



**Canada Science and Technology
Museum Corporation**

*Canada Agriculture Museum
Canada Aviation Museum
Canada Science and Technology Museum*



Momentum

Annual Report 2007-2008

Canada





Mandate

The Canada Science and Technology Museum Corporation, formerly named the National Museum of Science and Technology, was established as an autonomous Crown Corporation on July 1, 1990, with the passage of the *Museums Act*.

As stated in the *Act*, the mandate of the Corporation is:

To foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technological objects, with special but not exclusive reference to Canada, and by demonstrating the products and processes of science and technology and their economic, social and cultural relationships with society.

The Corporation is responsible for developing and managing a representative collection of scientific and technological artifacts and materials. The collection focuses on seven major subject areas:

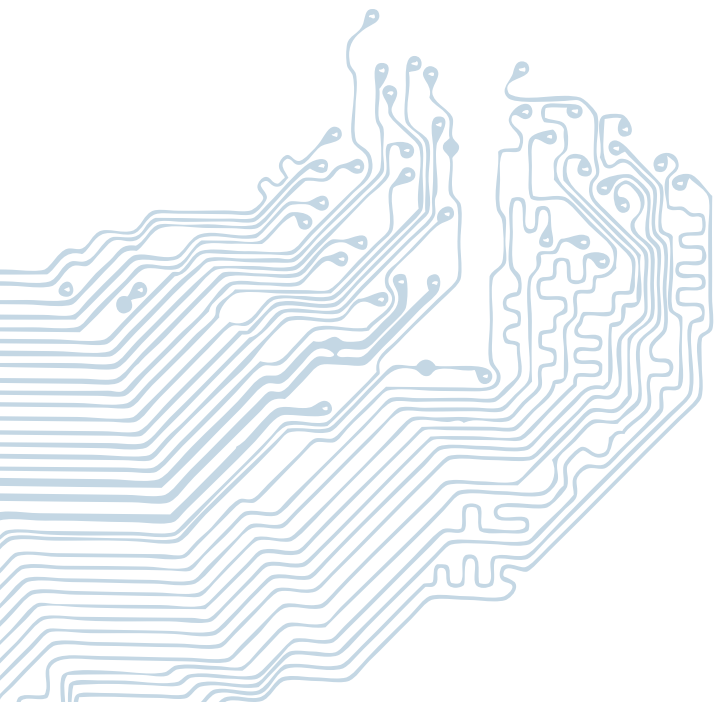
- ✦ aviation;
- ✦ communications;
- ✦ manufacturing;
- ✦ natural resources;
- ✦ physical sciences and medicine;
- ✦ renewable resources including agriculture; and
- ✦ transportation.

Mission

To discover and share knowledge about Canada's scientific and technological heritage, in order to increase an understanding and appreciation of the role that science and technology have played, and continue to play, in the transformation of Canada.

Vision

We will be a nationally recognized leader in engaging Canadians in the exploration of their rich scientific and technological culture, through our exceptional collections, innovative programs, collaborative approaches and professionalism.



Momentum

Canada Science and Technology Museum Corporation
Annual Report 2007-2008

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The concept of momentum relates to energy, motivation, resolve, magnitude, and direction. I believe that those keywords accurately describe the year 2007–2008 and the spirit that underscored all activities and operations at the Canada Science and Technology Museum Corporation (CSTMC).

Message from the Chair of the Board of Trustees

“Enthusiasm, curiosity, and passion are the driving forces that create the momentum of the human soul and mind.”

James S. Paul
Chair, Board of Trustees

In my second year as Chair of the Board of Trustees at the CSTMC, I had the honour once again to work closely with both my dedicated colleagues on the Board and our skilled management team within the Corporation. Together we pursued a number of crucial files that refined and consolidated the organization's position as a leader in scientific and technological literacy in Canada.

Early in the year, CSTMC staff and Board members worked diligently on the Strategic Review requested by the Treasury Board Secretariat (TBS). The exercise allowed us to review our strategic expenditures and focus on identifying the activities that are of greatest importance to us. We were successful in presenting a strong case to TBS and to the Minister of Canadian Heritage, whose continuing support in furthering our corporate objectives is highly appreciated. The result was a confirmation of our strategic direction and some new funding in the government's 2008 Budget. The process also allowed us to strengthen our relationships with key federal officials who support us in addressing the Corporation's unique set of issues and challenges.

Improving corporate governance is an ongoing objective for any organization, particularly one like ours that administers three museums on three different sites. The Board undertook a major self-assessment process on Board effectiveness. Trustees wholeheartedly focused on the exercise and brought forward many useful suggestions for increasing Board effectiveness. The vast majority of Board members concluded that they believe their colleagues perform their duties in a fully satisfactory way. I am very proud to say that the Corporation is now in full compliance with current government guidelines regarding corporate governance.

The Board of Trustees continued its planning and definition work on the new Canada Science and Technology Museum facility, with management's assistance. This is one of the most important projects we have ever undertaken and the essential building blocks for creating our new home are coming into place.

The year also saw the launch of the CSTMC Foundation, a well-designed entity that will support the Corporation's fundraising endeavors through donations and partnerships. I am confident that the Corporation will benefit extensively from the skills and leadership of the Foundation's founding members who are: Walter R. Parsons, Vice-Chair of the Board of Trustees; Larry Ashley; Dr. Gail Beck; Greg Mumford; and Christopher Terry, President and CEO of the CSTMC. The future of the Foundation is in good hands.

Among the many exciting issues that were discussed at the Board table, the **2009 Centennial of Flight** figures prominently. Board members are enthusiastic about the preparatory work performed at the Canada Aviation Museum, and are looking forward to the many events that will take place in February 2009. With the construction of new classrooms, an auditorium, and a new welcoming area about to start in the second half of 2008, the celebrations will undoubtedly create a new sense of momentum across the organization.

I would like to thank two members of the Board whose terms came to an end in 2007-2008: Corinne Mount Pleasant-Jetté from Montreal, Quebec, and Dr. Narendra Srivastava from Moncton, New Brunswick. Three new members joined the Board last year; on behalf of the Corporation, I welcome Margaret Smith from Amherst, Nova Scotia, Jean Saint-Cyr from Montreal, Quebec, and Neil Russon from Fredericton, New Brunswick.

I would also like to thank the professional, dedicated, and knowledgeable staff at the CSTMC for their strong and insightful contributions to the Museums and corporate services. Most importantly, I want to recognize the superb contribution made by President and CEO Christopher Terry who will be retiring in June 2008. Chris has been an inspiration to the organization, bringing a high level of expertise and wisdom to his positions as Director General of the Canada Aviation Museum from 1989 to 2001, and as the head of the Corporation since 2001.

The Board of Trustees joins me in wishing the best to Chris as he embarks on his latest journey. We have already commenced work on the recruitment of a new President and CEO who will be recommended to the Minister for her consideration when identified, and hope to see the position filled by early fall 2008.

In closing, I wish to thank the hundreds of volunteers, donors, and sponsors whose support enables the CSTMC to constantly reach new heights in showcasing the Corporation's rich collection and delivering quality and innovative programming to Canadians from all parts of the country.



James S. Paul
Chair, Board of Trustees



2007–2008 was a challenging year for the Canada Science and Technology Museum Corporation. It was a year in which the Corporation extended its resources to their fullest capacity, gaining momentum towards achieving the goals set out in this Annual Report.

Message from the President and CEO

“Preserving and sharing the story of Canada’s scientific and technological accomplishments not only honours the past, but also shapes Canada’s future”.

I would like to take this opportunity to recognize the people working behind the scenes as stewards of Canada’s heritage. The CSTMC’s dedicated staff works diligently to support a cause they feel very passionate about — preserving and sharing the story of Canada’s scientific and technological accomplishments. This not only honours the past, but also shapes Canada’s future.

Of special significance in 2007–2008 was the intensive effort that comprised the Corporation’s contribution to the government’s Strategic Review process during the summer of 2007. Stressful though the process may have been, it demonstrated conclusively the benefits of the collegial management model we have adopted, the fearlessness of the self-examination process, and the intellectual rigour and integrity of the Corporation’s approach to organizational change and resource optimization.

CSTMC re-examined the effectiveness and efficiency of its programs and services, identified funds that could, if necessary, be reallocated, and proposed a range of alternatives for consideration. The entire senior management team was mobilized to accomplish the task within the very short deadlines given and, with the counsel of the Board of Trustees, the Corporation was able to meet the challenge. The process yielded very positive results: not only was the Corporation ultimately exempted from the actual reallocation part of the exercise and provided with reallocated funds through Budget 2008, but also in the course of the intensive introspection, numerous approaches were identified to fine-tune the use of resources regardless of the outcome of the Strategic Review.

Several important consequences flowed from the Strategic Review exercise. The first and most significant was the decision that the Corporation could adjust its finances to fund from its own resources the next planning stages for a new Canada Science and Technology Museum. This decision was incorporated into the Corporation’s 2008–2009 plans and will, when complete, take the organization closer to the point where a well thought out proposal for a new facility can be brought forward to the Government.

A second decision that arose from the Strategic Review relates to the Corporation’s efforts to function as a truly national institution with a reach from coast to coast to coast. Rooted in a thorough examination of the risks and opportunities available to the Corporation, a renewed

commitment was made to take the Corporation and its Museums beyond the confines of their physical spaces through a platform that covers the whole range of science and engineering in Canada. That platform is Canada's Science and Engineering Hall of Fame, of which the Corporation is the custodian.

A travelling exhibition of the Hall of Fame will, when launched, complement an impressive collection of online assets, providing as much access as possible to the holdings of the Corporation and the knowledge and insights into the development of Canada that result from curatorial research.

A close examination of the Corporation's performance data will reveal that:

- ❖ CSTMC attracted 660,000 visitors to our sites, of whom over 95% recorded themselves as satisfied with their experience;
- ❖ 2.55 million visits were made to CSTMC websites, where users stayed 10 minutes on average;
- ❖ The wide variety of products offered at the three Museums are sensitive to the diverse backgrounds of clients;
- ❖ Staff satisfaction levels have increased significantly in the last two years;
- ❖ The Corporation is actively planning for a dramatic shift in its workforce as senior staff retire;
- ❖ CSTMC staff are playing active roles in the development of the museum profession by participating in national and international museum organizations as befits the representatives of one of Canada's national heritage institutions.

Visitor attendance levels have been, and will continue to be challenging —especially at the Canada Science and Technology Museum, in part because of the overall limitations on resources available to promote it and also because of the building's declining physical attractiveness and location compared with the Museum's category competitors. The outcome of the Strategic Review makes clear that this situation cannot be materially reversed at the current levels of operational support available to the Corporation.

In due course, some relief should be available through the Foundation that the Corporation succeeded in establishing as a fully registered charity and legal entity to provide support for the Corporation's endeavors. We have been fortunate in recruiting three outstanding individuals to serve as charter members of the Foundation's Board accompanied by the Corporation's Vice-Chair

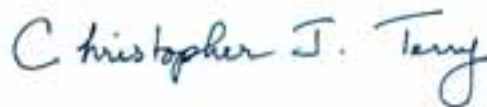
and President and CEO. With the legal infrastructure in place, the Foundation, which functions as a fully autonomous entity, will move in 2008 to recruit an Executive Director to spearhead its activities.

The creation of the Foundation is a welcome addition to the various entities acting in support of the Corporation. Together with the institutional sponsorship sales program currently in the sales phase, a promise of greater self-reliance and freedom of action is in sight.

None of these things would occur without the commitment of intelligent, creative, professional and motivated people. And of those the Corporation is fortunate to have an abundance. While it may sound cliché to say that an organization's staff is its bedrock, that is demonstrably the case in the CSTMC. People go out of their way to succeed. They persevere; they innovate; they volunteer and they collaborate. All enjoy a healthy dialogue among people at all levels of the organization — it is recognized that no one has a monopoly on good ideas.

The Corporation also benefits profoundly from the counsel and guidance of its Board of Trustees, many of whom, particularly the Chair, James Paul and the Vice-Chair, Walter Parsons, have devoted countless supplementary hours to work on behalf of the Corporation.

As I reach the final weeks of my time as the President and CEO of the CSTMC, I can say with great pleasure that it has been a privilege to have been associated with such dedicated people and an honour to have enjoyed their trust.



Christopher J. Terry
President and CEO



Corporate Performance in 2007–2008

– A Year of Creating Momentum

Momentum:

the power to increase or develop at an every-growing pace (Oxford Dictionary)

The CSTMC is responsible for:

Heritage Preservation — Management, conservation and research of collections

Sharing Knowledge — Dissemination of research related to the Corporation's collections through educational and community programs, exhibitions, websites and artifact and archival loans

Accommodations — Accommodation of collections, visitors and office functionalities

Support Activities — Provision of governance and central support services, such as human resources and finance

The role of the Canada Science and Technology Museum Corporation (CSTMC) is to preserve and protect Canada's scientific and technological heritage, and to promote and share knowledge of that heritage. As such, the CSTMC helps the Canadian public understand the ongoing relationships between science, technology and society.

In 2007–2008, the Corporation and its three Museums — the Canada Agriculture Museum (CAgM), the Canada Aviation Museum (CAvM), and the Canada Science and Technology Museum (CSTM) — welcomed 660,000 on-site visitors and received 2.55 million website visits, a slight increase over last year's numbers.

Through their research, exhibitions, programs, websites and publications the Museums tell the stories of Canadian ingenuity and accomplishments in science and technology, and demonstrate how these achievements have contributed to building this country.

In 2007–2008, the Corporation focused on gaining momentum on a number of fronts, including planning construction of new facilities at the CAvM, deepening knowledge of the three Museums' audiences and markets, enhancing outreach programs to reach more Canadians throughout the country, refurbishing the Museums' websites, establishing the CSTMC Foundation, and supporting key developments at the CSTM for new facilities.

Preserving Canada's scientific and technological heritage

The Corporation is responsible for the development and management of a representative collection of scientific and technological artifacts and materials. Its mandate includes the development of a national repository of objects that celebrates scientific and technological innovations.

Each Museum plans and undertakes curatorial work and establishes its own public programming activities and strategies in recognition of the different markets and clientele it serves.

Every year, approximately 80% of artifacts acquired are by donation. CSTMC received 81 new artifact lots totaling 485 new objects this year, although this was substantially below the average annual rate (91 lots comprised of 980 artifacts). While the number of acquisitions decreased in 2007–2008, the selection of these items was the direct result of the vigorous application of the Corporation's Collection Development Strategy (CDS) that was developed in 2005 to guide acquisitions. In accordance with the CDS, 39 artifacts were "deaccessioned" in 2007–2008.

Highlights from the work performed on the Collection Development Strategy in 2007–2008 include the following Historical Assessments and Collection Assessments:

Agriculture

L'industrie textile au Canada, de 1870 à nos jours: Acquis historiographiques et nouvelles orientations de recherche,
Dr. Robert Tremblay

Milking Technology, Franz Klingender

Aviation

Pushing Back the Frontier - A History of Bush Flying in Canada, 1919 - 1980, Dr. Marianne Cronin Surveying Collection,
Dr. Marianne Cronin

Air Navigation, Sharon Babaian

Communications

Historical Assessment in Electronic Music, Part 2,
Katherine Wright

Computing in Canada,
Dr. Zbigniew Stachniak and Dr. Scott Campbell

Natural Resources

Évaluation de la collection foresterie,
Louise Trottier

Physical Sciences

Surveying Collection,
Dr. Randall Brooks

Transportation

Underwater Mobility in Canada: A Historical Assessment, 800 to 2007,
Dr. David McGee

Target for 2007–2008

55% of the Collection Development Strategy will be completed to CSTMC standards.

Result

57.5% of the Collection Development Strategy was completed, exceeding the target. The work included completion of 78% of the Historical Assessments and 37% of the Collection Assessments.

Target for 2007–2008

55% of the three-dimensional portion of the Collection will be documented.

Result

48.8% of the Collection was documented in accordance with CSTMC improved standards.

Over the years the Corporation has raised the standards applied to measure collection documentation. While new records are created according to the new standards, older records (1967–1974) must be reviewed, researched, and enhanced as resources become available.

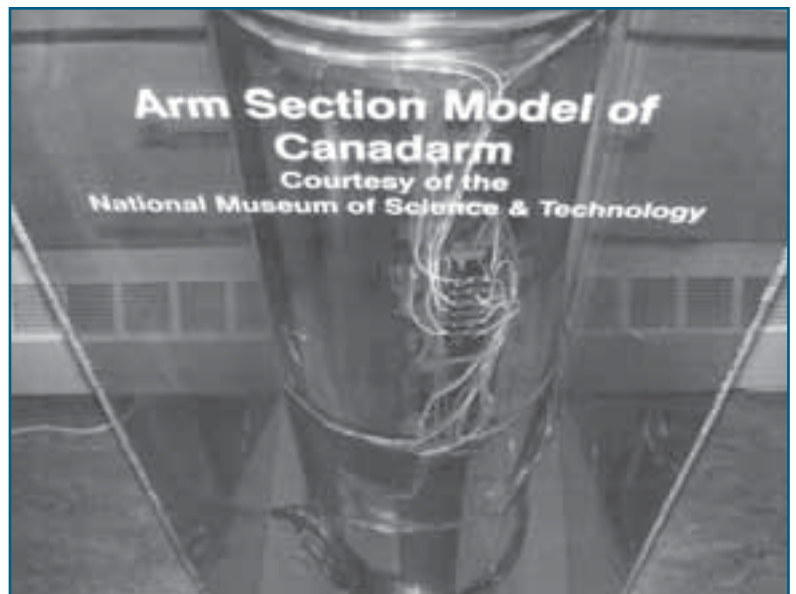
Artifacts on the Road

In recent years, the Corporation has made major inroads in reducing the backlog of un-catalogued artifacts. At the end of 2007–2008, fewer than 800 artifact lots remained to be catalogued. One of the measures the Corporation established to assess its impact at the national level is the number of artifacts loaned to other institutions each year, as well as the estimated number of visitors who had an opportunity to view those artifacts.

In 2007–2008, a total of 3.6 million people viewed the loaned artifacts, which represents a 23% increase over the previous year. Forty-one new loans were organized and more than 350 were renewed, in 10 Canadian provinces and territories, as well as at the international level.

Artifact Loans	2007–2008	2006–2007	2005–2006
Total number of artifacts on loan	392	662	867
Total number of people viewing artifacts on loan	3,641,620	2,948,957	2,014,722
Canada Agriculture Museum	1,039,724	1,039,724	22,454
Canada Aviation Museum	1,241,190	638,080	25,471
Canada Science and Technology Museum	1,360,706	1,271,153	1,737,567

Successful outreach initiative: 23% more visitors viewed CSTMC artifacts across Canada than in 2006–2007



This is a model of the arm section of the CANADARM (1987.0905) currently exhibited at the Northern Lights Centre, Watson Lake, Yukon. The model was used to test the distribution of heat along the surface of the CANADARM.

Library and Information Services

More than 900 monographs were either purchased or donated in 2007–2008 at both CSTM and CAVM, and 45 volumes were added to the rare book collection at CSTM. The staff also catalogued close to 380 new pieces of trade literature that were added to CSTM's collections database. Archival records at CAVM and CSTM continue to grow, and both institutions acquired new shelving to better organize the collections and to improve access for the public and staff.

Sharing knowledge — Reinforcing the CSTMC's national presence

The CSTMC is committed to increasing the impact of its cultural and curatorial activities across Canada. Its mandate is to share and disseminate knowledge about Canada's scientific and technological heritage. The three Museums explore the role of science in the search for knowledge and create displays that engage and educate visitors on the role science and technology played in the transformation of Canada.

As audiences evolve, so must Museum products. The Corporation strives to develop innovative programs on new topics, viewed from different perspectives, and interpreted in creative ways.

Producing unique products and experiences

A cross-functional team representing the three Museums and the supporting Corporate Services was formed to develop a process to address all significant new product development activities undertaken by the CSTMC, from the generation of ideas to final implementation. This new process applies to exhibitions, programs, major web initiatives, new publications and commercial products.

Product development in the Corporation's three Museums is the result of rigorous and disciplined research, which is then interpreted and packaged using best practices in exhibition and program development. Over the next five years, the CSTMC will continue to develop products that are available to as many Canadians as possible, regardless of age, ability, background, learning style, place of residence, or media preference.

Diversification of Offerings

As stated in its Strategic Framework, the Corporation is keen to deliver high quality, compelling products that correspond to the aspirations and needs of its diverse audiences. In 2007–2008, the CSTMC strove to expand the range of offerings associated with existing products.

An example of this approach is **Beyond the Trees**, an exhibition at the CSTM that also includes two public demonstrations, as well as themed March Break programming and integrated web content.

Target for 2007–2008

15% of the Corporation's offerings will address contemporary issues.

Result

The Corporation's Museums renewed their commitment to concentrate product development on subjects corresponding to areas of interest and concern to Canadians: 13% of new offerings reflect today's issues. Contemporary issues in development include food and health, the environment, forestry, medical imaging, biotechnology, transportation, and women's contributions to science and technology. As the CSTMC continues to retire out-of-date products and launch the newest initiatives under development, it is expected that this result will increase to reflect the Corporation's commitment to contemporary issues.

Target for 2007–2008

15% of Museum products will have multiple types of offerings.

Result

In 2007–2008, 21% of the Museum's products presented an array of offerings for each subject developed.

Target for 2007–2008

3.5 million visits to the Corporation's websites.

Result

There were 2.55 million visits to CSTMC websites in 2007–2008, a slight increase over the previous year. Web visits were lower for both the Canada Aviation Museum and the Canada Science and Technology Museum websites; there are, however, major projects underway for both of these websites to help ensure that they remain engaging resources for our visitors.

Websites

The CSTMC believes it is crucial to increase the number of Canadians who participate in the product offerings through the Museum websites. In 2007–2008, web visits were lower for both the Canada Aviation Museum and the Canada Science and Technology Museum websites; however, major projects were underway in 2007–2008 for both of these websites to help ensure that they will remain engaging resources for visitors. In addition, experiments on social media such as Facebook® and Flickr® are extending the Corporation's web presence in Canada.

There was a notable increase in visits to the Canada Agriculture Museum website following the launch of the *Food for Health* web offering. The Museum's downloadable educational activity kits also accounted for high traffic on the site. Two online collections also had higher visibility: there were three times more visits to the *Picturing the Past* micro site and 57% more visitors to the CSTM's *CN Images of Canada Gallery*.



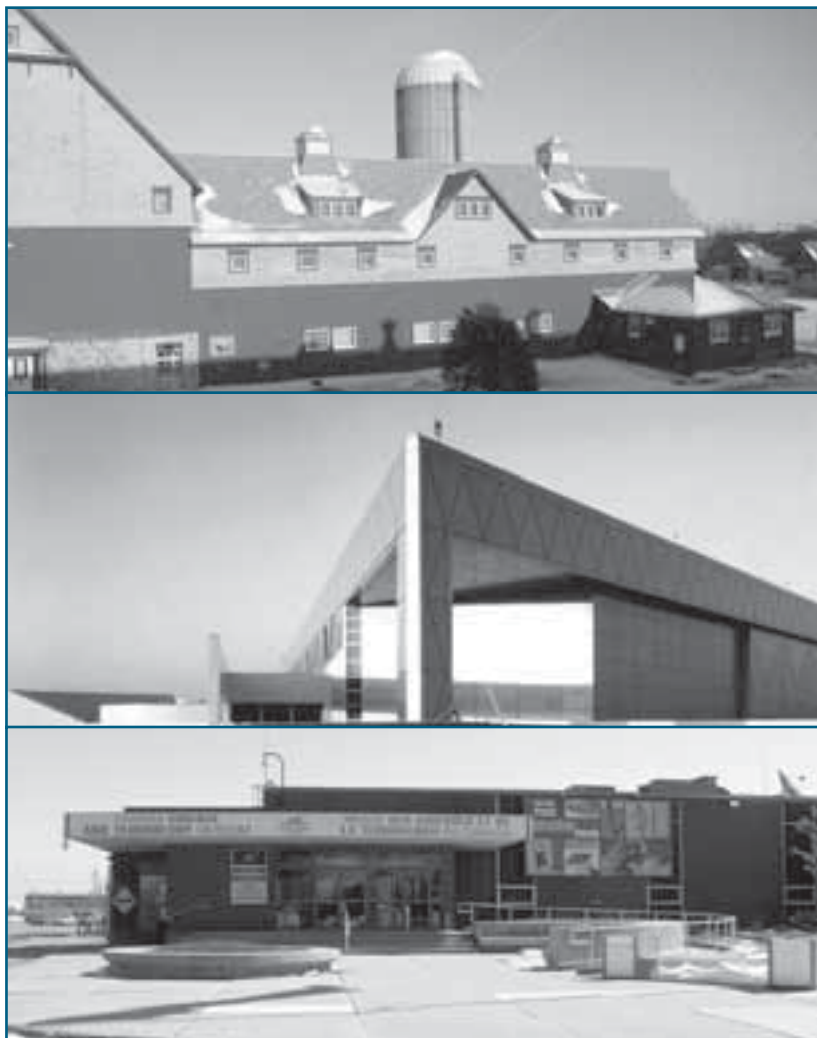
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http://technomuses.ca/index_e.asp

Audiences

Market research and analysis activities were undertaken during the year to better understand the changing needs and expectations of the different audiences served by the Museums. Plans were developed in 2007–2008 to experiment with new educational and communication techniques by conducting trials with social media and Web 2.0 technologies, and by engaging in small-scale trial programming projects at the Museums.

The most significant shortfall in on-site attendance was witnessed at the Canada Science and Technology Museum. A new facility in a more central location will undoubtedly stimulate interest and increase on-site visitors in the future.

Off-site visits include visitors attending CAgM, CAvM, and CSTM workshops and demonstrations given off-site as well as visitors to CSTMC travelling exhibitions.



Archival photos of the 3 museums from top: Canada Agriculture Museum, Canada Aviation Museum, Canada Science and Technology Museum.

Target for 2007–2008

10% of new products to be directed to diverse audiences.

Result

13.5% of new products (not including accommodation projects) were developed and delivered to diverse audiences.

Target for 2007–2008

728,000 on-site visits to the three Museum facilities

Result

There were 660,000 on-site visits to the Corporation's three Museums.

Target for 2007–2008

92,000 off-site visits

Result

There were 87,540 off-site visits for the Corporation's three Museums.

Target for 2007–2008

Approval in principal for the new CSTM museum project and funding for the first studies by fall 2007.

Result

Activities regarding the new facility for the Canada Science and Technology Museum were put on hold during the Strategic Review process because of budgetary uncertainties. After the review was completed, the Board of Trustees renewed their commitment to making the new CSTM facility a priority.



A bicycle (1981.0205), a tricycle (1981.0229), and a quadricycle (1981.0203) exhibited at the Musée québécois de culture populaire, Trois-Rivières, Québec. The Canada Science and Technology Museum provided thirty artifacts for this exhibition.

Providing accommodations – Building towards new facilities

Over the past several years, the Corporation faced significant challenges regarding its accommodation needs and funding levels. As mentioned in the 2006–2007 Annual Report, the priority continues to be a new facility for the Canada Science and Technology Museum. In 2007–2008 the CSTMC Board of Trustees endorsed the reallocation of funds to develop a Schematic Design and Functional Plan for a new facility. This consultation process will include producing a marketing document, securing funding for the project, and developing a proposal to design accessible public storage.

As indicated in the previous section, on-site attendance to the CSTM declined over the past two years. Despite high customer satisfaction ratings and best efforts to stimulate market interest, the Museum experienced a drop in school groups, holiday programming and repeat member visits. With fewer available funds to develop new products and programming, a scaled back promotional budget, the long-term effects of an aging facility and an impractical location are having a negative impact on attendance. For example, the Ottawa Children's Festival, which generated 18,000 visits in 2006–2007, chose to partner with a downtown venue instead of renewing a multi-year agreement with the CSTM, citing that a more central location was required.

Private sector investors informed the Corporation that one of the most significant obstacles facing the CSTMC relates to the limitations imposed by the CSTM's current facility. The image projected by the CSTM does not match the positive image with which businesses wish to be associated with. However, entrepreneurs expressed interest in forming associations with a new, modern, state-of-the-art facility.

With the Corporation's renewed impetus to increase national outreach over the next five years, a new facility in a more central location will bolster the CSTM's presence on the National Capital Region's cultural scene and result in greater visitation and admissions revenue.

In 2006, funding was received for construction of an auditorium, new state-of-the-art classrooms, and an expansion of the front lobby of the Canada Aviation Museum building. In 2007–2008, professional teams were selected, and consultation and design conducted. Construction will start in the third quarter of 2008.

Supporting activities and operations – Nurturing excellence and professionalism

Strong governance processes, management practices, and leadership are key to motivating and leading employees. With an emphasis on professionalism, the CSTMC continues to pursue positive results through the application of best practices and ethical conduct in all areas of activity.

Three objectives continue to guide the work of the Corporation in human resources management and professionalism:

- Customer satisfaction
- Internal customer satisfaction
- Employee satisfaction

Together, these objectives promote a professional workforce committed to excellence in external and internal customer satisfaction.

In 2007–2008, statistical reports and service level agreements were developed to follow up on results of the Internal Clients Survey conducted in 2006–2007. For financial reasons, the CSTMC will limit surveys to internal clients to every two years. The next survey will be conducted in 2008–2009.

However, progress was made on several services that were deemed less satisfactory in the survey:

- A new Staffing Directive ensures that each staffing action is conducted with transparency and fairness;
- A new Official Languages Directive outlines how the CSTMC will meet its obligations under the *Official Languages Act* with respect to client services and languages in the workplace, correspondence, electronic media, etc;
- The new CSTMC Job Evaluation Plan will be finalized to comply with pay equity legislation and correspond to completed classification appeals;
- New service level agreements were developed for Informatics Services and the Human Resources Branch.

A significant amount of analysis and evaluation was undertaken in 2007–2008 to monitor visitor satisfaction. The Corporation's Visitor Services Standard was used to examine visitor experience and to track compliance to best practice guidelines established at the Museums. The Corporation also engaged in a summative evaluation of its exhibition **Food for Health**.

The Corporation believes it is fundamental that employees are satisfied with their work environment and with their contribution to the institution's objectives.

Target for 2007–2008

Achieve a 65% internal customer satisfaction rating.

Result

The Corporation continues to base the internal customer satisfaction rating on survey results reported in 2006–2007: 73% of internal clients were satisfied with respect to support activities and services.

Target for 2007–2008

Maintain a 90% customer satisfaction rating.

Result

The Museums exceeded this target with an average visitor satisfaction of 95% in 2007–2008.

Target for 2007–2008

Achieve an 80% employee satisfaction rating.

Result

The Corporation continues to base the employee satisfaction rating on the survey results reported in 2007–2008: 77.0% of employees filed a rating of "satisfied". This represents an 11.1% improvement over survey result reported in 2006–2007.



Event at the Canada Aviation Museum

Support activities for employees in 2007–2008 include:

- Training: Offered to all users of the Corel Suite (WordPerfect, QuattroPro, Corel Presentation) in light of the CSTMC's migration to the Microsoft Office Suite (Microsoft Word, Excel, PowerPoint, Publisher); training was also provided in project management and second languages.
- Emeritus Program: Implemented to recognize the lifelong contributions of former employees in the advancement of science and technology. The Program also provides recipients access to the Corporation's facilities to complete their research and volunteer projects.
- Alumnus Program: Established to provide former employees with a means to participate in CSTMC activities such as fundraising, promotion, lobbying, etc.
- Sustainable Workforce Committee: Created to monitor, investigate and provide advice on succession planning, issues that affect the CSTMC workforce and long-term human resource requirements. The Committee developed an analysis of all anticipated vacancies to the year 2014 as well as comprehensive action plans.

Commercial Operations and Facility Rentals

2007–2008 represented a record year for facility rentals. The CSTMC signed a new agreement with its in-house caterer in January 2008 and developed a new, exclusive catering program to increase revenues.

Sales in the Museum gift shops in 2007–2008 were at their highest level in five years despite a decrease in attendance at the CAVM and CSTM. More efforts in developing signature products were initiated to increase sales in the Corporation's commercial operations. *Canadian Wings*, the new book produced by the Canada Aviation Museum was listed in the Canadian Museum Association's *Selection* catalogue and enabled the Corporation to exceed its objectives in 2007–2008.

Garnering strength in partnerships

Recognizing that one of the essential drivers of the CSTMC's success relies on collaborative approaches and partnerships, the Corporation invested considerable time and resources over the past years to develop promising revenue generation strategies.

The Corporation retained the services of a renowned marketing firm to develop partnership opportunities with the private sector across Canada. By raising its profile and developing a proposition that reflects the values and demographics of the Museums, the Corporation is aggressively pursuing the objectives stated in the Strategic Framework.

The Fundraising Program, which concentrates on philanthropic, annual donations, generated approximately \$96,000 in 2007–2008. The Aviation appeal was sent in December 2007 with a focus on directing donations to the celebration of 100 years of powered flight with the Activities, Exhibits, and Collection Fund — a total of 271 donations returned as a result of the appeal. The Canada Agriculture Museum and the Canada Science and Technology Museum appeals were developed this year and are both scheduled for distribution in the fall of 2008. The focus of these appeals will be the acquisition of a windmill and grain tank for the CAgM and to assist in the necessary work to be completed on the CSTM'S CN40 — Canada's oldest steam locomotive.

The successful fundraising event *Baskets with Panache!* generated \$27,000 to help nearly 2,000 underprivileged children attend school programs at the Canada Agriculture Museum. The second edition of the event is scheduled in June 2008.

Senior management and the CSTMC Board of Trustees reviewed the partnership renewal target (80%) and decided that the emphasis would be better placed on return on investment (ROI) strategies.



The successful fundraising event *Baskets with Panache!* generated \$27,000 to help nearly 2,000 underprivileged children attend school programs at the Canada Agriculture Museum.

Target for 2007–2008

\$375,000 in new commitments from sponsored activities.

Result

The Corporation took major steps toward its ambitious target of attracting \$2.5 million dollars in annual sponsorship revenue by 2010, achieving \$80,500 in new commitments for sponsored activities in 2007–2008.

The Corporation represents an exciting opportunity for businesses to meet their corporate objectives. Whether these relate to sales, community involvement, marketing or awareness building, the Corporation's national reach and leadership offer inspiring partnership possibilities to business leaders.



Target for 2007–2008

An additional \$2 million in earned income and appropriations.

Result

An additional \$2.175 million was earned in 2007–2008. The CSTMC was successful with its request for \$1.475 million in additional funding for the operation of the Canada Aviation Museum's aircraft hangar. An additional \$700,000 was generated through Corporate Development, Commercial Operations and museum programming and admissions.

The Foundation

In 2007–2008, the Corporation successfully established and incorporated a Foundation to support the CSTMC and its three museums. The Foundation's mandate is to complement and strengthen education and outreach activities and generate Corporation revenues. Steps were also taken to secure registered charitable status for the public Foundation under the Income Tax Act. This status was confirmed by the fourth quarter of the 2007–2008 fiscal year.

The CSTMC Foundation will bring together members of the public and private sectors who are committed to promoting and financially supporting the CSTMC's mandate and mission statement.

In 2008–2009, the Foundation will begin implementing the comprehensive Business Plan that was approved by the Board of Trustees in 2006–2007, with an immediate emphasis on securing funds for the Corporation.



Mennonites in horse drawn buggies crossing the Conestoga River, 1990

CN Images of Canada Collection

Membership

The Corporate Membership program generated \$249,487 in revenues.

The CSTMC's membership base consists of 27,500 individuals from 6,122 households. The number of new memberships sold decreased by 11%, however, renewals escalated by 132%. Members-only activities remain extremely popular and consistently sold out in less than 24 hours.

Successful initiatives

- ❖ An early renewal campaign was implemented to coincide with the price increases in February, 2008.
- ❖ The Holiday Card Contest attracted many entries; member Rachel Perras, age 12, won the grand prize of an iPod nano and a Museum prize package.
- ❖ Electronic updates using a new system streamlined the communications process with thousands of families.
- ❖ 1,695 spots were reserved in less than 24 hours for the Halloween Party and a waiting list of 100 members had to be set up.
- ❖ The first online registration for the Christmas party yielded better than anticipated results. Total registrations reached an all-time high of 1,141.

For a basic fee between \$25 and \$50, members enjoy the following:

- ❖ Unlimited admission to the Canada Science and Technology Museum, the Canada Aviation Museum and the Canada Agriculture Museum;
- ❖ Unlimited admission to 250 science museums and science centers across Canada and the United States;
- ❖ Priority Museum admission and advance notice of upcoming events
- ❖ Discounts in museum gift shops and on some programs
- ❖ Invitations to members-only activities



The Member's Holiday Card Contest winner, Rachel Perras, age 12.



Canada Agriculture Museum

A Year of Maintaining Momentum

The Canada Agriculture Museum connects Canadians and the world to the historical and current importance of agricultural science and technology in everyday life through engaging interpretive activities and products centered on an accessible demonstration farm.

Vision

The Canada Agriculture Museum will be recognized as a leader in educating Canadians about agricultural science and technology. It will be the authoritative, accessible source on the historical development of agriculture in Canada and current agricultural science and technology. This will be achieved by:

- Developing and presenting excellent, innovative, on-site and outreach programs and exhibitions that engage a diverse and multicultural audience and foster agricultural literacy in Canada;
- Disseminating in electronic and other media forms knowledge and information about historical and current Canadian agricultural science and technology, the Museum and its activities;
- Developing and managing an accessible collection of artifacts and archival material significant to Canadian agricultural history;
- Developing and managing an accessible collection of live farm animals and agricultural plants of historical and commercial significance to Canada;
- Conducting historical research on agricultural science and technology;
- Offering a full range of visitor services year-round; and
- Developing mutually beneficial networks, associations and partnerships with museums and organizations both nationally and internationally.



Reaching out to Canadians

The Canada Agriculture Museum (CAgM) is situated in the heart of the Nation's capital, among green spaces and a unique cultural landscape, making Ottawa the only capital in the world to hold a demonstration farm just minutes away from downtown government buildings. The farm features Canada's unique agricultural heritage as well as a popular live collection of animals, including dairy cattle, beef cattle, horses and small animals. Young families as well as Canadian and international tourists have been exploring the sights and sounds of typical farm life at the Agriculture Museum for close to 25 years.

The Museum enjoys a solid reputation as an authority on Canadian agriculture history and knowledge. By catering primarily to young families and school-age children, it offers exclusive and enjoyable experiences that make for lasting memories.

The story of the Canada Agriculture Museum is one of growth, building on each successful exhibit and partnership. The Museum shows how science and technology in agriculture have transformed the lives of Canadians, and demonstrates the processes by which Canadians obtain their food, fibres, and other agricultural products.



1st prize photo winner in the "Children's" category of the 3rd annual member's photography contest.

"The Canada Agriculture Museum is a unique combination of modern demonstration farm and museum. The Museum provides thoughtful and innovative programming focused on the present to help visitors understand the historical importance of our agriculture, and its legacy in our lives today. We are proud of our collections and exhibits, and are committed to reaching a growing number of Canadians through our travelling exhibits such as Food for Health, our partnerships with other agricultural institutions and our website."

Michelle Dondo-Tardiff, Director General

Canada Agriculture Museum records a 96% customer satisfaction.

Food for Health Exhibition on the road

- January 2008–April 2008, TELUS World of Science, Edmonton, Alberta
- April 2008–November 2008, Okanagan Science Centre, Vernon, British Columbia
- November 2008–March 2009, TELUS World of Science, Calgary, Alberta
- March 2009–June 2009, Esplanade Arts and Heritage Centre, Medicine Hat, Alberta
- June 2009–September 2009, Manitoba Children’s Museum, Winnipeg, Manitoba

Inroads on the web: 43% more visitors to agriculture.technomuses.ca

Reinforcing the CAgM’s national presence

Exhibitions

Food for Health

Opened in March 2007, the **Food for Health** exhibition and complementary website attracted visitors from all ages throughout the year. Developed with technical support from the Canada Science and Technology Museum, this innovative project combines hands-on interactive components, multimedia technology, informative historical artifacts and compelling graphics focusing on making healthy food choices and exploring food safety on the farm, in the processing plant, in transit and at home. The exhibition and accompanying educational material were also designed to travel in suitcase-style mini exhibits.

In January 2008, the bilingual exhibition started a national tour of five science centres in Western Canada and the Prairies, and more venues across Canada were in negotiations with the Canada Agriculture Museum to host the exhibition. The tour will end in 2011.

Brewer’s Gold – The History of the Hop Industry in British Columbia

Developed by the Chilliwack Museum in BC, this touring exhibition opened in Ottawa in March 2008. Through artifacts and photographs, Brewer’s Gold tells the story of hop farming in British Columbia, one of the province’s first commercial agricultural crops.

The website

2007–2008 saw a 43% increase in visits to the Canada Agriculture Museum website following the launch of the **Food for Health** site and the launch of a redesigned home page with new visitor-oriented features as well as design tie-ins across the site. New features include a Flickr® group dedicated to members’ photographs of the Museum. Two new educational activity kits were also added to the website: *What to Eat* and *Chews Wisely*.

Preserving our agricultural heritage

Acquisitions

1968 International “Loadstar 1600” Grain Truck

When the Canada Agriculture Museum acquired the Loadstar grain truck, it was in its original operating condition, hauling grain on a small 480-acre grain farm north of Estevan, Saskatchewan. The truck’s chassis had been purchased from the International Harvester dealership in Estevan and retrofitted with a wooden grain box.

After 1900, the development of the prairie cereal crop economy meant farmers needed a specialized vehicle to haul large quantities of grain to the elevator each fall so it could be sold. Initially a horse-drawn slope-sided wagon called a grain tank was used, but with the appearance of the internal combustion engine, farmers began turning to trucks to haul



1968 International "Loadstar 1600" Grain Truck



Canadienne Cows—a rare breed—in the Canada Agriculture Museum dairy herd

More than 60 artifacts were acquired for the CAgM, mostly through donations.

grain. International Harvester Corporation, with factories in Hamilton, Ontario and Chicago, had an advantage in this new market due to the early establishment of its marketing network and its positive reputation within the farming community. At the time, many small firms sprung up across the West to manufacture the steel reinforced wooden grain boxes that were mounted on these trucks.

The Canada Agriculture Museum will use the truck to help demonstrate the Western Canadian grain economy after 1960.

Two new Canadienne cows — a rare breed — were added to the live collection for programming purposes. Descended from cows brought to Canada by Jacques Cartier in the early 1540s and Samuel de Champlain between 1608 and 1610, the Canadienne is the only dairy breed to have been developed on the North American continent. Through self-selection, this breed multiplied, inheriting those traits that allowed them to survive, reproduce and give milk in spite of poor feed and a harsh climate. In 2007, there were only 230 registered specimens in Canada.

Completed Historical Assessment

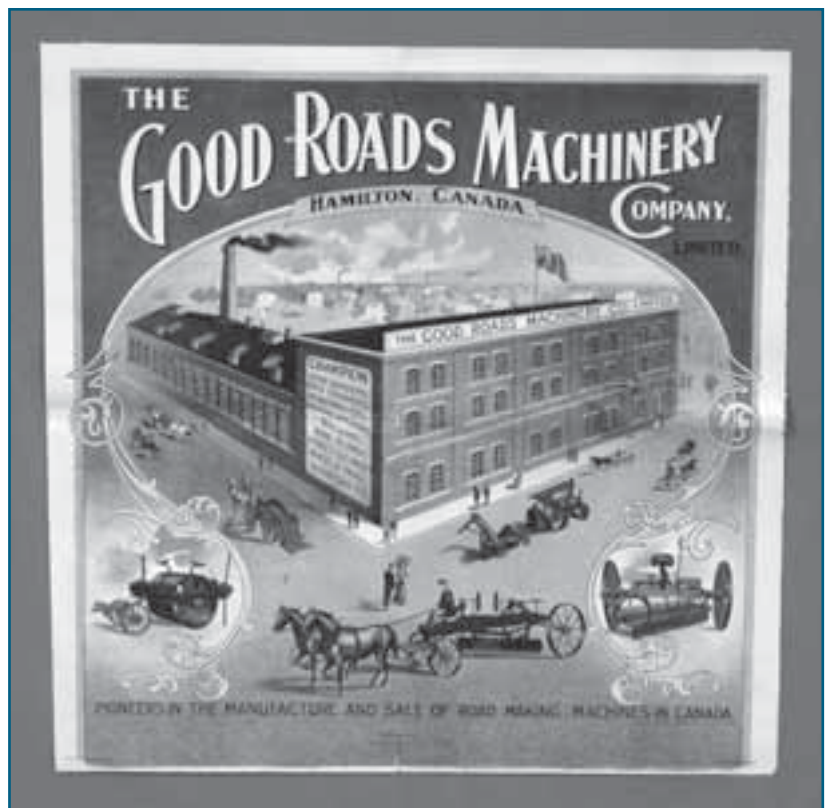
L'industrie textile au Canada

Completed Collection Assessment

Milking Technology

The Art Alder Collection

A major collection that also touches on the Canada Science and Technology Museum was completed in 2007–2008. The Art Alder collection consists of artifacts and print specimens connected to the history of the engraving and lithography industries in Canada from 1880 to 1950. The objects include a gravure printing press, engraver's tools, lithographic stones and engraved copper printing plates. Among the print specimens are hundreds of color labels produced for Canadian fruit and vegetable canneries, as well as proofs and press sheets representing intermediate stages in the production process. The collection also includes a small selection of printed advertising material. This acquisition will be an invaluable research and exhibition resource relevant to the history of printing, agriculture, industrial technology, transportation and other collection subject areas.



The Art Alder collection consists of artifacts and print specimens connected to the history of the engraving and lithography industries in Canada from 1880 to 1950.

Garnering strength in partnerships

Two major activities organized by the Agriculture Museum received vital backing from a number of partners who recognized the important value proposition of both the **Food for Health** exhibition and the first annual *Baskets with Panache!* fundraising event.

The *Baskets with Panache!* fundraising project raised \$27,000. The event was organized to enable financially underprivileged children to visit a farm and have an unforgettable hands-on farm experience, seeing for themselves where food comes from.

Proceeds of the June fundraiser allowed more than 2,000 children from the National Capital Region to participate in 98 Museum School Programs. About 25 additional children were able to attend summer day camps on the Museum grounds. The funds helped defray transportation costs, program fees and other supplies or equipment to enhance the children's on-site experiences.

The fundraising event's guest list included 113 community leaders and Museum supporters. Participants were invited to bid for unique auction items and exclusive themed gift baskets while enjoying gourmet appetizers. The 2008 iteration of *Baskets with Panache!* will be held again in June.

The Museum worked towards securing partnerships for two other activities that will be held in 2008–2009: an exhibition on bee keeping, and a related virtual offering entitled *Bee in Blueberry*.

The inspiration for *Baskets with Panache!* is derived from an old rural tradition where single women created attractive picnic baskets for auction at country fairs, hoping that the eligible bachelors of their fancy would place the highest bid on their baskets and share the contents with them.

Testimonial from a mother whose child was able to visit the Museum with his class thanks to the funds raised:

"My four-year-old son recently went to the farm with his class from school. While we have had a family membership for two years and have gone several times, this class visit was by far his favourite. He couldn't stop talking about all the stuff he saw and what the farm leader told them. He was so excited that he insisted on going again later that same week. Your Youth Fund, which made this possible, is AMAZING and I thank you, and all your employees for making this possible."

Ms. Jean Stewart, mom to Max



2nd prize photo winner in the "People" category of the 3rd annual member's photography contest

Food for Health Sponsors

- ✦ Agriculture and Agri-Food Canada
- ✦ Canadian Institutes of Health Research (CIHR)
- ✦ Canadian Food Inspection Agency
- ✦ Canadian Partnership for Consumer Food Safety Education
- ✦ Health Canada

Supporting sponsors

- ✦ Canadian Agri-Food Research Council
- ✦ Canadian Bacterial Diseases Network
- ✦ Genome Prairie
- ✦ National Research Council Canada – Institute for Biological Sciences
- ✦ Canadian Egg Marketing Agency

Baskets with Panache! Sponsors

Funding Sponsor – Neilson Dairy
Inaugural Sponsors

Platinum:

Thyme & Again Creative Catering

Gold:

TD Canada Trust
Canadian Institutes of Health Research (CIHR)
The Ottawa Citizen

Silver:

Ottawa Federation of Agriculture
Dairy Food Commission

Bronze:

Burnbrae Farms
Elm Tree Farm
HANNAHPAUL
Proulx Brothers
Friend: Chateaux des Charmes

Providing accommodations

The Central Experimental Farm, of which the Canada Agriculture Museum is part, was designated a national historic site in 1998. The Museum leases several buildings from Agriculture and Agri-Foods Canada to operate the unique combination of museum and demonstration farm. In 2007–2008 the CAgM proceeded with work to stabilize the aging infrastructure of several buildings and continued towards the implementation of its long-term site plan. There was a slight delay in the overall plan as one building, used to house small animals and provide classroom space, was unexpectedly closed for safety reasons.

Heritage Buildings



The Dairy Barn:

Built in 1914 to replace the barn built in the late 19th century that was destroyed by fire in 1913; houses a mixed breed herd of 45 to 50 cows.



The Small Animal Barn:

Built in 1920; home to a variety of animals including sheep and lambs, pigs and piglets, chickens, rabbits and goats. This building has been closed to the public pending infrastructural repairs. Some of the animals have been relocated in the Horse and Cattle Barn and others were sold off in 2007–2008.



The Horse and Cattle Barn:

Built in 1999; houses the Clydesdale horses and seven breeds of beef cattle.



The Old Cereal Barn and the Old Sheep Barn:

Built in 1915 and 1912 respectively; used for special events, school programs and facility rentals.

Close to a 7% increase in visitors to the Canada Agriculture Museum in 2007–2008



1st prize photo winner in the “People” category of the 3rd annual member’s photography contest”

Advancing our reputation

The Agriculture Museum continues to be an esteemed participant in the agricultural history and research communities, both at the national and international levels. As an active institutional member of the International Association of Agriculture Museums, the Museum works alongside other professionals from major agricultural museums of the world on various issues related to developing countries and food supplies.

As an ongoing member of the Association for Living History, Farm and Agricultural Museums (ALHFAM), the Museum worked closely with co-host Upper Canada Village and association officials to organize the Association’s June 2008 International Conference in Ottawa.

Assessing the numbers

Close to 7% more visitors gathered at the CAgM throughout the year, attracted by the live collections, programs and the new exhibition **Food for Health**. The Museum garnered a sharp 22% increase in school visits owing to the successful implementation of the Youth Fund and its well-designed actual and virtual offerings for children.

CAgM	2007–2008	2006–2007	2005–2006
Visitor attendance	171, 815	160,818	149,649
Number of school group visits*	763	626	696
Number of participants in school group visits*	20,767	17,995	18,397
Number of school program modules offered	44	44	42
Number of demos, tours and workshops	4,141	3,939	3,804
Participants (demos, tours and workshops)	78,101	73,355	60,654
Number of offsite demonstrations or events	7	4	2
Number of visitors to offsite demos/events	2,400	4,650	23,000
Other use of facilities (number of participants)	2,527	1,979	1,312
Number of CAgM website user sessions	248,268	172,876	143,250

*School group visits include school programs, independent school visits school, and guided school groups.



2nd prize photo winner in the “Events” category of the 3rd annual member’s photography contest”



3rd prize photo winner in the “Children’s” category of the 3rd annual member’s photography contest”



Canada Aviation Museum

A Year of Building Momentum

Reaching out to Canadians

Canada's aviation heritage is rich, infinitely varied and filled with dynamic characters who have had a profound impact on our country. The Canada Aviation Museum recounts Canada's aviation history, demonstrating in an innovative and compelling way how aviation contributed to the development of the country. The storyline continues to evolve to the present day, due in large part to our country's extraordinary technological advancements in the past 100 years.

Today, Canada's aerospace manufacturing and services sector is the fourth largest aerospace industry in the world.

During 2007–2008, the Museum's initiatives were largely focused on expanding visitor access to its collections and exhibitions.

Working actively towards enlarging its facilities and enriching its public programs, the Museum concentrated much of its resources on building momentum for the significant exhibition, **Canadian Wings: A Remarkable Century of Flight**, that will celebrate the centennial of the first powered and controlled flight in Canada, and is scheduled to open in February 2009.

Additional key activities included:

- ✦ Creating new exhibitions;
- ✦ Progressing on key restoration projects;
- ✦ Developing and fostering new partnerships to enhance and broaden the Museum's outreach programs;
- ✦ Planning for the construction of new classrooms and a much need auditorium;
- ✦ Extending the Museum's international reputation; and
- ✦ Designing new educational programs.

For visitors who seek enriching and valuable experiences and activities, the Canada Aviation Museum presents a world-class national collection of aircraft and related artifacts that explores, interprets and presents aviation's significant role and influence on the lives of Canadians and the prosperity and growth of the country. The Museum draws on people's inherent fascination with flight in a way that effectively generates excitement in visitors of all ages.



Canada Aviation
Museum

Musée de l'aviation
du Canada

Reinforcing the CAVM's national presence

Exhibitions

Always in search of new ways to present Canada's aviation achievements to an expanding audience, the Museum introduced and designed many new interpretive elements to help visitors learn about the sociological, technological and economic impacts of aviation in Canada. Visitors have first-class access to fascinating and inspiring exhibitions that describe how aviation contributed to the fabric of Canadian life.

Artflight 2007

In May, **Artflight 2007** showcased the work of approximately 30 visual artists from across Canada who entered the museum's biennial competition. The theme, Abstractions of Flight, invited artists to create aviation works inspired by invention or style, and resulted in one of the most unique Art Flight exhibitions to date.

Established in 1992, **Artflight** has attracted more than 1,000 artists from Canada and abroad. Through the years, independent juries have selected more than 500 pieces of aviation art for display, which has attracted enthusiastic praise from Museum visitors and art critics alike.

The Bristol F.2B Fighter

The Bristol F.2B Fighter now has a prominent place on display, enriching the First World War collection. The Bristol Fighter, one of the most successful two-seat combat aircraft of the First World War, was used to great effect by one of Canada's highly decorated flying aces, Andrew McKeever. The Bristol Fighter's robust design, powerful engine, good manoeuvrability and relatively heavy armament enabled it to excel as a fighter aircraft.

The Bombardier Challenger

The Challenger played a significant role in the evolution of the Canadian aviation industry. In the 1970s, Montreal-based Canadair designed and developed the aircraft, which became the world's first wide-bodied business aircraft. Bombardier, owner of Canadair since 1986, continued to improve the Challenger's engines and fuel capacity, and added increasingly sophisticated navigation instrumentation. More than 680 Challenger aircraft were produced between 1978 and 2005, serving in every part of the globe. The Museum's example is particularly significant in that it was used exclusively as a testing aircraft.



This year, top honours for Artflight went to John Walmsley from Stouffville, Ontario, for his work entitled Hot Seat on Cool Blue.



Conservator reassembling wire rigging located on the Borel-Morane Monoplane's fuselage

95.5% customer satisfaction rating

The Borel-Morane Monoplane – A Museum Conservation Showcase

In early 2008, the Museum produced an exhibition explaining the intricacies and complexities of aircraft conservation and restoration, primarily featuring the Borel-Morane monoplane. The aircraft, which is believed to be the oldest existing aircraft to have flown in Canada, was the object of a meticulous conservation process.

Public programming

The Canada Aviation Museum's regular programming brings Canada's rich aviation heritage to life. Special activities include the anniversary of the Silver Dart, the first airplane to achieve powered and controlled flight in Canada, and the Centraires Concert Series held throughout the year on Sunday afternoons.

Legendary Tuskegee Airmen

In September 2007, visitors attended a presentation by Tuskegee Airman Dr. Eugene Richardson, who, together with a very select group of young African American men, served as a combat pilot in the United States Army Air Forces.

Formed in 1941, the legendary Tuskegee Airmen overcame formidable obstacles of segregation and prejudice to become one of the most highly respected fighter groups of the Second World War.

Over the year, these special events attracted more than 32,600 visitors:

- ✦ Canada Day
- ✦ Silver Dart Anniversary
- ✦ Classic Air Rally
- ✦ Battle of Britain Parade
- ✦ Citizenship Ceremony
- ✦ CSTMC Members Holiday Event
- ✦ International Women' Day
- ✦ Remembrance Day

The website

In 2007–2008, the Canada Aviation Museum launched a new version of its website with significant technical and design upgrades. Web visitors can now expect even better access with clearer navigation and more content. Furthermore, these upgrades provide the site with a solid foundation from which to develop and launch future projects.

Approximately 450,000 visitors explored the Canada Aviation Museum website, staying an average of nine minutes. Major revamping projects

For Mother's Day and International Women's Day, the Canada Aviation Museum hosted guest speakers from the Ottawa Storytellers Association to showcase the work of Elsie MacGill, Canada's first female aeronautical engineer.



Norsemen workers stitching wing fabric - Archival image, Canada Aviation Museum

More than 15,000 education kits were downloaded in 2007–2008.

under development, include a new Image Bank with an additional 8,000 images and the use of cutting edge technologies will reinforce aviation.technomuses.ca as a strong and engaging resource for Canadian aviation information.

The newly launched online exhibition, *Brushstrokes and Wingtips: Painting Canada's Skies*, showcases the Museum's collection of aviation art and archival photographs. The narrative illustrates Canadian aviation heritage as well as the impact of aviation on Canadian society. The new site, which includes stories, paintings, games and a teacher's resource section, is designed to appeal not only to students in grades 6 to 8 but also to aviation enthusiasts and art connoisseurs. This was the first in a series of projects supported by the Canadian Culture Online Project (CCOP) Memory Fund.

The Museum also began work on another project funded by the CCOP Memory Project Fund, which aims to highlight Canada's early aviation heritage through the use of short narratives illustrated by images and archival material from the Kenneth Molson collection. Innovative web technologies will be used to create an interactive timeline of Canadian aviation events with links to technical and social events as well as an updated version of the popular Image Bank.

Preserving our aviation heritage

Collections

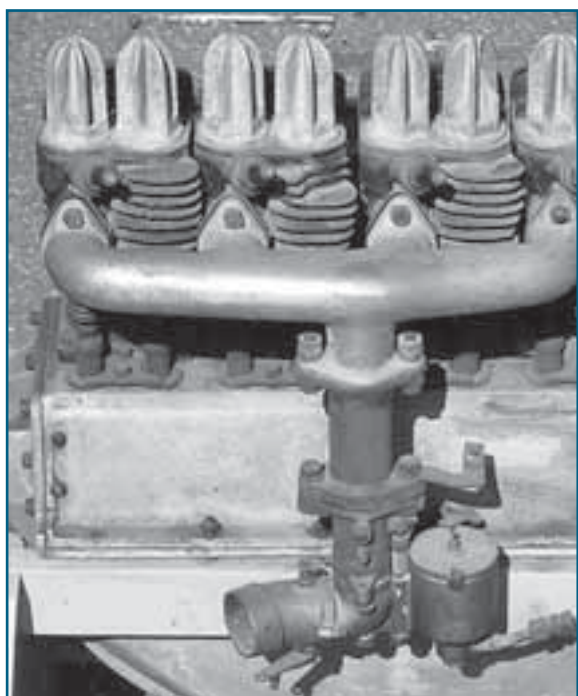
The Canada Aviation Museum is recognized as having the most extensive aviation collection in Canada, ranking among the best in the world. Artifacts that illustrate the development of the flying machine in both peacetime and war are collected, researched and catalogued. Ranging from the pioneer period to the present, the collection consists mostly of Canadian pieces, but also includes unique aircraft and artifacts from other nations that provide an international context.

The collection now comprises more than 130 aircraft and countless other artifacts such as engines, propellers, aviation art and library and archival resources.

Acquisitions

The Museum acquired the Rice Collection, which consists of 20 limited-edition prints of scenes from the Battle of Britain, depicted by well-known international artists. This collection will be used either to support the interpretation of this important event in aviation history in the Museum, or as a small travelling exhibition instead.

In 2007–2008, the Museum acquired the Atkey Collection of memorabilia and documents related to the flying career of Captain Alfred Atkey, a First World War flying ace. The pilot and his observer in a Bristol Fighter were credited with destroying 29 enemy aircraft. This impressive collection will provide fascinating material to support the Museum Bristol F2.B Fighter acquisition.



In 2007-2008, two small engines of historical significance were acquired. The twin-cylinder **Lawrance A-3 engine** (c. 1916) was designed by American aeronautical engineer Charles L. Lawrance and led to the powerful, air-cooled radial engines that followed. In the 1920s and 1930s, the Whirlwind became North America's primary aircraft power plant along with the Pratt & Whitney Wasp.

The **Henderson B-4 aircraft engine** (c.1928) is a four-cylinder, in-line, air-cooled motorcycle engine that was converted for use in small, home-built aircraft during the 1920s and 1930s. As such, it anticipated the large-scale adaptation of automotive engines for aviation use in the 1960s and 1970s.

Historical assessments

Canada has a long tradition of bush flying, a uniquely Canadian form of aviation in which aircraft provided essential transportation to the country's remote and underdeveloped northern regions. An important historical assessment was completed in 2007–2008: *Pushing Back the Frontier, A history of bush flying in Canada, 1919–1980*.

Canada has also been responsible for controlling the majority of air traffic across the North Pole and the northern part of the Atlantic Ocean. Over the years, the aviation industry developed increasingly precise and sophisticated navigation instruments to aid in these endeavours. Initiated in 2007, an historical assessment will cover the history of navigation aids used in aviation, from bush fires beacons to the GPS systems used today. This assessment will guide future acquisition decisions and possible disposition of artifacts, and will be completed in 2008–2009.

Conservation and restoration projects

Preservation is one of the most rewarding aspects of the Museum's work. Currently, the restoration of the Museum's Avro Avian is on track for completion in 2009 and a group of dedicated volunteers is providing expertise and resources for the restoration of the Canadair Northstar. The most visibly significant progress is the completion of the fuselage and the installation of the fully restored engine, in the Travelair 2000.

Garnering strength in partnerships

Partnerships are the cornerstone of the Canada Aviation Museum's outreach activities. By working with other organizations and businesses, the Museum seeks to increase public awareness of its stellar collection, bring attention to the unique cultural resource it represents to Canadians, and diversify its revenue base.

The Museum projects to achieve these goals with innovative programming and special events, artifact loans and exchanges with other museums and scientific centers across Canada, as well as activities specifically designed for young Canadians.

The second Annual **Classic Air Rallye** weekend occurred in August 2007, and brought together a wide range of classic and historic aircraft from across Canada and the northern United States. Originally conceived by the area's airshow community, the highly popular two-day event attracted more than 4,000 visitors who took advantage of the beautiful weather to watch air displays featuring 50 classic commercial and military aircraft. The flying display was accompanied by a static display of approximately 30 aircraft, examples of Second World War vehicles and re-enactment groups, and demonstrations of radio-controlled aircraft models. The event was the result of a strong partnership with two local non-profit groups: Flightworks and Vintage Wings of Canada.

136 new artifacts were acquired in 2007–2008.

From point-to-point flying to GPS

Pilots in the early part of the 20th century relied on known 'points' to fly their aircraft across the country. They followed rivers and currents with the help of a magnetic compass. Radio signals allowed them to follow electronic beams located in cities. Today, pilots rely on computerized navigation tools such as Global Positioning Systems to know their exact location. The next generation of GPS will show pilots the exact position of other aircraft around them, allowing for increased security and traffic management efficiency.

"The Museum's strength is in its ability to track leading-edge technology in the aviation industry and transform that knowledge into a compelling story that explains landmark aviation breakthroughs and their impact on Canadian society since the early 20th century. Our aviation history is both captivating and inspiring, and we are committed to making that history available to all Canadians."

Anthony Smyth, Director General.



Classic Air Rallye at the Canada Aviation Museum August 2007

"The Classic Air Rallye held at the Canada Aviation Museum this weekend was a great success. Aerial and static displays were complemented by presentations of Vintage Wings pilots to the public, again showing their interest in educating and promoting Canada's flying heritage. They put up a great fly-past, just close enough to allow for group photos. Thanks to the pilots!"

J.P. Bonin, aviation photographer

Partnerships in action

The Canada Aviation Museum seeks opportunities to enrich and extend its programming with the support of key partnerships that have been carefully developed and fostered over many years.

Canada Day

- ✦ Canada's Air Force
- ✦ Vintage Wings of Canada
- ✦ Canadian Warplane Heritage Museum

Citizenship Ceremony

- ✦ Citizenship and Immigration Canada

Battle of Britain Day

- ✦ Canada's Air Force
- ✦ Vintage Wings of Canada

Classic Air Rallye

- ✦ Flightworks
- ✦ Vintage Wings Canada

Developing new facilities

With a view to bringing the Museum's functionality to the level of standards of a truly national heritage institution, an expansion project was developed that includes a 250-seat multi-purpose auditorium, two classrooms fully equipped to accommodate interactive workshops with students in other areas of Canada, as well as the expansion of its boutique near the main entrance to the Museum.

In 2006, the federal government approved a one-time contribution of \$4.2 million to the Corporation as part of its Program Integrity and Priority Investments Initiatives, to address key structural issues that impede on the Canada Aviation Museum's ability to fulfill its mandate. It is anticipated that the new facilities will attract record numbers of visitors and workshop participants in the years to come.

The past year was one of preparation and design. An architectural team led by Cole and Associates was selected through a public tendering process and worked closely with Museum officials on plans and schedules. Construction will commence in the third quarter of 2008 and will be completed in the fall of 2009.

Advancing our reputation

The Canada Aviation Museum enjoys substantial recognition from the international aviation heritage community. In 2007–2008 feature articles appeared in leading specialized international publications such as *Flypast* and *Aeroplane* underlining the excellence of the Museum's national collection and programs.

Canada Aviation Museum representatives shared their expertise and best practices at key conferences including:

- ✦ International Association of Communications and Transport Museums, York, U.K.
- ✦ Mutual Concerns of Air and Space Museums Conference in Washington, D.C.
- ✦ American Museums Association Museum's on the Web conference, Montreal, Q.C.

The Canada Aviation Museum's reputation is such that it will host the 2009 Mutual Concerns Conference, held for the first time outside of the United States.

Assessing the numbers

Although the Canada Aviation Museum experienced a small decline in attendance levels, it was able to maintain its market share amongst the National Museums located in Canada's Capital region.

42% more participants in demonstrations and workshops

CAvM	2007-2008	2006-2007	2005-2006
Visitor attendance	163,017	170,998	152,402
Number of school group visits*	567	1,068	1,352
Number of participants in school group visits	24,622	32,201	39,455
Number of school program modules offered	21	21	20
Number of participants in non-school groups (4-14 years)	10,006		
Number of demonstrations, tours and workshops given	1,832	1,764	665
Number of people participating in demonstrations, tours and workshops	32,601	23,029	16,647
Number of special events held	8	8	8
Number of participants in special events	15,547	13,817	
Number of offsite demonstrations or events	1	1	8
Number of visitors to offsite demonstrations	440	171	7,500
Number of downloads from educational kits	15,141		
Number of website user sessions	454,138	509,887	443,348

*School group visits include school programs, independent school visits school, and guided school groups. The CAvM education programs are currently under review and will be revamped to more actively compete with other venues.



Salute to the Few – a print from the Rice Collection acquired in 2007.



Canada Science and Technology Museum

A Year of Gaining Momentum

The Canada Science and Technology Museum (CSTM) explores, with all Canadians, the rich connections between science, technology, society and culture — an essential step in understanding ourselves and the world.



Guiding principles

- ❧ CSTM speaks with authority based upon a foundation of scholarship and knowledge, and derived from informed debate and a commitment to the educated imagination.
- ❧ CSTM is visitor-focused and user-friendly — we reach beyond the physical barriers of the Museum to meet the needs and expectations of visitors on national and international levels.
- ❧ CSTM is courageous and resolute in its commitment to informed debate and is prepared for controversy, recognizing that exposure to a variety of views ultimately enriches creative thought and understanding.
- ❧ CSTM embraces flexible and innovative approaches in all it undertakes, and constantly searches for new and better ways of doing things.
- ❧ CSTM is a leader in the preservation, study, interpretation, and dissemination of Canada's scientific and technological heritage.
- ❧ CSTM actively seeks out and is receptive to partnerships with a wide range of individuals, institutions and associations, both public and private, to achieve the Museum's vision.

Reaching out to Canadians

Canada's science and technology heritage illustrates our country's ingenuity, vision and courage and offers a wide spectrum of fascinating discoveries. Boasting the finest and most comprehensive collection of scientific and technological artifacts in Canada, the CSTM has become a landmark in the public's imagination with innovative permanent and travelling exhibitions, targeted learning opportunities and programs, attractive special events, as well as memorable hands-on experiences.

For the past 40 years, the CSTM has encouraged Canadians of all ages to discover, consider and question past and recent developments in science and technology as well as the economic, social and cultural impact of these developments on society. The Museum disseminates knowledge at various levels of society by collecting, preserving and interpreting objects that speak to Canada's scientific and technological accomplishments.

Since its opening in 1967, the Museum has:

- Welcomed nearly 20 million visitors
- Collected over 160,000 objects, and close to one million photographs and documents.

In 2007–2008, the Museum continued to design new programs and exhibitions to inspire visitors of all ages and to increase its reach across Canada. Mainly, the CSTM focused on organizing exhibitions and events to mark its 40th anniversary, and on preparing the conceptual groundwork for a new Museum facility.

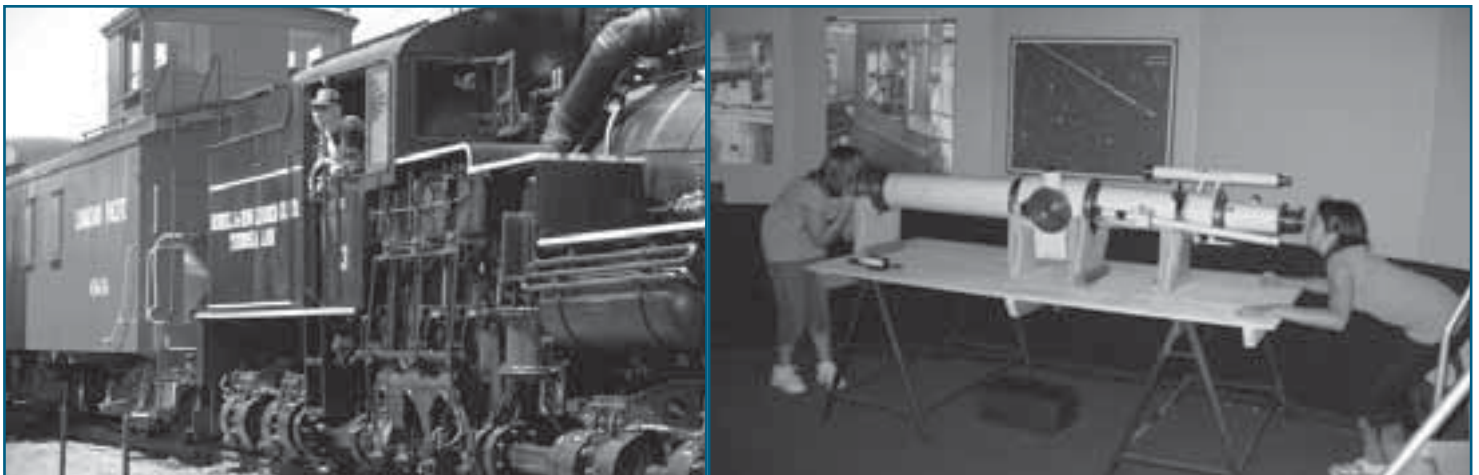
Celebrating 40 years: 1967–2007

The Museum celebrated its 40th anniversary with an exciting range of events and activities that enabled visitors to gain a sense of the richness and variety of the Museum's collection, the strength of its research and the diversity of its programming.

"The transformation of Canada, which started with the exploration and settlement of pioneers in the 18th century, is marked by remarkable achievements in science and technology and by the spirit of innovation and ingenuity. The Museum aims to foster among all Canadians a sense of ownership and pride in the richness of our scientific history."

Claude Faubert, Director General

94% customer satisfaction rating



Festival of Technology event celebrated the CSTM's 40th anniversary

40th Anniversary Events

- Canadian Museums Association Anniversary Event – March
- Canadian Science and Engineering Hall of Fame (induction of the 40th member) – April
- Doors Open Ottawa – June
- Celebrate Canada Week – June and July
- Festival of Technology – July
- Extinguishing Danger: Fighting Fire with Technology – July
- Summer Circus Celebration – July
- Tours of the Reserve Collection – Summer
- National Science and Technology Week – October
- Collection Highlights Exhibition – November
- Anniversary Celebration for the public – November
- Show and Tell: Bring your own artifact – November
- 40th Anniversary Event for alumni, partners and staff – December

Reinforcing the CSTM's national presence

Exhibitions

Beyond the Trees

Opened in February 2008, the exhibition *Beyond the Trees* is the result of a successful tri-partnership with the Musée de la civilisation de Québec, and the Centre des sciences de Montréal. Until September 2008, visitors are invited to discover how science and technology have allowed Canadians to manage and protect our magnificent natural woodland heritage.



Full Steam Ahead

Opened in November this exhibition explains how the development of the steam engine profoundly influenced the size, shape and performance of ships, whether driven by paddle wheels or propellers. The Museum displayed 13 steam-powered ship models as well as a full-sized steam engine.



Vaeltava Metsä – Nomadic Forest – Forêt nomade

Launched at the end of March 2008, this exhibit is the first art installation presented by the CSTM. Bringing together the works of 20 professional members of the Atelier de l'Île in Val-David Quebec, and nine Finnish printmakers, the installation provides an artistic and social reflection on the preservation of nature as well as a study of the environmental problems we face today.



The Canadian Science and Engineering Hall of Fame Induction Ceremony

Three extraordinary scientists were inducted into the Canadian Science and Engineering Hall of Fame in 2007: Hubert Reeves, astrophysicist and author; Charles Jack Mackenzie, engineer; and Sir Ernest Rutherford, physicist.

Originally established in 1991 as a partnership between the National Research Council of Canada (NRC), the Canada Science and Technology Museum, Industry Canada, and the Association of Partners in Education to mark the NRC's 75th anniversary, the Hall of Fame is a central part of the Innovation Canada exhibition at the Museum. The annual induction ceremony has grown from a simple announcement in the early days to a major Museum event, enhanced by a full weekend of public programming.



Every year, the Museum celebrates individuals whose outstanding scientific or technological achievements have had long-term implications for Canadians. Forty Canadian scientists, engineers and innovators are recognized in the Canadian Science and Engineering Hall of Fame, and the Museum is committed to ensuring that the remarkable accomplishments and contributions of these individuals are part of Canada's collective knowledge.

Travelling exhibition

Bikes, the Wheel Story

With bicycles dating from the 1800s to the millennium, this travelling exhibition investigates why bicycles have endured for so long. Visitors are invited to explore the ingenuity of this wheeled wonder and to celebrate this universal form of transportation and recreation. **Bikes, the Wheel Story** has been successfully travelling since 1998.

The exhibition will travel to:

- Le centre d'exposition de St-Georges, St-Georges de Beauce, Québec – June 2007 to September 2007
- The Surrey Museum, Surrey, BC – January 2008 to April 2008



Harry's Shoe Repair shop equipment acquired by the CSTM in 2007. (Toronto, late 1920s and 1930s)

Travelling Learning Kits

As part of its ongoing outreach activities for young Canadians, the CSTM developed two Edu-kits in 2007–2008. The kits are trunks that the Museum assembles on a particular scientific and technological theme, and that can be shipped to schools across Canada. The kits contain background information, activity sheets, answer keys, activity guidelines and instructions for use. Edu-kits also contain props that allow for learning through hands-on activities.

☛ Properties and Nature of Light

With the help of scientific props, classes can learn about the nature of light, and concepts such as refraction, reflection and color.

☛ Energy for Tomorrow

Students discover the various sources and forms of energy — specifically the basic principles of electromagnetism as it applies to the production of electricity. Renewable electrical energy solutions available to Canadians (for example, solar-electric and wind-electric) are also included in the learning material, as well as basic circuits.

The website

Building on knowledge gained through market research, the Museum carried out a comprehensive inventory of its *sciencetech.technomuses.ca* website which is currently comprised of 4000 pages. The entire site was refreshed and updated to better address the needs of web visitors. A new information architecture was developed to improve usability and navigation through the site, to provide a robust framework for access to the collection, and to enable user-contributed content to be an integral part of the web experience.

Two major features added to the *Picturing the Past* sub-site were nominated for awards:

- ☛ *Searching for the Sublime: Algonquin Park and the Origins of Wilderness Tourism in Canada* – a multimedia exploration of the origins of wilderness tourism in Canada and a quintessentially Canadian experience.
- ☛ *The Guest Children* – an animated exhibition that examines Canada at war and at the home front during the Second World War, as seen through the eyes of two English schoolchildren sent to Canada to escape the Blitz in 1940. This feature also includes lesson plans with links to Canadian school curricula for students in grades 4 to 6.

Both *Picturing the Past* projects were created with the assistance of the federal Canadian Culture Online Project (CCOP) Memory Fund.

New virtual school programs were developed during 2007–2008 and proved very popular:

Weather Wise – Modules for grades 4 to 7

With downloadable activity sheets and exercises, and the use of the Internet, students can increase their awareness of the consequences of global warming by exploring common elements of weather, the greenhouse effect, and climate change. Emphasis is placed on what we can all do to slow the production of greenhouse gases and the resulting environmental damage.

Cycle-ology – Modules for grades 4 to 6

Students study a variety of scientific concepts through a single common object — the bicycle. Participants discover how this wheeled device has been modified over time in response to consumer demand, as well as new technologies that have evolved as a result of its invention. Students see how bicycle use has progressed from a simple recreational tool to an effective mode of transportation and ultimate fitness machine.

Several in-depth features were launched on the website, including *A Closer Look* module on the elegant Albany Cutter and the significance of spectroscopic gratings; and a *Curator's Choice* essay on forestry as a complement to the **Beyond the Trees** exhibition.

Also posted online was Chapter 2 of *A History of the Canada Science and Technology Museum: Building a National Museum* (Chapter 3 was under development toward the end of the year and will be posted in 2008.) As well, more than 1,000 archival images of *CN Images of Canada* were digitized and posted on the website's gallery, bringing the total to approximately 8,500 photos.

Publications

Transformation no. 15 — Making Cars in Canada: A Brief History of the Canadian Automotive Industry: 1900–1980. CSTM's Transformation series presents highlights of research carried out by the Museum's curators as part of the Collection Development Strategy. Originated in 1992, the series gained a reputation as the preeminent source of information on technological developments and adoption of technologies in Canada. It is now used as primary source material for History of Science and Technology as well as Science and Technology programs in numerous Canadian universities and in Europe.

Preserving our scientific and technological heritage

Acquisitions

The **Collins C-8500** switching computer was installed at CN/CP Telecommunications Headquarters in Toronto in the 1960s. Almost a metre in diameter, the computer held only 60KB of data that was stored and read by a hydraulic read/write head assembly. The computer memory had five of these discs that were considered a marvel at the time. The C-8500 computer was leased by the Canadian Weather Service in the 1970s and early 1980s and used as a teletype (110 to 600 baud) switching computer for the collection and distribution of Canadian and

Curator's Choice is an in-house web publication that gives readers a detailed look at choice artifacts on a particular exhibition.



Approximately 250 new artifacts were acquired in 2007–2008.

Completed Historical Assessments

- 🔊 *Electronic Music, Part 2*, Katherine Wright
- 🔊 *Computing in Canada*, Dr. Zbigniew Stachniak and Dr. Scott Campbell
- 🔊 *Underwater Mobility in Canada: A Historical Assessment, 1800 to 2007*, Dr. David McGee

Completed Collection Assessments

- 🔊 *Évaluation de la collection foresterie*



Ford Meteor Montcalm acquired in 2007

international weather data.

The **Ford Meteor Montcalm** was an American car model manufactured in Canada for the domestic market. Production started in 1949, and the car was Ford's response to Canadian demand for a less expensive vehicle. It was a success in Canada and starting in 1954, it was sold under different names associated with Canadian icons such as Niagara, Rideau and in 1959, Montcalm. The Museum's car was purchased in Winnipeg in 1961. It is one of 724 two-door hardtop automobiles manufactured in the last year of production. It has an automatic transmission and a V8 engine. It is a good example of how an American product was adapted to Canadian consumer preferences. Its provenance is very well documented and is in mostly original condition.

Other significant artifacts acquired in 2007–2008

Communications	Vector "Omega" electric violin E. & H.T. Anthony camera (ca. 1891) Art Alder engraving and lithography collection
Industrial Technology	Harry's Shoe Repair shop equipment (Toronto, late 1920s and 1930s)
Library and Information Services	Abraham Rees, <i>The Cyclopaedia; or, Universal Dictionary of Arts, Sciences, and Literature</i> , 45 volumes, (1819-1820)

Restoration

In 2007-2008 the CSTM focused its restoration efforts on the **CN Locomotive No. 40**. Acquired in 1967, it is the oldest surviving mainline locomotive in Canada and represents an outstanding feature of CSTM's railway collection. Built in Portland, Maine for the Grand Trunk Railway in 1872, this classic 4-4-0 locomotive remained in service with the GTR until 1902. It was then sold to the Chaudiere Valley Railway where it served until 1947. Canadian National purchased and restored it for use in the railway's museum train. In the course of its long and varied career, various parts of this locomotive were replaced, moved and added, although details concerning these alterations went mostly unrecorded.

The Museum commissioned a two-part project to research and document the locomotive's past. The first phase involved identifying and reproducing construction records, documents, drawings and photographs related to the history and service of the engine. This research was conducted in Portland, Maine, Montreal and Ottawa. For the second phase, the Museum retained the services of two leading British experts in the field to carry out an archaeological assessment.

Garnering strength in partnerships

Productive and visionary partnerships are fundamental to the Museum's activities, both now and in the future. Whether it is through exciting and innovative programming and exhibits or working towards a new facility to house its exhibits and artifacts, the Museum is actively seeking to establish new working relationships with the corporate sector.

During 2007–2008, the Museum pursued a number of successful partnerships with businesses and other museum organizations.

Partnerships in action

Beyond the Trees

- Centre des sciences de Montréal
- Musée de la civilisation de Québec
- Natural Resources Canada

Nomadic Forest

- Atelier de l'Île, Val-David (Quebec)

A Camera on the Banks

- The Maritime Museum of the Atlantic

Other programming partnerships included:

- Sanofi-Aventis BioTalent Challenge (a science fair for aspiring scientists)
- Canadian National Marsville Program (National Research Council)
- Citizenship Ceremonies to celebrate Canada Week (Citizenship and Immigration Canada)
- National Science and Technology Week (Natural Resources Canada)

Gaining momentum towards new facilities

As a national cultural institution, the CSTM continues its work to address the pressing need for new accommodations. In 2007–2008 the CSTMC Board of Trustees endorsed the reallocation of funds to develop a Schematic Design and Functional Plan for a new facility. This consultation process will include production of a marketing document, helping to secure funding for the project, and the development of a proposal to design accessible public storage.

Feasibility and functional studies conducted in 2003 concluded that the existing CSTM public building could not be brought up to current functional and operational standards for a national science and technology museum, and that a new building was required. The studies also recommended that environmental sustainability should play an important role in the design of the new building and that the new CSTM act as a demonstration project for sustainable design. This approach will also be an integral part of the visitor experience.

Only 2% of the CSTM's collection is on display.



Wilfrid Ryan feeding a deer from the caboose 1943
CN images of Canada Collection

Collection and Research experts in action:

- 6 invited presentations
- 17 papers presented at 12 conferences
- 3 peer-reviewed papers published
- 15 papers reviewed
- 2 books reviewed for external publishers prior to publishing

With 40 years of experience in developing distinctively Canadian and attractive exhibitions and programs, the CSTM is keen to offer visitors broader access to its comprehensive collection. The new facility will also allow for visitor input and dialogue not only on contemporary issues in science and technology, but also on their impact on Canadian society. Space is of the essence.

Advancing our reputation

With a view to broaden the Museum's reach in the research and curatorial community, the CSTM is committed to ensure that its research results are more widely disseminated. In 2007-2008 CSTM experts continued to serve on a number of national and international boards, bringing their considerable knowledge and perspective to support issues of common interests.

CSTM was a co-sponsor of the *Trust in Science* conference held in Toronto in October that attracted cross-discipline scholars from North America and Europe and included two public lectures at the Toronto CBC Glenn Gould Studio. Museum officials were involved in the planning, organization, programming and presentation of papers at the following conferences:

- Canadian Science and Technology Historical Association (Toronto)
- Canadian Aboriginal Science and Technology Society (Edmonton)
- Artefacts XII (Oslo, Norway)
- National Council for Public History (Santa Fe, New Mexico)
- Society of the History of Technology (Washington, DC)
- American Association for the History of Medicine (Montreal)
- International Workshop on Historic Scientific Instrument Collections (Oxford, Mississippi)
- Quinto Coloquio Latinoamericano e Internacional sobre Rescate y Preservación del Patrimonio Industrial (Buenos Aires, Argentina)
- Transport, Traffic and Mobility (Paris, France)
- Canadian Association for Women's Public History (Ottawa)
- Annual Meeting of the Scientific Instrument Commission (Lisbon, Portugal)
- Canadian Association of Science Centres (Edmonton)
- Canadian Museums Association (Ottawa and Toronto)
- Entretiens Jacques Cartier (Lyon, France)
- International Council Of Museums (Vienna, Austria)



Visiting dignitaries aboard S.S. Prince Rupert shortly before sailing from England to Canada
CN images of the Canada Collection

Assessing the numbers

Efforts invested in the website in 2007–2008 resulted in a 10% increase in overall website visitors. *The CN Images of Canada* gallery attracted 57% more visits, and the *Picturing the Past* sub-site practically tripled the number of visitors, from 23,396 in 2006–2007 to 86,581 in 2007–2008.

On-site attendance was down 13% in 2007–2008. Despite high customer satisfaction ratings and innovative and creative efforts to stimulate market interest, the Museum has experienced a drop in school groups, holiday programming and repeat member visits.


However, there was a slight increase in the number of participants in special events (8%), likely due to the variety of exciting activities for the Museum's 40th anniversary. A strategic approach to the organization of off-site demonstrations resulted in a 30% increase in attendance at more tightly focused opportunities.

- 🌀 10,000 attendees at the Capital Parents and Kids Show (the Museum's core demographic of families with young children);
- 🌀 A demonstration and activity tables at the Ottawa Lynx Schools Game and Fair;
- 🌀 Over 20,000 people attended the CSTM display at the Merveilles de Sable/Wonders of Sand weekend event at Lac Beauchamp in Gatineau;
- 🌀 800 people participated in activities related to the science of light theme at the National Arts Centre before performances of *The Nutcracker* during the festive season.



Festival of Technology July 2007

CSTM	2007–2008	2006–2007	2005–2006
Visitor attendance	325,003	374,821	358,808
Number of school group visits	2,305	2,602	2,881
Number of participants in school group visits	86,867	92,136	103,662
Number of participants in non-school groups (4-14 years)	11,548	12,717	N/A
Other use of facilities (number of participants)	13,610	26,698	20,579
Number of school program modules offered	46	44	45
Number of special events held	17	22	21
Number of demonstrations, tours and workshops given	15,626	13,795	16,844
Number of people participating in demonstrations, tours and workshops	204,668	204,884	202,929
Number of participants in special events	117,613	107,971	94,486
Number of travelling exhibitions on tour	2	1	0
Number of venues receiving travelling exhibitions	3	1	0
Number of visitors to travelling exhibitions (Estimated)	56,709	67,000	0
Number of offsite demonstrations or events	4	9	15
Visitors to offsite demonstrations or events	32,000	23,000	6,170
Number of CSTM website user sessions	1,711,410	1,154,661	986,621

A photograph of a person with curly hair, wearing a light-colored shirt, looking through a microscope in a laboratory setting. The scene is dimly lit with a strong blue tint. The person is positioned in the lower-left quadrant of the frame, looking towards the right. The background shows various pieces of laboratory equipment, including what appears to be a large microscope or imaging system.

Management Discussion And Analysis

Overview

The fiscal year 2007–2008 started with great enthusiasm for the Canada Science and Technology Museum Corporation (CSTMC). Federal government funding received to stabilize the physical infrastructure enabled the Corporation to address health, safety, and environmental challenges. The effect was very positive overall: reduced stress at the management level and lessened risk to staff and visitors. Excitement was also fuelled through the planning and implementation of revenue-generating projects, such as classrooms and an auditorium at the Canada Aviation Museum, thanks to funding received in 2006–2007.

Museum programming also reflected the feeling of momentum: exciting new collaborations such as the Canada Science and Technology Museum's exhibition **Beyond the Trees**, which was developed as a joint venture with the Musée de la civilisation de Québec and the Centre des sciences de Montréal. In support of its strategic objective regarding access to collections, the Corporation also successfully enhanced and increased its web offerings and online access to the collection. The changes were very well received by the education community and resulted in 75,000 more visits to the CSTMC websites. Another project realized this year was the first stop of the travelling exhibition **Food for Health**, which was enjoyed by visitors of the TELUS World of Science in Edmonton, Alberta.

Federal Strategic Review

In its 2006 Budget, the Government of Canada committed to developing an ongoing approach to reviewing expenditure efficiency and effectiveness. In 2007 the Treasury Board of Canada Secretariat lead a Strategic Review of each department's spending over a four-year cycle. The Canada Science and Technology Museum Corporation was advised in July 2007 that it had been selected along with the three other national museums to participate in the first wave of the Government of Canada

Strategic Review. The timeline for completing the review proved to be very short with an interim report due to the Minister of Canadian Heritage and Status of Women before the end of August 2007. The objective was to identify the 5% (\$1.509 million) of the CSTMC's budget that was either the least aligned with current federal policy or the lowest performing programs and services.

The review engaged most of the Corporation's senior management team during an eight-week period. All activities were analyzed in an effort to identify how the Corporation's services and programs aligned with the government's priorities and how the services provided value for the funds invested for Canadians. The review also demonstrated the Corporation's efficient performance management.

The results of the Strategic Review were communicated five months later in the 2008 Budget, which resulted in the postponement of several projects planned for the 2007–2008 fiscal year, such as the new Canada Science and Technology Museum project, restoration of the lighthouse at the CSTM, and several promotional plans. The exercise also allowed for the opportunity to fully engage the Minister of Canadian Heritage and the Treasury Board of Canada Secretariat in discussions about the Corporation and its current and future challenges. The CSTMC received an exemption from the budget reallocation, a signal that served as an acknowledgement of the organization's current fiscal situation and efficient resource management.

Strengths and Issues

The Collection

The Corporation has the richest and most comprehensive scientific and technological collection in Canada. It is well positioned to take a leadership role in the area of scientific literacy. As a steward for Canada's scientific and technological history, the Corporation acquires and preserves artifacts for future generations. With the ongoing growth of the collection, the CSTMC faces significant challenges in cataloguing and providing adequate storage.

Reaching Canadians

The Corporation understands that in order to remain relevant to all Canadians — while also taking its place as a national leader in the field of science and technology, it must reach out beyond the National Capital Region. A review of the tools available for outreach concluded that the use of the Internet, travelling exhibitions, and artifact loans are the most cost-effective means for the Corporation to achieve this objective. The **Food for Health** exhibition is currently travelling through western Canada. Edu-Kits associated with the **Food for Health** exhibition were tested before travelling to communities that are unable to host the exhibition. CSTM's most recent exhibition **Beyond the Trees** will travel to Montreal and Quebec City and possibly to western Canada.

While seeing the actual artifact still provides the richest museum experience, efforts to expose Canadians to their national collection will continue through artifact loans and expertise sharing. The Corporation embraces the reality that, as the steward of a wealth of information and a priceless collection, it will continue its efforts towards preserving and sharing the national treasure with the widest audience possible.

Human Resources

The Corporation's main strength is its dedicated staff, which is committed to preserving and disseminating Canada's rich scientific and technological heritage for the benefit of all Canadians. Succession planning will continue to be a priority for the Corporation with 19% of its workforce and 60% of management eligible to retire in the next five years. A special task force has been created to address transfer of knowledge, training, retention, and recruitment. Excellent progress was made in evaluating risk areas, with specific strategies developed for each position.

Finance

The Corporation's financial position was reviewed at length through the Strategic Review. As stated above, the end result for the Corporation was an exemption from the budget reallocation of the government's Strategic Review, which would have had an extremely negative effect on the organization's ability to meet its mandate.

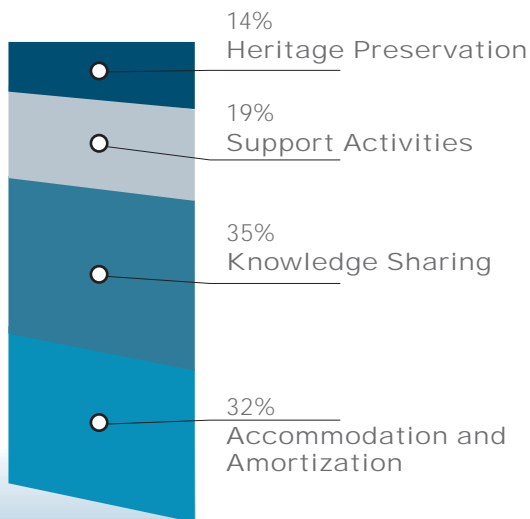
For the third consecutive year funds were received to address the operating issues associated with the Canada Aviation Museum's storage hangar. The Corporation had shown the proper fiduciary responsibility by consciously slowing down capital projects to mitigate financial risk. However, with the funding support announcement in 2007, projects were reactivated.

The Corporation's decision to focus its resources on increased revenue generation saw results throughout the year, with an increase in retail sales per visitor despite a modest decline in attendance figures. This was due in large part to a better product mix. The *Selections* catalogue, produced in collaboration with the Canadian Museum Association generated record sales, owing in large part to the Canada Aviation Museum's publication of *Canadian Wings*.

In 2007–2008 a senior management committee was created to review the net profitability of the Corporation's revenue-generating initiatives. Sponsorship and philanthropy are considered two of the anticipated growth areas. The exhibitions **Food for Health** and **Beyond the Trees** are examples of successful collaborations with sponsors. The committee will continue to ensure that efforts are focused on the highest return areas.

The financial position of the Corporation was further aided by continued innovation in cost avoidance strategies. An example of this type of collaborative initiative was the provision of an environmentally friendly vehicle from Transport Canada for use by the CSTMC's Protection Services Division. This collaboration provided a "real life" test environment for the vehicles, and defrayed CSTMC's fleet costs, thereby addressing both Transport Canada's needs and those of the Corporation. The Corporation has also repurposed over \$100,000 worth of furniture fixtures and equipment from other government departments, thus helping the environment while reducing costs.

The Canada Science and Technology Museum Corporation Foundation received charitable status late in the fiscal year. The Foundation will operate at arm's length from the CSTMC in an effort to help the Corporation expand its philanthropic activities and exposure.



Expenses by Activity

Facilities

The Corporation maintains a diverse portfolio of real property holdings. Significantly, other than the Canada Aviation Museum, the buildings occupied by the Corporation were never designed to house a national collection of important artifacts or to provide a safe and secure environment to welcome visitors. The collection is in fact stored in industrial grade warehouses, which have exceeded their physical capacity. The public face of the Canada Science and Technology Museum is a structure modified from its original use as a bakery distribution centre. It has now exceeded its useful life expectancy. The Canada Agriculture Museum leases its historical buildings at the Central Experimental Farm from Agriculture and Agri-Food Canada.

The Corporation addressed many of the high-risk areas with work on infrastructure issues. This was due in large part to funding support provided by the federal government beginning in 2006–2007. The Corporation is very appreciative of this funding support and looks forward to securing a new CSTM facility that will properly house the Museum's national collection. This issue still needs resolution.

The Corporation's business can be summarized in four main areas:

- ✦ Heritage Preservation — Collection management, conservation and research
- ✦ Sharing knowledge — Dissemination of research related to the Corporation's historically significant collection through educational and community programs, exhibitions, and websites
- ✦ Accommodation — Housing and securing the collection, as well as the visiting public and employees
- ✦ Support activities — Governance and central support services, such as human resources and finance

Financial Perspective

The base appropriation originally voted by the federal government for 2007–2008 was \$25.835 million. This was supplemented by one-time funding from the federal government in the amount of \$4.161 million to address some health and safety issues, and revenue-generation initiatives. Funds were also received to address the operation of the library archives and collection storage buildings in the amount of \$1.475 million. Total appropriation in the Corporation's statements is reported on an accrual basis in the amount of \$28,997 million. This amount was supplemented by revenue-generating activities totaling \$4.691 million.

Comparison of Financial Results (in thousands of dollars)

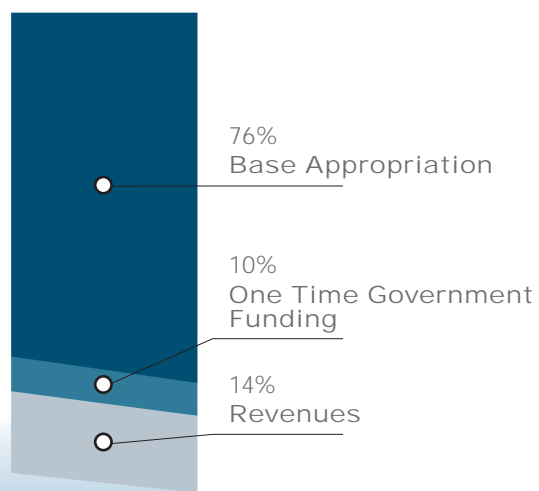
	07/08 Planned	07/08 Actual	06/07 Actual	05/06 Actual	04/05 Actual
REVENUES					
Parliamentary Appropriation	\$27,652	\$28,997	\$32,891	\$27,408	\$24,007
General Revenues	4,430	4,691	4,307	3,788	4,178
Total Revenues	32,082	33,688	37,198	31,196	28,185
EXPENSES					
Personnel	17,458	17,918	18,209	16,919	14,462
Accommodation	8,485	7,059	7,625	8,373	7,090
Amortization	2,783	2,441	2,438	2,453	1,989
Operations	4,772	5,883	5,079	5,800	5,387
Total Expenses	33,498	33,301	33,351	33,545	28,928
Net Earnings (Loss)	(1,416)	387	3,847	(2,349)	(743)
Other Comprehensive Income (Loss)	0	(7)	89	63	53
SHAREHOLDER'S EQUITY	\$9,682	\$11,907	\$11,527	\$7,251	\$9,600

Sources of Funds

The Corporation has three main sources of funds: government appropriation, self-generated revenue/cost recovery, and contributions from philanthropy.

The Corporation continues to focus on revenue generation in an effort to offset increased operating costs. A review exercise was started to assess the net operating income, which will help the Corporation to focus efforts on the highest impact areas. The decline in attendance (13.7% over last year) has been attributed to the aging CSTM facility, limited resources for programs and exhibitions renewal, and low promotional spending. In fact, having the lowest marketing budget among the four national museums, the Corporation faces significant and difficult challenges to reverse attendance trends. An admission price adjustment at CSTM, and an increase in attendance at educational programs at CAGM, more than offset the decline in the number of visitors with an increase of \$60,000 in admission revenue. Commercial operations maintained its revenue level despite this decline in attendance by placing more emphasis on off-site sales through catalogue and facility rental revenues. Over all, revenue from commercial operations was maintained at \$971,000 despite the decline in on-site attendance.

Revenue from Corporate Development includes the receipts from the corporate Membership Program, fundraising activities, and sponsorship initiatives. The Corporation understands the importance of partnerships, and has established an aggressive goal of \$2.5 million in annual contributions from partners by 2009–2010. Great progress was made in this area through collaboration with a marketing firm to facilitate and create links to industry. Sponsorship revenue in 2007–2008 was attributable to the many federal partners for the **Food for Health** exhibition and **Beyond the Trees** exhibitions. The Membership Program continues as a successful revenue generating program with \$249,487 achieved in 2007-2008. This



Source of funds

program engaged an estimated 27,500 individuals and encouraged support for all three Museums for a total of 111,046 visits. CSTMC Members continue to be strong advocates of the Corporation, providing a healthy source of revenue as well as a useful source of information and feedback for the development of strong new products.

The Corporation focused its annual fundraising appeal to the Canada Aviation Museum Preservation Fund, generating \$96,000. Funds collected for restricted trusts are declared as revenue in the year they are spent, in keeping with donor objectives, and \$103,000 was utilized for restricted trust projects in 2007–2008 as reflected in the Income Statement.

Interest income increased from \$127,000 to \$359,000 as the Corporation's investments of the capital infrastructure funding benefited in the short term.

Cost of Operations

The Canada Science and Technology Museum Corporation's total expenses were \$33.3 million. The two main uses of funds were personnel at \$17.9 million and accommodation costs at \$9.5 million. The remaining funds, \$5.9 million, were spent on collecting and preserving artifacts, conducting research, developing and delivering exhibition and programs, promoting the Museums and providing administrative support.

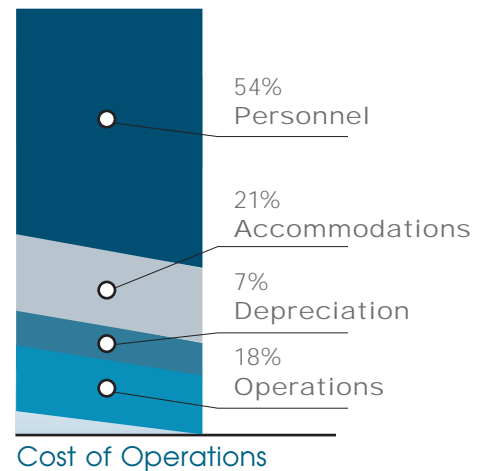
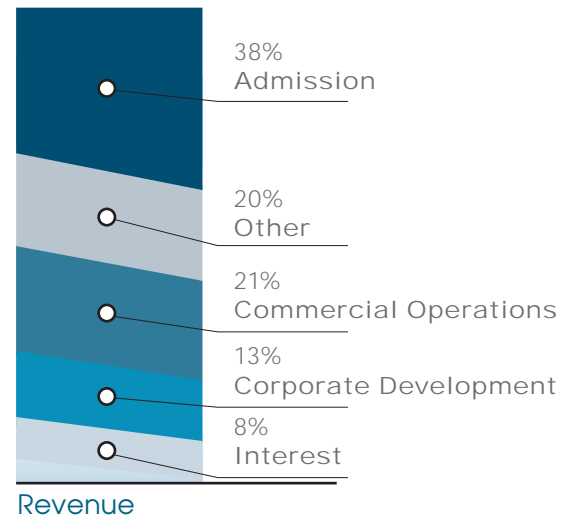
Personnel

Significant attention was paid to personnel costs, which account for 54% of the Corporation's total operating costs. This is common in museums, which are knowledge-based institutions. The new classification system, implemented to comply with pay equity legislation, continued to be adjusted through the appeal process, which added further fiscal pressure. Finally, operating three unique museum sites requires visitor services, protection services, and admissions staff at each site for operational and health and safety reasons. As a result, personnel costs in these areas may be higher when compared to other institutions operating only one museum site.

Excellent progress was made in succession planning through a newly formed Sustainable Workforce Committee. The Corporation employs many highly skilled and uniquely qualified professionals who will be difficult to replace after their retirement. Balancing the cost of training successors in an environment where salaries already take a high proportion of available funds remained a challenge for the Corporation.

Facilities Management

Protecting and caring for a national collection of the magnitude stewarded by the CSTMC is an expensive venture. The effects of inflation on the Corporation's second-largest financial commitment, accommodations, have been growing at the expense of programs. The federal government recognized the condition of the Corporation's current facilities in 2006 and provided a much-needed injection of funds to address many of the more critical issues. Year two of the funding addressed health and safety issues and basic structural updates at all three public sites and collection storage area. Extensive planning and value engineering for other large projects slated for 2008–2009



(such as underground infrastructures) consumed additional resources. The Corporation's capital needs still exceeded available resources in 2007–2008. However the funding received closed this gap substantially. Additional non-funded priority items were being reviewed at the close of 2007–2008 through the re-investment commitment of the federal government in the 2008 Budget.

Operating pressures continued to be reviewed in 2007–2008 as the Corporation did not receive any inflationary adjustment for utilities and taxes, nor service contract increases. The building portfolio of the Corporation includes Crown owned properties: a forty-year-old repurposed bakery distribution centre in an industrial park, converted in 1967 for temporary use by CSTM, and the purpose-built Canada Aviation Museum at the Rockcliffe Airport. The Canada Aviation Museum's main building, celebrating its twentieth anniversary in 2008, serves mainly as a public display and interpretive facility, as well as housing administrative services. The collection is accommodated in a storage hangar constructed in 2006.

The Canada Agriculture Museum operates from leased buildings on the Central Experimental Farm, which is owned by Agriculture and Agri-Food Canada. These heritage buildings provide an excellent backdrop for the display of agricultural technology. A new collaborative agreement is being developed for this site, recognizing the positive impact the Museum's operations have on both organizations.

Over 98% of the collection associated with the Canada Science and Technology Museum and the Canada Agriculture Museum is stored in three industrial warehouses, as it cannot be accommodated in the current public display spaces. These three leased industrial warehouses are overcrowded and without environmental controls.

The Corporation struggled financially to address inflationary pressures on operations. The situation was brought under review and will continue to be a priority for the Corporation. One strategy to reduce the gap between funds available and funds required was to delay capital investment in the Canada Science and Technology Museum, in anticipation of a decision on the future use of this building. Unfortunately, some investments could no longer be ignored, as visitors need to be received in a healthy and safe environment. Elements of this capital deterioration will be redressed through the one-time funding received from the federal government. A decision on the future of this site and a properly funded capital replacement plan for the long-term viability of the Corporation continues to be sought.

Summary

The Corporation witnessed a resurgence of energy as a result of federal government funding that was provided to address long-standing infrastructure issues. The remedial repair activity on each site demonstrated a renewed commitment from the Government of Canada to the CSTMC.

The thoroughness of the strategic review exercise, with its aggressive timelines, had an impact on management resources. However, the resulting exemption was seen as recognition of the current challenges facing the Corporation, and as an endorsement of management's performance. The much welcomed reinvestment in the national museums by the Government of Canada, as indicated in the 2008 Budget, has also been a positive note to build on.

There was great progress in the main activities of the Corporation. Accommodations were improved through the infrastructure funding injection. The Collection Development Strategy advanced according to plan although more resources are required for documentation. Information sharing was enhanced with improvements to websites, as well as with travelling exhibitions and new education packages that received accolades from the user community.

Improving the financial situation has been, and will continue to be, one of the main priorities of the Corporation. The issues of rising facility costs, including a permanent resolution for the operating cost of the Canada Aviation Museum storage hangar, remain without a definitive answer. The associated financial pressures could force a further reduction in promotional activities, and the exhibition renewal program, both of which could have a detrimental effect on attendance at the three Museums. However with the funding support for capital issues announced by the federal government in Budget 2008 and the creation of a Canada Science and Technology Museum Corporation Foundation, the CSTMC will investigate and capitalize on every opportunity to invest in programming and revenue-generating activities within its current resources.

The Corporation is well positioned with a world-class collection and exceptional staff who have, year after year, delivered quality programs with very restricted resources. In a knowledge-based economy, the importance of science and innovation cannot be understated. The Corporation will continue to contribute by sharing Canada's scientific and technological heritage and engaging Canadians to recognize past achievements, discover and understand the present, and influence the future.

The Corporation will harness this renewed momentum to drive its innovative efforts to new heights.



Financial Statements


Management's Responsibility for Financial Statements

The financial statements contained in this annual report have been prepared by Management in accordance with Canadian generally accepted accounting principles, and the integrity and objectivity of the data in these financial statements are Management's responsibility. Management is also responsible for all other information in the annual report and for ensuring that this information is consistent, where appropriate, with the information and data contained in the financial statements.

In support of its responsibility, Management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the reliability of financial information that assets are safeguarded and controlled, and that transactions are in accordance with the *Financial Administration Act* and regulations, as well as the *Museums Act* and the by-laws of the Corporation.

The Board of Trustees is responsible for ensuring that Management fulfils its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Audit and Finance Committee, which includes a majority of members who are not officers of the Corporation. The Committee meets with Management and the independent external auditor to review the manner in which these groups are performing their responsibilities and to discuss auditing, internal controls, and other relevant financial matters. The Audit and Finance Committee has reviewed the financial statements with the external auditor and has submitted its report to the Board of Trustees. The Board of Trustees has reviewed and approved the financial statements.

The Corporation's external auditor, the Auditor General of Canada, audits the financial statements and reports to the Minister responsible for the Corporation.



Christopher J. Terry
President and Chief Executive Officer



Fernand Proulx
Chief Operating Officer

May 16, 2008



AUDITOR'S REPORT

To the Minister of Canadian Heritage, Status of Women and Official Languages and Minister for La Francophonie

I have audited the balance sheet of the National Museum of Science and Technology as at March 31, 2008 and the statements of changes in shareholder's equity, operations and comprehensive income and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied, except for the change in the method of accounting for financial instruments as explained in Note 2 to the financial statements, on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Corporation that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part X of the *Financial Administration Act* and regulations, the *Museums Act* and the by-laws of the Corporation.

Mark G. Watters, CA
Assistant Auditor General
for the Auditor General of Canada

Ottawa, Canada
May 16, 2008

BALANCE SHEET

As at March 31 (in thousands of dollars)

	2008	2007
ASSETS		
Current		
Cash and cash equivalents (Note 4)	\$12,098	\$1,831
Accounts receivable		
Government departments	396	5,611
Trade	81	318
Inventories	425	487
Prepaid expenses	146	248
	13,146	8,495
Restricted cash and investments	422	429
Collection (Note 5)	1	1
Property and equipment (Note 6)	52,954	53,886
Intangible assets (Note 7)	147	147
	\$66,670	\$62,958
LIABILITIES AND SHAREHOLDER'S EQUITY		
Current		
Accounts payable and accrued liabilities		
Government departments	\$262	\$1,460
Accrued salaries and other	4,052	2,843
Current portion of employee future benefits (Note 8)	497	309
Deferred revenues and parliamentary appropriations (Note 9)	706	663
	5,517	5,275
Employee future benefits (Note 8)	2,035	1,999
Long-term advance (Note 10)	575	-
Deferred capital funding (Note 11)	46,636	44,157
	54,763	51,431
SHAREHOLDER'S EQUITY		
Contributed surplus	10,102	10,102
Retained earnings	1,383	996
Accumulated other comprehensive income	422	429
Retained earnings and accumulated other comprehensive income	1,805	1,425
	11,907	11,527
	\$66,670	\$62,958

Commitments and contingencies (Notes 15 and 17)

The accompanying notes and schedule form an integral part of these financial statements.

Approved by the Board of Trustees



James S. Paul
Chairman



Robert Mantha
Chairman, Audit and Finance Committee

STATEMENT OF CHANGES IN SHAREHOLDER'S EQUITY

As at March 31 (in thousands of dollars)	2008	2007
CONTRIBUTED SURPLUS		
Contributed surplus, beginning of year	\$10,102	\$10,102
Contributed surplus for the year	-	-
Contributed surplus, end of year	10,102	10,102
RETAINED EARNINGS		
Retained earnings (deficit), beginning of year	996	(2,851)
Net results for the year	387	3,847
Retained earnings, end of year	1,383	996
ACCUMULATED OTHER COMPREHENSIVE INCOME		
Accumulated other comprehensive income, beginning of year	429	340
Other comprehensive income (loss) for the year	(7)	89
Accumulated other comprehensive income, end of year	422	429
	1,805	1,425
SHAREHOLDER'S EQUITY AT THE END OF THE YEAR	\$11,907	\$11,527

The accompanying notes and schedule form an integral part of these financial statements.

STATEMENT OF OPERATIONS AND COMPREHENSIVE INCOME

For the year ended March 31 (in thousands of dollars)

	2008	2007
REVENUES		
Admission		
Science and Technology	\$1,008	\$995
Aviation	403	424
Agriculture	426	358
Commercial operations	971	963
Corporate development	598	690
Interest	359	127
Other	926	750
Total revenues	4,691	4,307
EXPENSES (Schedule)		
Heritage preservation	4,649	4,796
Sharing knowledge	11,596	11,502
Support activities	6,268	5,887
Accommodation	8,347	8,728
Amortization of property and equipment	2,441	2,438
Total expenses	33,301	33,351
Excess of expenses over revenues	(28,610)	(29,044)
Parliamentary appropriations (Note 12)	28,997	32,891
Net earnings for the year	387	3,847
OTHER COMPREHENSIVE INCOME		
Restricted contributions received during the year	96	149
Contributions spent during the year	(103)	(60)
Other comprehensive income (loss) for the year	(7)	89
Comprehensive income for the year	\$380	\$3,936

The accompanying notes and schedule form an integral part of these financial statements.

STATEMENT OF CASH FLOWS

For the year ended March 31 (in thousands of dollars)

	2008	2007
Cash flows from/(used in) operations		
Cash received (clients)	\$4,311	\$3,822
Parliamentary appropriations received	31,979	25,198
Cash paid (employees and suppliers)	(30,461)	(29,722)
Interest received	349	127
Total cash flows from/(used in) operating activities	6,178	(575)
Cash flows used in investing activities		
Acquisition of property and equipment	(1,509)	(485)
Increase (decrease) in restricted cash and investments	7	(89)
Total cash flows used in investing activities	(1,502)	(574)
Cash flows from financing activities		
Appropriations received for the acquisition of property and equipment	4,920	709
Cash received for restricted contributions	96	149
Increase in long-term advance	575	-
Total cash flows from financing activities	5,591	858
Increase/(decrease) in cash and cash equivalents	10,267	(291)
Cash and cash equivalents, beginning of the year	1,831	2,122
Cash and cash equivalents, end of the year	\$12,098	\$1,831
Consist of:		
Cash	2,362	631
Cash equivalents	9,736	1,200
	\$ 12,098	\$ 1,831

The accompanying notes and schedule form an integral part of these financial statements.

NOTES TO FINANCIAL STATEMENTS

March 31, 2008

1. Authority, mandate and operations

The National Museum of Science and Technology was established by the *Museums Act* on July 1, 1990, and is a Crown corporation named in Part 1 of Schedule III to the *Financial Administration Act* and is not subject to income taxes under the provisions of the *Income Tax Act*.

The mandate of the Corporation, as stated in the *Museums Act*, is to foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technical objects, with special but not exclusive reference to Canada, and by demonstrating the products and processes of science and technology and their economic, social and cultural relationships with society.

The Corporation operates as the Canada Science and Technology Museum Corporation. It manages three museum sites: the Canada Science and Technology Museum, the Canada Aviation Museum and the Canada Agriculture Museum. The Corporation's operations are organized by functionality as follows:

Heritage Preservation

This includes documentation, cataloguing, conservation, historical research, the library and related services.

Sharing Knowledge

This includes the development and maintenance of exhibitions, interpretive and educational activities, communication and promotion, Web activities, and other services to visitors.

Support Activities

This includes services such as human resources, finance and facilities management, corporate development and commercial operations, all of which are provided centrally.

Accommodation

This includes operating and maintenance expenses for all owned and leased facilities including security services.

2. Accounting changes

The Canadian Institute of Chartered accountant (CICA) issued the following new accounting standards, which were effective for the Corporation's first quarter of fiscal 2008, : Comprehensive Income ("Section 1530"); Financial Instruments – Recognition and Measurement ("Section 3855"); Equity ("Section 3251") and Financial Instruments – Disclosure and Presentation ("Section 3861"). Each of the standards requires retrospective application without prior period restatement.

Section 1530 introduces the concept of comprehensive income, which consists of net income and other comprehensive income ("OCI"), and represents changes in Shareholder's Equity during a period arising from transactions with non-owners. OCI includes changes in restricted contributions from non-owners. As a result of the implementation of this section, the financial Statements include a Statement of Operations and Comprehensive Income. In addition, the changes in the cumulative amount of OCI, which is termed "Accumulated Other Comprehensive Income" or "AOCI", are presented as a new category in the Statement of Changes in Shareholder's Equity and the Shareholder's Equity in the Balance Sheet. Restricted contributions from a non-owner are now recorded into accumulated other comprehensive income rather than Deferred Contributions (Liability) and are recognized as revenue when externally imposed requirements are met. Interest revenues related to restricted contributions from non-owners are now recognized as revenue when earned and are no longer recorded as deferred contributions.

Section 3855 establishes standards for recognizing and measuring financial instruments. On application of Section 3855, the Corporation financial assets and financial liabilities are classified and measured as follows:

The classification has not changed the basis of measurement for these assets and liabilities.

	Asset/Liability	Category	Measurement
<i>Assets:</i>			
	Cash	Held-for-trading	Fair value
	Cash equivalents	Held-to-maturity	Amortized cost
	Accounts receivable	Loans/Receivables	Amortized cost
	Restricted cash and investments	Held-to-maturity	Amortized cost
<i>Liabilities:</i>			
	Accounts payable & accrued liabilities	Other financial liabilities	Amortized cost

In accordance with Section 3855, the Corporation conducted a search for embedded derivatives in all contractual arrangements dated subsequent to April 1, 2003, and did not identify any embedded features that required separate presentation from the related host contract.

Section 3251 establishes standards for the presentation of Shareholder's Equity and changes in Shareholder's Equity during the reporting period. As a result of the implementation of this section, the Corporation has presented AOCI as a separate component of Shareholder's Equity. The change in Shareholder's Equity resulting from OCI is reflected in the Statement of changes in Shareholder's Equity.

Section 3861 establishes standards for presentation of financial instruments and identifies the information that should be disclosed about them. This section deals with disclosure of information about the nature and extent of an entity's use of financial instruments, the business purpose they serve, the risks associated with them and management's policies for controlling those risks. The Corporation has expanded its discussion of financial instruments and the related objectives, risks and risk management policies throughout the notes to the financial statements.

3. Accounting policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles. The significant accounting policies are:

(a) Cash equivalents

The Corporation's investments are highly liquid and have a term to maturity of less than 90 days in Schedule "A" banks, government backed paper and commercial paper rated A++ by the Canadian Bond Rating Services.

(b) Inventories

Inventories are valued at the lower of cost and net realizable value. Inventory cost is determined by using the average weighted cost method.

(c) Collection

The collection constitutes the major portion of the Corporation's assets but is shown at a nominal value of \$1,000 on the balance sheet because of the practical difficulties in reflecting it at a meaningful value.

Items purchased for the collection are recorded as expenses in the year of acquisition. Items donated to the Corporation are recorded as assets at the nominal value.

(d) Property and equipment

Property and equipment are recorded on the following basis. Acquired property and equipment owned by the Corporation are recorded at cost and amortized over their estimated useful life. Land and buildings owned by the Government of Canada and under the control of the Corporation are recorded at their estimated historical cost, less accumulated amortization for buildings. The estimated historical net costs of the buildings have been credited to deferred capital funding and the estimated historical cost of the land has been credited to the contributed surplus. Land for which the historical cost cannot be reasonably determined is recorded at a nominal value with a corresponding amount credited to the contributed surplus. Improvements that extend the useful life or service potential of buildings are recorded at cost. Building improvements are amortized over the remaining useful life of the building or the estimated useful life of the improvements as appropriate.

Amortization is calculated on a straight-line basis over their estimated useful lives, using a half-year rule in the year of acquisition, as follows:

Buildings	10 to 40 years
Building improvements	10 to 25 years
Office furniture	5 to 10 years
Equipment	5 to 12 years

Amounts included in uncompleted capital projects are transferred to the appropriate property and equipment classification upon completion, and are amortized accordingly.

(e) Employee future benefits

i) Pension benefits

All eligible employees participate in the Public Service Pension Plan administered by the Government of Canada. The Corporation's contribution to the plan reflects the full cost of the employer contributions. This amount is currently based on a multiple of the employee's required contributions, and may change over time depending on the experience of the Plan. The Corporation's contributions are expensed during the year in which the services are rendered and represent its total pension obligation. The Corporation is not currently required to make contributions with respect to any actuarial deficiencies of the Public Service Pension Plan.

ii) Severance benefits

Employees are entitled to severance benefits, as provided for under labour contracts and conditions of employment. The cost of these benefits is accrued as the employees render the services necessary to earn them. Management determined the accrued benefit obligation using a method based upon assumptions and its best estimates. These benefits represent an obligation of the Corporation that entails settlement by future payment.

(f) Revenue recognition

i) Parliamentary Appropriations

The Government of Canada provides funding to the Corporation. Parliamentary appropriations received for specific projects are recorded as deferred revenues and parliamentary appropriations, and are recognized in the year in which the related expenditures are incurred. The portion of the parliamentary appropriation intended to be used to purchase depreciable property and equipment is recorded as deferred capital funding, and is amortized on the same basis, and over the same periods, as the related property and equipment. The remaining portion of the appropriation is recorded in the statement of operations and comprehensive income in the year for which it is approved.

ii) Corporate Development

Contributions by non-owners received for specific purposes are recorded as OCI and recognized as revenue in the year in which the related expenses are incurred and requirements are met. Contributions by non-owners without restrictions are recognized as revenue when received or receivable, if the amount to be received can be reasonably estimated, and collection is reasonably assured.

Sponsorship revenues are deferred and recognized as revenue in the year in which the related expenses are incurred. Contributions and sponsorships in kind are recorded at their estimated fair market value when they are received. Volunteers contribute a significant number of hours per year. Because of the difficulty in determining their fair value, contributed services are not recognized in these financial statements.

Membership revenues for which services have not been rendered are deferred and accounted for as services are provided. Deferred sponsorship and membership revenues are recorded as deferred revenues.

iii) Admission, commercial operations and other revenues

Revenues from admission, commercial operations and other revenues are recognized in the year in which the goods or services are provided by the Corporation. Funds received for future services are deferred.

iv) Interest revenues

Interest revenues are recognized and recorded in the period in which they are earned.

(g) Measurement uncertainty

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses for the year. Accrued liabilities, employee future benefits and estimated useful lives of property and equipment are the most significant items for which estimates are used. Actual results could differ significantly from those estimates.

(h) Future accounting changes

As of April 1, 2008, the Corporation will be required to adopt four new CICA standards, Section 1535 "Capital disclosures", Section 3031 "Inventories", Section 3862 "Financial Instruments – Disclosures" and Section 3863 "Financial Instruments – Presentation". The Corporation does not expect the adoption of these new standards to have a material impact on its financial position, statement of operations and comprehensive income or cash flows.

Section 1535 specifies the disclosure of (i) an entity's objectives, policies and processes for managing capital; (ii) quantitative data about what the entity regards as capital; (iii) whether the entity has complied with any capital requirements; and (iv) if it has not complied, the consequences of such non-compliance.

Section 3031 will replace Section 3030 "Inventories". The new standard gives specific guidance for measurement of inventories and information to be disclosed. The final standard is effective for annual financial statements relating to fiscal years beginning on or after January 1, 2008.

Section 3862 and 3863 will replace Section 3861 "Financial Instruments – Disclosure and Presentation." The new disclosure standards increase the emphasis

on the risks associated with both recognized and unrecognized financial instruments and how those risks are managed. The new presentation standards carry forward the former presentation requirements and are effective for years beginning on or after October 1, 2007.

4. Cash and cash equivalents

The overall portfolio yield as at March 31, 2008 was 3.70% (2007 - 4.12%) and the average term to maturity is 28 days (2007 - 18 days).

The fair value of the cash equivalents is approximately \$9,748,000. Accrued interest of \$11,847 is recorded in accounts receivable.

5. Collection

Part of the mandate of the Corporation is "to foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technological objects..." This collection is the main asset of the Corporation and is divided in the following areas.

Aviation: aircraft and related materials

Communications: graphic arts, film, photography and related systems, broadcasting, sound recording and reproduction, electronic communications and electronic music

Industrial technology: generic industrial processes, engineering, industrial design, construction, domestic appliances, tools and systems

Natural resources: energy production, processing and infrastructure, mining and extraction technology

Renewable resources: agriculture, forestry and fishery technologies, including harvesting and primary processing

Physical sciences and medicine: instruments, tools and systems with direct application to mathematics, chemistry, physics, as well as astronomy, astrophysics, medicine, meteorology, surveying and mapping, and information technology

Transportation: motorized and non-motorized wheel, track and trackless vehicles; motorized and non-motorized marine transportation, as well as the supporting infrastructure of technologies, tools and instruments

6. Property and equipment

(see table below)

Cost and accumulated amortization of property and equipment as at March 31, 2007 amounted to \$92,695,000 and \$38,809,000 respectively.

7. Intangible assets

The Corporation has acquired an easement right from the Canadian Pacific Railway in order to keep access to the rail. The easement right is recorded at cost and is not amortized since it is determined to have an indefinite useful life. The intangible asset is tested for impairment annually or more frequently if events or changes in circumstances indicate that the asset might be impaired.

6. Property and equipment

(in thousands of dollars)	Cost	Accumulated amortization	2008 Net book value	2007 Net book value
Land	\$ 10,102	\$ -	\$ 10,102	\$ 10,102
Buildings	55,047	20,017	35,030	36,234
Building improvements	15,975	11,502	4,473	5,336
Office furniture	5,921	4,551	1,370	1,223
Equipment	6,216	4,994	1,222	991
Uncompleted capital projects	757	-	757	-
	\$ 94,018	\$ 41,064	\$ 52,954	\$ 53,886

8. Employee future benefits

i) Pension benefits

The Corporation and all eligible employees contribute to the Public Service Pension Plan. This pension plan provides benefits based on years of service and average earnings at retirement. The benefits are fully indexed to the increase in the Consumer Price Index. The Corporation's and employees' contributions to the Public Service Pension Plan for the year were as follows:

(in thousands of dollars)	2008	2007
Corporation's Contributions	\$ 1,630	\$ 1,596
Employees' Contributions	745	717

ii) Severance benefits

The Corporation provides severance benefits to its employees based on years of service and final salary. This benefit plan is not pre-funded and thus has no assets, resulting in a plan deficit equal to the accrued benefit obligation. Benefits will be paid from future appropriations. Information about the plan, measured as at the balance sheet date, is as follows:

(in thousands of dollars)	2008	2007
Accrued benefit obligation, beginning of year	\$ 2,308	\$ 2,156
Cost for the year	272	490
Benefits paid during the year	(48)	(338)
Accrued benefit obligation, end of year	2,532	2,308
Short-term portion	497	309
Long-term portion	2,035	1,999
	\$ 2,532	\$ 2,308

9. Deferred revenues and parliamentary appropriations

Deferred revenues represent amounts received in advance of services rendered. Deferred parliamentary appropriations represent approved parliamentary appropriations received for work not yet completed or received in advance. Information on the deferred revenues and parliamentary appropriations is as follows:

(in thousands of dollars)	2008	2007
Revenues from sponsorships	\$ 151	\$ 286
Revenues from programs and other	374	271
Unused appropriations received for specific purposes	181	106
	\$ 706	\$ 663

10. Long-term advance

The Corporation received funding from the Treasury Board Secretariat to construct educational facilities, retail space and an auditorium at the Canada Aviation Museum. The Corporation also received funding to establish a foundation for the Canada Science and Technology Museum Corporation.

(in thousands of dollars)	2008	2007
Funding for construction of revenue generating facilities	\$ 250	\$ -
Funding to establish a Foundation	325	-
	\$ 575	\$ -

The Corporation received the funding on the basis that it will have up to twenty-five years to repay the funding. A repayment mechanism is being finalized and the Corporation does not have to pay interest on this funding.

11. Deferred capital funding

Deferred capital funding represents the unamortized portion of parliamentary appropriations used, or to be used, to purchase depreciable property and equipment.

Changes in the deferred capital funding balance are as follows:

(in thousands of dollars)	2008	2007
Balance at the beginning of the year	\$ 44,157	\$ 45,886
Appropriation used in the current year to purchase depreciable property and equipment	1,509	485
Appropriations received in the current year to acquire property and equipment in future years	3,411	224
Amortization	(2,441)	(2,438)
Balance at the end of the year	\$ 46,636	\$ 44,157

12. Parliamentary appropriations

(in thousands of dollars)	2008	2007
Main Estimates amount provided for operating and capital expenditures	\$ 25,835	\$ 25,577
Supplementary estimates:	-	2,851
Operating shortfalls	-	-
Capital infrastructure	4,161	418
Hangar maintenance and operations	1,475	1,475
Severance adjustments and retroactive wage settlements	80	624
Digitization project	-	323
	31,551	31,268
Deferred appropriation used in current year for specific projects	101	-
Unused appropriations received for specific purposes	(176)	(106)
Appropriations received in the current year to acquire property and equipment in future years	(3,411)	(224)
Amounts used to purchase depreciable property and equipment	(1,509)	(485)
Amortization of deferred capital funding	2,441	2,438
Parliamentary appropriations	\$ 28,997	\$ 32,891

13. Canada Science and Technology Museum Corporation Foundation

The Canada Science and Technology Museum Corporation Foundation (the "Foundation") was incorporated under the *Canada Corporations Act* on November 14, 2007 and is a registered charitable non-profit organization under the *Income Tax Act* since January 1, 2008. This is a separate legal entity from the Canada Science and Technology Museum Corporation and all funds that will be raised by the Foundation will be for projects, as determined between the Corporation and the Foundation. The Foundation has not incurred expenses or generated revenues during the fiscal year 2007-2008 and will start its fundraising activities during the fiscal year 2008-2009. The Corporation has provided some services to the Foundation at no charge in order to establish the Foundation.

14. Financial instruments

(a) Fair value of financial assets and liabilities

The carrying amounts of the Corporation's cash and cash equivalents, accounts receivable, restricted cash and investments, accounts payable and accrued liabilities approximate their fair values due to their short term to maturity.

(b) Risks

i) Credit risk

The Corporation is exposed to credit risk from customers in the normal course of business. The accounts receivable are net of applicable allowance for doubtful accounts, which are established based on specific credit risk associated with individual clients and other relevant information. Concentration of credit risk with respect to receivables is limited, due to the small number of transactions with clients other than Government departments.

ii) Interest rate risk

The Corporation is exposed to interest rate risk on cash equivalents. The risk is not significant due to their short term nature.

15. Commitments

As at March 31, 2008, the Corporation had entered into various agreements for accommodation, protection services, facilities management services and exhibition rentals, for a total of \$10,764,000. The future minimum payments for the next five years are as follows:

(in thousands of dollars)	
2008-2009	4,556
2009-2010	2,867
2010-2011	1,255
2011-2012	1,255
2012-2013	831
	<u>\$ 10,764</u>

16. Related party transactions

In addition to related party transactions disclosed elsewhere in these financial statements, the cost of services provided by other federal departments, agencies, and crown corporations which are reflected in the "Statement of operations and comprehensive income" and the "Statement of changes in shareholder's equity", totalled \$3,938,184 (2007 - \$4,579,217). These transactions were conducted in the normal course of operations, under the same terms and conditions that applied to outside parties and are recorded at the exchange amount. The Corporation incurred expenses such as property taxes, building rentals and employee benefits with related parties.

17. Contingencies

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur, or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the Corporation's financial statements. A provision for these expenses has been recorded based on management's best estimates. The effect, if any, of ultimate resolution of these matters will be accounted for when determinable.

18. Comparative figures

Certain 2007 figures have been reclassified to conform to the presentation in 2008.

SCHEDULE OF EXPENSES

For the year ended March 31

(in thousands of dollars)	2008	2007
Personnel costs	\$17,918	\$18,209
Amortization of property and equipment	2,441	2,438
Leases of buildings	1,714	1,751
Professional and special services	1,617	1,466
Property taxes	1,467	1,838
Property management services	1,196	1,237
Utilities	1,182	1,408
Repair and upkeep of buildings	879	679
Material and supplies	789	721
Design and display	685	354
Protection services	621	712
Publications	514	498
Gift shops and product marketing	423	429
Repair and upkeep of equipment	311	277
Advertising	276	310
Travel	253	169
Communications	251	256
Miscellaneous	202	149
Office supplies and equipment	164	134
Freight, express and cartage	128	119
Purchase of objects for the collection	103	42
Rentals of equipment	102	92
Books	65	63
Total expenses	\$33,301	\$33,351

Board of Trustees

The CSTMC is governed by a Board of Trustees representing all regions of the country. Appointed by the Governor-in-Council, the eleven members of the Board reflect the scope and diversity of the Corporation's scientific mandate. Three new members were appointed on the Board in 2007-2008: Margaret Smith of Amherst, Nova Scotia; Jean Saint-Cyr of Montreal, Quebec; and Neil Russon of Fredericton, New Brunswick.

The Board has five committees:

- the Executive Committee (EC);
- the Audit and Finance Committee (AFC);
- the Major Facilities Committee (MFC);
- the Nominating and Governance Committee (NGC); and
- Corporate Development Committee (CDC).

Name	Title	Board Committee
James S. Paul, LLB Ontario	Founder and CEO, iMPath Networks	Chairman, EC*
Walter R. Parsons Ontario	Retired Senior Vice-President and General Manager, Neilson Dairy (Ottawa)	Vice-Chair, EC, MFC, NGC, CDC*
Karn Manhas British Columbia	President, Karyon Group	MFC*, NGC
Robert Mantha Québec	Professor and Dean, Faculty of Business Administration, Laval University	EC, AFC*
Dr. Ian McIlreath Alberta	Technical Advisor, EnCana Corporation	AFC, NGC*
Eloise Opheim, O.C. Saskatchewan	Founder, Parents Resource Institute for Drug Education (PRIDE)	AFC, CDC, NGC
Neil Russon, CMA New Brunswick	Partner, Accreon Inc.	
Jean Saint-Cyr Québec	Founding Member of Design+Communication, Inc.	MFC, CDC
Margaret Smith Nova Scotia	Former Director of Health Records, Highland View Regional Hospital	NGC
B. Anne Wright, CA Ontario	Chartered Accountant	MFC, CDC

* Committee Chair

CSTMC Management Team

As President and CEO, Christopher Terry manages the day-to-day activities of the Corporation with the expert assistance of a dedicated team of motivated and dedicated professionals.

Fern Proulx

Chief Operating Officer

Michelle Dondo-Tardiff

Director General,
Canada Agriculture Museum

Anthony Smyth

Director General,
Canada Aviation Museum

Claude Faubert

Director General,
Canada Science and Technology Museum

Robert Lavallée

Executive Director, Human Resources

Mike Marta

Executive Director, Corporate Development

Leila Corrigan

Executive Director, Corporate Secretariat



Momentum



Supporters

Corporate Sponsors

The CSTMC is grateful to its corporate sponsors for their ongoing support throughout the past year. The unique and productive partnerships established with these sponsors resulted in innovative and distinctive activities that allowed participating organizations to meet their respective marketing objectives while supporting the Corporation's outreach initiatives to Canadians.

CANADA SCIENCE AND TECHNOLOGY MUSEUM CORPORATION

Security vehicle and special events

Major Sponsor

Transport Canada

CANADA SCIENCE AND TECHNOLOGY MUSEUM

Nortel Connexions Exhibition

Title Sponsor

Nortel

CANADA AGRICULTURE MUSEUM

Baskets with Panache!
Fundraising Event

Founding Sponsor

Neilson Dairy

Gold Sponsors

Canadian Institutes of Health Research
TD Canada Trust

Silver Sponsors

Les frères Proulx Brothers Inc.
Ottawa Federation of Agriculture
Thyme & Again Creative Catering

Bronze Sponsors

Advantage Audio Visual
Burnbrae Farms
HANNAHPAUL

Friend

Brasserie McAuslan Brewery
Châteaux des Charmes Wines Ltd.
Elm Tree Farm
Imprimerie Plantagenet Printing
Konzelmann Estate Winery
Malen Framing
Mariposa Farm
Westboro Village BIA

Media Sponsor

The Ottawa Citizen

Food for Health travelling exhibition
(opened in Ottawa in 2007)

Presenting Sponsor

Canadian Institutes of Health Research

Major Sponsors (in alphabetical order)

Agriculture and Agri-Food Canada
Canadian Food Inspection Agency
Canadian Partnership for Consumer Food Safety Education
Health Canada

Supporting Sponsors

Canadian Agri-Food Research Council
Canadian Bacterial Diseases Network
Canadian Egg Marketing Agency
Genome Prairie
National Research Council – Institute for Biological Sciences

Ongoing Contributing Sponsor

Dairy Demonstrations – Neilson Dairy

Donors

The Corporation would like to thank the following individuals, corporations, organizations and foundations for donating between \$200 and \$999 during this past year

Canada Agriculture Museum

Gail Beck
Yannick Brazeau
Michelle Dondo-Tardiff
Robert Lavallée
Paul Martin
Ottawa Valley Vet Group
David Sutin
Christopher Terry
William Welsh

Canada Aviation Museum

David Adamson
Valorie Austin
Christopher Baukham
Gail Beck
Robert Bennett
Maurice James Bent
Emily Bourque
William Campbell
Kenneth Castle
George Chapman
John Darling
Daniel Farrell
Ray Finney
David Fraser
John Garrioch
Richard Grzeslo
Hugh Halliday
Robert Holden
Michael Hope
William O. Hough
Adam Hunt
Reid Hutchinson
R. Johnson, in memory of Hector Millward
Fred Kee
Charles Kadin
James Kenney
R. Kenny
Daniel Kirchesner
Robert Lavallée
Harold Locke
Norbert Logan

Bill McRae
Robert Merrick
J. Parker
Stuart Poulin
E. Salkeld
Keith Scott
Richard Scott
Marc Servant
Rae Simpson
George Skinner
Edward Slack
Anthony Smyth
Christopher J. Terry
Tim Timmins
Daid Varnes
Ronald Watts
J. Wiseman

Canada Science and Technology Museum

Gail Beck
Robert Burnet
Robert Hobbs
Robert Lavallée
Paul Lewthwaite
Kenneth Olsen
Allen Taylor
Christopher J. Terry
Jacques Therrien

MAJOR GIFTS

The following individuals, associations and foundations have given over \$1,000 in cumulative financial gifts over the years.

Canada Agriculture Museum

Yannick Brazeau
Burnbrae Farms
Neilson Dairy
Michelle Dondo-Tardiff
Bonnie Fraser
Robert Lavallée
Paul Martin
Pioneer Hi-Bred Limited
D. Richeson
David Sutin
Christopher J. Terry
Ann Thompson

George Weston Ltd.

Canada Aviation Museum

David Adamson
Ernst Anderson
Jean-Paul Asselin
Valorie Austin
William Bain
Dennis Bar Berree
Earl Barr
Allan Becker
Maurice Bent
Leonard Birchall
Aileen Bowyer
James Bradford
Peter Brennan
Adrian Brookes
Paul Brunelle
Ken and Fiona Cameron, in memory of Howard Fowler
William Campbell
Bill Carr
Kenneth Castle
George Chapman
Joseph Cheetham
Robert Christie
John Clifford
John Collins
Sterling Conrad
Paul Dalseg
John Darling
James Davies
Kenneth Delamater
Bill Derbyshire
Wilfrid Dugas
C. Dunlap
Roger Durocher
EDS Canada Inc.
Terry Edward, in memory of Arthur Edwards
Estate of Herbert Lord
Eurocopter Canada Limited
David Everett
Daniel Farrell
Rae Farrell
Donald Ferguson
Daniel Fletcher
D. Floyd
Robert Flynn
Jacques Forest
Ed Foster

426 Thunderbird Squadron Association, Eastern Ontario Region
Andrew Fraser
Bonnie Fraser
David Fraser
James Fretwell
J. Fultz
Costanzo Gabriele
R. Garrioch
Robert Glendinning
Sally Guin, in memory of Wilfrid Peter Guin
Hans Graae
J. Grand
Greater Toronto Airports Authority
Richard Grzeslo
Ronald Hall
Hugh Halliday
Merv Harron
Ray Healey
Derek Heath
Robert Hemsley
John Higham
Robert Holden
Hope Aero Propeller and Components Incorporated
Harry and Helen Hope
Michael Hope
William O. Hough
Adam Hunt
Ronald Hunt
James Hunter
Reid Hutchinson
Gerald Ireland
Roy Jamieson
Peter Jerden
R. Johnson
Graeme Johnstone
Harlo Jones
JLS Enterprises Limited.
Charles Kadin
Fred Kee
James Kenney
R. Kenny
Jim Kowalyk
Craig Lahmer
Robert Lavallée

LL764, International Association of Machinists and Aerospace Workers
Alex Logan
Norbert Logan
Robert MacFarlane
Colin Mackay
David MacLellan
Bruce Matthews
Laurence McArdle
Ralph McBurney
James McKnight
John McMeekin
John McMurrin
Bruce McNeely
Gordon McNulty
Bill McRae
Robert Merrick
Hector Millward
R. Moffatt
Malcom Morrison
Alexander Morton
John Murphy
William Murray
National Air Museums Society
NAV CANADA
Janet Newsome
J. Nicholson
William Park
L. Parker
Ron Patton
Desmond Peters
Joseph Pope
James Prendergast
Arnold Quickfall
Murray Ramsbottom

Bert Reed
Robert Richmond
John Riley
Richard Rinn
Thomas Ritchie
Michel Rossignol
Royal Canadian Air Force Association
E. Salkeld
John Scammell
Oscar and Elve Scheuneman
Keith Scott
John Simpson
Rae Simpson
George Skinner
Kenneth Smith
Anthony Smyth
Denis St-Pierre
Christopher J. and Victoria Terry
Fred and Edna Terry
The Kenneth M. Molson Foundation
The Senator Norman M. Paterson Foundation
Transportation District 140,
International Association of Machinists and Aerospace Workers
John Trethowan
Bill Upton
Jack Verduyn
Arthur Wahlroth
Alan Waite
Ronald Watts
Neil Webb
William Wheeler

J. Wiseman
Alec Woodley
W. B. Woollett
Colin Wrong

Canada Science and Technology Museum

Jon and Terry Blois
Bytown Railway Society
Robert Burnet
Walter Campbell
Robert Evans
Allan Farnsworth
Bonnie Fraser
Costanzo Gabriele
B. Giles
Martin Gillespie
Robert Hobbs
Imperial Oil Foundation
Robert Lavallée
Peter Lewis
Kenneth Olsen
Lillian and Leroy Page Foundation
Edward Sacrey
TD Friends of the Environment Foundation
University Health Network

LEGACY SOCIETY

The following individuals have indicated that they have remembered the Corporation with a gift in their will or estate plans.

Canada Agriculture Museum

Ross Graham
Jody Kitts
Charlie Roe
Jacques Tetreault

Canada Aviation Museum

Christopher Anthony Baukham
Marcel Decock
Roy Salter Jamieson
Jody Kitts
J. R. G. Leach
Michael Marta
Claude Roy
John Scammell
John Simpson
Anthony and Helen Smyth
Christopher J. and Victoria Terry

IN-KIND DONORS

Canada Aviation Museum
Don Connolly

Volunteers

In 2007–2008, public programming, collection and research, and corporate services activities benefited from the support of 359 highly motivated and helpful volunteers who provided 27,481 hours of service. The CSTMC is extremely grateful for their ongoing support and commitment to the museums.

The Corporation is particularly thankful for the support of two very special volunteer groups that contribute persistently to our success.

The Bytown Railway Society

For the past 42 years, the Bytown Railway Society (BRS) has been volunteering for the Canada Science and Technology Museum, providing invaluable support based on high standards, passion and dedication. Every year since 1995, the BRS fires up the Shay Locomotive at the Canada Science and Technology Museum. Twice a week over 13 weeks, four-member crews on rotation during the demonstration season start operations at 7:30 a.m., and give approximately 10 hours a day on site. The enthusiastic and dedicated volunteers of BRS provide an average of 900 hours over the course of a year.

Project North Star

Since 2003, 17,000 hours of volunteer time have been devoted to the restoration of the Canadair DC-4 North Star by about 170 members. A regular roster of 36 volunteers works directly on the restorations, with a target date for completion of 2013. This is the first time that the Canada Aviation Museum has taken on such an ambitious project. Again in 2007–2008, remarkable progress was accomplished thanks to the integrity and hard work of the volunteers.

Volunteer dedication in numbers

- 200 volunteers worked at both the Canada Agriculture Museum and the Canada Science and Technology Museum providing:
 - 599 hours to the Canada Agriculture Museum for various activities including orientations, farm operations and special events.
 - 7,679 hours to the Canada Science and Technology Museum for orientations, craft workshops, special events, summer camps, school program development projects, and administrative, library and curatorial assignments. Many of those hours were given by the Bytown and VE3JW radio volunteers.
- 15,539 hours were provided to the Canada Aviation Museum.
- 3,664 hours were given to the Corporation in the form of boutique support and conservation and restoration projects.



Canada Science and Technology Museum and Canada Agriculture Museum

Special Achievements

2,500 hours

Paul Bown

1,500 hours

Edmund Bowkett Sr.

Ian Jackson

Larry Wilcox

1,000 hours

Philip Jago

Michael Joyce

500 hours

Graham J. Parsons

John Stewart

300 hours

Hélène Lecavalier

Wissam Nassrallah

Paul Therrien

100 hours

Andrew Cameron

Christian Julien

Samuel Kiramathypathy

Sarah Kiramathypathy

Daniel Larose

Hyo Jung Lim

Bryn Oth-Lashley

Benjamin Pelletier-Jean

Charles Robinson

Samantha Tohme

Patrick Tunney

Alicia Van-Vaals

Michelle Weldon

Volunteer Corps

Michael Adamek

Mohammed Asad Ahmed

Thomas Alföldi

Claire Allen

Jessey Almeida

Sandra Anderson

Joseph Arnita

Arunwengad Arulanantham

Vaidureka Arulanantham

Isabelle Aubry-Boyle

Elda Jeny Baez-Alvarez

Christopher Bando

Alexandre Beauchamp

Graham Bennett

Pierre-Luc Bergeron

Douglas Biesenthal

Biman Bihari

Sofia Bouanane

Anique Bourgoin

Amel Bouzid

Alain Briand

Camille Brouzes

John Christopher Bryant

Matthew Budd-Kenny

Marcel Cameron

Douglas Campbell

Lucas Campos

David Catt

Ciprian Catusanu

Shruti Chakravarthy

Marian Chen

Tania Cheng

Robert Cherry

Cathy Chiu

Kellen Clyne

Steve Cochran

Josée Coulthart

Darin Cowan

Frédéric Croteau

Nicole Cuillerier

Matthew Cummins

Robert Cummins

Pooja Deeljur

Madeleine Denis

Nancy Dicaire-Fortin

Neville Dick

Kurtis Doney

Duncan duFresne

Paul Duguay

Jenny Dupuis

Lisa Dupuis

Auday Edan

Paul El-Zarka

Lorena Del Pilar Forero

Mosquera

Jenny Francis

Connie Freeman

Kimberly Fung

Melissa Gaffen

Tanya Gaffney

Susan Gara-Markowitz

Camden Garson

Gerald Gaugl

Charles Gendron

Erin Germundson

Jason Granados-Portelance

Randy Granados-

Portelance

James Haigh

John Halpenny

Stephen Harling

Jamie Harten

Ryan Hatcher

Richard Hayes

Allan J. Heffler

Kierstin Heiberg

Troy Heisler

Ashley Hiscott

Robert Hobbs

Jennifer Hogan

Samuel Houle

Jessica Jackson

Queen Jacques

Immad Jami

Richard Allan Jamieson

Lucas Jardine

Gurkiran Jassy

Lyness Jones

Karen Jung

Ernest Jury

Jeremy Jutras

Javeria Kamal

Brian Arnold Kelsey

Christine Kerr

Daniel Kim

Sarah Knapman

Alexandre Lafontaine

Trisha Lamoureux

John Larsen

Lynda Lee

Marcel Lemay

Catherine Lempke

Mandy Leung

Benny Li

Jasmine Lian

Malika Lian

Yuxi (Cecilia) Liu

James Lohnes

Shruti Mallya

Kavitha Manickavasagar

Rian Manson

Julia Manthorp

Marissa Marjos

Kayla Martineau

Dave McBride

Jean-Marc McCoombs

Jacqueline McDonald

Emily Miller

Sonya Minhas

Rameesa Mirza

Anthony Mitchelson

Pierre-Antoine Mizon

Robert Moore

Marie-Josée Morris

Jessie Murray

Joe Murray

Georges Nassrallah

Jihan Nassrallah

Mai Nguyen

Chloe Nordick

Michelle O'Connor

Allysa Olding

Omobola Oluwafemi

Omoyemi Oluwafemi

Thomas Patterson

Émilie Perrault

Malcolm Philp

Rachel Philp

Anastasia Pimenova

Arthur Quang

Praveen Ratra

Thomas G Ray

Rucha Rege

Shoshanah Reinskind

Ross C Robinson

Angélique Roy
Samantha Ruth
Mehrddad Saeidi
Kamil Safarli
Salim Saikaley
Clayton Sanford
Haydee Santos
Phyllis Sarault
Alexandre Sauv e
Sandy Scherbak
Krista Schuck
Alex Sedge
Eric Singhroy
Steven St. Croix
Amanda Stiles
Matthew Stone
Dave Stremes
Valerie Sugarman
Colman Tam
Allen Taylor
Manon Turcotte
David Turner
Nitish Vanaik
Maurice-Andr e Vigneault
Terry Walton
Chongkai Wang
Bill Weiler
Alan Westland
Amelia Wilkinson
David Williamson
Siu Hong Yu
Shadman Zaman
Ameera Zarrar

**Canada Aviation
Museum**

Special Achievements

Special Award

Bob Merrick

3,000 Falcons

Reg Shevel
Terry Judge

1,500 Falcons

Ted Devey
James Riddoch

1,000 Hours

Peter Houston

800 Hours

Peter Houston
Don Craig
Ed L'Heureux
Christopher Payne
Bill Upton

500 Hours

Charles Baril
Mark Dodge
Bruce Gemmill
Ed Hogan
Tim Timmins

300 Hours

Trent Bradford
Don Gregory
Derek Jordan
Bill Tate

100 Hours

Murray Beaulieu
Phil Chrysler
Garry Dupont
Eric Escaravage
Art Ferri
Rolf Geiger
Steve Hardy
Sharmin Hares
CAM MacNeil
Vernon Miller
Dave Moryas
Thomas Mulvihill
Orazio Rizzi
Ian Umbach
Martin Van Sickle

Volunteer Corps

Amira Ahmed
Bryce Anderson
Antonin Alain
Joan Babstock
Charles Baril
Dorothy Barker
Murray Beaulieu
Doug Biesenthal
Dennis Bisson
Karen Blais
Edward Bolton
Ken Boyd
Trent Bradford

Michael John Brennan
Frances Brown
Richard Brugger
Susan Brugger
Jacques Brunelle
Ken Burch
Aya Burt
Dave Burt
Joan Busche
Karl Butler
Brent Cameron
Shana Cameron
Andy Campbell
Doug Campbell
Elizabeth Campbell
June Campbell
Michael Cano
Ken Castle
Jean Cavanagh
Garnet Chapman
Reg Chappel
Marc-Andr e Cha n e
Alain Chouinard
Phil Chrysler
Edmond Chung
Bill Clark
Louise Claxton
Glenn Cook
John Corby
Yannick C t e
Donald Craig
Andrew Crain
Nisha David
Thomas Devey
Mark Dodge
Emily Donaldson
Austin Douglas
Pierre Drapeau
John Duggan
Gary Dupont
Eric Escaravage
Art Ferri
Brian Foo
David Fraser
Christopher Fry
Lyle Gainsford
Emery Gal
Leo Galvin

Marie Garbutt
Michael Gaudreau
Sebastien Gaudreault
Rolf Geiger
Bruce Gemmill
Laurie Giammaria
Wayne Giles
Harvey Gillespie
Cody Giroux
Larry Gray
Don Gregory
Victor Haggart
Laura Hague
Donald Hamlett
Margaret Hamlett
Steve Hardy
Sharmin Hares
Carl Heinrich
Janice Henderson
Mark Heyendal
Hima Himawan
Ed Hogan
Andrew Hogg
Michael Hope
George Hopp
Bill Hough
Peter Houston
Neil Johnstone
Derek Jordan
Larry Joyce
Sharon Joyce
Terry Judge
Bill Kane
Anthony Kerr
Bruce Kettles
Fadouma Khaire
Hamida Khaire
Charles King
Larry Klein
G el L'Hermine
Patrick Labelle
Ron Lachance
James Laing
Jessie Laing
Maurice Lamontagne
Ben Lawlor
Claude Leblanc
Pierre Legault

Makeda Leul
Kyle Lunau
Richard Lodge
Ed L'Heureux
Samuel MacDonnell
Ian MacLean
Don MacNeil
Thomas Mains
Erin Malley
Graham Mansell
Alex Marshall
Philippe Mbuluyo
Lois Mbuluyo
John McDermott
Steve McKenzie
Peter McLaren
John McMurrin
CAM McNeil
David McPhail
Bill McRae
Jacques Menard
Bob Mercier
Bob Merrick
Thomas Miller
V.R. "Butch" Miller
George "Joe" Mondoux
James Mooney
Alexander Moore

Dan Morand
Dave Moryas
Carey Moulton
Thomas Mulvihill
Murdo Murchison
Branden Murdoch
Bryan Murphy
Bob Murray
Zainab Nasiri
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Don Power
James Reid
Greg Reynolds
Aida Rezaei
James Riddoch

Katherine Riley
Alain Rioux
Orazio Rizzi
Courtney Robertson
John Rodger
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Jacques Roy
Janyce Roy
Michael Roy
Miville Roy
Amy Rust
William Sansom
Mathieu Sasseville
Adam Schildknecht
Andrei Sergoutchenko
Maria Sergoutchenko
Tunc Sevgi
Seth Shepherd
Reg Shevel
Tushar Shukla
John Simpson
Nirmak Sinha
George Skinner
Jacob Skinner
Edward "Ted" Slack
Bob Smith
Ken Smith
Nelson Smith

Libuse Soucek
Jim Stephenson
Elaine Summers
Stu Tait
Charles "Bill" Tate
Dave Tate
Jack Thorpe
Tim Timmins
Louis Tremblay
Ian Umbach
Bill Upton
Sid van Dyck
Martin van Sickle
Carl Verge
Anushya Vijayaraghevan
Matthew Visser
Grant Vogl
Arthur Wahlroth
George White
Glyn Williams
Gerry Willis
Mae Wilson
William Woodstock
Helen Yendall
Songtao Zhang