Research activities assisted in the development of government policy for conservation and helped industry find marketable products from new mineral discoveries. The Museum's scientific research programme also created new knowledge that was used to engage the public. In addition to publishing more than 100 scientific papers based on their findings and experience, Museum scientists also wrote natural history books for children and adults, gave popular talks, answered public enquiries, and conducted science demonstrations.

NEW DISCOVERIES FROM MUSEUM RESEARCH

Canadian Museum of Nature scientists are constantly making new discoveries that help us better understand our natural world. This year, two fossils uncovered with the help of Museum scientists are making headlines:

- In China, the discovery of a 220-million-year-old turtle fossil has helped to solve the puzzle of how turtle shells were formed – and where turtles originated.
 - The discovery of skeletal remains of a new species in the Canadian Arctic is a possible “missing link” in the transition of mammals from land to water.
- ▶ Museum research scientists pursued a strong programme of field research in the Canadian Arctic. Land-based activities took place on Victoria Island as botanical work continued on the flora of the Arctic. A team of palaeontologists continued their exploration for vertebrate fossils on Devon and Ellesmere Islands, while another team looked for deposits along the Anderson River in the Northwest Territories.
 - ▶ On Devon Island in the High Arctic, a Museum palaeontologist discovered the skeletal remains of a new species that may be the “missing link” needed to explain the transition of mammals from land to water. The announcement of the 20-24-million year old specimen has been submitted to the scientific journal *Nature*.
 - ▶ In China, Museum researchers participated in the discovery of a 220-million year old turtle fossil that has helped to solve the puzzle of how turtle shells were formed and where turtles originated.
 - ▶ Scientists aboard research vessels continued the Museum's involvement in the Arctic Flaw Lead, Three Oceans, and Beaufort Shelf projects, all contributing to increased knowledge about Canada's fragile Arctic marine environment.
 - ▶ For the seventh consecutive year, Museum research scientists supported the Students on Ice Programme, taking high school students from around the world on an Arctic expedition to study marine biology, botany, earth sciences, sustainable development, Inuit culture, the environment and sovereignty issues.
 - ▶ Museum experts contributed to the operation of professional organizations, including the Canadian Committee of the International Union for the Conservation of Nature, the Global Biodiversity Information Facility, the International Mineralogical Association, the Science Committee for Antarctic Research, the Conservation of Arctic Flora and Fauna, and the Committee on the Status of Endangered Wildlife in Canada.
 - ▶ The products of primary investigations by Museum scientists appeared in scholarly journals including *Nature*, the *Coleopterist Journal*, and the *Canadian Mineralogist*. Several books incorporating Museum research are soon to be published, including *Mammals of Canada*, *Minerals and Rocks of Canada*, and *Arctic Marine Fishes of Canada*.

OBJECTIVE 2

To contribute to building the capacity of Canadian natural history museums and other heritage agencies to respond efficiently and effectively to natural history issues of relevance to Canadians.

The Alliance of Natural History Museums of Canada (ANHMC) will have membership from all regions of Canada and will communicate regularly. The museum community will recognize the ANHMC as a focal point for natural history issues and the ANHMC will review a national collection strategy. The Museum will be contacted regularly as a leader in best practices for collection development, management and conservation. The Federal Biodiversity Information Partnership will be an established federal focal point for biodiversity information and the main coordination mechanism between federal and provincial/territorial departments, agencies and related organizations on this issue.

ACCOMPLISHMENTS

As Canada's leading natural history museum, the Canadian Museum of Nature continued to play an important role in supporting the development and operation of other institutions, organizations and agencies engaged in natural history research and education.

ALLIANCE OF NATURAL HISTORY MUSEUMS OF CANADA

Working with fellow members of the Alliance of Natural History Museums of Canada, the Museum helped to develop and refine national strategies for public education, collections development and communications.

- ▶ The Museum helped the ANHMC define and launch a public education strategy emphasizing public engagement through workshops, forums and lectures.
- ▶ The Museum hosted the ANHMC's launch of the *Polar Perspectives* lecture series. This national programme celebrating International Polar Year focused on the importance of the Polar Regions and featured prominent scientists, writers, artists, filmmakers and adventurers.
- ▶ Travelling exhibitions, including *Fatal Attraction* and *Ice Age Mammals*, played a strong part in the national education strategy and continued their successful tours of Canada. In the past year, ANHMC travelling exhibitions sponsored by the Museum welcomed more than 1,593,000 visitors at 11 venues.
- ▶ The ANHMC relied on the Museum's support for implementing key elements of its communication strategy, including the launch of a new website, hosting of the ANHMC's 4th Annual General Meeting, and participation in the ANHMC Science Forum.
- ▶ The Museum's expertise and resources contributed to the preparation of a National Collections management and development strategy that will allow Alliance museums to focus on specific areas of collection interest or expertise and will provide an effective means of managing limited budgets and resources for building and maintaining Canada's natural history legacy.

CANADIAN MUSEUMS ASSOCIATION / CANADIAN ASSOCIATION OF SCIENCE CENTRES

- ▶ Museum staff shared new approaches and concepts in research, collections management and public education with members of the Canadian Museums Association and the Canadian Association of Science Centres.

STUDENTS ON ICE

For the seventh consecutive year, the Museum was a proud supporter of the Students on Ice Programme, an initiative that takes high school students on scientific expeditions to the Arctic.

- ▶ A national forum series and lectures for youth, in partnership with the Students on Ice Programme, focused on the question “what does the Arctic mean to you?” The project was funded in part by the International Polar Year Committee and the Walter and Duncan Gordon Foundation.

FEDERAL PARTNERS

- ▶ Continuing its active involvement with the Federal Biodiversity Information Partnership (FBIP) the Museum supported Canada’s work to fulfill its commitments under the International Convention on Biological Diversity.
- ▶ With federal partners including Fisheries and Oceans Canada, the National Research Council of Canada and Environment Canada, the Museum collaborated on research into natural history issues and on the development of national policy relating to nature and the environment.

OBJECTIVE 3

To provide vehicles to encourage public engagement in natural history issues and to contribute to informed public policy on those issues.

The Museum will be regarded as a “Best Practices Leader” in the practice of engaging its key audiences through its exhibitions, public programming and the Web. The Museum will be recognized as a valued contributor in the development of public policies.

ACCOMPLISHMENTS

The Museum participated in a variety of national forums for debating and sharing information on environmental issues. The Museum will continue to refine and expand its role as a responsible advocate for nature.

- ▶ The *Gee! In Genome* travelling exhibition began its second national tour, encouraging discussion about the ethical and social implications of cutting-edge science associated with DNA, genes and genomics. The exhibition will continue to tour across Canada through 2010.
- ▶ The Museum was a Gold Sponsor of the 2008 Canada-Wide Science Fair and played a major role in organizing and implementing this successful event in Ottawa.
- ▶ The Museum’s Canadian Centre for Biodiversity (CCB) worked closely with Canadian and international authorities to establish guidance and legislation on nature-related subjects.
- ▶ The CCB coordinated several international projects under the auspices of the International Union for the Conservation of Nature (IUCN) including the 2008 Global Plant Conservation Strategy.

OBJECTIVE 4

To develop the Museum's internal capacity to work in integrated, collaborative approaches.

An HR framework and the necessary HR tools will be in place to support the Museum's business strategy. A majority of projects will be undertaken with partners. The Museum will provide a supportive working environment with opportunities for innovation and growth.

ACCOMPLISHMENTS

The Museum continued to explore and develop ways to make its working environment attractive and rewarding for its internal stakeholders. For external stakeholders, the Museum increased its geographic reach and the number of people it serves. In both instances, emphasis on collaborative, cooperative practices led to tangible achievements.

- ▶ The development of the Museum's new five-year Strategic Plan demonstrated the power of an integrated approach and saw Museum teams engaging experts and stakeholders in a process of analysis and discovery.
- ▶ Working with external networks, alliances and in other collaborative relationships, the Museum defined and refined its partnership framework. It is evaluating each relationship in the context of that framework to assess the value produced and to increase the contribution of the Museum.

OBJECTIVE 5

To ensure that the Victoria Memorial Museum Building Renewal Project furthers the vision.

The Victoria Memorial Museum Building will remain open to the public as much as possible throughout the Project and will be recognized for its exemplary safety record during the renovation. The contribution of the renovated Victoria Memorial Museum Building will be clearly visible to visitors, the museum community, staff and Museum's local geographic community. The Museum will develop a post-Renewal programme plan, utilizing its renovated facility to support leading-edge enhancements to the Museum programming.

ACCOMPLISHMENTS

The five-year project to renew the Victoria Memorial Museum Building has created many challenges for Museum staff and visitors alike; however, completion of the West Wing in October 2006 resulted in the opening of wonderfully restored gallery space and new permanent exhibitions. Since reopening the West Wing, construction has shifted to the Central Core and East Wing areas, and to the new glass Lantern feature.

- ▶ The Renewal Project remains within budget and Phases 4 and 5 of the Project are on track for timely completion in 2010.
- ▶ Base level programming and visitor services have been maintained and the Museum's public galleries have remained open 90 percent of the time during construction.
- ▶ The number of visitors to the Museum increased through the year, and attendance is approaching pre-renovation levels with only half the building open to the public.
- ▶ Preliminary design of the new East Wing Earth Gallery was completed, as was the design and marketing plan for the Water Gallery.

ASSESSMENT OF 2008-2009 RESULTS

Figure 3: Audience Reach

	2007-2008 Actual	2008-2009 Forecast	2008-2009 Actual (to September 30, 2008)
VMMB visitors	235,495	250,000	143,941
VMMB after hours	3,075	2,000	1,563
NCR outreach	4,553	250	296
NHB visitors	2,521	1,100	608
National attendance ¹	1,384,038	450,000	234,153
Unique website visits	4,697,273	5,000,000	1,742,482

¹ National attendance includes the estimated audience reached through travelling exhibitions, suitcase exhibitions and exhibitions at high traffic venues such as airports. Results vary from year to year depending on the visitor traffic at selective venues.

OBJECTIVE 6

To maintain and improve an effective and efficient infrastructure of systems and facilities.

The long-term goal is for the Museum to have operations and maintenance programmes in place for its buildings that sustain these assets throughout their planned life and meet accepted best practices for museums. The Museum will meet or exceed best practices for the following Facilities Management Services: Building maintenance and operations, space management, parking, audio-visual, and other related technical facilities services. Annual planning will be fully integrated and a natural extension of the multi-year planning cycle. The Museum will have an effective and efficient infrastructure of IT Systems and Services. The Museum will have a series of financial management services and a series of human resources activities that support its operational and business plans. The Museum will have an integrated market research programme and process.

ACCOMPLISHMENTS

REAL PROPERTY

Real property initiatives focused on addressing only the most urgent repairs to the Museum's facilities. These non-discretionary activities all related to ensuring the safety of Museum staff and visitors, and to preserving the integrity of the Museum's buildings for protection of the national collection.

- ▶ More than 50 percent of planned projects under a four-year capital repair programme at the Natural Heritage Building are now complete. This year, significant progress was made in addressing urgent health and safety repairs, due in large part to \$2.8 million in federal funds provided for this purpose.
- ▶ Through the Strategic Review and the 2008 federal budget, the Government of Canada approved \$20.6 million in additional funding for the Museum's capital repair programme. This funding, to be applied over five years, will allow the Museum to undertake major repairs to the building systems, building envelope, and site conditions at the Natural Heritage Building.
- ▶ The Museum continues to work with the Government of Canada to find a long-term solution to its annual funding shortfall. This \$2.2 million yearly shortfall was identified in the project approval process for the Victoria Memorial Museum Building Renewal Project, and is related to increased taxes and costs for operating the Victoria Memorial Museum Building's new spaces and environmental control systems.

ASSESSMENT OF 2008-2009 RESULTS

Figure 4: Operating and Maintenance Costs per Gross Square Metre

	CMN / Natural Heritage Building	CMN / Victoria Memorial Museum Building	Average for Archival facilities (2007)	Average for Natural History facilities (2007)	Average for Same-Size facilities (2007)
Total Operating Cost / Square Metre (\$US)	81.51	77.16	212.02	132.12	132.28

MANAGEMENT PRACTICES

The Museum continued to improve its management practices and to enhance its operating systems and processes.

- ▶ Building operations and maintenance at the Museum's facilities were outsourced to the private sector in April 2008, resulting in measurable savings.
- ▶ A new Computer Aided Maintenance and Management system was implemented to optimize preventive and corrective maintenance activities while extending the operational life of the Museum's physical assets.
- ▶ The Museum's 2nd Annual Public Meeting was held in September 2008. This meeting, along with quarterly meetings of the Board of Trustees, represent two ongoing improvements to the Museum's corporate governance system that are resulting in increased levels of transparency and public accountability.

INFORMATION SYSTEMS AND SERVICES

The Museum continued to develop and improve its information technology services and capabilities, to better serve the needs of its diverse and geographically dispersed stakeholder groups.

- ▶ The Museum's aging telephone system was replaced with a new PBX voice system that can readily be migrated to a Voice-over-Internet Protocol in the future. The new system is expected to reduce telecommunication costs while increasing the quality of voice services.
- ▶ Implementation of new facilities management, service desk and library software applications increased performance and efficiency in several different areas of the Museum and provided Museum staff with greater access to timely information needed for delivery of internal and external client services.
- ▶ Development of an e-commerce application was initiated to provide customers with an easy-to-use internet outlet for purchasing gifts and products from the Museum's publications catalogue and on-line gift store.
- ▶ The entire network switching and Uninterruptible Power Supply (UPS) infrastructure at the Natural Heritage Building was replaced, significantly enhancing the Museum's business continuity and disaster recovery capabilities.

CMN WEBSITE – NATURE.CA

The Museum's website **nature.ca** continued to be one of its most popular and visible services, providing stakeholders with immediate access to a wealth of information about the organization and about the natural environment.

- ▶ The popular Natural History Notebooks feature on the Museum's website was redesigned and expanded to provide bilingual descriptions of more than 250 animal species. The Notebooks now include over 1,500 photographs, maps and illustrations.
- ▶ A new Browse and Search tool was added to simplify the retrieval of rich content from across the **nature.ca** website.
- ▶ To engage a broader audience using emerging technologies, the Museum initiated pilot projects on social networking sites like YouTube, Facebook and Flickr. The Museum also launched two blogs.

OBJECTIVE 7**To increase the Museum's self-generated revenues.**

The *Natural Partnerships* Campaign goals will be achieved. Plans will be developed for full integration of the Campaign into an ongoing fundraising and development programme. The Museum will have a budget for its fixed infrastructure costs that allows for prudent investment and well-managed implementation of its Long Term Capital Plan and maintenance of infrastructure.

ACCOMPLISHMENTS

Throughout the year, the Museum continued to build a strong philanthropic base of support through private and public sponsorships, partnerships, alliances and donations.

- ▶ By mid-year, the *Natural Partnerships* Campaign had achieved more than half of its \$16 million goal.
- ▶ Self-generated revenues from admissions and other sources exceeded targets, with 85 percent of the annual goal being realized by mid-year. This significant increase in revenue is attributed to growth in attendance levels resulting from the public's favourable response to the Museum's new galleries and programmes.
- ▶ A new Revenue Generation Framework was defined with strategies and initiatives for increasing revenue raised by the Museum. The new framework provides an approach to doubling the percentage of revenue generated by the Museum through earned and contributed revenue activities. The Museum has established an earned revenue target of 15 percent of its operating budget by 2011-2012.
- ▶ The Museum continued to work closely with CineMuse to develop specialized shows for the zoo and aquarium market. It also continued to explore other opportunities to establish revenue generating partnerships, licensing agreements and cost recovery services.
- ▶ Working closely with the Government of Canada, the Museum continued to seek a long-term solution to its structural funding challenge. While significant progress has been made in recent years, the Museum's deficit situation remains a serious threat to its future programming and operations.

OBJECTIVE 8

To define the strategic plan and the corresponding implementation plan for 2009-2014.

As a result of far reaching consultative work with a broad Canadian audience, the Canadian Museum of Nature formulated a Strategic Plan for 2003-2004 to 2007-2008. Fiscal 2008-2009 will be a transition year in which the Museum defines the new Strategic Plan and the steps required for implementation in 2009-2014.

ACCOMPLISHMENTS

The Museum conducted an extensive series of consultations across its spectrum of stakeholders to define its directions for the next five years.

- ▶ The Museum's Strategic Leadership Team worked closely with staff, experts and other stakeholders to define the organization's strengths and weaknesses, and to identify strategic opportunities to be pursued over the next five years. The support and response from the participants in this work was overwhelmingly positive.
- ▶ The Museum's new Strategic direction and new Strategic Plan were embedded into the Corporate Plan for 2009-2014, produced in December, 2008. The plan, entitled *Connecting for Nature*, will see the Museum become an advocate for Canada's natural environment and strengthen its role in providing Canadians with a trusted source of information about the country's natural heritage.
- ▶ The Museum worked closely with the Department of Canadian Heritage to develop performance measures common to Canada's four National Museums. Performance management elements from this work have been included in the Museum's new Corporate Plan.



In preparing its new Corporate Plan for 2009 to 2014, the Museum conducted a year-long process of examination and analysis of its business environment, corporate challenges and institutional strengths.

The process of consultation engaged staff, volunteers, Trustees, stakeholders and partners. It included surveys of the general public across Canada and of visitors to the Museum's signature and travelling exhibitions. Environmental scanning activities and workshops helped to identify the Museum's strengths, weaknesses, opportunities and threats. Meetings with staff and experts helped to outline realistic scenarios and alternatives.

The review process yielded valuable results and concluded with the definition of four strategic issues that became the drivers of the Museum's new Corporate Plan and corporate objectives. These strategic issues accurately describe the environment in which the Museum currently operates.

STRATEGIC ISSUE 1

NEED FOR A TRUSTED, RELIABLE SOURCE OF INFORMATION ABOUT THE NATURAL ENVIRONMENT

From discussions with visitors, partners and experts, the Museum learned that there is a growing need for knowledge, awareness and tools that individuals can use to make informed choices about the environment. It learned that teachers and students are seeking clear, simple and factual information about the natural environment. It learned that Canadians are seeking a substantive, credible source of information on issues dealing with water, air, climate change and endangered species. It learned that Canadians are asking the Museum to fill this role.

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

The Museum's challenge is to align its research and collections efforts with the needs and interests of Canadians, and to address the questions that Canadians are asking about the environment and the natural world. It must find innovative and interactive ways of helping Canadians make choices regarding the environment and to take responsible action.

To do so, the Museum must first understand the directions of public interest and identify the questions that must be answered. It must establish programmes that explore underlying issues through science-based research and analysis. As answers are developed, it must provide opportunities for public discussion and debate, and allow individuals the opportunity for making their own exploration of the questions.

The Museum must find new ways to communicate its research and results. It must find ways of engaging the public at all points throughout the journey of exploration. Programmes like the *Rideau River Biodiversity Project*, in which high school students participate in primary field research, provide proven methods for such engagement. The Museum must find ways for breaking the barriers – both actual and perceived – that separate the Museum's researchers and results from the public.

For more than 150 years, the Canadian Museum of Nature has been serving Canadians as a source of information about nature and their natural heritage. Now, the Museum must ensure that its research is aligned with the questions that Canadians are asking. In addressing their questions, the Museum must find ways to make the answers accessible and understandable.

STRATEGIC ISSUE 2

NEED FOR PROGRAMMES AND SERVICES THAT ARE RELEVANT TO THE NEEDS AND INTERESTS OF CANADIANS

The Museum's environmental scan identified an important shift in the role of museums – once keepers of the past, today's museums are expected to use knowledge to help shape the future. Where museums have historically been neutral and introspective, they must now be more expressive in promoting social values and responsibilities. Museums, as social institutions, must remain relevant to their stakeholders.

The most successful museums are doing this through education and advocacy, by providing information and perspective on issues of importance. As knowledge-based institutions, museums must share their knowledge in ways that will inspire individuals to assume responsibility and to take action. As respected social institutions, museums are expected to be creative, to be proactive, and to apply knowledge as an instrument of change.

The challenge for the Canadian Museum of Nature is to remain relevant and valued. The environment is highly dynamic and rapidly changing, with public interest rapidly shifting as new information becomes available and as new issues are identified. To remain relevant and valued the Museum must constantly revitalize its programming to keep pace with emerging trends and interests. It must find ways to be recognized as a “mindful museum,” one that takes a firm stand on environmental issues and is an advocate for nature. It must use science as the foundation for creating a national understanding of Canada's natural environment.

Once again, the Canadian Museum of Nature is well positioned to address these issues. With Canada's focus on a Northern Strategy, the Canadian Museum of Nature, through its research, collections and Arctic expertise, can anticipate and answer the questions that Canadians are asking. Through its exhibitions and alliances, it can communicate emerging concerns and solutions. Through its forums and publications it can provide opportunities for debate and for sharing new information and emerging perspectives. Using the internet, its partners, and its showcase facilities, the Museum can provide a national audience with timely and topical service.

STRATEGIC ISSUE 3

NEED FOR THE MUSEUM TO ATTRACT AND ENGAGE ITS AUDIENCE

For the Museum to address its first two strategic issues – to be a trusted source of information and to remain relevant to the needs and interests of Canadians – it must have a viable and vibrant public presence. It must attract and engage its audience by being visible and accessible.

Over the past five years, the Museum has concentrated on defining its national service role and on restoring the Victoria Memorial Museum Building as its public exhibition and education centre. Now, the Museum must use these foundations for reaching across the country to attract visitors to its exhibitions and events, to attract donors and sponsors, to attract investors and partners, and to attract scientists and scholars.

For the coming years, the Museum must plan on expanding its national service role and becoming a visible and valued resource in schools and communities across the country. Its challenge is to extend its reach and relevance to a larger geographic constituency, using its existing capabilities as a solid base from which to expand its influence.

To attract and retain new audiences, the Museum must accelerate its national service strategy. Canadians must see the Museum as their doorway to knowledge of nature. The Museum must continue to develop services that take its collections directly to Canadians. It must refine and launch new travelling exhibitions; it must develop documentaries and programmes to be viewed across Canada and around the world; and it must constantly renew its exhibitions to be relevant, timely, and topical.

To provide new venues for its programmes, services and displays, the Museum must expand its network of partners. It must further leverage technology to attract and engage new audiences. It must provide greater on-line access to its information and records. Through the use of videoconferencing, it must deliver Museum services directly into distant classrooms and engage students in live discussion. It must enhance its website **nature.ca** to be the preferred virtual destination of teachers, students, parents and researchers studying Canada's natural heritage. It must build on its integrity as a national institution and on its reputation as an institute of science to attract, engage, and retain the attention of Canadians.

STRATEGIC ISSUE 4**NEED TO ESTABLISH LONG-TERM FINANCIAL SUSTAINABILITY**

The Museum's structural financial challenge continues to be its greatest concern. Lack of adequate operating funding threatens its core programmes and operations and limits its capabilities and potential service and benefit. Despite best efforts and considerable success in increasing revenue and working within reduced funding levels, the Museum's deficit will continue to grow until the underlying problem is addressed.

The Museum has taken many and continuous steps to manage within its fixed budget and to control its operating and capital costs. Across the Museum, staffing levels have been managed rigidly and all discretionary expenditures have been eliminated. Building maintenance and security contracts have been renegotiated to achieve savings. Wherever possible, mechanical maintenance has been minimized or deferred.

Budget 2008 commitments by the Government of Canada for funding capital repairs over five years are greatly appreciated and have reduced some of the Museum's most critical financial pressures. This funding along with the \$2.8 million in special Treasury Board funds received in 2006-2007 are being applied primarily to make urgent repairs at the Natural Heritage Building.

The funding of operations, including funding to manage its facilities, however, remains a significant concern for the Museum. New equipment installed in the Victoria Memorial Museum Building during renovation will increase the effectiveness and efficiency of the building's systems, lowering the per square metre operating cost; however, the increased space and the introduction of environmental controls to preserve the heritage specimens and artifacts in the Museum public exhibition halls will result in higher overall costs. As noted in the 2003 Treasury Board submission seeking approval of the Renewal Project, the Museum is anticipating a very significant budget shortfall of \$2.2 million when all new galleries and public spaces are commissioned. Therefore, the Museum must work closely with the Government of Canada to establish a long-term funding solution.

The global financial situation, including a structural recession in Canada, is expected to have a detrimental impact on self-generated revenues. Lower discretionary spending will reduce tourism, admissions, and donations. A decline has been noted, with the first five months of 2008-2009 showing a 10 percent reduction in attendance at other major tourist sites in Ottawa.

Because of these factors, the Museum must identify opportunities to increase self-generated revenues in order to finance its programmes and services. Its new Revenue Generation Framework provides the Museum with a well-defined plan for pursuing new sources of revenue, and for increasing the level of funding from traditional sources. The *Natural Partnerships* Campaign has already received from private and corporate donors more than half of its \$16 million target, and efforts to secure additional contributions from all sources are ongoing.

Establishing financial sustainability will require the Museum to find new and larger sources of self-generated revenue for its programmes, and to continue to work closely with the Government of Canada to find long-term solutions to capital and operating cost pressures.

The Museum's greatest assets are its focus on nature, the scientific foundation of its exhibitions and programmes, and its capacity to provide interactive encounters with real specimens of plants, animals, minerals and fossils. Over the next five years, the Museum will address its strategic issues by building on these assets and sharing them with Canadians through relevant programming, innovative technologies, timely research, and responsible advocacy for the natural world.



OBJECTIVES, STRATEGIES AND PERFORMANCE MEASURES FOR 2009-2010 TO 2013-2014

In order to fulfill its mandate and provide maximum public value, the Museum develops and fulfills specific objectives and strategies each year. It measures its success in achieving these objectives and strategies according to defined performance standards. The objectives and strategies are described in the Museum's Corporate Plan.

In 2008-2009, the Museum refined its vision and established its Corporate Plan for the five year period from 2009-2010 to 2013-2014. The Corporate Plan is structured to reflect the significant changes that the Museum will experience in the next five years. Many of these changes result from the long anticipated completion of the Victoria Memorial Museum Building Renewal Project.

Over the next two fiscal years, the Museum anticipates a focus on completion of the Victoria Memorial Museum Building Renewal Project and on commissioning the newly renovated Victoria Memorial Museum Building.

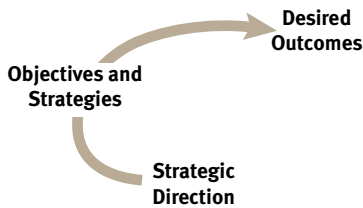
During this period of intense activity, Museum staff will be initiating many of the long-term strategies and initiatives. This period will be a busy time of celebration and rebirth, coinciding with the 100th anniversary of the construction of the Victoria Memorial Museum Building and marked by the unveiling of new signature galleries and visitor amenities.

For the following two years, from 2011-2012 to 2012-2013, the Museum will return to steady-state operations with the strategic focus moving towards expansion of 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 and with its Alliance partners.

During 2013-2014, at the end of the planning period, the planning process will be renewed. Through consultation and research the Museum will again review its strategic direction and establish a course for success in subsequent years.

The Museum's goal is to be the first place that Canadians come to be informed about their natural environment. The four strategies defined by the Museum have been designed to achieve this unique market position. At the same

time, the four strategies are designed to address the strategic issues facing the Museum. In achieving its corporate objectives, the Museum will realize outcomes that support its institutional mandate and fulfill the Museum's vision of national service.



Knowledge

With our research we **create** knowledge. Through our ability, we **store and share** knowledge.

Education

Our public education programmes help people to **understand** Canada's changing natural environment.

Advocacy

We use our unique position to **inform** Canadians of emerging issues and **promote** environmental responsibility.

Presence

The CMN is the **place to visit** for information about the environment and nature – both **physically** and **virtually**.

Performance

We are a consistently **well managed** public institution.

STRATEGIC OBJECTIVE 1: KNOWLEDGE

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

Canadians need and want trusted and reliable information to help them fulfill their environmental responsibilities. The Canadian Museum of Nature is uniquely positioned to provide knowledge about the Canadian environment.

Through its role in research, in conserving the physical record of the natural world, and in training new experts, the Museum is seen by scientists and the public as a respected and important source of natural history information and expertise. This role needs to be refined and extended to ensure that the Museum is known for its excellence in collections-based scientific research.

Staff will work to find new and better ways to tell the stories that emanate from the Museum's collections and investigations. Technology will be used to open the treasures in the national collection to schools, individuals, and the broader scientific community. By forging stronger links with educators, communities, organizations and partners, the Museum will create new avenues of access to knowledge of nature and the environment.

The Museum will fulfill its social responsibility by extending the reach and depth of its offerings, and by engaging more fully with Canadians on issues of relevance to them. To do so, the Museum must first understand the directions of public interest and identify the questions that must be answered. It must establish programmes that explore underlying issues through science-based research and analysis. As answers are developed, it must provide opportunities for public discussion and debate, and allow individuals the opportunity for their own exploration of the questions.

To be recognized as a credible and comprehensive source of knowledge on Canada's natural environment, the Museum will identify the key issues that Canadians face. By promoting areas of excellence and leadership within the institution, the Museum will leverage its existing strengths and focus its efforts in directions of greater significance.

The Museum will work with its Alliance partners to formulate a collections strategy that spans the nation, tapping into the wealth of information residing across the country. Through partnerships and collaborations, it will serve as an information hub for collecting and disseminating information. It will identify and implement new and efficient ways to share knowledge assets across its network, with scientists, students and the public. The Museum must find new ways in which to communicate its research and results. It must find ways of engaging the public at all points throughout the journey of exploration. Programmes such as the *Rideau River Biodiversity Project*, in which high school students participate in primary field research, provide proven methods for such engagement. The Museum must find ways for breaking the barriers – both actual and perceived – that separate the Museum's researchers and results from the public.

The Canadian Museum of Nature is uniquely positioned to provide knowledge about the Canadian environment. It will seek to be a leading source of natural history knowledge to scientists and the public, and contribute a distinctly Canadian perspective to the global body of knowledge.

OBJECTIVES, STRATEGIES AND PERFORMANCE MEASURES FOR 2009-2010 TO 2013-2014

Objective 1	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Knowledge	Objective 1 To develop innovative approaches that increase awareness of Canada's natural environment, based upon research and collections programmes.				Outcome: The Canadian Museum of Nature is recognized as a credible and comprehensive source of knowledge.
Key Strategies	<ul style="list-style-type: none"> › Identify key issues of relevance to Canadians <ul style="list-style-type: none"> › Identify and promote areas of excellence and leadership <ul style="list-style-type: none"> › Develop a National Collections Strategy <ul style="list-style-type: none"> › Increase access to and use of CMN's scientific knowledge <ul style="list-style-type: none"> › Create integrated partnerships and collaborations 				

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.

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 on Museum expertise and research in collections and research-based programmes.

Strategy 1.3: Develop a national collections strategy that contributes to a nation-wide natural history specimen resource inventory and informs the Museum on appropriate acquisition and stewardship approaches.

Strategy 1.4: Increase access to and use of the Museum's scientific knowledge through the development of innovative information and service delivery mechanisms.

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.

Performance Measures: Objective 1 – Knowledge

1.1	Performance Measure	Impact: Innovative approaches to sharing studies and analyses that increase awareness of Museum collections and research.
	Performance Target	To be developed.

The impact metric will use surveys and focus groups to measure the effect of innovative approaches to providing access and to sharing the knowledge base underpinning the Museum's collections and research programmes.

1.2	Performance Measure	A representative national collection is developed and sustained.
	Performance Target	Collections Development Plan/Strategies ensure the representativeness of the national collection.
	Performance Target	Collections were preserved and documented according to professional standards and displayed and stored in appropriate conditions.

The resource base of the Canadian Museum of Nature does not permit the Museum to develop a "representative" collection in Ottawa in any way that "representative" is defined. The reporting on this measure will focus, therefore on the Museum's approach to national service and its work with ANHMC partners to create together a collection that is representative of the natural diversity of Canada through time.

STRATEGIC OBJECTIVE 2: EDUCATION AND ADVOCACY

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

The Canadian Museum of Nature has a mandated responsibility to help Canadians understand nature and the environment. As Canada's national natural history institution, the Museum will provide Canadians with information and options relating to their responsibilities for the natural world. The findings and experience of Museum experts and those of its Alliance partners will be used to create new knowledge. The renewed Victoria Memorial Museum Building will be used as a venue for scientific debate, display and demonstration. New and existing communication channels, including travelling exhibitions and the internet, will be used to extend the Museum's service to every corner of Canada. The knowledge, expertise and understanding of nature held by Museum staff will be used to inform Canadians of emerging issues and to promote environmental responsibility.

The Museum will continue to build on its tradition and strength of teaching Canadians about their country's natural environment by establishing a strong national education programme based on the environment. The programme will be designed to address issues of concern to Canadians, and will be accessible, effective and relevant.

In establishing a national education programme, the Museum will work closely with its Alliance partners and with educators across the country to create programming, expand its audience base, and increase its channels of communication.

In response to the opinions of its stakeholders, and in common with many similar institutions, the Canadian Museum of Nature will be an advocate for improved stewardship of our natural world.

In this role, the Museum will use its research to define options for our relationship with the environment. Through education, communication and programmes it will use its influence to encourage debate and exploration of emerging issues, to identify and inform Canadians of implications and alternatives, and to help Canadians make informed choices for the environment.

Through these actions, the Canadian Museum of Nature will provide Canadians with a clear understanding of their place in the natural world, of their responsibilities for the environment, and of their opportunities for continuous learning.

Objective 2	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Education and Advocacy	Objective 2 To present the natural world through public education programmes that increase understanding of Canada's changing natural environment.				Outcome: Canadians are making informed choices for the environment.
Key Strategies	› Establish a strong national education programme › Define and implement an advocacy role for the Museum				

Strategy 2.1: Establish a strong national education programme based on the environment that addresses issues of concern to Canadians and is accessible, effective and relevant.

Strategy 2.2: Define and implement an advocacy role for the Museum that increases public understanding of the issues concerning their relationship with the natural environment.

Performance Measure: Objective 2 – Education and Advocacy

2.1	Performance Measure	Impact: Public education and efforts deepen understanding and sense of responsibility for Canada’s changing natural environment.
	Performance Target	To be determined.

The impact metric will be measured using surveys and focus groups to determine the effect of the Museum’s public education programmes and services in motivating Canadians to take action with respect to protecting and preserving the natural environment.

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 Canadian Museum of Nature will use the reopening of the Victoria Memorial Museum Building and the building’s 100th anniversary as an opportunity for launching new services and expanding the profile, national service and benefit of the Museum.

As a 21st century museum of natural science, the transformed central Ottawa facility will be used for both signature and topical natural history displays. It will serve as the preferred site for environmental announcements, for launching new partnerships, and for the presentation of awards for contributions to science. Canadians will recognize the Victoria Memorial Museum Building as an environmental icon, a national treasure, and a reason to visit Ottawa. Its visitors will leave the building with plans to return.

The Museum’s primary focus for 2009-2010 is to complete the renewal of the Victoria Memorial Museum Building. In doing so, the Museum will open the doors to a beautiful new facility and open the doors to its own success.

The grand reopening provides a once-in-a-century opportunity to capture the attention of the public and establish a strong, lasting presence in the National Capital Region. The opening will create awareness of the Museum, its facilities, and its programmes and services across Canada.

Complimenting its focus on fully reopening the Victoria Memorial Museum Building, the Museum will continue to emphasize its model for national service by developing and enhancing alliances and partnerships. It will contribute to and strengthen the Alliance of Natural History Museums of Canada network. It will increase its visibility through effective marketing of its image and products. It will increase its presence through travelling exhibitions and outreach programmes to serve Canadians in all parts of the country.

As a virtual destination, the Museum will provide an interactive website that educators and students will visit, use and enjoy. The Museum will extend its electronic presence by combining efforts with its Alliance partners. It will expand its virtual presence and attract new audiences within Canada and abroad through the use of current and continuously emerging broadcast technologies.

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

OBJECTIVES, STRATEGIES AND PERFORMANCE MEASURES FOR 2009-2010 TO 2013-2014

Objective 3	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Presence	Objective 3 To create unique experiences and increased value for visitors through the renewal of the Victoria Memorial Museum Building and associated programming and services.				Outcome: The Canadian Museum of Nature is a destination of choice for Canadian and international audiences.
Key Strategies <ul style="list-style-type: none"> › Complete the renovations <ul style="list-style-type: none"> › Reopen the Victoria Memorial Museum Building › Establish a strong public presence in the National Capital Region <ul style="list-style-type: none"> › Extend public presence across Canada › Strengthen our public presence everywhere 					

Strategy 3.1: Complete renovations and reopen the Victoria Memorial Museum Building as planned.

Strategy 3.2: Re-establish a strong public presence in the region for 2010 and beyond.

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.

Performance Measures: Objective 3 – Presence

3.1	Performance Measure	VMMB Attendance: Total number of visitors to the Victoria Memorial Museum Building during the period.
	Performance Target	250,000 visits in 2009-2010 and up to 315,000 visits in 2013-2014.

The total number of visitors to the Victoria Memorial Museum Building will be dependent on the Museum's success in providing interesting exhibitions and events at the facility. To sustain and increase the number of visitors, the Museum will need to constantly provide fresh value to its target audience.

Figure 5: Audience Reach Targets

	2009-2010 Forecast	2010-2011 Forecast	2011-2012 Forecast	2012-2013 Forecast	2013-2014 Forecast
VMMB Visitors	250,000	330,000	330,000	315,000	315,000
VMMB After Hours	10,000	30,000	30,000	30,000	30,000
NHB Visitors ¹	3,000	1,100	3,000	1,100	3,000
National Attendance	850,000	850,000	850,000	850,000	850,000
Website Unique Visits	5,000,000	5,200,000	5,200,000	5,300,000	5,300,000

¹ Reflects Open House every two years.

3.2	Performance Measure	Value: The value of the Museum's programmes and services, as perceived by its customers.
	Performance Target	To be determined.

The metric will establish the value of the Museum's programmes and services, as perceived by Museum customers, as measured by satisfaction surveys and opinion polls. Performance will be measured and reported annually.

3.3	Performance Measure	Impact of national service and outreach: The ability to reach Canadians and increase access to the programmes of the Museum through its national service role.
	Performance Target	To be determined.

The impact metric will be measured using indicators such as the number of outreach programmes, number of people reached, Web survey satisfaction results, and results of partnerships efforts to extend its national service role.

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.

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

To fulfill this responsibility, the Museum will identify and exercise governance practices to strengthen its performance and provide stability for the future. It will promote efficiency of operations to protect its physical assets; it will fulfill the public trust through effective and transparent monitoring and reporting; and it will compare its performance with that of leading institutions to identify opportunities for improvement. Through increased emphasis on measurement, the Museum will determine how – and to what extent – its actions, programmes and services are achieving its defined objectives. In particular, the Museum will seek to evaluate its relevance to Canadians, and to undertake initiatives that will maintain its relevance as the needs and expectations of its stakeholders evolve.

The Museum will aggressively pursue avenues for increasing earned revenues through its commercial operations and through its fundraising efforts. It will seek to secure new funding for investment in its research and programmes by creating centres of excellence and by leveraging its expertise and knowledge of the natural world. It will work with the Government of Canada to confirm the parameters of federal financing, and it will exercise fiscal responsibility in the use of its funding from all sources.

As a result, the Canadian Museum of Nature will continue to be recognized as a consistently well managed public institution. Its management practices and processes will support an efficient and operationally effective organization.

Through earned revenues and the support of individuals, corporations, and the people of Canada, the Museum will establish its financial sustainability. With good management and a secure financial position, the Museum will continue to fulfill its mandate and to provide service to increasing numbers of Canadians.

Objective 4	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Performance	Objective 4 To establish leading edge governance practices and corporate systems that support and help finance the Museum's strategic direction and objectives.				Outcome: The Canadian Museum of Nature is a viable, successful organization.
Key Strategies	<ul style="list-style-type: none"> › Benchmark and implement sound corporate governance practices <ul style="list-style-type: none"> › Deliver effective and efficient corporate reporting <ul style="list-style-type: none"> › Raise the Museum's public profile and credibility <ul style="list-style-type: none"> › Achieve financial sustainability 				

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

Strategy 4.2: Raise public profile and credibility of the Museum to ensure that our work as natural science experts is fully appreciated and understood by Canadians.

Strategy 4.3: Deliver effective and efficient corporate reporting strategies and services that support the long term operation of the Museum and its facilities.

Strategy 4.4: Achieve financial sustainability by confirming the federal funding framework for the renewed and refitted Museum; through successful completion of the Museum's *Natural Partnerships* fundraising campaign; and by increasing earned revenues from the commercial operations of the Museum to 15 percent of base operating costs.

**OBJECTIVES, STRATEGIES AND PERFORMANCE
MEASURES FOR 2009-2010 TO 2013-2014**

Performance Measures: Objective 4 – Performance

4.1	Performance Measure	Self-generated Revenue: Revenue from earned and contributed sources as a percentage of base operating costs.
	Performance Target	Self-generated revenues of 15% of base operating costs by 2011-2012.

Self-generated revenues are an important mechanism for ensuring the Museum’s financial sustainability. To increase revenues, the Museum must be aligned with social values that drive philanthropy and provide products and services valued by consumers.

4.2	Performance Measure	Resource utilization facilitated the achievement of the Museum mandate.
	Performance Target	To be developed.

The measure will demonstrate the effectiveness and efficiency of the infrastructure of internal systems and services through the use of metrics related to human resources management, facilities, information and technology systems, policies and procedures and finances.



FINANCIAL SUMMARY

FIVE-YEAR FINANCIAL PLAN

The Financial Plan represents the Corporation's forecast over the five-year planning period 2009-2010 to 2013-2014. Table 1 shows the forecast by activity based upon approved reference levels and revenue forecasts for the current year and the planning period. The budget estimates for 2009-2010 and future years reflect affordable activities only and not total requirements as reported in the Museum's Long Term Capital Plan.

NOTE: Table 1 is a budget summary that is prepared on a cash basis and therefore cannot be compared directly to the audited financial statements for 2007-2008.

Table 1: Corporate Budget Summary by Activity

(in thousands of dollars – except for staff levels)

	2007-08 Actual	2008-09 Forecast	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget	2013-14 Budget
Staff Levels	184	180	176	174	168	168	168
Public Education	5,506	6,439	5,772	6,266	6,317	6,338	6,368
Collections management	2,454	2,241	2,173	2,173	2,173	2,173	2,173
Research	4,198	3,929	3,857	3,857	3,857	3,857	3,857
Corporate management	7,118	7,383	7,323	7,283	7,283	7,283	7,283
Accommodation *	69,398	44,485	16,005	12,815	11,215	15,795	8,495
Sub-total	88,674	64,477	35,130	32,394	30,845	35,446	28,176
Less revenues	(3,582)	(3,407)	(2,745)	(3,239)	(3,290)	(3,311)	(3,341)
Appropriation	85,092	61,070	32,385	29,155	27,555	32,135	24,835
Appropriation in current year deferred	(35,220)	(32,000)	–	–	–	–	–
Previous years appropriation used in current year	8,703	51,565	15,821	–	–	–	–
Purchase of depreciable capital assets	(31,834)	(53,205)	(18,749)	(3,272)	(1,789)	(6,192)	–
Amortization of deferred capital funding	1,468	5,770	6,711	7,324	7,357	8,460	7,858
Appropriation used	28,209	33,200	36,168	33,207	33,123	34,403	32,693
* These figures include the Renovation of the VMMB	58,000	32,000	3,600	–	–	–	–

ANNUAL BUDGET

2009-2010 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 budgets.

Table 2: Summary of Operating and Capital Budgets

(in thousands of dollars)

	2007-08 Actual	2008-09 Approved	2008-09 Forecast	2009-10 Proposed
Operating Budget	30,323	31,212	30,837	32,202
Capital Budget	31,834	34,980	53,205	18,749
Less revenues	(3,582)	(3,976)	(3,407)	(2,745)
Appropriation	58,575	62,216	80,635	48,206

The variation in both appropriation and capital budget from 2007-2008 to 2008-2009 and 2009-2010 is due to the cash flow requirements of the Victoria Memorial Museum Building Renewal Project as approved by the Treasury Board Secretariat.

FINANCIAL SUMMARY

FINANCIAL STATEMENTS

The financial statements forecasts have been prepared in accordance with Canadian generally accepted accounting principles consistent with those reported in the institution's annual report.

Statement 1: Balance Sheet

(in thousands of dollars)

	2007-08 Actual	2008-09 Forecast	2009-10 Pro forma	2010-11 Pro forma	2011-12 Pro forma	2012-13 Pro forma	2013-14 Pro forma
Assets							
Current							
Cash and cash equivalents	45,478	25,377	9,615	6,834	4,835	4,837	4,837
Accounts receivable							
Trade	421	350	350	350	350	350	350
Government departments and agencies	1,369	700	700	700	700	700	700
Prepaid expenses	616	500	500	500	500	500	500
	47,884	26,927	11,165	8,384	6,385	6,387	6,387
Restricted cash, cash equivalents and receivables	2,032	250	260	251	251	251	251
Collections	1	1	1	1	1	1	1
Capital assets	159,898	206,335	217,371	212,318	205,749	202,480	193,622
	209,815	233,513	228,797	220,954	212,386	209,119	200,261
Liabilities							
Current							
Accounts payable and accrued liabilities							
Trade	8,177	5,000	5,000	5,000	3,000	3,000	3,000
Government departments and agencies	848	750	750	750	750	750	750
Current portion – obligation under capital lease	359	396	437	482	533	588	649
Deferred revenue and parliamentary appropriation	35,620	16,091	300	300	300	300	300
Employee future benefits	411	514	642	803	1,003	1,254	1,568
	45,415	22,751	7,129	7,335	5,586	5,892	6,267
Obligation under capital lease	31,438	31,042	30,605	30,122	29,590	29,002	28,353
Deferred capital funding	135,903	183,337	195,375	191,323	185,754	183,486	175,629
Employee future benefits	2,065	2,168	2,277	2,390	2,510	2,636	2,767
	214,821	239,298	235,386	231,170	223,440	221,016	213,016
Equity							
Deficit	(6,430)	(7,239)	(8,053)	(11,681)	(12,520)	(13,364)	(14,223)
Accumulated Other Comprehensive Income	1,424	1,454	1,464	1,465	1,466	1,467	1,468
	(5,006)	(5,785)	(6,589)	(10,216)	(11,054)	(11,897)	(12,755)
	209,815	233,513	228,797	220,954	212,386	209,119	200,261

FINANCIAL SUMMARY

Statement 2: Statement of Operations and Comprehensive Income

(in thousands of dollars)

	2007-08 Actual	2008-09 Forecast	2009-10 Pro forma	2010-11 Pro forma	2011-12 Pro forma	2012-13 Pro forma	2013-14 Pro forma
Revenue							
Commercial operations	891	884	826	1,726	1,789	1,819	1,849
Interest income	1,594	815	400	300	300	300	300
Contributions	605	1,000	1,000	1,000	1,000	1,000	1,000
Educational programmes	350	680	465	178	178	178	178
Scientific services	87	26	52	33	21	12	12
Other	55	2	2	2	2	2	2
	3,582	3,407	2,745	3,239	3,290	3,311	3,341
Expenses							
Public Education	5,490	6,439	5,772	6,266	6,317	6,338	6,368
Collection management	2,449	2,241	2,173	2,173	2,173	2,173	2,173
Research	4,166	3,929	3,857	3,857	3,857	3,857	3,857
Corporate management	6,988	7,383	7,323	7,283	7,283	7,283	7,283
Accommodation	10,179	10,656	12,889	12,170	9,264	9,446	8,354
Depreciation of capital assets	2,470	6,768	7,713	8,325	8,358	9,461	8,858
	31,742	37,416	39,727	40,074	37,252	38,558	36,893
Net result of operations before government funding	(28,160)	(34,009)	(36,982)	(36,835)	(33,962)	(35,247)	(33,552)
Parliamentary appropriation	28,209	33,200	36,168	33,207	33,123	34,403	32,693
Net result of operations for the year	49	(809)	(814)	(3,628)	(839)	(844)	(859)
Other Comprehensive Income (loss)							
Restricted contributions from non-owners received	338	1,400	1,800	1,020	1,020	1,020	1,020
Net investment income attributed to restricted contributions from non-owners	54	30	30	6	6	6	6
Restricted contributions from non-owners recognized	(414)	(1,400)	(1,820)	(1,025)	(1,025)	(1,025)	(1,025)
Total of Other Comprehensive Income (loss) for the year	(22)	30	10	1	1	1	1
Comprehensive Income (loss) for the year	27	(779)	(804)	(3,627)	(838)	(843)	(858)

Notes:

1. The Museum received borrowing authority to enter into a long term capital lease obligation to fund the Gatineau facility. The Statement of Operations and Comprehensive Income therefore reflects interest on the capital lease obligation as well as depreciation charges because of the recognition of the building as an asset. The accounting treatment of the costs associated with the Gatineau facility has a significant negative impact on the Museum's Statement of Operations and Comprehensive Income.

2. The forecasted deficit of \$3.6 million in 2010-2011 is a result of three factors. The first one as explained in note 1 above relates to depreciation charges. The second factor contributing to the forecasted deficit is the escalation in operating and maintenance costs for the renovated Victoria Memorial Museum Building, estimated to reach over \$2.0 million annually as of 2011-2012 and not funded by Treasury Board. For fiscal years 2011-2012 and subsequent, the Museum has made the assumption that the gap between the requirements and the funding for the operating costs of its facilities has been addressed by the government. Therefore, the Museum has chosen not to present the increasing operating costs of the facilities or the related appropriation for those years. The third factor is the net cumulative result of annual reallocations from programmes to cover ever increasing facilities operating costs.

FINANCIAL SUMMARY

Statement 3: Statement of Changes in Equity

(in thousands of dollars)

	2007-08 Actual	2008-09 Forecast	2009-10 Pro forma	2010-11 Pro forma	2011-12 Pro forma	2012-13 Pro forma	2013-14 Pro forma
Deficit							
Balance, beginning of year	(6,479)	(6,430)	(7,239)	(8,053)	(11,681)	(12,520)	(13,364)
Net results of operations for the year	49	(809)	(814)	(3,628)	(839)	(844)	(859)
Balance, end of year	(6,430)	(7,239)	(8,053)	(11,681)	(12,520)	(13,364)	(14,223)
Accumulated Other Comprehensive Income							
Restricted contributions from non-owners							
Balance, beginning of year	1,446	1,424	1,454	1,464	1,465	1,466	1,467
Other comprehensive income (loss)	(22)	30	10	1	1	1	1
Accumulated Other Comprehensive Income, end of year	1,424	1,454	1,464	1,465	1,466	1,467	1,468
Equity, end of year	(5,006)	(5,785)	(6,589)	(10,216)	(11,054)	(11,897)	(12,755)

Statement 4: Statement of Cash Flows

(in thousands of dollars)

	2007-08 Actual	2008-09 Forecast	2009-10 Pro forma	2010-11 Pro forma	2011-12 Pro forma	2012-13 Pro forma	2013-14 Pro forma
Operating Activities							
Cash receipts – customers	4,531	3,702	3,171	2,959	3,010	3,031	3,061
Cash receipts – parliamentary appropriation	53,258	7,864	13,636	25,883	25,766	25,943	24,835
Cash disbursements – suppliers and employees	(26,458)	(31,760)	(30,424)	(29,327)	(28,426)	(26,573)	(25,441)
Interest received	1,640	911	434	306	306	306	306
Interest paid	(2,449)	(2,241)	(2,173)	(2,173)	(2,173)	(2,173)	(2,173)
	30,522	(21,524)	(15,356)	(2,352)	(1,517)	534	588
Financing Activities							
Appropriation used to purchase depreciable capital assets	31,834	53,205	18,749	3,272	1,789	6,192	–
Obligation under capital lease	(325)	(359)	(396)	(438)	(482)	(532)	(588)
	31,509	52,846	18,353	2,834	1,307	5,660	(588)
Investing Activities							
Acquisition of capital assets	(31,834)	(53,205)	(18,749)	(3,272)	(1,789)	(6,192)	–
Decrease (increase) in restricted cash, cash equivalents and receivable	403	1,782	(10)	9	–	–	–
	(31,431)	(51,423)	(18,759)	(3,263)	(1,789)	(6,192)	–
Increase (decrease) in cash and cash equivalents	30,600	(20,101)	(15,762)	(2,781)	(1,999)	2	–
Cash and cash equivalents, beginning of year	14,878	45,478	25,377	9,615	6,834	4,835	4,837
Cash and cash equivalents, end of year	45,478	25,377	9,615	6,834	4,835	4,837	4,837



APPENDIX A

SIGNATURE AND SPECIAL EXHIBITIONS

TALISMAN ENERGY FOSSIL GALLERY

(opened October 20, 2006)

Building on its tradition of excellence in paleontological studies, the Museum has created a dynamic gallery that focuses on one dramatic period in the Earth's history. The exhibition presents life from the Late Cretaceous Period through the cataclysmic changes that brought about the Tertiary Period with the extinction of the dinosaurs and the rise of mammals. The gallery's focus on the period from 35 to 85 million years ago takes an innovative approach to create an exhibition unique in the museum world. The gallery appeals to a broad general audience, who marvel at a planet dominated by powerful, giant dinosaurs and fierce marine reptiles, which nonetheless became extinct through a combination of sudden and gradual changes to the environment.

The Talisman Energy Fossil Gallery's content demonstrates that Earth experienced great periods of environmental change in the past and that life has adapted and rebounded. This is natural history as a means to understanding current concerns and issues. The new gallery is larger than the previous Dinosaur Hall and accommodates many more fossil specimens. The gallery incorporates the best in scientific research with new media and interactive technology, providing a unique learning opportunity for people of all ages.

MAMMAL GALLERY

(opened October 20, 2006)

The refurbishment of the Mammal Gallery was completed in April 2007. The gallery offers approx 750 square metres of exhibit space with 17 mammal dioramas (16 of them completely restored), a children's play area, new touch-screen electronic kiosks, as well as additional, "mechanical" interactive displays. Adaptation is the theme of the gallery, with each diorama explaining a different mammal adaptation.

BIRD GALLERY

(opened December 26, 2006)

A new gallery based upon the Museum's extensive collections features almost all the bird species of Canada. Based upon the growing popularity of bird watching, this gallery takes a unique and original approach, organizing its exhibits as if they were field guides and treating visitors as if they were birdwatchers. With a strong interactive component, and an elegant and relaxing approach, the exhibition appeals to a broad range of visitors.

SPECIAL EXHIBITION GALLERY

(opened October 20, 2006)

The Special Exhibition Gallery is a sleek multi-functional space. With flexible wall configurations and carefully-controlled environmental conditions, it enables the Museum to host a wide range of travelling exhibitions. It also serves as the opening venue for the Museum's own expanding suite of travelling shows.

WATER GALLERY*(opening May 22, 2010)*

In addition to having vast inland stores of fresh water, Canada borders on three of the world's four oceans, and boasts the longest coastline in the world. Yet water, our most precious natural resource, is still vulnerable. Learning to manage our water resources effectively is essential. The new Water Gallery will open in the newly renovated East Wing of the Victoria Memorial Museum Building in 2010, and with associated outreach programmes, will provide a means for Canadians to learn more about our aquatic heritage. A glass of cool, refreshing water will take on a whole new meaning as visitors learn where our water comes from, how it is treated and where it goes as it cycles back through the environment.

MINERAL/EARTH GALLERY*(phase 1 opening May 22, 2010, phase 2 TBD)*

A major move and the decision to combine former Earth History Hall and the Mineral Gallery have given birth to a dynamic new signature gallery. Extensive displays of minerals and geological specimens, combined with interactive touch stations, experiences and awe-inspiring re-creations, will tell the story of the birth of our planet and connect geology, rocks, minerals and mining to everyday human life. The new Gallery will highlight and showcase the Museum's mineralogy and geology collections.

DISCOVERY ZONE*(opened October 20, 2006)*

A precursor of the larger Discovery Centre scheduled to open in fall 2012, this enhanced multipurpose space on the 3rd floor West houses classroom and lab facilities, and functions as a primary location for the Museum's interpretive programming for the period from 2010 to 2012.

LIVE ANIMALS AND PLANTS GALLERY*(opening May 22, 2010)*

The live gallery will offer visitors a view of the backstage of animal husbandry, while bringing the excitement and educational value of live "critters" back to the new Museum. Hands-on activities and displays will be integrated with audio-visual elements and live terrariums and vivariums to create a stand-alone exhibit and a base for lab activities and programmes.

MULTIPURPOSE THEATRE*(opening May 22, 2010)*

An HD theatre with multipurpose seating and sound system will offer enhanced video, conference and programming activities at the newly opened Museum.

FINDERS AND KEEPERS – EXPANDED*(scheduled to open 2013)*

An expanded and enriched *Finders and Keepers* exhibition is expected to open in the Victoria Memorial Museum Building's West Wing, when the current Discovery Zone is moved to the newly renovated Centre Block. Like the original show, it will be a collections-based exhibition that will feature weird and wonderful specimens from our collections, as well as some of the unique and wonderful people who collected them.

NATURE OF HUMANS GALLERY*(TBD)*

A major new signature gallery, the Nature of Humans, is planned for the East Wing in the Victoria Memorial Museum Building. Supported by travelling exhibitions (the first was *The Gee! In Genome*) and a wide range of educational programmes and forums, the Nature of Humans will explore what it means to be human. From DNA to the shape of our bones and muscles, and from conception to death, this gallery will examine the evolution of humans and our connection to nature and the environment. The subject will appeal to

individuals with varied interests and knowledge. This project will provide a forum for open, balanced and objective conversations relating to issues that are often poorly understood. The gallery will be one of the most unique and engaging exhibitions anywhere.

DISCOVERY CENTRE

(scheduled to open in 2013)

The Discovery Centre, aimed at students, children and families, will be an innovative and interactive learning centre that will provide a window on Canada's natural world. The Centre will feature creative, interactive programming and multi-media exploration of the Museum's vast collections. Real specimens and computer-based information will be integrated within the exhibition and programming spaces. Museum staff will be available to provide guidance, assistance and programme delivery. A comprehensive national outreach initiative, including exhibits and educational programming, will bring the Discovery Centre to other parts of the country through the use of virtual and live interactive programming. Real-time, person-to-person or group-to-group sessions will connect the Canadian Museum of Nature with partner museums and other facilities, and will ensure virtual visitors have access to programming available at the Museum.

SPECIAL EXHIBITIONS

A full schedule of changing exhibitions is offered in the splendid Special Exhibition Gallery on the West side. The live show, *Frogs: A Chorus of Colours*, will be launched to celebrate the re-opening of the Museum and also the International Year of Biodiversity in 2010. *Amazing Butterflies*, a special exhibition developed by the British Museum of Natural History, will open at the same time in the area destined for the Discovery Centre, and will enjoy an extended run at the Museum. In summer and fall 2011, the Museum will host a major exhibition called *Extreme Mammals*, produced by the American Museum of Natural History in collaboration with the Canadian Museum of Nature, the California Academy of Sciences, the Cleveland Museum of Natural History, and the Instituto Sangari in Sao Paulo. A programme of works by artists engaged with natural history continues. Notable among these is a show of the winning photographs in the Canadian Wildlife Photography of the Year competition, launched in 2008 as a partnership between Canadian Geographic magazine and the Alliance of Natural History Museums of Canada. Other shows scheduled for the space include a stunning photographic display of moths from the National Capital Region, close-up photographs of bugs curated by Natural Resources Canada, and Ikebana, the annual presentation of the traditional Japanese art of flower arranging.

APPENDIX B

VICTORIA MEMORIAL MUSEUM BUILDING RENEWAL PROJECT

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

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

The renewal of the Victoria Memorial Museum Building was approved and launched in 2004.

There are three types of objectives for the Renewal Project: base objectives, functional objectives and critical objectives. The base objectives of the Renewal Project encompass the upgrading of the deteriorated building infrastructure including the heating, ventilation and air conditioning (HVAC) systems, water mains, building envelope, structural integrity, and health and safety systems. The functional objective is

to redesign the space to deliver the Museum programme in an efficient and effective manner. The critical objective is to design and install seismic bracing to minimize damage and increase safety in the event of an earthquake while not interfering with the heritage appeal of the Victoria Memorial Museum Building. For all objectives, the rehabilitation of this national landmark takes into consideration its significant cultural and historical value as the first purpose built national museum building in Canada.

MAJOR WORK PHASING

The Renewal Project consists of five different phases that began in 2004 and will take five years to complete (2009-2010). The five phases are:

PHASE 1 – PREPARATORY WORK AND SWING SPACE

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

PHASE 2 – WEST WING AND LANTERN SUB-BASEMENT

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

PHASE 3 – SOUTH WING

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

PHASE 4 – EAST WING

Phase 4 involves complete renovation of the East Wing including seismic reinforcement, mechanical/electrical systems, dynamic buffer zone, washrooms, stairs, elevators and new wall opening to the Atrium, demolition of walls and ceilings, and removal of asbestos. It includes disconnecting the existing electrical vault and construction of security/fire fighters in the east basement. Phase 4 commenced in October 2006 and is scheduled for completion in Spring 2009.

PHASE 5 – CENTRAL CORE

This phase includes all demolition and construction related to the Apse, Lantern and Atrium, installation of all new mechanical equipment and distribution on all levels, and construction of new stairs and the North Lantern.

Phase 5 began in October 2006, with completion date in summer 2009.

The Museum has received all required Government of Canada approvals, the necessary funds have been identified and the work is now more than 70 percent complete. The substantial completion date for the renovation is July 2009.



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

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