

INSPIRING

2013-2014 YEAR IN REVIEW



Reflections on 2013-2014: another great year for research, collections, engagement and impact.

- This past year has been filled with new approaches to nature inspiration with great results, lots of learning and enthusiasm for more experimentation.
- **Nature Nocturne has already attracted over 16,000 young professionals** to the Museum seeking an engaging and entertaining experience. Our second season is already creating buzz in the National Capital Region and triggering calls from fellow museums seeking to replicate the program in their city.
- **Attracting sophisticated adults** with nature inspired art was a focus for a number of special exhibits this past year. The highlight was *Edward Burtynsky: Oil* which attracted thousands of new visitors to the Museum and changed the visitor mix. NatureART programming will be a feature each year to ensure we maintain a program that attracts and engages our growing adult audience.
- In January we launched **natureTALKS**, a webcast talk show featuring our Research Scientists questioned by celebrity hosts Ivan Semeniuk and Fabienne L'Abbé. From de-extinction to plan intelligence, these TALKS provided powerful dialogue and debate about subjects that are relevant today and tomorrow.
- **Fossil preparation in the gallery** is a weekend program for adults and kids that is the natural follow-up to *Dino Idol*. After selecting a plaster encased fossil, we then had to prepare it and get it out of the stone it was encased in. We decided to do this in front of the public in our fossil gallery at the Victoria Memorial Museum Building (VMMB).
- Celebrating the **100th anniversary of Canada's first fossil gallery** was the theme for this year's Chairman's reception and was a hit with our donors, sponsors, patrons and community VIP's. The milestone provided an opportunity to tell the story of fossil research at the Museum and to share the most recent fossil finds from this year's field season.
- **Botany specimen mounting** at the VMMB has been happening periodically throughout the year and has proven to be an engaging visitor experience and a mechanism to attract new volunteers to our botany collection mounting project.



- The return of the **Natural Heritage Campus Open House** was a hit with the National Capital region residents. We had over 3,600 visitors to our Research and Collections Campus who interacted with our Curators, Research Scientists, Collections Experts, Programming Staff and many others involved in engaging our community. Plans are already underway for our next open house.
- **Arctic themed events** this past year proved to be a source of inspiration for our visitors and for our new collaborators in all things Arctic. Our April festival involved the Museum Programming Staff, Research and Collections Staff, travel partners Adventure Canada, education partners Students on Ice, film partners National Film Board, music partners National Arts Centre, and Inuit partner Inuit Tapiriit Kanatami (ITK). The theme for next year's Arctic Festival is *Edible Arctic* and is providing an opportunity to attract even more collaborators for this annual event that is part of our Arctic 2017 initiative.
- Building on the Arctic theme we collaborated with Science North to create a major travelling exhibit called **Arctic Voices** that opened in Sudbury in March 2014 and will open in Ottawa in December 2014. This exhibit is a major element of our initiative toward Arctic 2017.
- One other new program launched this year is the **Nature Inspiration Centre (NIC)** housed in our former Discovery Zone. This Centre will serve as a skunkworks for idea generation focussed on new approaches to inspiring connections with, and the exploration of nature. The NIC will focus its early efforts on adult programming for the corporate market, revenue generation, kids programming and cutting-edge design approaches for our future arctic gallery.
- We are incredibly fortunate to have a team of **passionate people committed to our purpose**. Their **curiosity, courage and creativity** has made the Canadian Museum of Nature an even more inspiring place to work, to visit and to collaborate.
- Our **226 Volunteers including our 11 member Board of Trustees** committed hundreds of hours to our Museum, enhancing our ability to create, advance and share knowledge about the natural world.

Thank you for your support and encouragement. Together we are inspiring understanding and respect for nature—for a better Canada.

74

refereed
publications

2.1 million

collections data
downloads/
retrievals

1.4 million

visitors to
travelling exhibits

360

collaborators in 110
cities around the
world

90%

of visitors inspired
to learn more
about nature

880,000

visitors to national
capital museum
experiences

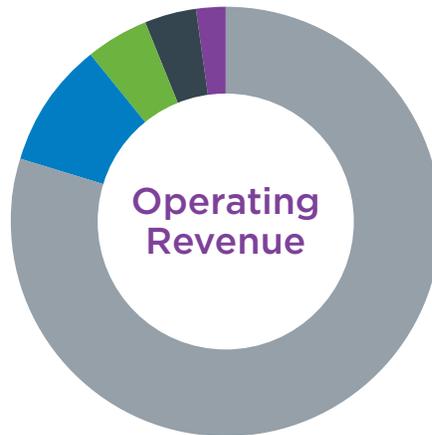
\$3 million

raised in pledges,
cash and in-kind
support

12

species
discovered or
classified

stats at a glance



Government grants	\$26.1 million
Admissions and Program fees	\$3.1 million
Ancillary Operations	\$1.5 million
Contributions	\$1.3 million
Other revenue	\$0.65 million



Inspiration and Engagement	\$7.5 million
Collections Care and Access	\$2.4 million
Research and Discovery	\$4.3 million
Internal Services	\$6.5 million
Buildings and Grounds	\$11.3 million

message from the chair



Stephen Henley
Chair, Board of Trustees

This marks my first year as Chair for this national scientific institution—one that manages a treasure trove of more than 10 million specimens, an internationally acclaimed research program, and nature-themed education and outreach programs for all Canadians.

These foundations—research, collections and public engagement—underpin the essential activities of the Museum, which has roots dating back more than 150 years. But we live in a world of change: changes to our natural environment, changes to technology that pushes us to remain relevant in a wired world, and changes to the fiscal framework for how the museum does business. To that end, the museum's new Strategic Plan, launched in 2013-2014, will guide priorities—focussing on the Museum's strengths, while growing the capacity to enhance its importance across Canada and globally.

The natural history collection developed by the Museum and the collections-based research it undertakes, is used in increasingly important applications such as environmental stewardship. An important step in sharing this information was the launch of the Museum's *Collections Online* portal in March 2014. This initiative allows the knowledge stored with these collections to be accessed freely by anyone with a pertinent scientific interest.

To take its place as a museum of international first-rank, it has become imperative for the Canadian Museum of Nature to implement a business-enterprise approach and increase its philanthropic support to supplement its annual funding from the Government of Canada. Contributions from donors, as well as targeted collaborations and partnerships, allow the Museum to develop and expand research and collections programs such as those in our Centres of Excellence: *Arctic Knowledge and Exploration*, and *Species Discovery and Change*. With this support, the Museum can also develop new exhibitions and nature-themed outreach programs that will help it become, with its partners, the voice for Canada's natural world.

In keeping with this need for support, the Museum established in 2013 a National Nature Council (NNC) that encourages influential Canadians to play a role in the future of the Museum and its ability to serve Canada. Ian Pierce, former CEO of Xstrata Nickel and now President of X2 Resources, agreed to Chair the Council. Its members will help inspire support that funds research, school, and community programs at the Museum. A first outreach meeting in Calgary to cultivate corporate support proved successful and we hope to repeat this model in the coming year with similar sessions in Montréal and Toronto.

Among the Museum's successes that could benefit from this support is its travelling exhibitions program, which marked its 40th anniversary in 2013. Over that time, more than 12 million visitors at museums, science centres, libraries and other public venues across Canada have benefitted from the museum's expertise in exhibition design and nature-themed content. This success demonstrates the type of impact the Museum can have.

The Board of Trustees includes representatives from across Canada, who provide governance and oversight, and serve as ambassadors for the good work of the Museum. I was personally delighted to convene the Museum's Annual Public Meeting this year in St. John's, Newfoundland – my home town. As Canada moves towards the country's 150th anniversary in 2017, I look forward to guiding the Board to ensure that the Canadian Museum of Nature remains a point of pride for all Canadians, from coast to coast to coast.

message from the president and chief executive officer



Margaret Beckel
President and Chief Executive Officer

The Canadian Museum of Nature was formed with a mandate to inspire respect for and understanding of the natural world. These guiding principles are as true today as they were 100 years ago when the Museum's Scientists and Curators were pushing the boundaries of our knowledge of Canada's biodiversity and geodiversity. We marked two significant Museum centennials in 2013—the opening of Canada's first fossil gallery, boosted by specimens collected in Alberta's Badlands, and the launch of the first Canadian Arctic Expedition, which established Canada as a northern nation. These historic events reflect the same desire to create and share knowledge that drive the Museum today.

While our purpose has remained the same, the world around us is continuously evolving. As a result, the Museum has adapted its priorities in a new Strategic Plan to reflect its particular strengths in research, collections management and public engagement.

In 2013-2014, the Museum reinforced its position as a trusted source of knowledge about the natural world, by providing evidence-based insights, inspiring visitor experiences and real engagement with nature's past, present and future. Highlights of the Museum's achievements are aligned with the five priorities defined by this Strategic Plan: Arctic, Species Discovery, Nature Inspiration, Campus Excellence and Sustainable Enterprise.

Centre for Arctic Knowledge and Exploration

Changes to the environment in Canada's Arctic represent one of the most important natural history events of our lifetime. In carrying on the legacy of the Canadian Arctic Expedition, the Canadian Museum of Nature continues to carve out a leadership role in Arctic knowledge and exploration through scientific endeavours and public outreach.

In April 2013, the Museum presented its first annual Arctic festival offering cultural and scientific educational activities about Canada's North. We also developed a unique photo exhibit, *X-Rays of Arctic Fishes* that opened in January and was based on specimens from our authoritative collection of Arctic fishes. And as a stepping stone for a permanent Arctic Gallery that will be unveiled during Canada's 150th anniversary in 2017, the Museum collaborated with Science North in Sudbury, Ontario to launch *Arctic Voices*. We look forward to receiving this travelling exhibition at our Museum in 2014 before it tours North America.

The Museum also shared its Arctic expertise through a new educational website, expeditionarctic.ca, produced in partnership with Students on Ice and the Virtual Museum of Canada. This online exhibition follows the travels of four Museum scientists on the 2012 Students on Ice Arctic Expedition and features snapshots of 28 iconic Arctic animals, plants and fossils culled from the Museum's collections.



Centre for Species Discovery and Change

In 2013-2014, the Museum continued to pursue collections-based fieldwork and laboratory studies to identify species, and to share its expertise in the areas of paleobiology, zoology, botany and mineralogy. Our experts shared this knowledge through 74 scientific publications, which included the description of a new group of ancient marine reptiles, the identification of a marine hotspot in Canada's Arctic, and studies on mussel diversity. A major achievement was the launch in March 2014 of a free scientific database providing open access to more than 710,000 records of specimens from our collections. This initiative opens the Museum's back rooms to the world, enabling researchers to choose the data they want and apply them to the questions they are examining. Further to enabling species discovery, the Museum also completed plans to enlarge its DNA research lab, a crucial research space that expands our ability to define species and their inter-relationships.

Natural Heritage Campus Initiative

For 16 years, the Museum's 10.5 million specimens of plants, animals, fossil and minerals have been curated at our Natural Heritage Campus (NHC) in Gatineau, Quebec. This facility provides the proper safeguards to manage these authoritative collections, and is the Museum's research base. We believe the stories attached to these collections deserve to be shared more widely, so we opened our doors in October and attracted more than 3,600 people who roamed through our collections pods and labs, and engaged with our experts. The Open House will become an annual event. The Museum is also seeking to attract and house signature collections from public and private sources. In 2013-2014, the NHC welcomed the Bank of Canada's currency collections, relocated during the Bank's multi-year renovations, as well as the Government of Nunavut's recent anthropological and fossil collections from Nunavut.

Centre for Nature Inspiration and Engagement

This new initiative is progressively moving forward. The idea is to create a place, at the Museum's public venue, for piloting and testing experiences with visitors and other audiences. This approach is used to develop travelling exhibitions and to create innovative educational programs—both on site and online. Successful and innovative programs such as *Nature Nocturne* (monthly evenings for adults, featuring music, art and a new way of seeing our galleries) have followed this path and will continue in the coming year. We also launched *natureTALKS*, an innovative video and speaker series featuring Museum experts. This program was a product of the Nature Inspiration Centre's activities and another achievement in the Museum's efforts to broaden its audience.



Achieving a Sustainable Enterprise

For the past two years, the Museum has adopted an enterprise business model. This translates into an increased focus on revenue-generating activities, collaborative content creation, and audience and market development. In 2013-2014, 379,647 people visited the Museum, representing a 2 % increase over the previous year during an overall slow period for the National Capital Region's market.

To augment attendance and draw new audiences, the Museum brought in major world-class exhibitions. With the support of SunLife Financial, visitors were invited to reflect on the use of natural resources through *Edward Burtynsky: Oil*, featuring 56 large-scale images by this internationally renowned Canadian photographer. *Farmers, Warriors, Builders: The Hidden Life of Ants*—an exhibition of large-scale photos by photographer Mark W. Moffet and the Smithsonian Institution—was locally sponsored by Orkin Canada. And in the fall, visitors welcomed the return of *Frogs: A Chorus of Colour*, created by Clyde Peeling's Reptiland in Pennsylvania. These exhibitions were supported by aggressive marketing and communications strategies using creative approaches in traditional media as well as social media.

Growing the Museum's presence in the tourism sector of the National Capital Region became a greater priority in 2013-2014. Partnerships with Destination Marketing Organizations such as Ottawa Tourism and the Ontario Tourism Marketing Partnership Corporation have been reinforced. As well, business from group tours is growing due to participation at key international travel shows (RDV Canada, National Tour Association), Familiarization Tours and cultivation of sales leads.

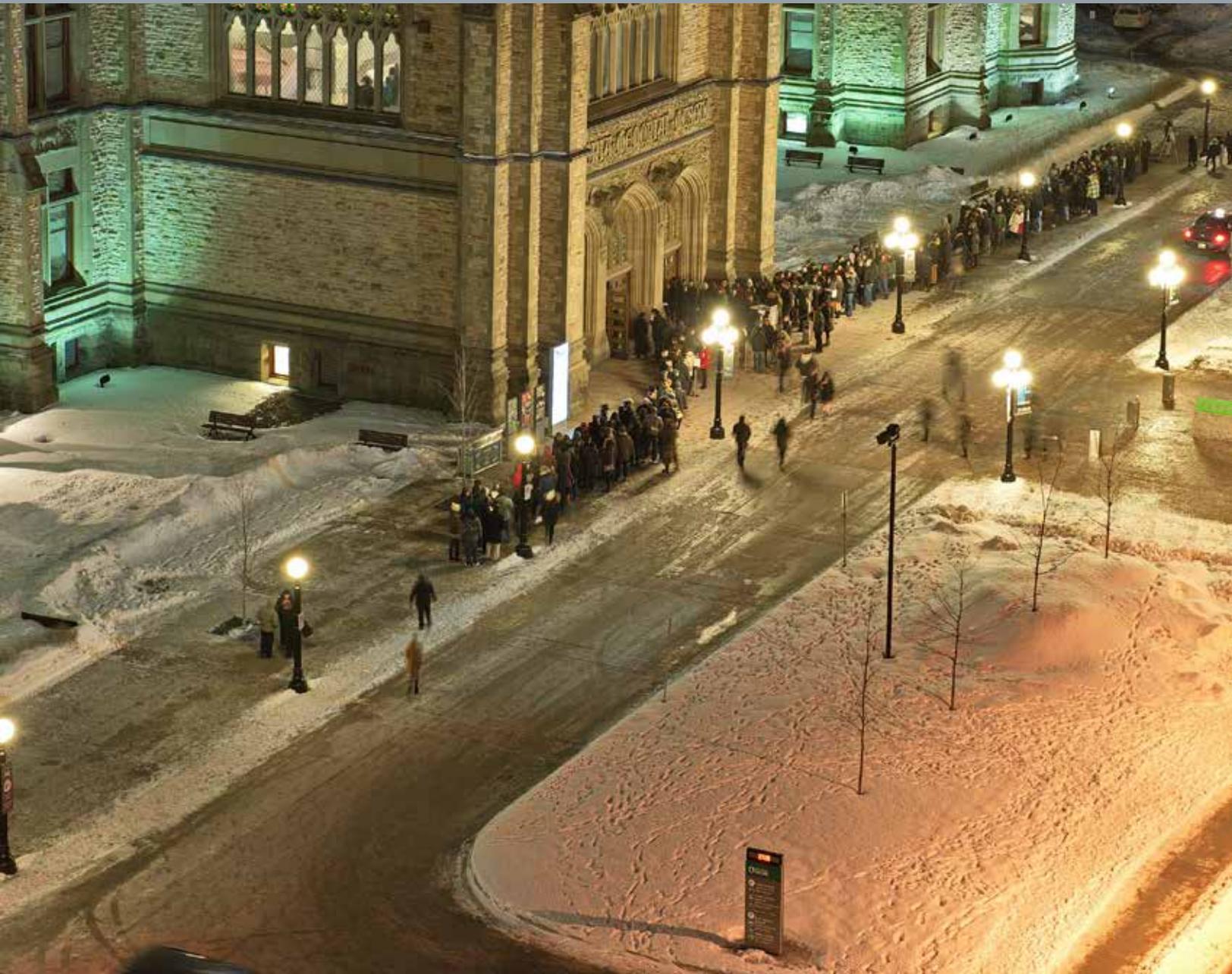
Within and across these five strategic priorities, the Museum has increased its international presence and leadership. The Museum continues to host the Canadian Secretariat of the International Union for the Conservation of Nature (IUCN), and a representative of the Canadian Museum of Nature leads Canada's membership and participation in the Global Biodiversity Information Facility (GBIF). Our Collections Online initiative contributes to GBIF's wealth of free, open-access biodiversity data. As part of Canada's Chairmanship of the Arctic Council in 2013, I was pleased to lead the launch and early planning for the *Arctic Natural History Museums Alliance*. This network will seek collaborations with the national circumpolar museums that focus on natural history and will extend its presence in 2014.

With all these accomplishments over the last year, the Canadian Museum of Nature is taking steps to become a national leader and global influencer in advancing and sharing knowledge about nature. A thorough performance management framework developed in collaboration with our Internal Auditor will permit evaluation of these initiatives as we implement our new Strategic Plan. I look forward to the coming years as we seek to inspire more Canadians, and a growing international audience, to engage and connect with the natural world through the Canadian Museum of Nature.



A YEAR IN REVIEW

Progress was made towards setting the foundation for a new five-year strategic plan that builds on our strategic operational imperatives of: knowledge and discovery, inspiration and education, presence, performance and advancement.





knowledge and discovery

To develop innovative approaches to creating, advancing and sharing knowledge that increase awareness of Canada's natural environment based upon research and collections programs.

Several, significant advances were made to promote, highlight and expand the scientific leadership, knowledge and expertise of the Museum in the areas of species discovery and Arctic research. The programs of research in botany, mineralogy, palaeobiology, and zoology created new knowledge that was shared with the scientific community and through many forums, with the general public.

The Museum continued to advance planning for its Museum Research Centres of Excellence, *Arctic Knowledge and Exploration (CAKE)*, and *Species Discovery and Change (CSDC)*. The Museum continued to demonstrate its excellence in Arctic research. This collection-based work included two field parties in the High-Arctic, increasing our understanding of terrestrial and marine environments. Museum experts continued to lead the *Flora of the Canadian Arctic and Alaska* project through the analysis and processing of thousands of plant specimens and in coordinating the coming field season; some of their work was shown in an artistic display at the Victoria Memorial Museum Building. With the support of Special Advisor Peter Harrison, the CAKE continued to build a full program, including the co-production of a travelling exhibit with Science North and the production of national educational tools in collaboration with the Royal Canadian Geographical Society. The Museum continues to lead the development of the *Alliance of Arctic Council Museums* through the engagement of national museums in the eight Arctic nations and associate member nations. Museum science experts participated in several



advisory and working groups within the Arctic Council, and continue their participation with our strategic collaborator Students on Ice.

The full planning of the CSDC was completed, and benefitted from its new Special Advisor Geoff Munro, former Chief Scientist for Natural Resources Canada. Research occurred in the field and the laboratory with a substantial number of collaborators, involved many students who aspire to be experts, and presented new bodies of work to the scientific literature and professional gatherings. Museum researchers described nine new species of plants, animals, minerals and fossils. Our capacity to share information about our mineral, fossil, plant and animal collections increased through the implementation of a new photographic studio, the installation of state of the art equipment to scan plant specimens, and a web portal at nature.ca to provide free access to records and images. Museum experts continued to provide advice and support to many national and international initiatives, such as the Committee on the Status of Endangered Wildlife in Canada (COSEWIC), the Canadian

Commission for the International Union for the Conservation of Nature (CCIUCN), and Global Biodiversity Information Facility (GBIF). The Museum took a leadership role in developing a measure of taxonomic expertise in Canada, in formulating collections information from Canadian museums for Canada's 5th National Report to the Convention on Biological Diversity (CBD), and in advising the members of the Canadian Delegation to the CBD's science and technology meetings on the Nagoya Protocol and the Global Taxonomy Initiative. With the help of educators and exhibit designers, scientific findings were offered to the public to make it more understandable, useful and appreciated.

The Museum and the Smithsonian's Natural History Museum led the development and implementation of ground-breaking, web-based tools to provide information on all global site locations for pegmatites (an economically important group of minerals). Through our Research, our position within the Alliance of Natural History Museums in Canada, and numerous scientific collaborations, the national collection was used, developed and increased in value.

inspiration and education

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

The Canadian Museum of Nature hosted *Edward Burtynsky: Oil*, the Smithsonian's *Farmers, Warriors, Builders: The Hidden Life of Ants* and *Frogs: A Chorus of Colours* from Reptiland in Pennsylvania. The Museum added a Science Lounge experience to *Edward Burtynsky: Oil* providing opportunities for the primarily adult visitors to think more deeply, to respond to the questions raised by the exhibition and to engage in a dialogue with other visitors in the space. In *Frogs: A Chorus of Colours*, two areas were added by the Museum to increase the holding power and the appeal of the exhibition for its family audience. *Frogs* has seen a higher than anticipated capture rate in a season that is normally slow at the Museum.

Recognizing the financial pressures of many museums across the country, the Museum embarked on collaboration with Science North in Sudbury to share equally in the costs of developing a traveling exhibition on the Arctic. Through the collaboration both institutions were able to build a larger and more content rich show than they would have been able to do alone. The collaboration to co-create *Arctic Voices* was initiated in June 2013, and opened at Science North in March 2014 (an incredible pace for the development of any exhibition). This 5,000 square foot exhibition will open at the Museum in December 2014. The revenues from the exhibition as it travels North America over the next five years will be shared equally between the institutions. This collaboration model reflects a direction the Museum will continue to pursue to leverage scarce resources to best effect.

The year 2013-2014 also saw the incredible success of the Museum's *Nature Nocturne* evenings – these adult only evenings have seen sold out crowds and a new perspective on the Museum as a place for young adults – many of whom have not visited at all or since they were much younger. The conversion of the Museum to a social destination has been much more successful than imagined when the program was launched. *Nature Nocturne* also provided an opportunity to collaborate with another national museum with a special *Star Wars* themed event resulting in new visitors to the Museum and additional promotion of the Canada Aviation and Space Museum's *Star Wars Identities: The Exhibition*.

Building on a strong collaboration with the *Globe and Mail*, the Museum launched a more intimate opportunity for an exclusive clientele to participate in the discussion of scientific topics that highlight the Museum's research directions. Ivan Semeniuk – the *Globe's* science reporter, acting as interviewer, has explored such topics as de-extinction, plant intelligence and another perspective on the health benefits of parasites with Museum researchers in our *natureTALKS* program. Media assets from these interviews are available online.

Through the summer months, the Museum focused on live animal programs for our family audience. Experiments with surcharging for these up-close-and-personal encounters with live animals were successful in exploring the price points and logistics of this approach. Further experiments will be carried out in the next fiscal year.





presence

To create unique experiences and increase value for visitors through the renewal of the Victoria Memorial Museum Building and associated programming and services.



Museum attendance in 2013-2014 was level with that of the prior year at 379,647. This falls short of the 400,000 attendance forecast for the year, but far exceeds the 257,000 attendance average experienced prior to the Museum's renovations completed in 2010. Declines in tourist numbers to the National Capital resulted in year-over-year visitor declines at many other city attractions over the summer. The Museum only experienced summer declines in August, and then not to the same extent as others. Travelling Exhibitions reached over 1 million people in Canada and internationally. *Accessible Arctic*, an exhibit created in conjunction with the Royal Canadian Geographical Society, toured Canadian Embassies around the world, while *Winged Tapestries: Moths at Large* continued to show at the American Museum of Natural History in New York. *Creatures of Light: Nature's Bioluminescence*, a major exhibit created in collaboration with the American Museum of Natural History and The Field Museum in Chicago, extended its stay in Chicago and was seen by over a million people. It will come to Ottawa to open at the Museum in May 2014.

Marketing, in carrying forward the new bold brand introduced in 2012-2013, focused on the theme of *Nature: Up Close and Personal*, which resonated with live animal exhibits in *Farmers, Warriors, Builders: The Hidden Life of Ants*, *Frogs: A Chorus of Colours*, and special summer programming. In response to declining tourist visitation in the summer, a mascot moose handing out coupons was utilized to incent tourists to make the walk from Confederation Boulevard to visit the

Museum. This tactic successfully raised the image of the Museum on the street and with hotels.

The National Heritage Campus was the site of a one-day Open House of our collections and research facility. The attendance of over 3,600 people far surpassed attendance at previous open houses held two years ago and in previous years.

Marketing and media relations continued to increase efforts in the online and social media space. The Museum's Twitter followers now exceed 15,000 and Facebook "likes" exceed 7,000. Media relations activity was very positive with extensive media coverage of exhibit openings in the year, which paid particular interest to the Museum curators and research experts that had been involved. New relationships were also established with influential family, culture and arts bloggers during outreach for programs such as *Nature Nocturne* and *Extraordinary Arctic: the Festival*, as well as art-themed exhibitions such as *Edward Burtynsky: Oil*.

performance

To establish leading edge governance practices and corporate systems that support and help finance the Museum's strategic directions and objectives.

The Museum has made significant progress towards achieving financial sustainability through a combination of revenue generation and expenditure reduction measures implemented over the past four years. Although fees from admissions have remained substantially the same at \$2.0 million, fees from programs delivered at the Victoria Memorial Museum Building (VMMB) have increased by \$0.3 million reaching \$0.5 million in 2013-2014, while revenue associated with ancillary operations such as rentals of facilities, boutique and cafeteria leases, and parking have increased by \$0.2 million to \$1.5 million in 2013-2014. The Museum continuously reviews its program, its means of delivery and its supporting activities to ensure they remain relevant to Canadians. Given the expenditure reduction measures implemented in previous years, and recognizing the financial pressures of many museums across the country, the Museum continued to identify and act on opportunities for collaboration that improve effectiveness and efficiencies.

As part of the work of the newly created Council of CEO's of the national museums, the Museum continued to identify and act on opportunities for collaboration with the national museums that improve effectiveness and efficiency. As a result of the three meetings of the CEO's and concurrent meetings of the CFO's, the Museums now have a systematic approach for identifying and advancing co-procurement projects, cooperative exhibit scheduling and

cooperative marketing projects. Specifically, during the year the Museum collaborated with the Canadian Museum of History on a request for proposal for security guard services which resulted in annual savings to the Museum of approximately \$0.1 million.

Since 2011-2012, the Museum has continued with the implementation of a business model moving from an appropriation based model to an enterprise model. This shift is meant to foster innovation. During the year the redesign of the organizational structure that began in the previous year was finalized with the hiring of a Director of Marketing and Media Relations and a Director of Advancement. Other initiatives related to human resources included revamping the employee performance review ensuring that they are done in a timely basis and aligned with the strategic direction of the Museum. Finally, the Museum leveraged its information technology infrastructure in order to increase its capacity to disseminate its collections and knowledge and improve visitor experience and public engagement.

Overall the results are consistent with the Museum's priority of implementing an enterprise model with clear metrics and accountabilities.



advancement

To cultivate meaningful relationships with visitors, members, donors, partners and stakeholders who are philosophically and financially committed to the vision and mandate of the Museum and wish to play a part in the future of the Museum.

The Advancement Division underwent several major developments in 2013-2014 with the introduction of a new Director after a two-year vacancy in leadership. This includes the professionalization of the Division, and changes to its approach to the fund development process involving the introduction of industry best-practices, new tools, reporting standards, data analysis and related metrics to support goals.

The Division continues to build capacity. An assessment of organizational structure resulted in re-aligning roles and responsibilities, the creation of a new Advancement Officer, an Annual Giving and Events position, and training to expand expertise in membership, major gifts and sponsorship. With these changes the Advancement Division is poised for success in achieving the ambitious financial targets required to fund the Museum's future aspirations.

A comprehensive review of the natureMEMBER program was completed and steps were taken to update and improve benefits, to align content and style of communications, to improve overall process and stewardship. An acquisition strategy was implemented to support the ambitious goal of 1,000 additional members.

Distinctive tailored naturePATRON experiences were created to deepen involvement of PATRONS in the life and future of the Museum. The experiences are designed to encourage more meaningful engagement and increasingly

higher levels of giving. A new annual Donor Appreciation Event: *Inspiration, Connection and Engagement* will be launched in April 2014 to support the culture of gratitude the Museum is building and reinforce a strong stewardship stance. Overall the number of naturePATRONS increased and both the financial and numeric objectives were achieved.

Significant achievements were made in advancing the National Nature Council (NNC), the Museum's profile raising and fundraising body. Ian Pearce, former CEO of Xstrata Nickel and current partner with X2 Resources, has agreed to lead the NNC initiative. This year, NNC members have given or raised over \$1.2 million in support of the Museum's programs and activities.

The Advancement Division had success in involving the Board in participating actively and directly in support of advancement activities, including playing leadership roles within the structure of the National Nature Council in their regions.

The Advancement Division was successful in significantly expanding its pipeline of potential donors, while acknowledging much more work needs to be done to achieve a robust enough group of prospective supporters to support the \$15.0 million overall fundraising goal. As part of the work of the Council of CEO's, the Museum led a feasibility review of a collaborative profile-raising and future fundraising effort for the



national museums. The recommendations for a collaborative profile-raising effort will be advanced in 2014-2015 as a precursor to any potential collaborative fundraising effort.

In 2013-2014, the Museum was pleased to receive support that met its \$3.0 million goal from individual and corporate donations; sponsorships; memberships; collaborations; in-kind support of media; and in-kind support of Research and Collections.

100

donors supported the life and future of the Museum

4200

memberships for 16,800 members engaged in the Museum

12

sponsors invested in the brand and audience of the Museum

29

Canadian communities hosted travelling exhibits

45

Canadian cities received loans from our 10.5 million specimen collection

36

Canadian cities collaborated on research projects with the museum scientists

60,000

school and facility rental visitors

583

media mentions tracked

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