

*Connecting People
with Nature*



**SUMMARY OF THE CORPORATE PLAN
*2003-04 to 2007-08***

**CAPITAL AND OPERATING BUDGET
*2003-04***

AMENDED: NOVEMBER 2003



 Canadian Museum of
NATURE

Canada

Canadian Museum of Nature

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

CMN Corporate Values

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CORPORATE OVERVIEW



Mandate and Vision

The Canadian Museum of Nature (CMN) became a Crown corporation on July 1, 1990 under the *Museums Act*. It reports to Parliament through the Minister of Canadian Heritage.

The Museum's mandate is "to increase, throughout Canada and internationally, interest in, knowledge of, and appreciation and respect for the natural world." It fulfills this mandate "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."

As a public institution created by the federal government for the benefit of Canadians, CMN put forward a new strategic vision of the organization for 2003-2008: "Connecting People with Nature." CMN exists to help people understand the constant and inescapable intersections of human society and nature, and through this vision, the Museum has defined the key characteristics and qualities that will be cornerstones in fulfillment of its mandate:

- ▶ To be an engaging and trusted source for the development of a sound, knowledge-based relationship with the natural world;
- ▶ To work as a catalyst, coordinator or contributor in a Canada-wide network of natural history expertise and resources;
- ▶ To showcase, celebrate and encourage learning about the natural diversity of Canada and people's role and responsibility as members of larger natural communities;
- ▶ To be a valued contributor to inform and influence Canadian public policy on natural science issues.

Corporate Profile

CMN had its origins in the Geological Survey of Canada (GSC), formed in 1842. The GSC became the National Museum of Canada in 1927. The National Museum of Natural Sciences was officially established through the *National Museums Act* in 1968. In 1990, the *Museums Act* established CMN as an autonomous museum with an expanded mandate.

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

The collections held and protected by CMN – over 10 million specimens – are the fruit of 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 scientific work of CMN ranges hugely in time and space – from examining the evolution of life on earth to undertaking polar research in order to predict the impact of environmental change.

In addition to their research, Museum scientists lead and contribute to a number of local, national and international organizations focused on preserving natural heritage, lecture at universities and other museums, supervise graduate students and publish widely.

The Museum is constantly changing, and opening up new territory for Canadians to explore. Permanent 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 can discover and explore the natural world through CMN multimedia products including nature.ca, the Museum's popular Web site, videos, audio-cassettes and television programmes as well as print publications.

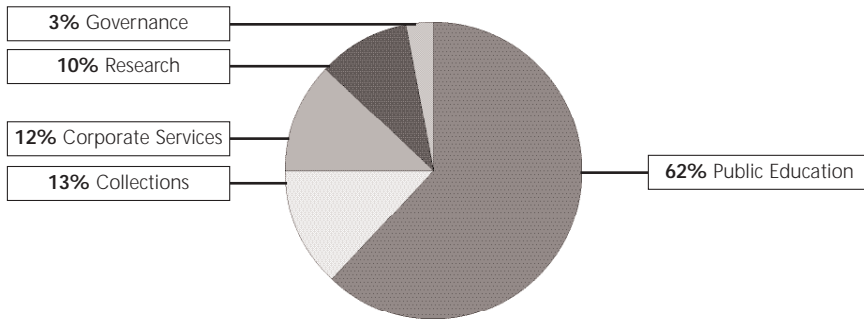
CMN is governed by a Board of Trustees whose 11 members are Governor-in-Council appointees from all regions of the country. The Board, which provides corporate direction and delegates authority to the President for the management of the Museum, is accountable to Parliament through the Minister of Canadian Heritage.

The Museum has 173 full-time employees and outsources services where it is most cost-effective. CMN also benefits from the contribution of loyal and dedicated volunteers who assist in research, collections and educational programmes. The Canadian Museum of Nature is now consolidated in two buildings in the National Capital Region: the Victoria Memorial Museum Building for exhibitions and public education, and the Natural Heritage Building in Gatineau (Aylmer area), Quebec for collections, research, public education and administration.

Financial Resources

In 2003-04, CMN will operate within a total budget of \$45,520,000, of which 92 percent comes from federal government appropriations, while the remaining 8 percent is self-generated. Figure 1 shows how CMN's budget is allocated across its five programme activities. Fixed costs for facilities, security and information technologies are allocated to all activities on the basis of use.

FIGURE 1: 2003-04 RESOURCES BY ACTIVITY



SITUATION ANALYSIS



External Environment

EXTERNAL BUSINESS ENVIRONMENT

The local museum market is competitive, with four national museums investing resources to attract both local and tourist audiences. The Museum's assets are its focus on nature, the scientific foundation of its exhibitions and programmes, and its capacity to provide interactive experiences and encounters with real specimens of plants, animals, minerals and fossils.

CUSTOMER EXPECTATIONS

Studies show that visiting the Victoria Memorial Museum Building is usually a family experience and entertaining children is the dominant motivation for most Museum visitors. In spring 2002, CMN undertook a national survey to 1) identify the subjects most likely to attract the interest of Canadians to the work of the Museum and 2) get a sense of the level of interest in two new initiatives: increased travelling exhibitions and increased Internet presence. Respondents rated both initiatives as generally good, with one in three rating them as "excellent." Survey findings are being integrated into public programming and communications activities, and will set some benchmarks in relation to Canadians' knowledge of and interest in natural history issues and familiarity with CMN.

INTEREST IN THE ENVIRONMENT

The results of a survey undertaken last spring on behalf of CMN, in conjunction with Genome Canada, show a clear gap between Canadians' level of knowledge and their level of interest in natural history: while only one in 10 described themselves as "very knowledgeable," one in four said they were "very interested" in the topic. The data from the survey suggest that the strongest connection respondents make to the Museum is environmental, and that Canadians want CMN to be a source of substantive, credible information about pressing environmental issues. Information from the survey was a key contributor to the Museum's decision to select *environmental change* as the overarching issue and focus in the new strategic plan under the key themes of a) understanding the critical factors affecting change, b) understanding the human element and c) understanding the history of species and habitat distributions.

GENERATING REVENUE

The Natural Partnerships Campaign to raise \$10 million is underway currently and is creating new opportunities for the Museum. Funds raised from generous donors and sponsors are providing critical support to the Museum's renewal initiative: the new model of national service; the development of topical new permanent galleries; the creation of dynamic travelling exhibitions; and the presentation of innovative educational programmes. It will also create a strong base for future fundraising, which will enable the Museum to leverage annual appropriations in order to enhance its ability to do the Museum's important work.

CMN ON-LINE

CMN's Web site, nature.ca, has successfully established its brand and developed a loyal and large user community. New postings are frequent and users can now contact the Museum for direct services, including the on-line products/publications catalogue and donations pages. The Museum continues to make good progress in digitizing the national collections, with 523,776 records now electronically available out of a total of 2.5 million cataloguable records. Partnerships in the Virtual Museum of Canada and data sharing with other museums and research institutions are already in place; these will grow and change to suit the needs and response of the public.

CANADIAN UNITY

The Federal Government's September 2002 Throne Speech noted that, "Canada has a unique model of citizenship, based simultaneously on diversity and mutual responsibility. This model requires deliberate efforts to connect Canadians across their differences, to link them to their history and to enable their diverse voices to participate in choosing the Canada we want." CMN, through its research, collections and public education programmes, helps protect Canada's heritage and explains to Canadians the past, present and future of the natural world in a modern and interactive way. By encouraging Canadians to view Canada from the perspective of nature — which supersedes political boundaries — CMN makes a significant contribution to the national policy objective of fostering a shared commitment to a strong and cohesive Canada.

Internal Analysis

CORPORATE RESOURCES

- ▶ The employees and volunteers of CMN are its most important asset and the primary factor in its overall ability to serve Canadians and to realize its mandate.
- ▶ Extensive and on-going national consultations with stakeholders have reinforced the important national role CMN can play within the scientific and museum communities and with the public at large. Combined with internal consultations with staff, this has resulted in the new Strategic Plan for 2003-2008, which focuses on defining a unique role for CMN — in partnership with other museums — to provide maximum service and benefit to Canada.
- ▶ A survey undertaken this spring on behalf of CMN shows there is a clear gap between Canadians' perceived level of knowledge and their level of interest in natural history, which the Museum can help to bridge.
- ▶ CMN is Canada's national repository for natural history collections. The Museum houses approximately 10 million specimens that are used by scientists across Canada and around the world in systematics research, ecological research and environmental monitoring.
- ▶ Research at CMN focuses on socially relevant topics where the Museum's expertise in systematics — the comprehensive study of natural history of minerals, fossils, plants and animals — is applied by scientists and decision-makers in the conservation of biodiversity and planning for wise use of resources.

- ▶ The Museum is in the process of establishing a 3-D Imaging Centre, using leading edge technology developed by the National Research Council of Canada. The Centre will produce state-of-the-art digital images of CMN collection specimens to enhance the value and use of collections information. The Centre will gradually expand to provide the same service to other partner heritage agencies across Canada and internationally.
- ▶ Continuing and new collaborations with other institutions increase the capacity for natural science research in Canada and contribute to ensuring the future of our natural environment.
- ▶ Conservation research in assessing risks to the preservation of collections is improving CMN's efficiency in caring for collections by identifying areas of highest vulnerability. The CMN project team received the Canadian Museums Association 2002 Award for Outstanding Achievement in Conservation, for its Collection Risk Assessment project.

CHALLENGES

- ▶ The refit of the Victoria Memorial Museum Building and the renewal of the exhibition galleries are significant aspects of the new vision to 2008 and the Museum's strengthened programme of national service. Required building condition studies have revealed significant deficiencies that must be addressed in the refit of the Victoria Memorial Museum Building. Since initial publication of the corporate plan, the Museum has obtained all necessary federal government approvals to proceed with the renovation of the VMMB and the necessary funds have been identified. The renovation project will now proceed as planned. The financial statements of the Museum have been amended to reflect the approved projects costs and cash flows for the project.
- ▶ Fixed facilities costs have been consuming 35 percent of the base annual appropriation. Assumption of these costs by CMN was essential in order to address long-standing health and safety issues in 11 rented buildings and to ensure fulfillment of the public trust with regard to the documentation and preservation of the national collection in perpetuity. Now that the original under-capitalization of the Natural Heritage Building is being addressed, the current and longer-term financial pressures related to infrastructure need to be addressed. A steady base of capital funding is required to sustain the capital value of the Natural Heritage Building.
- ▶ Growing demand for access to CMN collection information is frustrated by financial constraints. At the current level of resourcing, it will require work over decades to convert existing paper-based collection records to databases (two million records) and integrate other uncatalogued material (500,000) into the information systems. The Museum has adopted a strategy to prioritize 350,000 records of this backlog and to seek special grant funding in an effort to address this issue, at least in part.



OBJECTIVES, STRATEGIES AND
PERFORMANCE MEASURES

OBJECTIVE 1

Increase national service and impact

CMN will serve at home and abroad as a credible source of knowledge in the natural sciences and as an active member of the Museum community to further Canadians' understanding of the natural world and appreciation for our natural heritage.

STRATEGIES

- ▶ Managing and increasing the accessibility of the national natural history collection
- ▶ Conducting collections-based research grounded in CMN's recognized expertise in systematics, and sharing and communicating these research findings with scientists and the Canadian public
- ▶ Conducting research in collection management and conservation, applying this knowledge to the care of the national collection and sharing it with other collection-holding institutions
- ▶ Playing an active role with partners in articulating national and international requirements and priorities of the scientific and museum communities
- ▶ Facilitating and contributing to national networks of scientific and museum expertise
- ▶ Acting as a focal point for Canadians' understanding of the natural world and the value of systematic research and collections
- ▶ Completing a long-term collection development plan in consultation with other Canadian collections-holding institutions
- ▶ Developing the strategic plan for 2003-2008

ACCOMPLISHMENTS *(April 1 – September 30, 2002)*

Below are some of the accomplishments under Objective 1 for the first half of the fiscal year 2002-03.

- CMN staff and volunteers continued digitizing the collections, entering 17,317 records for the first half of fiscal year 2002-03, out of an annual target of 30,000. A major accomplishment is the completion of all data entry for the fishes of Canada (freshwater and marine) and the Arctic.
- CMN scientists conducted research, taught and collected specimens throughout Canada and abroad this summer, ranging from prehistoric archaeological sites at Prince Rupert Harbour, B.C., to the Arctic and Central America.
- The CMN project team received the Canadian Museums Association 2002 Award for Outstanding Achievement in Conservation, for its Collection Risk Assessment project.

- Virtual Museum of Canada projects moved ahead, including the English version of “Du roc au métal” with the Musée de la civilisation in Quebec, a proposal for the Beringia Zoo with the Yukon Beringia Interpretive Centre, and the project for “Northern Peoples: Northern Knowledge; the Canadian Arctic Expedition 1913-18.”
- Offices and equipment were installed at the Natural Heritage Building for the 3-D Imaging Centre. The Centre will produce state-of-the-art digital images of CMN collection specimens and eventually will provide similar services to other partner heritage agencies in Canada and abroad.
- The Museum was the site of a major scientific conference, the International Diatom Symposium, which was held in Canada for the first time. (Diatoms are single-celled marine and freshwater life forms that make up one-quarter of the earth’s energy-producing organisms).
- CMN took part in meetings of a number of organizations including: the Tri-Council Working Group on Scientific Collections; the Canadian Committee for the International Union for the Conservation of Nature; the Biodiversity Knowledge and Innovation Network; and the Museum Trustees Association.
- A draft collections plan, which gives longer-term focus and precision to the collecting activities of the Museum, has been completed and is being refined for implementation.

PERFORMANCE MEASURES

Increase the number of annual presentations/representations outside the National Capital Region (NCR) to 115 by the end of 2006-07. Increase the number of annual transactions with respect to CMN’s collections to 24,800 by 2006-07. Produce a minimum of 32 refereed publications annually. Have 632,000 collection records accessible electronically by 2006-07. Increase the number of new partnerships undertaken annually. Achieve 600 person-days of CMN presence across Canada during 2002-03 and a minimum of three person-days per province or territory.

ACHIEVEMENTS AGAINST PERFORMANCE MEASURES

(April 1, 2002 – September 30, 2002)

Staff made 104 presentations to audiences outside the NCR. There were 4,952 collections transactions. Researchers produced 13 refereed publications. Staff entered 523,776 collection records into the collections system. The Museum undertook 12 new partnerships. CMN staff were present in Canadian provinces, territories or other countries for a total of 882 days, which exceeded the annual target.

Better demonstrate the value of the work done by CMN

CMN will actively share and communicate the nature and results of work done by the institution to make this significant work visible locally and nationally. The Museum will seek broad community participation in its activities and programmes to support the renewal of the Victoria Memorial Museum Building in the National Capital Region. Electronic media such as television broadcasts and **nature.ca**, the Museum's dynamic Web site, will serve to stimulate cross-Canada public attention, interest in, support for and enjoyment of the Museum.

STRATEGIES

- ▶ Offering a rich calendar of exhibitions, educational programmes and community events
- ▶ Communicating the breadth of the Museum's activities with the intent of enabling broad community participation in the Museum
- ▶ Sharing and communicating the Museum's knowledge and expertise
- ▶ Developing innovative applications of our knowledge of natural science and museology to issues of interest and concern to Canadians

ACCOMPLISHMENTS *(April 1 - September 30, 2002)*

- *Green Legacy*, an exhibition on rare and endangered Canadian plants, opened successfully on May 9. A three-minute on-line video was created for **nature.ca**, CMN's Web site, to promote this travelling exhibition nationally over the next year. Staff installed the Fall feature exhibition *Great Asian Dinosaurs*, for an October 3 opening.
- During the summer, education staff provided natural history day camps to hundreds of children at the Victoria Memorial Museum Building. Nature Workshops engaged 2,038 children in nature topics.
- CMN launched two new public programmes in September, including Hands-On Science, a weekly activity in the Exploration Station featuring CMN and occasionally external science experts, and an Adult Workshop Series on various nature hobbies and activities.
- There was continuing national reach through multi-media programs, including the Web, video, radio, television and high definition programs, and the production of banners, posters, brochures and books. CMN launched Dr. Kathy Conlan's book, *Under the Ice*, through Kids Can Press.
- Traffic remained high on the Web site. By September 30, almost 1.5 million unique visits had been made to **nature.ca**, compared to 1.1 million for the same period last year.

- CMN continued to develop tools for biodiversity inventories and monitoring. Students participating in CMN's Environmental Stewardship Program inventoried eight forest plots at the Natural Heritage Building (Aylmer area) site.
- The preliminary design for the new Fossils Gallery was completed and contracts are in process for production of major specimens for the gallery. Work on the Nature of Humans Gallery has concentrated on the first phase — the public education project on Genomics. Preliminary design of *The Gee! in Genome* exhibition has been approved, as has the development of substantial educational programming, to be launched in spring 2003.
- Development is underway on the Discovery Centre project, including exploring the possibility of joining the Discovery Centre to other projects in order to maximize resources and facilitate funding and visibility.

PERFORMANCE MEASURES

Maintain a stable attendance level, taking into account the impact of the Victoria Memorial Museum Building construction and renovations on visitors. Increase the number of unique Web site visits to 3,250,000 by the end of 2006-07. Maintain current number of staff presentations annually (495 in 2001-02). Strive to reach and maintain a visitor satisfaction level of 5 (very satisfied). Exceed a level of 50 percent of unaided awareness of CMN in the National Capital Region by the end of 2006-07 and maintain thereafter. Reach an average market share of visits to federal museums in the National Capital Region of 15 percent by the end of 2007-08.

ACHIEVEMENTS AGAINST PERFORMANCE MEASURES

(April 1, 2002 – September 30, 2002)

Staff made 306 presentations to external audiences. Visitor satisfaction level was 4.54 (on a minimum scale of 5.0 for “very satisfied”). Evaluation of level of awareness will be part of surveys to be conducted by the end of 2002-03. The CMN reached an average market share of 7.2 percent.

Figure 2: Audience Reach

(number of visitors)	2001-02 Actual for 12 months	2002-03 Planned for 12 months	2002-03 Actual (02/09/30) for 6 months
VMMB visitors	261,726	306,900	142,713
VMMB after hours	30,052	35,000	13,263
NCR outreach attendance	3,321	6,600	2,092
NHB visitors	1,397	1,100	664
National attendance	798,380	769,000	384,000
Web unique site visits	2,795,676	2,250,000	1,491,662
Multimedia (TV)	1,130,000	800,000	420,000

OBJECTIVE 3

Put in place, maintain and improve an effective and efficient infrastructure of systems and facilities

CMN will ensure that all support systems of the institution promote maximum effectiveness and efficiency of operations and enable all work units to maximize their contribution to the service and value of the Museum.

STRATEGIES

- ▶ Maintaining and upgrading physical facilities
- ▶ Providing tools to improve internal efficiency and cost effective management of CMN operations
- ▶ Providing a supportive working environment with opportunities for innovation and growth
- ▶ Conducting timely evaluation processes for all Museum activities

ACCOMPLISHMENTS *(April 1 - September 30, 2002)*

- Three design options were prepared for the Victoria Memorial Museum Building renewal project and CMN approached the Government of Canada with a preferred option that would address the health and safety and functional deficiencies revealed by the studies. Threat and Risk Assessments for the Victoria Memorial Museum Building and the Natural Heritage Building were completed.
- New desktop hardware and software were acquired to provide staff with updated tools and improve productivity. Extensive planning and design work was completed on the new IT and communications systems network infrastructure for the Victoria Memorial Museum Building as part of the renewal project.
- The HR guide, "Building Capacity at CMN – Core Competencies," was completed.
- This year's special 25th anniversary Volunteer Appreciation dinner took place on May 15.
- The Visitor Studies and Market Research unit provided information to support the planning and development of the High Definition Cinema programme. Research was undertaken for computerized survey tools to conduct ongoing visitor satisfaction surveys.
- The Audit and Finance Committee of the Board of Trustees approved one internal audit on the Victoria Memorial Museum Building renewal project during this fiscal year, along with a Risk Assessment workshop, planned for December, to assist in the preparation of a five-year internal audit plan.

PERFORMANCE MEASURES

Offer four days of professional development per employee annually. Increase and maintain the percentage of salary budget expended on professional development (training) to two percent. Achieve a cost per user of \$5.56 when including Web users and \$12.72 per user when excluding Web users.

ACHIEVEMENTS AGAINST PERFORMANCE MEASURES

(April 1, 2002 – September 30, 2002)

There were 2.4 days of professional development offered per employee. CMN expended 0.91 percent of the salary budget on professional development. Cost per user was \$5.94 (including Web users) and \$16.49 (excluding Web users).

Increase self-generated revenue

CMN will seek to access additional resources in order to enhance its programme of services and its value to Canadians.

STRATEGIES

- ▶ Managing a National Campaign to support the renewal of the Victoria Memorial Museum Building
- ▶ Continuing to seek alternative sources of funding
- ▶ Maximizing current sources of revenue

ACCOMPLISHMENTS *(April 1 - September 30, 2002)*

- The target dates for the Natural Partnerships Campaign to raise \$10 million (pledged commitments) will be reviewed once a solution has been found to the health and safety infrastructure issues arising from the planned refit of the Victoria Memorial Museum Building and a schedule can be developed for the refit work and gallery development.
- The Family Campaign has had outstanding success, with over 60 percent of staff participating to produce combined employee and trustee pledges exceeding \$200,000.
- The Museum negotiated a contract with the American Museum of Natural History for a workshop on Collections Risk Assessment and associated consulting.
- Following a visit to CMN's HD cinema and a CMN staff presentation, the Saskatchewan Science Centre has signed a one-year, 12-programme, licensing agreement with CineMuse. Six Canadian museums have become members of the network, but this is the first license sold with a return of \$1,200 to CMN.
- The Bickell Foundation awarded the Museum a \$5,000 grant. The Museum has also been the beneficiary of a \$15,000 cash donation and a number of gifts-in-kind, which enhanced the National Collection. Donations to the Nature Discovery Fund continued at a steady pace.
- There was a strong performance in membership sales (\$13,000) as the total number of members reached 1,405, an increase of 18 percent over the same period last year.
- Revenue from rental of facilities was \$157,000 for the first six months.

PERFORMANCE MEASURES

Achieve revenue-generating activities of \$1,501,000 in 2002-03. Achieve fundraising targets of \$2,169,000 in 2002-03 from donations and sponsorships. Achieve a ratio of \$5.03 per visitor gross sales income by 2002-03.

ACHIEVEMENTS AGAINST PERFORMANCE MEASURES
(April 1, 2002 – September 30, 2002)

Per visitor gross sales income was \$5.89.

Figure 3: Self-Generated Revenue

(in dollars)

	2001-02 Actual For 12 months	2002-03 Forecast For 12 months	2002-03 Actual (02/09/30) For 6 months
Revenue-Generating Activities	2,092,000	1,836,000	876,000
Fundraising	508,000	551,000	224,000

THE NEW VISION — CONNECTING
PEOPLE WITH NATURE



Objectives and Strategies for 2003-04 to 2007-08

Fiscal year 2003-04 will be the first year of implementation of the new five-year-plan to achieve the strategic vision of CMN in 2008: “Connecting People with Nature.” To develop this plan, the Museum consulted broadly over a period of almost two years with potential partners, with the public and with staff, in order to understand and address expectations and needs.

Over the next five years, CMN will seek to position itself at the intersections of nature and human society. A major component of the new vision is greater emphasis on networks, partnerships and joint ventures with museums across Canada, with institutions in the public and private sectors and with other national institutions. These partnerships will use the Museum’s scientific and technical expertise to meet the challenge of providing both credible scientific information and ready access to educational programmes and products. The ultimate goal is to increase CMN’s and its partners’ ability to address issues of concern to Canadians and to engage people in all regions of the country.

Implementing the new vision in 2003-04 will result in a number of changes at the Museum, as some activities and projects will be replaced and others will be adapted to address more precisely the strategic priorities and the natural history issues identified as relevant to Canadians, especially *environmental change* – the priority issue and focus of the new strategic plan. Key priorities for action for 2003-2008 are as follows:

- ▶ Develop and promote the Museum’s national and leadership role
- ▶ Complete the refit and renewal of Museum facilities
- ▶ Nurture the skills and develop the operational base to create products and programs of national scope and importance

The strategic plan includes seven objectives: five related to core tasks and two related to corporate services. CMN is in the process of finalizing strategies to achieve these objectives and of developing performance measures for the strategies, and will complete this exercise by the end of 2002-03.

OBJECTIVE 1

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

CMN will be a resource for the development of a sound knowledge-based relationship between Canadians and the natural world. To that effect, the Museum will safeguard and develop collections; it will create new knowledge and increase public understanding of the complexity and diversity of the Canadian natural environment and of issues concerning Canadians' relationship with that environment.

STRATEGIES

- ▶ Build an inventory of natural history issues relevant to Canadians
- ▶ Provide mechanisms for the gathering of external expert advice on programme planning and delivery
- ▶ Create and implement a framework that includes external advice in all strategic decisions requiring a national perspective
- ▶ Create programmes of research, collections development and documentation and educational activities that will address issues of relevance to Canadians

PERFORMANCE MEASURES

Produce a minimum of 32 refereed publications annually on issues of relevance to Canadians. Have 662,000 collection records (equal to 25 percent of total collection units that can be catalogued) accessible electronically by 2007-08, with an average of 30,000 records entered annually. Increase the usage of CMN's collections by 2007-08. Maintain the number of products and publications produced at 300 per year. Achieve 900 person/days of CMN presence, across Canada and internationally, during 2003-04 and a minimum of 3 person/days per province or territory. Increase the annual number of unique Web site visits to 3.75 million by the end of 2007-08.

OBJECTIVE 2

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

CMN will act as a catalyst, a coordinator and a contributor to develop a Canada-wide network of natural history expertise and resources. As a member of this network, the Museum will assist in building regional stories and comprehensive national perspectives on the issues of relevance to Canadians.

STRATEGIES

- ▶ Create a national network of natural history museums
- ▶ Identify "quick hits" to consolidate the role of the network and generate momentum
- ▶ Develop national strategies for research, collections and education

PERFORMANCE MEASURES

Undertake projects and activities with the network of Natural History Museums addressing issues of relevance to Canadians and assess their degree of success. Standard to be established by the end of 2002-03.

OBJECTIVE 3

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

CMN will support public awareness and facilitate participation in discussions of significance to our environment through dialogue and the transmission of new knowledge in natural history.

STRATEGIES

- ▶ Create national forums to discuss, debate and share information on relevant environmental issues of concern to Canadians
- ▶ Develop and implement formal mechanisms to inform federal public policy on natural history issues
- ▶ Continue and enhance participation in the Canadian Museums Association

PERFORMANCE MEASURES

Develop new vehicles to encourage engagement of the public. Maintain the current number of staff presentations to external audiences (495 in 2001-02). Increase participation in the Canadian Museums Association through presentations, participation in special interest groups, organizing committees, etc.

OBJECTIVE 4

To develop CMN's internal capacity to work in integrated, collaborative approaches

The Museum will pursue partnerships and emphasize integrated multi-disciplinary approaches. It will seek other like-minded organizations to develop products, services and perspectives that none can create separately. It will fulfill a national leadership role in the museum community by leading or participating in collaborative endeavours.

STRATEGIES

- ▶ Implement a competency-building process that will enable museum staff to work in integrated approaches such as partnerships, networks and multi-disciplinary teams
- ▶ Develop external partnership guidelines
- ▶ Create a transition strategy

PERFORMANCE MEASURES

Increase the value of new partnerships undertaken by addressing an average of 50 percent of established partnership evaluation criteria by 2007-08.

OBJECTIVE 5

To ensure that the Victoria Memorial Museum Building renewal project furthers the vision

Planning for the Victoria Memorial Museum Building physical and programming renovation will be aligned with the principles of the new vision and with the other strategies pursued by the Museum.

STRATEGIES

- ▶ Create a review mechanism to ensure that planning and programming decisions for the Victoria Memorial Museum Building are made in line with the principles of the new vision
- ▶ Co-develop the Water and Nature of Humans signature galleries with other museum partners with elements located in Ottawa as well as elsewhere in Canada
- ▶ Develop seminar sessions, with documentation, for presentation at the CMA and provincial museum association conferences, based on aspects of the renewal and rehabilitation projects of most interest to natural history museum network and other museums
- ▶ Launch renovated public spaces with a public lecture series of internationally important environmental thinkers, with associated workshops, films, etc., on a large scale

PERFORMANCE MEASURES

Maintain an attendance level that takes into account the impact of Victoria Memorial Museum Building construction and renovations on visitors (estimated visitors annually: 2003-04: 228,000; 2004-05: 168,000; 2005-06 to 2007-08: 300,000). Strive to reach and maintain a visitor satisfaction level at 5 (very satisfied). Reach and maintain a market share of visitors to federal museums in the National Capital Region of 15 percent by the end of 2007-08.

OBJECTIVE 6

To establish and maintain an effective and efficient infrastructure of systems and facilities

CMN will ensure that all support systems of the institution promote maximum effectiveness and efficiency of operations and enable all work units to maximize their contribution to the service and value of the Museum.

STRATEGIES

- ▶ Address the Health and Safety infrastructure requirements for the Victoria Memorial Museum Building
- ▶ Administer real property
- ▶ Develop, modify or consolidate management processes to support the vision
- ▶ Provide a supportive working environment with opportunities for innovation and growth
- ▶ Maintain and improve knowledge management capabilities systems and services
- ▶ Improve and integrate frontline services to the public

PERFORMANCE MEASURES

Offer annually four days of professional development per employee to align competencies to the new vision. Increase and maintain the percentage of the salary budget expended on professional development (training) to two percent. In 2003-04, achieve a cost per user of \$5.83 when including Web users and \$16.19 per user when excluding Web users. Measure real property costs per gross square metre for both the Victoria Memorial Museum Building and the Natural Heritage Building.

OBJECTIVE 7

To increase CMN's self-generated revenue

CMN will seek to access additional resources in order to enhance its program of services and its value to Canadians.

STRATEGIES

- ▶ Build a strong philanthropic base of support for CMN
- ▶ Identify and secure private and public sponsorships, partnerships and alliances
- ▶ Develop and market education, collection and research products and services
- ▶ Develop and maximize commercial products and services

PERFORMANCE MEASURES

Achieve targets for revenue generating activities and fundraising as set out in Figure 4. Increase gross sales income per visitor to \$5.05 by 2007-08.

Figure 4: Self-Generated Revenue Targets

(in dollars)

	2003-04	2004-05	2005-06	2006-07	2007-08
Revenue-Generating Activities	1,299,000	639,000	1,319,000	1,548,000	1,692,000
Fundraising	2,272,000	2,147,000	3,047,000	1,540,000	1,040,000



FINANCIAL PLANS

Financial Summary

FIVE-YEAR FINANCIAL PLAN

The Financial Plan represents the Corporation's forecast over the five-year planning period 2003-04 to 2007-08. Table 1 shows the forecast by activity based upon approved reference levels and revenue forecasts for the current year and the planning period.

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 2001-02.

Table 1: Corporate Budget Summary by Activity

(in thousands of dollars – except for staff levels)

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
	Actual	Forecast	Budget	Budget	Budget	Budget	Budget
Staff Levels	164	169	173	173	173	173	173
Research	5,324	4,392	4,542	4,512	4,666	4,724	4,792
Collections	5,155	5,651	5,863	5,829	5,986	6,018	6,061
Public Education	12,454	12,911	28,360	45,809	40,854	36,406	32,845
Corporate Services	4,623	4,977	5,263	5,289	5,466	5,531	5,607
Governance	1,279	1,394	1,492	1,515	1,562	1,577	1,595
Sub-total	28,835	29,325	45,520	62,954	58,534	54,256	50,900
Less revenues	(2,600)	(2,466)	(3,571)	(2,786)	(4,366)	(3,088)	(2,732)
Appropriations	26,235	26,859	41,949	60,168	54,168	51,168	48,168

Annual Budget

2003-04 OPERATING AND CAPITAL BUDGET

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

Table 2: Summary of Operating and Capital Budget

(in thousands of dollars)

	2001-02	2002-03	2002-03	2003-04
	Actual	Approved	Forecast	Proposed
Operating	26,646	25,749	24,545	26,885
Capital	2,189	4,780	4,780	18,635
Less revenues	(2,600)	(3,670)	(2,466)	(3,571)
Appropriations	26,235	26,859	26,859	41,949

The increase in both appropriations and capital expenses from 2002-03 to 2003-04 is due to the planned investment in interior building renovations at the VM MB which will be capitalized and depreciated once the project is completed.

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)

	2001-02 Results	2002-03 Forecast	2003-04 Pro forma	2004-05 Pro forma	2005-06 Pro forma	2006-07 Pro forma	2007-08 Pro forma
Assets							
Current							
Cash and short-term investments	8,395	6,923	7,430	7,964	8,535	9,145	9,794
Accounts receivable							
Trade	187	350	350	350	350	350	350
Government departments and agencies	537	700	700	700	700	700	700
Prepaid expenses	782	500	500	500	500	500	500
	9,901	8,473	8,980	9,514	10,085	10,695	11,344
Restricted cash, short-term investments and receivables	1,019	932	912	892	872	852	832
Collections	1	1	1	1	1	1	1
Capital assets	36,040	39,075	55,664	88,845	114,054	136,237	150,912
	46,961	48,481	65,557	99,252	125,012	147,785	163,089
Liabilities							
Current							
Accounts payable and accrued liabilities							
Trade	2,664	1,500	1,500	1,500	1,500	1,500	1,500
Government departments and agencies	1,840	970	970	970	970	970	970
Current portion - obligation under capital lease	198	219	241	267	294	325	359
Current portion - loan from Department of Canadian Heritage	377	-	-	-	-	-	-
Deferred revenue and parliamentary appropriation	2,910	140	150	150	150	150	150
Employee future benefits	219	289	324	359	394	429	464
	8,208	3,118	3,185	3,246	3,308	3,374	3,443
Obligation under capital lease	33,143	32,923	32,683	32,415	32,121	31,796	31,438
Deferred capital funding	6,124	10,160	27,752	61,935	88,145	111,329	127,006
Employee future benefits	1,267	1,292	1,318	1,345	1,371	1,399	1,427
Deferred contributions	667	647	627	607	587	567	547
	49,409	48,140	65,565	99,548	125,532	148,465	163,861
Endowment	280	285	285	285	285	285	285
Equity of Canada	(2,728)	56	(293)	(581)	(805)	(965)	(1,057)
	46,961	48,481	65,557	99,252	125,012	147,785	163,089

Statement 2: Statement of Operations & Equity of Canada

(in thousands of dollars)

	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
	Results	Forecast	Pro forma	Pro forma	Pro forma	Pro forma	Pro forma
Revenue							
Commercial operations	1,264	1,444	935	299	987	1,202	1,297
Contributions	508	551	2,272	2,147	3,047	1,540	1,040
Educational programmes	402	173	95	71	63	70	119
Scientific services	55	46	18	18	18	25	25
Interest income	344	250	250	250	250	250	250
Other	27	2	1	1	1	1	1
	2,600	2,466	3,571	2,786	4,366	3,088	2,732
Expenses							
Personnel costs	12,873	12,110	12,474	12,723	13,105	13,341	13,581
Interest on capital lease obligation	3,337	3,302	3,281	3,259	3,233	3,206	3,175
Operation and maintenance of buildings	2,603	2,119	3,165	4,068	5,616	2,718	3,653
Professional and special services	2,428	1,421	1,400	1,400	1,400	1,000	1,000
Depreciation of capital assets	1,483	1,745	2,046	2,351	2,775	5,700	9,072
Real property leases and taxes	1,579	1,678	1,641	1,641	1,641	1,641	1,641
Exhibits	652	953	1,861	1,208	1,919	1,268	834
Information management infrastructure and systems	1,453	1,000	1,000	1,000	1,000	1,000	1,000
Marketing and communications	628	550	550	550	1,000	500	500
Material and equipment	583	400	400	400	400	400	400
Travel	411	300	300	300	300	300	300
Purchase of objects for collections	81	70	70	70	70	70	70
Repairs and maintenance	91	75	75	75	75	75	75
Freight and cartage	6	4	4	4	4	4	4
Other	27	10	10	10	10	10	10
	28,235	25,737	28,277	29,059	32,548	31,233	35,315
Net result of operations before government funding	(25,635)	(23,271)	(24,706)	(26,273)	(28,182)	(28,145)	(32,583)
Parliamentary appropriation for operating expenditures	23,177	26,055	24,357	25,985	27,958	27,985	32,491
Net result of operations	(2,458)	2,784	(349)	(288)	(224)	(160)	(92)
Equity of Canada, beginning of year	(270)	(2,728)	56	(293)	(581)	(805)	(965)
Equity of Canada, end of year	(2,728)	56	(293)	(581)	(805)	(965)	(1,057)

Note:

The Department of Finance provided borrowing authority to the Museum to enter into a long term capital lease obligation to fund the Gatineau (Aylmer area) facility. The statement of operations and Equity of Canada therefore reflects interest on the capital lease obligation as well as amortization charges because of the recognition of the building as an asset. The accounting treatment of the costs associated with the Gatineau (Aylmer area) facility has a significant negative impact on the Museum's Statement of Operations and Equity of Canada. The Museum's financial position looks bad as the Equity position has become a negative value when in reality the Museum's financial position is solid. These negative financial statements severely hamper the Museum's ability to raise funds in the private sector. This long term financial statement presentation will need to be resolved.

Statement 3: Cash Flow Statement

(in thousands of dollars)

	2001-02 Results	2002-03 Forecast	2003-04 Pro forma	2004-05 Pro forma	2005-06 Pro forma	2006-07 Pro forma	2007-08 Pro forma
Operating Activities							
Net result of operations	(2,458)	2,784	(349)	(288)	(224)	(160)	(92)
Items not involving cash:							
Depreciation of capital assets	1,483	1,745	2,046	2,351	2,775	5,700	9,072
Employee future benefits	212	95	61	62	61	63	63
Amortization of deferred capital funding	(482)	(744)	(1,043)	(1,349)	(1,774)	(4,699)	(8,070)
Increase (decrease) in deferred contributions	151	(20)	(20)	(20)	(20)	(20)	(20)
Net change in non-cash working capital	5,126	(4,848)	10	-	-	-	-
	4,032	(988)	705	756	818	884	953
Financing Activities							
Repayment of loan from Department of Canadian Heritage	(362)	(377)	-	-	-	-	-
Appropriation used to purchase depreciable capital assets	2,189	4,780	18,635	35,532	27,984	27,882	23,747
Obligation under capital lease	(179)	(199)	(218)	(242)	(267)	(294)	(324)
Endowment Increase	-	5	-	-	-	-	-
	1,648	4,209	18,417	35,290	27,717	27,588	23,423
Investing Activities							
Acquisition of capital assets	(2,189)	(4,780)	(18,635)	(35,532)	(27,984)	(27,882)	(23,747)
(Decrease) increase in restricted cash and short-term investments	(101)	87	20	20	20	20	20
	(2,290)	(4,693)	(18,615)	(35,512)	(27,964)	(27,862)	(23,727)
Increase (decrease) in cash and short-term investments	3,390	(1,472)	507	534	571	610	649
Cash and short-term investments, beginning of year	5,005	8,395	6,923	7,430	7,964	8,535	9,145
Cash and short-term investments, end of year	8,395	6,923	7,430	7,964	8,535	9,145	9,794

