

The largest natural history museum in Canada known for: nature inspiration and engagement; arctic knowledge and exploration; species discovery and change; and a 10.5 million specimen collection housed at a 76 hectare research campus.

2014-2015 YEAR IN REVIEW



90

publications

35.8 million

collections data
downloads/
retrievals

ONE million

visitors to
travelling exhibits

320

collaborators in 110
cities around the
world

93%

of visitors inspired
to learn more
about nature

630,000

visitors to national
capital museum
experiences

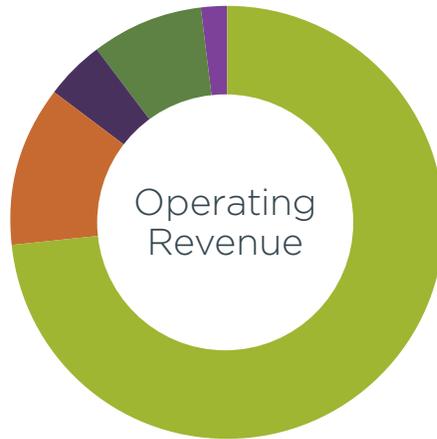
\$6.1 million

raised in pledges,
cash and in-kind
support

39

species
discovered or
classified

stats at a glance



| | |
|-----------------------------|----------------|
| Government grants | \$24.8 million |
| Admissions and Program fees | \$4.1 million |
| Ancillary Operations | \$1.5 million |
| Contributions | \$2.8 million |
| Other revenue | \$0.6 million |



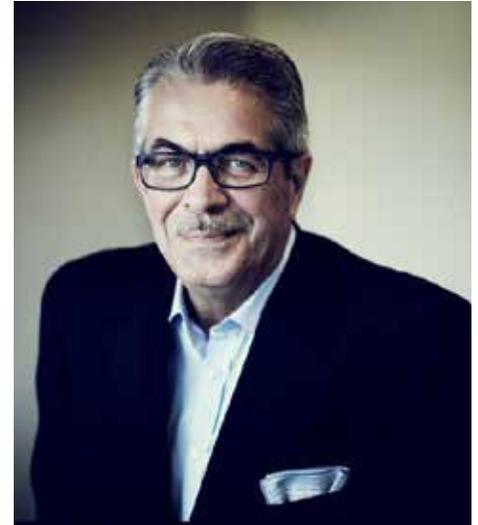
| | |
|-----------------------------|----------------|
| Inspiration and Engagement | \$7.9 million |
| Collections Care and Access | \$3.1 million |
| Research and Discovery | \$4.2 million |
| Internal Services | \$6.4 million |
| Buildings and Grounds | \$11.5 million |

message from the chair

Sustainability is a word increasingly heard in Governance: at a micro level with respect to the ongoing health and viability of an enterprise; and at a macro level with respect to our ability to maintain a regenerating natural environment capable of supporting current global trends of increasing population, economic growth, and energy consumption. Responding to both of these aspects of sustainability have been central themes to progress at the Canadian Museum of Nature (CMN) in the past year.

At the macro level, the Canadian Museum of Nature conducts research to create knowledge which has direct relevance to understanding environmental change. And, through the National Natural History Collection, it maintains a scientific body of reference that is vital to environmental management. Fulfilling this role depends, at the micro level, on the museum itself managing sustainable operations. To be relevant, the museum must be clear in the value it provides to the scientific community, and, through public engagement, to the population at large.

In 2014-2015, the museum fielded 13 scientific expeditions comprising 170 exploration days —sustaining the legacy of the Geological Survey of Canada of 150 years ago, the Canadian Arctic Expedition of a century ago, recent scientific endeavours such as the discovery of the Arctic camel and the ongoing fieldwork for the Arctic Flora Project. Excellence demands focus, which was heightened by the appointments of Dr. Jeff Saarela as Director of the museum's Centre for Arctic Knowledge and Exploration, and of Dr. Bob Anderson as Director of the museum's Centre for Species Discovery and Change. Their



STEPHEN HENLEY
Chair, Board of Trustees

leadership will ensure that each of these Centres of Excellence continues to make important contributions to the body of knowledge that must be leveraged to manage environmental change in the Arctic and maintain a wealth of biodiversity in Canada and worldwide.

The Centres of Excellence were supported by developments at the Natural Heritage Campus, which houses the National Natural History Collection of 10.5 million specimens and the museum's research laboratories. Digitization of specimen data continues, with over 800,000 records now available on the Museum's web site through "Collections Online" - an improved access interface, and through data integration alliances such as one with the Global Biodiversity Information Facility. Overall, more than 32 million data downloads of museum specimen data were undertaken by interested parties in Canada and around the world over the year. To ensure that species discovery research benefits from



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state-of-the-art techniques, the DNA labs on the campus were expanded and modernized.

Sustainability in Public Engagement was improved by an operational realignment which reduced staff by five positions, mostly in public programming. The resulting lower-cost base cost will allow ongoing operations of the museum to continue at current levels, with no increase in Government funding, following a model of 5% increases in commercial revenues and 1% growth in cost. These targets were readily surpassed this year, as museum admission fees were increased, attendance rose by over 9% to over 400,000, and cost efficiencies were implemented in areas such as Information Technology services.

As the museum competes in the rapidly changing leisure and entertainment sector, future success and growth in public engagement will demand finding new and innovative ways to interact

with our visitors. The Centre for Nature Inspiration and Engagement was established this year to do just that, carrying out pilots of eight different engagement innovations with museum visitors this year. The idea is to boldly try new concepts and models, engaging customers in trial and feedback, and building on successes to improve existing visitor experiences, create extensions of existing programs, or introduce new experiences entirely. Part of the Museum's role in leading nature inspiration is to recognize excellence in others. To do this, the Nature Inspiration Awards were inaugurated in 2014, to celebrate leadership from youth and adult individuals, small and large non-profits, and corporations. We look forward to the Nature Inspiration Awards becoming part of the Museum's ongoing legacy.

I feel sure that progress over the year, aligned with the strategic plan moving forward, has placed the Canadian Museum of Nature on a sustainable path to playing a vital role in creating our sustainable future. The Canadian Museum of Nature is grateful to the Government of Canada's ongoing support and its strong commitment to Canada's national museums.

message from the president and chief executive officer

Reflections on 2014-2015: What a year we had...

DNA lab expansion: doubled in size to address increasing demand from CMN scientists and colleagues from across Canada and around the world.

Spaces and places: a reconfiguration of the labs and collections spaces at the Natural Heritage Campus, creating better use of existing space and accommodating the larger DNA lab.

Nature TALKS: four amazing and surprising conversations about nature's intrigues.

Nature CAMPS: a pilot for deeper engagement with young visitors.

Nature SCOOP: short video vignettes based on research or collections development stories. <http://nature.ca/naturescoop/>

Arctic Flora fieldwork: exploration and discovery of the Arctic's flora continues.

Creatures of Light: a truly illuminating experience for our visitors and our exhibit team.

Weston Foundation Post Doc: a wonderful opportunity to develop the next generation of natural science talent.

Nature Inspiration Centre pilots: from camps to brunch, from ibeacons to apps, from minerals to metrics.

Arctic Natural History Museums

Alliance: the first official gathering of Museum Directors from Canada, the US, Denmark, Norway, Sweden, Iceland and Finland.

Nature Inspiration Awards: an inspiring launch of a new award recognizing innovation and impact in nature inspiration and engagement.

Arctic Alive Giant Floor Map: in collaboration with the Royal Canadian Geographical Society, the chance to walk across Canada's Arctic without getting cold or bitten by mosquitos.

Arctic Voices: an innovative collaboration with Science North, creating an experience with the many voices of Canada's Arctic.

Arctic testsite for Mars: who knew that an Arctic Botanist could help prepare future astronauts travel to Mars?

Minerals Traveller: the miracle on McLeod Street opened in December after a few logistical bumps and bruises. The exhibit team delivers again!

International Union for Conservation of Nature (IUCN) World Parks

Congress Sydney Australia: a special focus on connecting youth with nature in partnership with Parks Canada and 10,000 of our closest friends.

Arctic Biodiversity Congress Trondheim Norway: a first time event hosted by the Arctic Council's working group on Conservation of Arctic Flora and Fauna focused on actions to advance the recommendations of the Arctic Biodiversity Assessment.

Arctic Change 2014 Ottawa Canada: an inspiring gathering of Scientists, Students, non-governmental organizations, Corporations, Government and other agencies committed to a sustainable future for the Arctic.

Sustainable Museum Enterprise 5 and 1:

a path to a sustainable future with a plan to grow earned revenues each year by 5% and grow expenses by only 1%.

170 Field days: spent in the field across Canada and around the world advancing our role as a creator of knowledge about the natural world.

90 Publications: sharing knowledge of the plants, animals, fossils and minerals of the natural world to inspire understanding and respect for nature.



MARGARET BECKEL

President and Chief Executive Officer



56,000 new specimens: specifically two gifts from private collections adding to our mineral collection and our invertebrate collection.

39M touchpoints onsite, offsite, online: the increasing reach of our visitor, knowledge, social and civic destination experiences.

663 media mentions: the Museum was in the news and generating buzz locally, nationally and internationally.

24 full page colour ads: we were thrilled to see 24 full page colour ads in the Globe and Mail promoting our exhibits, our Collections on Line, the Nature Inspiration Awards and our Arctic Season.

42 wedding events: the Victoria Memorial Museum Building (VMMB) continues to be a venue of choice for weddings and other special events.

5,300 Memberships/21,200 Members: our visitors recognize the value of membership and the joy of being an active part of the life and future of this great Museum.

\$6 million committed to the life and future of the Museum: cash, collections and in-kind support of the Museum continues to grow as we tell our story to a broader audience.

8 innovations piloted: new approaches to the design, development and delivery of visitor experiences that engage and have impact. Some will become part of our core offering, whereas others will be redesigned or set aside for another day.

131 individual staff: demonstrated their passion for our purpose with courage, commitment and capability.

38 students mentored.

36M downloads of collection data.

230 Volunteers: committed their time, talent and treasure to help advance the mission and mandate of the Museum, ensuring we continue to inspire understanding and respect for nature for a better Canada.

Another wonderful year for the Canadian Museum of Nature.

Thank you for playing your part.

PERFORMANCE MEASURES FOR 2014-2015



Exploring
plate tectonics

Explorer la tectonique
des plaques

In 2014-2015, the Museum began to advance a new strategic plan that leverages its research and collections strengths in Arctic Knowledge and Species Discovery. New approaches to the design and delivery of visitor experiences will enable the Museum to attract and inspire new audiences. These new engaging experiences will lead to higher memberships, higher membership renewal and will provide a foundation for enhanced fundraising. Overall high levels of engagement will lead to a better understanding of and connections with Canada's natural world.

Strategic Objective #1:

Create a Centre for Arctic Knowledge and Exploration that **transforms people's understanding of Canada's Arctic** and its relationship with Canada as a country in a 21st century global context.

Strategies: Advance a five year program to enhance and advance the Research, collections, education and exhibition programs focussed on Canada's Arctic within a national and global context.

- Launch new Arctic alliances and content that position the Museum nationally and internally.
- Launch the newly formulated Centre for Arctic Knowledge and Exploration.
- Unveil an Arctic sculpture and associated programming.
- Launch the Arctic Gallery and associated programming and research.

Outcome #1: Be a global museum leader in Arctic Knowledge and Exploration

New Arctic programming attracted more participants and more sponsorship and media support than anticipated. The higher profile of the Arctic generally due to Canada's chairmanship of the Arctic Council helped raise the profile of the Research and programming of the Museum.

Performance Measures:

| Outcome | Measure | 2014–2015 Performance Target | 2014–2015 Results |
|--|---|------------------------------------|---|
| Be a global museum leader in Arctic Knowledge and Exploration. | • Number of participants in arctic themed experiences: gallery, exhibit, program, digital | • From 250,000 to 400,000 annually | • 1,136,620 |
| | • Funds raised supporting arctic research, collections and engagement programming | • \$200,000 | • \$270,000 cash • \$50,000 indirect |
| | • Number of contacts with CMN and its experts and collections for arctic related content, expertise and collaboration | • 60 | • 80 |
| | • Awareness of the Museum's arctic content and expertise as measured by media mentions, stories, etc. | • 20 stories | • 108 stories • 17 mentions |

Strategic Objective #2:

Create a Centre for Species Discovery and Change that **transforms people’s understanding of the relevance of species diversity** to their lives now and in the future.

Strategies: Advance a five year program to advance and disseminate the research, collections, education and exhibition programs explaining Canada’s species diversity aligned with the United Nations Convention on Biodiversity 2020 program.

- Lead Canada’s membership and participation in Global Biodiversity Information Facility (GBIF).
- Launch the newly formulated Centre for Species Discovery and Change.
- Unveil the Regions of Canada Gardens at the VMMB.
- Position the Museum’s leadership in species discovery at national and international conferences such as IUCN World Congress.
- Launch a national campaign profiling research expertise.

Outcome #2: Be a national leader and global influencer in advancing and sharing knowledge about species discovery and change.

Species discovery performance measures are tied to the research program of our scientists and the number and value of external research grants received. This year we received more than expected support for graduate students and had less time to describe and classify new species. Access to our digitized collections data is primarily through the GBIF. GBIF developed new tools for tracking downloads of data and so our number increased dramatically. Our efforts to encourage a new system for funding Canada’s membership in GBIF failed this year. We will continue to encourage our colleagues within the Government of Canada to find a source to fund Canada’s membership in GBIF.

Performance Measures:

| Outcome | Measure | 2014–2015 Performance Target | 2014–2015 Results |
|---|--|------------------------------|---|
| Be a national leader and global influencer in advancing and sharing knowledge about species discovery and change. | • Number of publications | • 45 | • 56 |
| | • Number of new species described by the Museum | • 20 | • 39 |
| | • Number of collaborators involved in the work the Museum does | • 320 | • 131 Research and Collections • 109 Experience and Engagement |
| | • Number of new experts being guided by us | • 22 | • 38 |
| | • Number of collections acquired | • 20,000 | • 56,445 |
| | • Amount of data shared digitally over the internet: downloads | • 1.2 million downloads | • 7,478,286 downloads |
| | • Percentage of GBIF memberships funded | • 10% | • zero |

Strategic Objective #3:

Create a Centre for Nature Inspiration and Engagement that **transforms people's expectations of the Canadian Museum of Nature as a destination** for discussion, connection and exploration with nature's past, present and future that advances understanding and respect for Canada's natural world.

Strategies: Advance a five year program of inspiration and engagement activities on-site and off-site that deliver a different and compelling approach to connection and engagement with nature.

- Launch the Nature Inspiration Centre (NIC) as a place for piloting new experiences with new and existing audiences.
- Launch an annual award recognizing excellence in nature inspiration.
- Launch the global summit on nature inspiration to share new approaches to inspiring engagement with nature and our natural future.
- Launch commercial products piloted in the NIC in markets across Canada.
- Launch a national salon series in collaboration with a major partner – giving nature a voice across Canada

Outcome #3: Be a national leader in nature inspiration experiences on-site and off-site.

The length of time our visitors spend in the Museum is impacted by many factors including the number of temporary exhibits in the building at any one time and the number of experiences we charge extra for. We cut back the number of temporary exhibits this year as part of our budget streamlining exercise and introduced a surcharge for our fall/winter temporary exhibit. This was offset by a 25% increase in our membership program.

Performance Measures:

| Outcome | Measure | 2014–2015 Performance Target | 2014–2015 Results |
|--|---|-------------------------------------|--------------------------------------|
| Be a national leader in nature inspiration experiences on-site and off-site. | • Number of visitors attending the VMNB and Natural Heritage Campus (NHC) generated experiences | • 2.5 million | • 2.4 million |
| | • Change in the holding power of the Museum visitor experiences | • Increase hold by 10% | • Stable |
| | • Change in membership renewal rate and total memberships | • 4300 memberships • 43% renewal | • 5,300 memberships • 57% renewal |
| | • Change in reach of museum expertise demonstrated by number of collaborations, conference presentations and workshop | • 25 events | • 408 events |
| | • Number of organizations collaborating with the Museum for content and experience creations | • 6 collaborators | • 80 collaborators |
| | • Funds raised in support of nature inspiration, content and experiences | • \$200,000 | • \$891,000 |

Strategic Objective #4:

Position the Natural Heritage Campus as a centre of excellence in collections management and knowledge creation, advancement and sharing by becoming a collections collaborator with institutions around the world seeking to collect, preserve, digitize and disseminate specimens that document the nature of Canada.

Strategies: Advance a five year program that positions the Campus as a globally excellent research, collections, administration and experience site that advances understanding and respect for nature.

- Participate in, and collaborate with national and international research and collections management organizations.
- Launch a public awareness campaign highlighting the role and achievements of Museum scientists and collection management staff.
- Animate the Campus through public programmes.
- Launch the collections digitization and access project aligned with the Museum’s role with GBIF thus leveraging its technology in providing greater online access to its collections and knowledge.
- Launch a digital/IT network upgrade to increase the Museum’s capacity and improve access to support new digital nature experiences.
- Attract and house signature collections from public and private sources.

Outcome #4: Be a global museum leader in natural heritage collections storage, study, preservation, digitization and dissemination.

Our research scientists and our collection care experts are increasingly recognized for their expertise and are therefore called upon to participate and/or lead boards, committees and councils across Canada and around the world. In addition to tracking digital access to our collections based knowledge through GBIF, we are tracking digital access through our own web based Collections On Line system, resulting in a total of 16 million digital downloads of collections data.

Performance Measures:

| Outcome | Measure | 2014–2015 Performance Target | 2014–2015 Results |
|---|--|------------------------------|--|
| Be a global museum leader in natural heritage collections storage, study, preservation, digitization and dissemination. | • Number of leadership roles in national and international collections management and research bodies | • 20 | • 38 |
| | • Growth of collections through new signature public and private sources gifted to the Canadian Museum of Nature | • 2% increase | • 2% increase |
| | • Access to NHC on-site and digitally through the Museum and third party created experiences | • 26.4 million | • 35.8 million |
| | • Position relative to Alliance of Natural History Museums of Canada collections for # of Canadian collections digitized | • 750,000 | • 791,155 • 2 nd in Canada |

Strategic Objective #5:

Create a **sustainable business enterprise model of operation** that leverages the Museum’s strategic imperatives: knowledge and discovery, inspiration and engagement, presence, performance and advancement.

Strategies: Advance a five year program of continuous innovation in all aspects of the Museum operation in order to create a financial and operational model that sustains the Museum now and into the future.

- Position the Museum as a fundamental element of the National Capital experience.
- Launch a collaborative national museums positioning campaign leading up to 2017.
- Launch a fundraising program in support of the Arctic and Species Discovery initiatives.
- Systematize the contribution analysis model enterprise management.
- Launch a program to develop the skills/competencies and human capacity needed to advance and maintain a sustainable museum enterprise.
- Continue to leverage the Council of CEOs with collaborative procurement, profile raising and exhibit planning coordination. This year will result in \$10,000 reduction in costs.

Outcome #5: Be a national leader in sustainable museum enterprise operations within an international best practice context.

Most measures were close to target with the exception of total earned revenue as a percent of the total budget. The success of our special exhibit *Creatures of Light* and our adult program *Nature Nocturne* resulted in higher than anticipated revenues at year end.

Performance Measures:

| Outcome | Measure | 2014–2015 Performance Target | 2014–2015 Results |
|---|--|---|--|
| Be a national leader in sustainable museum enterprise operations within an international best practice context. | • Earned revenue as % of total budget | • 19% | • 24% |
| | • Penetration of tourist market | • 10% | • 10% |
| | • Advancement revenue as % of earned revenue (excluding collections) | • 16% | • 25% |
| | • Number of experience connections per FTE and cost per connection | • 223,385 • \$1.11 | • 242,895 • \$0.75 |
| | • Conversion of connections to stakeholder relationships | • 17,000 | • 21,200 |
| | • Number of media mentions | • 1,200 mentions | • 430 stories • 233 mentions |
| | • Align the performance management and succession plans to support the enterprise model and the skills and human resources needed. | • Roll out new performance management system – Year 1 | • Launched new Performance Management Program – Year 1 |

Our Collaborators



Our reach and impact is both national and international:

- Our travelling exhibits reach over 1M people each year.
- We research and collaborate in over 110 cities around the world.
- Our collections are loaned to organizations in over 70 cities around the world.

145

donors supported the life and future of the Museum

5300

memberships for 21,200 members engaged in the Museum

13

sponsors invested in the brand and audience of the Museum

39

Canadian communities hosted travelling exhibits

70

cities received loans from our 10.5 million specimen collection

115

external research collaborations

56,000

school and facility rental visitors

663

media mentions tracked

Please refer to nature.ca for the Museum's Annual Report including the audited financial statements