



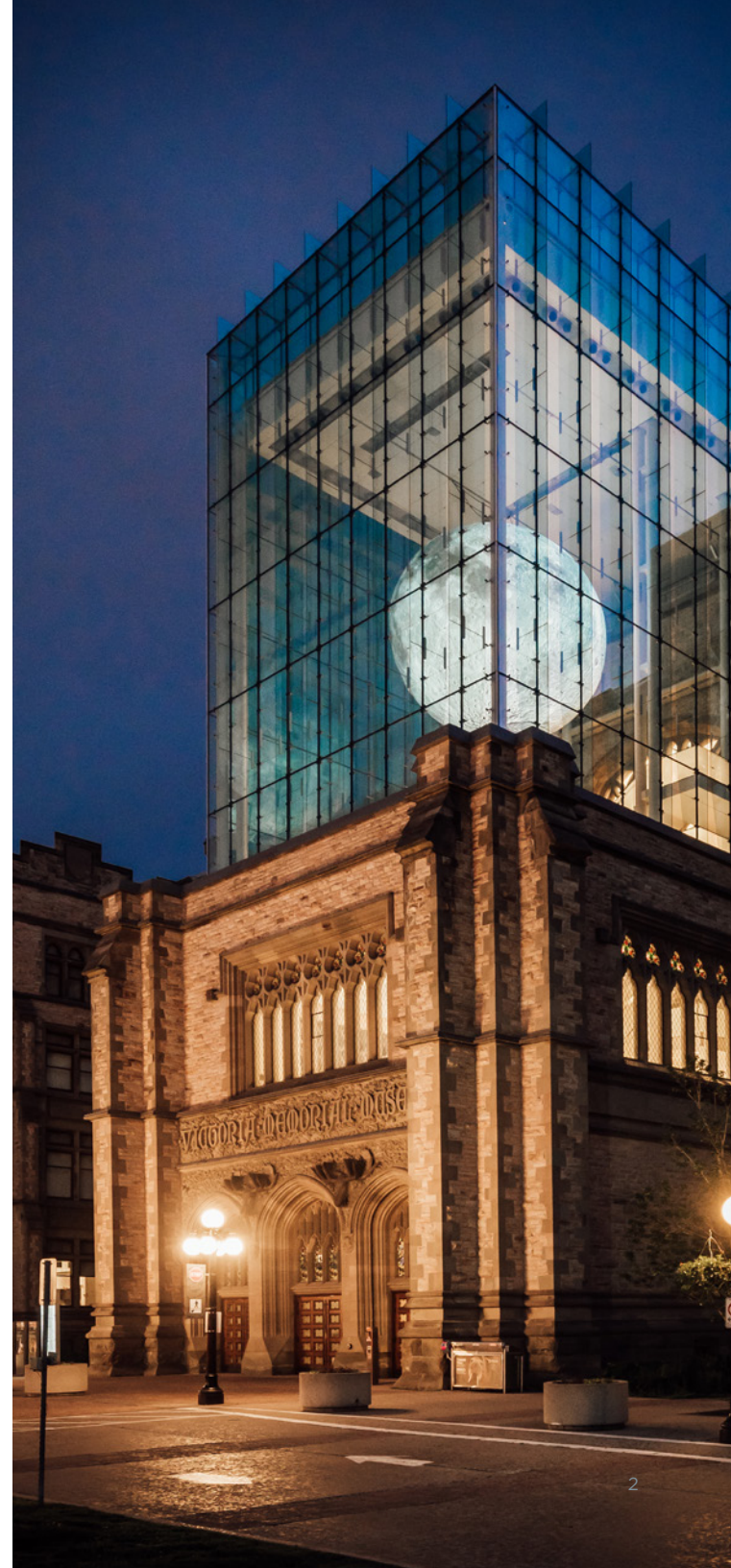
CANADIAN MUSEUM OF NATURE

STRATEGIC FRAMEWORK

THE NEXT FIVE YEARS: 2019 TO 2024

OUR STORY

Canadian Museum of Nature (CMN) was formed with an important mandate to inspire respect and understanding of the natural world. While our purpose hasn't changed, the world around us has. In this century, nature is more important and more challenged than ever and is now the focus of a multitude of groups world-wide who share an interest in its possibilities and benefits. More than ever we need to inform a shared understanding. We believe that this new world means a vital future for CMN.





VISION AND MISSION

GLOBAL VISION

a sustainable natural future

GLOBAL MISSION

to save the world for future generations with evidence, knowledge and inspiration

NATIONAL VISION

understanding and respect for nature

NATIONAL MISSION

create and deliver inspiring and memorable connections with nature through engaging and impactful programs of research, collections management, exhibitions and engagement, in a 21st century global context.



POSITION AND OUTCOME

POSITION

A national museum of international first rank known for excellence in species discovery and arctic knowledge and for innovative approaches to nature inspiration and sustainable museum enterprise management.

OUTCOME

Inspiring connections that transform understanding of our natural world and our place in it.



ENVIRONMENTAL SCAN

At the highest level, the mission of the Canadian Museum of Nature is nothing less than to support making the vision of a sustainable future a reality.

As current trends of climate change, greenhouse gas emissions, habitat loss, mass species extinctions, and their causal factors run counter to this vision, the Museum's mission is one of inspiring change. We are an instrument, one of many working in concert within the scientific community, for providing the foundation required to foster the change required to "save the world". It is a foundation built on evidence, knowledge and inspiration, which are the mainstays of our work.

At a micro level, we are already "saving the world", as we build and maintain the National Natural History Collection, a scientifically active collection of over 14.6 million specimens which creates a geo-temporal record of

nature—e.g. what is, and what is living in, the world. From this evidence of the world and life on it, we can develop knowledge of interdependencies, a record of change, and a basis to understand impacts and where change is leading.

Our mission extends, through public engagement, to inspire people to know, engage with, and care for, nature. We hope that in turn this will lead them to engage with finding the right path for our natural future. Pre-COVID over 400,000 people came through our Museum doors annually, and millions more engage with us through visits to our travelling exhibits in locations across Canada and abroad and by visiting us online at nature.ca. During COVID, the museums on-site attendance has declined to just over 100,000 visitors yet our on-line visitation and digital reach has increased considerably.

Today the world's direction is threatened by fake news, polarized opinions that go unchallenged by fact, and by national reactions that are often impotent in addressing global problems. In the face of this, the Canadian Museum of Nature is playing its part to help "save the world" with evidence, knowledge and inspiration. As a scientifically active national museum with international reach, this is reinforced by and references Canada's global position as an advocate for global cooperation, global solutions and evidence-based decision-making. The museum's role on the national and global stage is increasingly important given the challenges to our natural world such as climate change, habitat loss and species extinctions.



RESEARCH AND DISCOVERY

As a barometer of change in climate and biodiversity, the relevance of the National Natural History Collection is conditioned by its currency and accessibility. Currency is reliant on acquiring significant specimens from relevant areas, particularly areas of scientific note and/or areas that are experiencing change. This in turn is reliant on opportunities for researchers to get out into the field to explore and discover to find new specimens, and also on our ability to work with other scientific institutions to acquire or exchange specimens, or specimen data, for research purposes. Access and exchange with other institutions is vastly facilitated by digitization of specimen data. Acquiring and developing knowledge from scientific specimens is then reliant on the quality of our scientific team and our science laboratories and equipment. Demonstrating scientific relevance is increasingly important and the museum's strategic plan is advancing relevance in the annual Science Review publication that

summarizes the use of and reference to the museum's collection and science. The Science Review categorizes the research programs based on a Science Theme including: Botany and Environmental Health; Zoology and Conservation; Mineralogy and Earth History and Palaeontology and Evolution. The museum is also advancing its role in informatics as a scientific discipline that categorizes data so that it can be used universally by scientists and public policy makers around the world.

The Museum shows leadership in all these areas by working and cooperating closely with and within aligned scientific institutions and organizations on a local, regional, national and international level. Federal partners such as Environment and Climate Change Canada, Fisheries and Oceans Canada and Parks Canada may assist by providing researchers with transit and access to field sites. Local universities cooperate in sharing equipment and students, while local, national and international universities cooperate on

research. Digitization of over 14.6 million specimens collected over the course of over 160 years demands a longer-term effort, resulting in a need to prioritize digitization in accordance with areas of specialization and in concert with similar efforts by other regional and international institutions. This is managed through the Museum's participation in alliances, such as the Alliance of Natural History Museums of Canada (ANHMC), and in international bodies, such as the International Arctic Science Committee (IASC), the Global Biodiversity Information Facility (GBIF) and the International Union for Conservation of Nature (IUCN). In addition to cooperating on developing and sharing knowledge, these national and international alliances and bodies are also fora for the Museum to take leadership in areas of cooperation such as citizen science, conservation and sharing of digitized collections on open platforms.



NATURE INSPIRATION AND ENGAGEMENT

The Museum competes for visitor attendance within the Entertainment and Leisure sector as a cultural attraction. The reputation of its exploration and research, and the valuable specimens on display from the national natural history collections, form the basis of differentiation and advantage over competitive entertainment and leisure alternatives. The Museum can rightly claim that it is the one place to see the “real” scientific specimens that tell the story of Canada’s natural world. The new factor affecting the market for museum visitation is the COVID-19 pandemic and its effect on visitors’ willingness to visit a museum of any kind. Various organizations have conducted visitor intention surveys that will guide our estimates for visitations

and our forecasts for earned revenue this fiscal and in years to come. In 2019-20 visitor intention surveys indicated that up to 33% of regular museum visitors would be willing to visit a museum within the first 9 months from reopening. The balance of regular museum visitors would be willing to visit a museum after a vaccine is distributed. These intentions will seriously impact the earned revenue capacity of the museum.

Nonetheless, competition in the sector continues to grow, as the market is becoming increasingly crowded from stay-at-home options from ever more sophisticated home entertainment systems, especially during the COVID pandemic. Maintaining relevance in a

digitally connected world where facts are only as far away as a smartphone, demands that the Museum experience embraces new media in telling relevant “stories”, as facts alone are not enough. The Museum experience must be engaging, connecting visitors to how the presented knowledge is relevant to them, and providing interactivity for self-customization.

OBJECTIVE 1

Transform people's understanding of Canada's leadership in Arctic knowledge and its importance to our global natural future.

KEY SUCCESS FACTOR

Be a global museum leader that engages in and influences global dialogue about the arctic and its importance to our collective future.

SIGNATURE PROJECTS

- Focus arctic collaborative knowledge creation and sharing on national and international projects
- Grow global digital data sharing through existing platforms and portals
- Recruit leading philanthropists as visible champions committed to the arctic cause
- Engage new partners with established profile and alignment with the museum to enhance public engagement
- Leverage research networks through talent recruitment and succession

SPECIFIC STRATEGIES

- Raise profile of arctic research done in Canada: natural leaders events, nature.ca, SOI, Polar Continental Shelf Program, CHARS, GBIF
- Make the national collection accessible: digitize, loan, accession new collections
- Share arctic content nationally and globally: exhibits, suitcases, podcasts, maps, school resources
- Co-create new content with established players with reach beyond CMN's : NFB, CanGeo, Ocean Wise, INAC, DFO, Polar Knowledge
- Sponsor key arctic conferences and events: ASSW, ArcticNet, CAFF, Arctic Circle Assembly



OBJECTIVE 2

Transform understanding of the relevance and influence of species knowledge to peoples' lives now and in the future

KEY SUCCESS FACTOR

Be a national museum leader that contributes to the understanding of Canada's biodiversity and geodiversity

SIGNATURE PROJECTS

- Grow scientific training program attracting talent from across Canada and around the world
- Create a cryogenic collection that houses CMN frozen tissue samples and welcome samples from outside the museum
- Establish a science sharing program with a national broadcast partner with national reach and reputation
- Invest in national presence and key global forums leveraging CMN expertise in systematics research
- Build species at risk profile and influence through existing and new forums
- Build expertise in data sharing and use

SPECIFIC STRATEGIES

- Invest in use of and promotion of the One World Collection
- Invest in the IUCN programs and congress
- Collaborate with aligned national and international organizations: CBD, GBIF, UNEP



OBJECTIVE 3

Transform understanding and engagement with nature by leveraging expert narratives, extraordinary collections, personal experiences and powerful dialogue.

KEY SUCCESS FACTOR

Be a leader and collaborator in innovative and sustainable nature inspiration and engagement

SIGNATURE PROJECTS

- Refresh content with new lenses on nature onsite, offsite and online in collaboration with strategic partners including indigenous partners
- Develop and deploy a digital engagement framework for public programs and advancement
- Invest in focussed pilots that leverage our strengths and share results nationally in key cities with advancement potential
- Build national platform for dialogue and debate that transforms understanding and inspires engagement with the museum
- Leverage the personal and professional networks of the board of trustees and the foundation directors to broaden reach and impact

SPECIFIC STRATEGIES

- Invest in a refreshed approach to the national and international travelling exhibit program
- Grow the museum's profile in the natureIDEAS program
- Invest in the museum's role with the Ocean Literacy Coalition and in natural resource literacy
- Leverage the 3D theatre assets with new products and experience design for new tastes



OBJECTIVE 4

Play a vital role on the national and global stage to advance understanding and respect for nature.

KEY SUCCESS FACTOR

Be a known, respected, active and called upon player locally, nationally and globally.

SIGNATURE PROJECTS

- Invest in national and international external relations program with government, NGO and industry partners
- Invest in science writing and communications for media, government and stakeholder audiences
- Invest in global conferences and forums with museum experts as speakers and museum as sponsor
- Proactively share knowledge and best practices in research, collections care and content creation as national museum
- Open our doors and share our knowledge experts onsite, offsite and online through open houses, science outreach and digital storytelling

SPECIFIC STRATEGIES:

- Grow the museum profile in the PAGSE program on the Hill
- Grow the museum profile in the Globe Series and Smart Prosperity Institute
- Grow the museum's connections with Indigenous knowledge creators
- Create and share a portfolio of stories that express the importance and the impact of the museum's work



OBJECTIVE 5

Evolve the museum enterprise model to embrace new technology, data analysis and employee engagement.

KEY SUCCESS FACTOR

Be a global leader in sustainable museum enterprise model application and development

SIGNATURE PROJECTS

- Establish a new tech applications skunkworks to iteratively pilot applications in the museum context
- Focus hr efforts on retention, engagement and professional development to continue investment in museum talent
- Leverage digital content through partners and networks in industry, ngo, museum and government
- Refresh enterprise model to reflect evolving fiscal reality
- Develop data analytics approach for SME across all enterprise and corporate services units

STRATEGIES

- Evolve the enterprise model toward a 35% earned revenue framework
- Evolve the talent management framework to accommodate a need for a nimble, adaptable workforce comfortable with change.
- Identify and manage key supplier relationships with strategic importance to the mission and margin of the museum





SWOT: STRENGTHS

- renovated public building
- state of the art collections and research facility
- established collaborative research program
- solid attendance base
- strong local market penetration
- strong membership program
- longstanding national travelling exhibit program
- arctic research program
- 14.6 million specimen natural record
- collection digitization and sharing
- natural heritage campus
- collections management expertise and reputation
- state of the art collections facility with land for growth
- inspiring new galleries
- international special exhibit program
- passionate employees
- evolving enterprise business model
- evolving culture of innovation
- evolving culture of philanthropy



SWOT: WEAKNESSES

- structural deficit
- relatively small research and collections team
- high turnover on board
- small cultivated donor pipeline
- young fundraising program
- low pan-Canadian awareness
- learning new admissions system
- learning new advancement system
- learning new HRIS system
- underutilized finance system
- learning new internal data management system
- small unknown player in a large diverse science pool with a specific niche



SWOT: OPPORTUNITIES

- bold special exhibit program
- new board appointments
- media sponsorship
- federal partners seeking public engagement
- new staff with ideas and energy
- new scientific staff and networks
- research positioning
- engaged and inspiring research and curatorial team
- untapped tourist market
- part of a national museum system
- national museums seen as tourist draw by destination marketers
- sponsor base to build on
- temporary exhibit program that can feed travelling exhibit content
- evolving patron program
- evolving comprehensive advancement program
- new foundation
- robust succession plan
- healthy cash position



SWOT: THREATS

- loss of talent due to competition
- need for robust retention strategy due to success
- workload and stress
- need for wellness program to offset stress of constant change
- lost momentum in advancement with board changeover
- enterprise approach creating performance metric anxiety
- increasing competition for donor dollars to advance vision locally and nationally
- increased brand competition locally and nationally
- cost of growing global brand.

STRATEGIC INVESTMENT: \$25 MILLION

to transform the national museum impact on the national and global stage as a global museum leader in relevant and impactful collections based research, applying a new lens on our understanding of the natural world

\$10.0 MILLION

to endow the Natural Heritage Research Centre. (the collections and research lab wing) Fund post-doctoral research in the Museum's Centres of Excellence. Each Centre will recruit a post doc with a new lens on natural science collections based research (\$50k per year) supported by funding for field research and public programming that communicates that knowledge (\$50k per year).

- **Centre for Fossils and Climate Futures:** palaeoclimate and palaeoecology.
- **Centre for Minerals and Rare Elements:** new knowledge derived from study of MSHillaire collection
- **Centre for Arctic Knowledge and Exploration:** impacts of climate change on species diversity and ecosystem health.
- **Beaty Centre for Species Discovery:** Species change and adaptation.
- **NHC endowment:** fund a dedicated knowledge communicator targetting scientists, government, media and the public.

\$5.0 MILLION

to fund the acquisition, study, display and travel of the Mont St. Hillaire mineral collection

\$4.0 MILLION

to refresh the physical, digital and programmatic content derived from the NHC knowledge and evidence

- Water Gallery refresh: water as precious natural capital
- Mammal Gallery refresh: new lens on adaptation and species hybridization
- Fossil Gallery refresh: Ice Ages story and our climate future
- Earth Gallery refresh: Mont St. Hillaire rare elements and our tech future

\$2.0 MILLION

to endow a post doc in metagenomics (eDNA) or biodiversity dark matter. Post Doc in "the next frontier"

\$2.0 MILLION

to invest in digitization of key collections data to share with the world

\$2.0 MILLION

to invest in scientific equipment that makes 21st century research possible. Microprobe. Digitization Scanners

SPECIAL PROJECTS: \$5 MILLION

\$5 million in Other special projects

\$2.0 MILLION

to endow the Centre for Nature inspiration and engagement

\$1.0 MILLION

to name the Rotunda Gallery for five years

\$1.0 MILLION

million to endow the museum's commemorative milestone programming celebrating events each year of significance to the museum or the VMMB

\$1.0 MILLION

million to name the Salon



ASPIRATIONAL INVESTMENTS

While increases in the operating budget provided by the Government will be helpful to partially offset rising costs, longer-term research leadership will be made possible through successful and ongoing fundraising efforts and contributions. The museum's current strategic framework outlines \$30 million in special projects that need external funding to advance. In addition to these immediate projects the museum is also planning for the expansion of the collections and research facility located in Gatineau Quebec where the national natural history collection is stored and where the museum's scientific research is conducted. The current facility is at capacity having been built in 1997 with a 20 year collection growth plan. The need for a shared understanding of our natural world makes this expanded capacity to create new evidence based knowledge essential.

DESCRIPTION OF SUCCESS

- We are a source of knowledge and inspiration about the arctic, about species diversity and about our natural future.
- We are a facilitator of inspiring connections and courageous dialogue about nature in a 21st century global context.
- We are a respected national museum of international first rank collaborating with the best in the world.
- We are a magnet for collections based scientific research talent.
- We are a source of inspiring and amazing scientific stories.
- We are a great place to work.
- We are operating within a financially sustainable context.
- We are a “must-experience” destination (virtually and physically) for all ages.
- We are a source of pride across Canada.
- We are an established part of the national museum system.
- We are a magnet for passionate and committed volunteers.
- We are unafraid and unapologetic of success, however defined
- We embrace innovation and informed risk-taking to advance our mission
- We are a place where natural sciences leaders want to present and tell their stories
- We are a place where scientists want to donate their specimen collections
- We are known for state of the art public engagement, collections care and scientific research facilities.
- We are a leader in 21st century IT/IM systems that enable the museum enterprise.

