

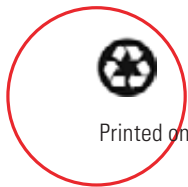


# energizing!

canada science and technology museums corporation  
annual report 2011-2012

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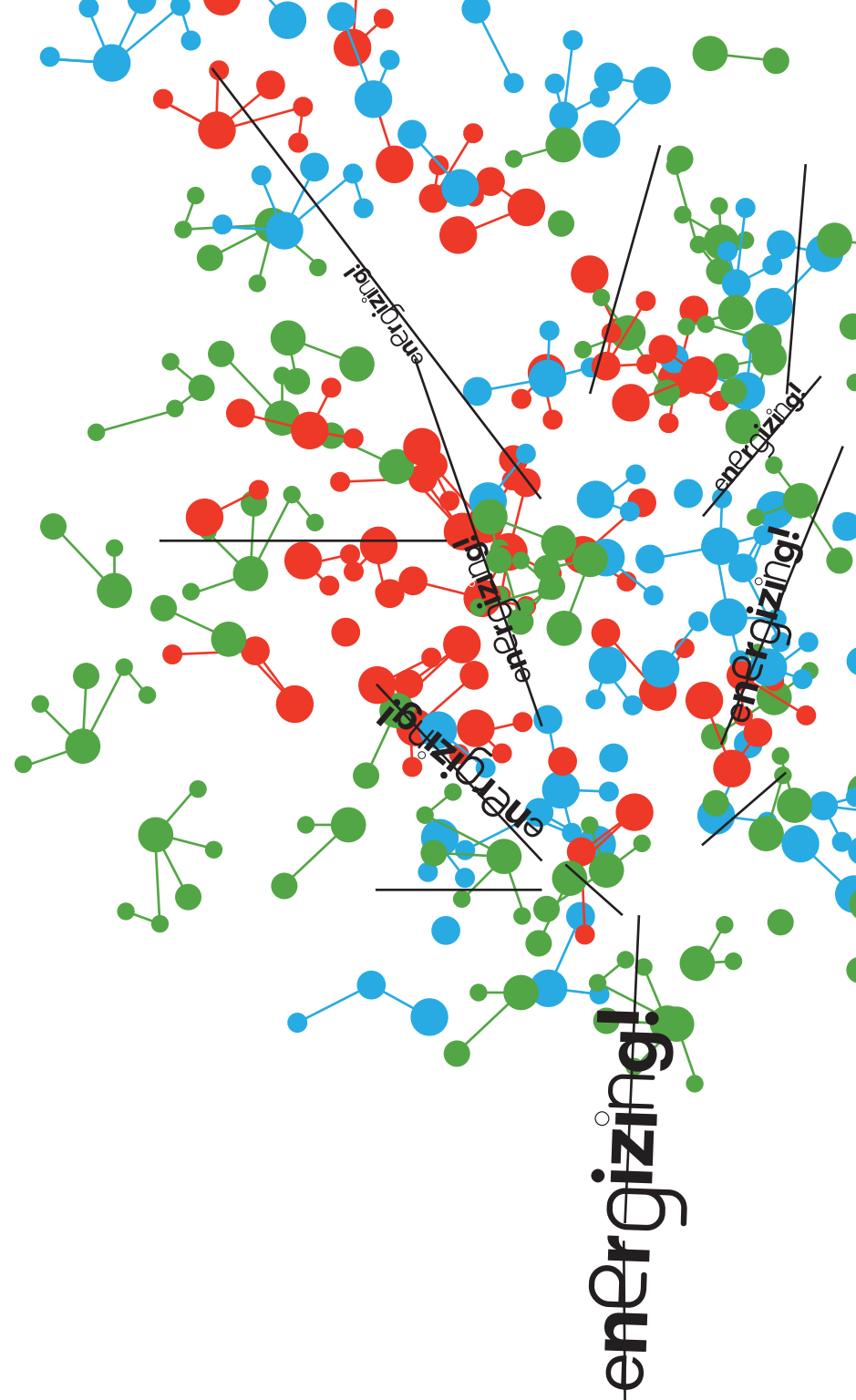
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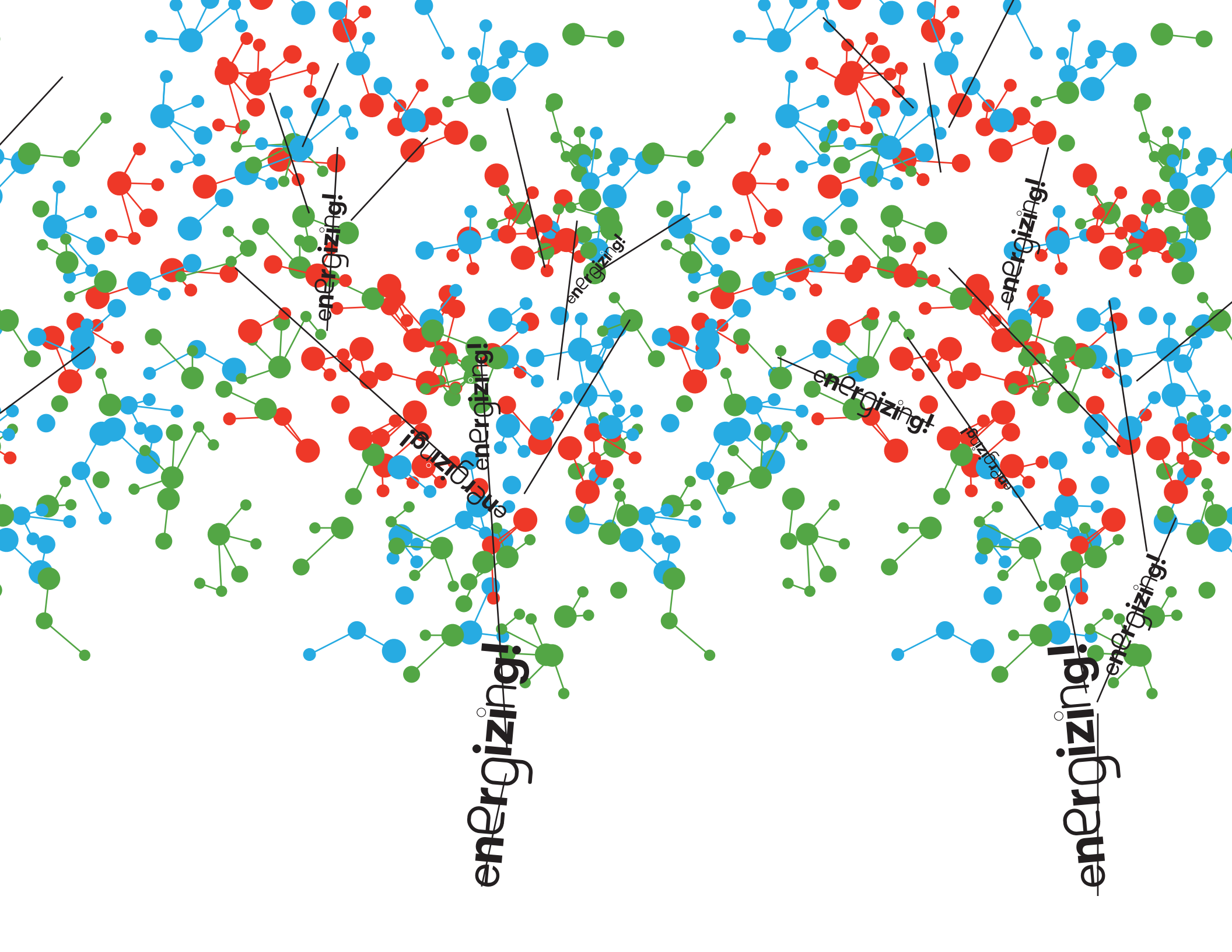


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Over the past twelve months, the Canada Science and Technology Museums Corporation (or CSTMC) has shifted into high gear with more new programs, more national award-winning exhibitions, and higher levels of sponsorship, membership, and volunteer hours than ever before in its history.



One of the Corporation's most significant activities over the past year has been its pan-Canadian energy-literacy initiative, **Let's Talk Energy**—the first of its kind in the world. **Let's Talk Energy** includes major exhibitions at all three of the Corporation's Museums, as well as activities and partnerships across the country.

In addition to its public programming, the Corporation has worked tirelessly behind the scenes, developing new partnerships, engaging in new agreements, and finding new ways to extend its internal resources and outreach.

Rallying support around the **Let's Talk Energy** theme, the Corporation was also able to attract an unprecedented level of external interest through sponsorships and an enhanced public presence that included websites, social media, and various forms of outreach and distance learning.

This report describes the achievements of the 2011–2012 fiscal year, from exciting programming and new partnerships to infrastructure and capital projects.

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## message

from the Chair, Dr Gary Polonsky



*Canada's prosperity is fundamentally linked to science and technology and highly skilled individuals whose talents bring innovative ideas to life.*

— Prime Minister Stephen Harper presenting the 2011 Vanier Canada Graduate Scholarships, August 2011

As the home of Canada's national science and technology collection, the Corporation is uniquely placed to showcase the vibrancy of Canadian achievement and the ingenuity of its people.

Celebrating innovation is one of the things we do best, beginning with our exhibitions, public programming, and special events. It is also an essential part of our educational initiatives—from career days and science fairs, to demonstrations and distance learning.

Innovation is essential if this country is to remain competitive on the international stage. In its October 2010 report, *Innovation Canada: A Call to Action*, the Jenkins panel on federal support to private-sector Research and Development reminded us of this important fact, while also suggesting the necessity of embedding entrepreneurial aspirations and innovation within the very DNA of all Canadians. These same

key themes have emerged in a number of recent reports from institutions such as the Public Policy Forum, the Coalition for Action on Innovation in Canada, and the Canadian Council of Chief Executives—all calling for stronger public- and private-sector collaboration to create a healthy climate of innovation and discovery in our nation.

In all of these reports, there is a strong focus on younger generations, who are our country's future. This focus resonates with the Corporation's own long-term commitment to foster youth interest in science, technology and engineering—which includes the inspiring stories of Canada's innovators and entrepreneurs. Our Canadian Science and Engineering Hall of Fame highlights the achievements of well-known figures such as Alexander Graham Bell and Joseph Armand Bombardier, as well as those of recent inductees such as biochemist Senator Kelvin K. Ogilvie and Dr Norman Bethune.

Over the past year, it has been my privilege to work with our dedicated Board of Trustees and our Corporation's highly professional staff. Throughout the past twelve months, we have heard many comments that new energy has been infused into everything we do: public programming, outreach, partnerships, education, as well as the daily operations of a national museum corporation.

This does not mean that we can rest on our laurels. In order to secure and cement Canada's place as home to many of the world's most important scientific and technological achievements, we must continue to pour our collective energies into educating and encouraging a new generation of innovators and entrepreneurs. The Canada Science and Technology Museums Corporation is ideally placed to take a leading role in this essential task and we embrace this role with continued enthusiasm.



## message

from the President and CEO, Denise Amyot

The Corporation's "driving" word this year was energy: a theme that was evident in all of our activities. From innovative business practices to cutting-edge programming, the work of the Canada Science and Technology Museums Corporation was enhanced by the energy of staff, partners, and visitors. We also encouraged Canadians to think about energy and took a serious look at how we allocate our own energies towards improved internal efficiencies.

With the opening of exhibitions at all three Museums, our award-winning six-year **Let's Talk Energy** initiative entered an exciting public phase. During the next five years, we will work towards establishing a national dialogue on the complex issue of energy. By partnering with institutions in every province and territory, we hope to engage all Canadians in innovative conversations on issues related to energy conservation, production, and distribution.

In 2011–2012, we continued to offer audiences exciting new onsite and online exhibitions and programming. We maintained important longstanding relationships while also establishing new partnerships with a wide range of organizations. With new partners came a wealth of new ideas, new opportunities, and new possibilities.

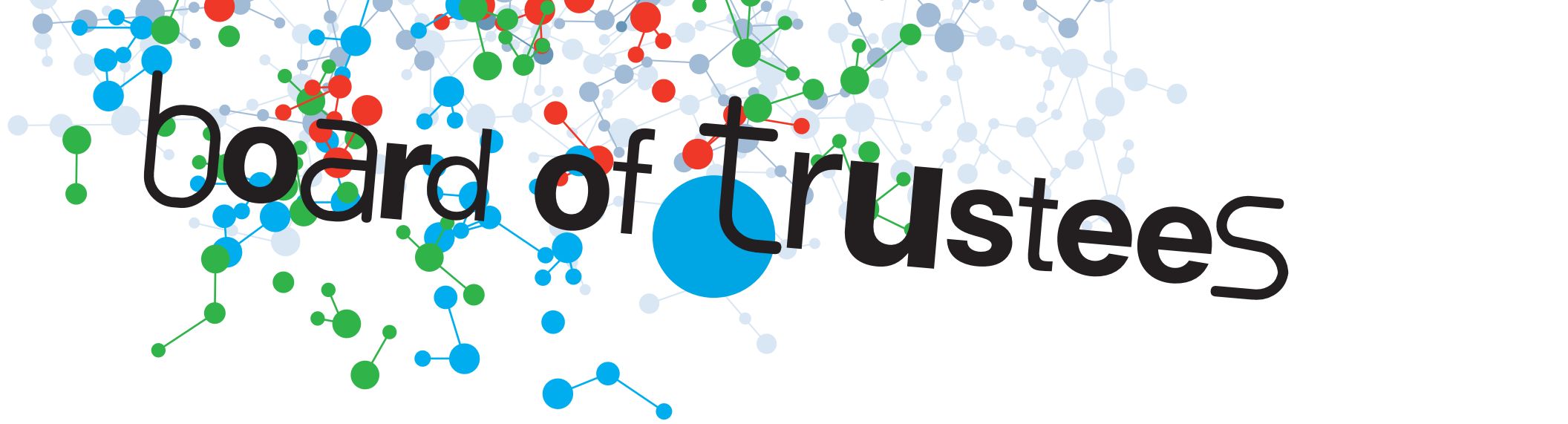
The participation of external groups brought an infusion of energy, further enhancing the already outstanding achievements of the Corporation's talented and dedicated staff.

This has been an exceptional year in many ways. Sixteen partnership agreements were signed, as compared to the previous fiscal year's five. Sponsorship has seen its best year ever in the Corporation. Membership revenue is up by more than \$79,000. Major capital projects have been completed. Our national and international presence is expanding through books, exhibitions, artifact loans, special events, educational programming, and social media. The Corporation was recognized as a top employer within the National Capital Region by Mediacorp Canada Inc.'s "Canada's Top 100 Employers" competition.

During the past year, our financial situation has required us to take a hard look at the way we do business. As a result, we have been reviewing our business-delivery model, and have begun to implement important changes. From adjustments in our fee structures, to new fee-based programs, to internal economies and staff reductions, we continue to extract as much value as possible from everything we do, while also providing considerable

value in return. We are proud of our high levels of visitor satisfaction, which suggest that our Museums offer outstanding education and entertainment value in the National Capital Region.

Energy is a force to be reckoned with. The magic lies in harnessing it. Over the past year, the Corporation has worked hard to train and focus its own energy, while also enhancing that energy through exciting new initiatives and partnerships. It has been a busy year for us all, but one of which I think we are all justifiably proud.



# board of trustees

The CSTMC is governed by a Board of Trustees representing all regions of the country. The Trustees, acting collectively as the Board, are responsible for the management of the business, activities and affairs of the Corporation, ensuring that all the duties conferred on the Corporation by the *Museums Act* and Part X of the *Financial Administration Act* are carried out.

Appointed by a Governor in Council, the ten members of the Board reflect the scope and diversity of the Corporation's mandate. One new member was appointed in 2011–2012: Dr Marie-Claire Bélanger of Montréal, Québec.

## Committee Structure

The Board Committees usually meet before each Board meeting or by teleconference, and report on their activities at each Board meeting. The three Board Committees are:

### Executive Committee (EC)

This Committee carries out the duties of the Board between Board meetings. The Committee held two meetings during the 2011–2012 fiscal year.

### Finance, Audit and Risk Management Committee (FARM)

This Committee oversees the Corporation's financial and management controls, as well as its practices and information systems. The Committee held six meetings during the 2011–2012 fiscal year.

### Governance Committee (GC)

This Committee reviews and recommends nominations for Trustee appointments and reappointments, reviews the Board's committee structure and membership, and ensures that a Board self-assessment process is in place. The Committee also monitors, and periodically reviews, governance of the Corporation in light of best practices and recommends to the Board appropriate changes aimed at enhancing the effectiveness of its operations. The Committee held three meetings during the 2011–2012 fiscal year.

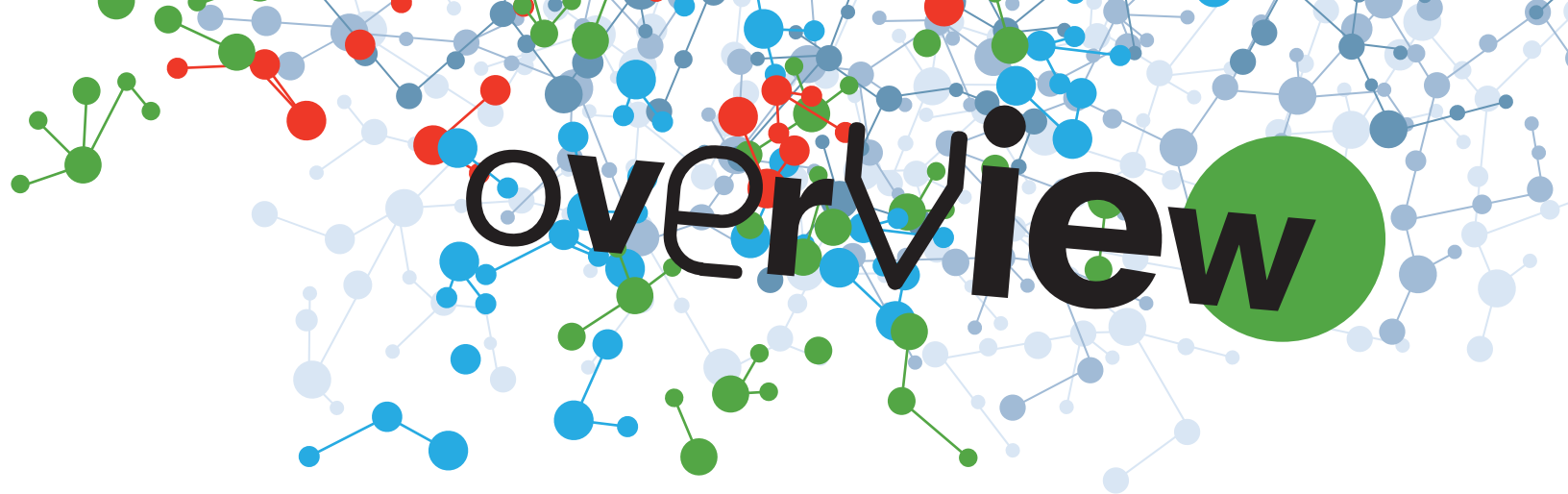




Board of Trustees. Front row, left to right: Virginia McLaughlin, Gary Polonsky, Denise Amyot, Eloise Opheim, Margaret E. Smith, Amiee Chan. Back row, left to right: Ian McIlreath, Neil Russon, Harold Bjarnason, Frédéric Dugré. Absent: Marie-Claire Bélanger, Jim Silye.

Name, Province	Title	Board Committees
Dr Gary Polonsky, Ontario	Retired Founding President, University of Ontario Institute of Technology	Chair, EC*, FARM, GC
Jim Silye, Ontario	President, Tyme Holdings Inc.	Vice-Chair, EC
Neil Russon, CMA, New Brunswick	Partner, Accreon Inc.	EC, FARM*
Eloise Opheim, O.C., Saskatchewan	Founder, Parents Resource Institute for Drug Education (PRIDE)	EC, GC
Frédéric Dugré, Québec	President and CEO, H2O Innovation	FARM
Dr Ian McIlreath, Alberta	Geoscience Discipline Manager and Chief Geoscientist, Talisman Energy	FARM, GC*
Amiee Chan, British Columbia	President and CEO, Norsat International Inc.	FARM
Margaret E. Smith, Nova Scotia	Former Director, Health Records, Highland View Regional Hospital	FARM, GC
Harold Bjarnason, Manitoba	Retired Dean, Faculty of Agricultural and Food Sciences, University of Manitoba	GC
Virginia McLaughlin, Ontario	President, Helmhorst Investments Ltd.	GC
Dr Marie-Claire Bélanger, Québec	Biochemist, Centre hospitalier de l'Université de Montréal	

\* Committee Chair



# Canada

Science and Technology Museums Corporation

## Vision

To inspire ALL Canadians to engage with their scientific and technological **past, present, and future.**

## Mission

To collect, explore, and engage through science, technology, and engineering.

The Canada Science and Technology Museums Corporation governs the Canada Science and Technology Museum (CSTM), the Canada Agriculture Museum (CAgM), and the Canada Aviation and Space Museum (CASM), which are collectively responsible for preserving and protecting Canada's scientific and technological heritage while also promoting, celebrating, and sharing knowledge of that heritage.

The Corporation was established as an autonomous Crown Corporation on July 1, 1990, with 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 and its three Museums are located in the National Capital Region, and report to Parliament through the Minister of Canadian Heritage and Official Languages.

This year, the Corporation launched **Let's Talk Energy**: a national discussion of Canada's relationship with energy. This initiative is designed to explore key energy-related issues in Canadian society, while also elevating the profile of science, technology, and engineering within the general population.

**Let's Talk Energy** takes the Corporation into 2017 and celebrations of the 150<sup>th</sup> anniversary of Confederation.



# Quick Facts

Reached out to over **9.5 million Canadians** across the country

**5,837,418** offsite visitors enjoyed travelling exhibitions or viewed artifacts lent to other institutions

**3,039,941** web visits

Close to **7,100** people “liked,” “followed,” or “subscribed to” the Corporation on social media

The Corporation’s photos, videos, updates, and comments were viewed over **1.6 million** times on social media

Nearly **255,000** downloads of online educational offerings

More than **70,000** students participated in school programming at the 3 Museums

Total attendance: **658,000**

CAGM: 164,000

CASM: 185,000

CSTM: 309,000

**223** full-time employees

**377** volunteers contributed 32,000 hours, surpassing the milestone of 500,000 volunteer hours since we began counting hours in the mid-1980s

**7** professionals seconded to the Corporation, including a scientist-in-residence

The entire Library collection of books, rare books, periodicals, and some aviation-related trade literature—representing a total of **61,557** records—is now available online to the general public through the Library catalogue

**443** artifacts—on loan at 67 venues across the country, in 8 provinces and 2 territories—were viewed by 1,958,709 visitors across Canada

The Corporation’s collection currently contains **482,081** items, including artifacts, trade literature, monographs, engineering drawings, journals, and rare books and serial titles

**7** local, national, international awards

**922** mentions in print, broadcast, and electronic media

**6,000** memberships

**35** new Memoranda of Understanding (MOUs) with a wide variety of partners

**103** presentations were made by staff across Canada and around the world

**First** TechnoZones to feature new technologies

**First** Summer Institute for Elementary Teachers

**First** national museums with free WiFi access

**First** time recognized as a Top Employer in the National Capital Region by Mediacorp Canada Inc.’s “Canada’s Top 100 Employers” competition

**First** time the Corporation has raised more than \$800,000 in sponsorships, in cash or in kind

**First** tweetup

**First** museum (CSTM) in the world to show *Fénix Capsula 1* used in Chilean mine rescue



# Canada Agriculture Museum

“”

*We always enjoy coming to see the young animals in the Spring and the exhibits in the Fall. Our 2-year-old loves the goats and cows. Please keep up the great work.*

– Anonymous visitor

The Canada Agriculture Museum is located minutes from downtown Ottawa on the Central Experimental Farm. Nestled within an agricultural landscape that includes crops, a renowned arboretum, greenhouses, and ornamental gardens, the Museum is a showcase for Canadian agricultural innovation.

The Museum is a recognized national authority on presenting and interpreting agricultural science and technology, with vibrant and informative programming presented by an energetic and dedicated staff. The Museum is particularly popular among families and school groups for its educational programming, and for lighthearted fare such as sheep-shearing demonstrations, harvest events, an annual Easter egg hunt, and an ice cream festival.

The Museum's indoor-outdoor setting allows it to offer visitors guided or self-directed explorations related to the impact of agriculture on daily life. For nearly 30 years, the

Museum's outstanding programs and exhibitions—as well as livestock that includes rare and heritage breeds, a dairy herd, and a variety of small animals—have attracted hundreds of thousands of families from across Canada and around the world.

One of this year's highlights was the opening of the exciting new outdoor exhibition, **Energy Park: Nature at Work**, as part of the **Let's Talk Energy** initiative. **Energy Park** offers visitors an opportunity to stroll through an environment in which they harvest energy with solar power, or try beating the power of wind by pumping water faster than a windmill. This entertaining and informative exhibition explores energy use on Canadian farms, and shows how technologies for harvesting energy from renewable resources are changing both the consumption and the production of energy in agriculture. Although the exhibition was open to the public throughout the summer, it was formally launched on September 15, coinciding with the maturation of biofuel

and garden plots. A new Edukit was also released this year, focusing on the Sun as a source of energy.

In January, the Museum began a major renovation of Building 94. The rear section of this building was originally built by Agriculture and Agri-Food Canada as a workshop for the design, construction and testing of specialized early agricultural machines; the front was used as office space. In recent years, the rear section has been used to store the Museum's program materials; the front section has been the Museum's administrative office since 1996. Special funding received through Budget 2008 will be stretched to its maximum to adapt this building for public programs in order to double programming space and provide fully accessible visitor amenities on this national historic site.



# Canada

## Aviation and Space Museum

“ My husband and I were honoured to sit in the B-24 Liberator that my father piloted during the war. During my father’s last illness, I told him that I would sit in his ‘old friend’ one day. My father would be happy to know that I was able to fulfill my promise. I want to thank the Canada Aviation and Space Museum from the bottom of my heart for making this possible. – Val Tyler, visitor

The Canada Aviation and Space Museum houses and displays the most extensive collection of aircraft in the country, and one of the finest in the world. It is appropriately located on the site of a historical airfield, part of which is rented to a private flying club.

The Museum presents Canada’s aeronautical history, sharing Canadian achievements in the fields of Aviation and Space. It profiles the important role aviation has played in the exploration and expansion of this country, from early flying machines to bush planes to fighter jets. It also examines Canada’s many contributions to aeronautics, from

Alexander Graham Bell’s *Silver Dart*, to unmanned aerial vehicles, to the Canadian Space Program and Canadarm2.

Highly popular with visitors of all ages, the Museum offers a wide range of regular programming and special events, including commemorations of milestones in aeronautical history. The Museum’s outstanding programming celebrates the role that Aviation and Space have played in Canada, and in the lives of individual Canadians, for more than a century.

Educational programming is a particularly important part of the Museum’s activities, encouraging and inspiring a new

generation of aeronauts. In addition to school programs and distance learning, it offers a series of highly popular day camps during March Break and throughout the summer months.

One of the highlights this past fiscal year was the launch of **Green Skies Ahead** on June 16, as part of **Let’s Talk Energy**. This exhibition takes visitors on a tour of the innovative energy technologies that will shape commercial aviation over the next 50 years. Interactive elements encourage visitors to explore the fuel, cost, and carbon savings of these new technologies, as well as their impact on the future of travel.

In addition to providing interactive exhibitions and activities, the Museum offers visitors a chance to take to the skies in historical aircraft. Biplane rides are a particular favourite, and were named by *Ottawa Magazine* a top ten summer pursuit for thrill-seekers.



# Canada

## Science and Technology Museum

“”

*Engaging children in the natural world is sometimes hard. During our recent visit to the Canada Science and Technology Museum, however, our boys—who often only sit and observe—were active participants in an entertaining lecture on cryogenics. This museum is truly a gem of hands-on learning and Canada’s world-class scientific achievements.* — [Jeanne Holden, Cornwall](#)

The Canada Science and Technology Museum was Canada’s first interactive science and technology museum. For nearly 45 years, it has shared this country’s rich scientific and technological heritage while celebrating extraordinary Canadian achievements.

The Museum houses some of the world’s rarest and most unusual scientific artifacts, ranging in size from nanosprings to steam locomotives. Through exciting and relevant programming—including an energetic online presence—it shares these artifacts, and the stories they tell of Canadian innovation, across the country and around the world.

One of the Museum’s most rewarding daily opportunities is helping visitors make connections among science and technology and their daily lives. By demonstrating the importance of science and technology to everything we do—as well as how entertaining and exciting they can be—the Museum and its staff enhance appreciation of science and technology, particularly among students.

As it showcases and interprets the treasures in its collection, the Museum also increases scientific literacy, instills pride in Canadian achievements, and points to the limitless possibilities that lie ahead. Each year, its programs reach

hundreds of thousands of students across Canada, placing the Museum in a unique position to inspire the world’s present and future scientific leaders.

One of this year’s highlights was the September 27 opening of **Energy: Power to Choose**, as part of **Let’s Talk Energy**. The exhibition explores the social, economic, and environmental implications of energy production, distribution, and consumption in a way that is both factual and entertaining. This interactive experience encourages visitors to examine their own energy choices, and offers practical tips on reducing consumption. Visitors can also produce electrical energy by running on a human hamster wheel and learn more about unusual forms of energy in nature, such as electric eels.



# Corporate Planning Framework

In order to meet its goals as Canada's premier national science and technology institution, the Corporation works within the framework outlined below.

## Key Program Activity Architecture

### Sharing Knowledge (Education and Outreach)

- Disseminating knowledge related to the Corporation's collection through educational and community programs, exhibitions, websites, and artifact and archival loans.

### Heritage Preservation (Collection and Research)

- Researching, developing, managing, and conserving the collection.

### Internal Services (Corporate Management)

- Providing governance and central support services, such as human resources, procurement, and finance.

### Accommodations

- Maintaining suitable facilities for the collection, for visitors, and for administrative functions.

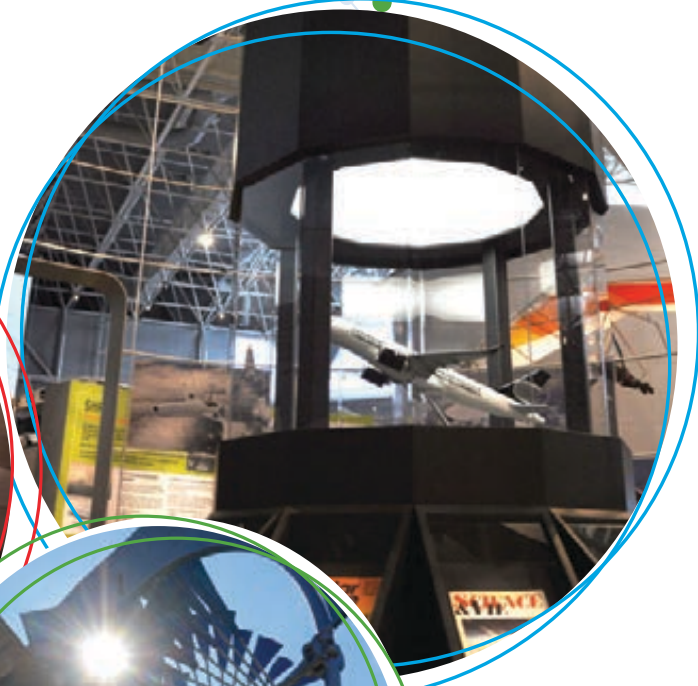
## Key Result Areas (KRAs)

1. Share knowledge through our programs, partnerships, and compelling visitor experiences.
2. National presence, participation, and linkages.
3. An internationally renowned collection.
4. Corporate sustainability.
5. Become a top employer.

## Key Corporate Strategic Objectives

- **Engage** Canadians in the past, present, and future of science, technology, and society through rich and compelling experiences.
- **Enhance** our profile and our impact in all provinces and territories, with a variety of stakeholders involved in science, technology, and culture.
- **Create** nationally recognized destinations for all Canadians.
- **Enrich** the collection and increase its national and international reputation.
- **Demonstrate** responsible management and governance of finances and resources.
- **Attract**, develop, support, and retain a highly skilled, dynamic, and diverse workforce.

# Let's talk energy



**Let's Talk Energy**  
Engaging ideas for Canada's future

**Let's Talk Energy** is a national six-year energy literacy initiative introduced by the Canada Science and Technology Museums Corporation, and delivered in partnership with organizations across the country. The primary purpose of this initiative is to spark a national dialogue on the relationship between energy, the economy, and the environment. Enhancing energy awareness and literacy among Canadians will contribute to a sustainable energy future for Canada.


First announced at the World Energy Congress in September 2010, **Let's Talk Energy** introduced a range of activities, including onsite and virtual exhibitions, distance learning, educational programs and kits, social media initiatives, lectures and workshops.





# highlights

- **Opening** of three energy-themed exhibitions during the spring and summer:  
**Energy Park: Nature at Work** at the CAgM;  
**Green Skies Ahead** at the CASM;  
**Energy: Power to Choose** at the CSTM.
- First **appearance** before the Senate Committee on Energy, the Environment and Natural Resources on November 1.
- **Signing** of 21 partnership agreements with museums and science centres across the country.
- An **agreement** with Montréal's Pierre Elliott Trudeau International Airport to display a smaller version of **Green Skies Ahead**, and the placement of nine interactive energy information kiosks in science centres and museums across the country.
- Energy-related **Edukits** are made available to teachers across the country. Two Edukits at the CSTM are on transportation and on how energy is produced. **Let's Talk Energy** was also part of the inaugural **Summer Institute** for Elementary Teachers.
- A new **Let's Talk Energy website**, launched in January ([www.energy.technomuses.ca](http://www.energy.technomuses.ca)).
- A **national award** for Best Energy Literacy Project, created in association with the Canadian Association of Science Centres, with the first award to be presented in May 2012.
- Under the auspices of the Association of Science-Technology Centers ScenaRio 2012 program, a **collaboration** with the Chabot Space and Science Center of California and the Experimentarium of Copenhagen, Denmark, to participate in an international youth dialogue on energy, and a presentation at the Rio+20 conference in June 2012.
- Collaboration with Natural Resources Canada, Environment Canada, the University of Alberta, the Canadian Space Agency, and the National Research Council to produce a display on energy as part of the Canada Pavilion at the American Association for the Advancement of Science (AAAS) annual conference in Vancouver in February. This five-day conference—billed as the world's largest general science conference—attracted a **record-breaking** 12,478 participants this year, and was held outside the United States for the first time in decades.
- Convening of the **Let's Talk Energy National Advisory Committee**, composed of experts from industry, academia, government, and non-government organizations to improve the impact and focus of current and future projects.



# sharing knowledge

(Education and Outreach)

One of the Corporation's primary activities is fostering greater scientific and technological literacy across Canada. During the past year, the Corporation continued to re-energize and enhance its offerings through a variety of means, with a particular focus on expanding its online resources and use of social media.

## Targets and Performance Measures for 2011–2012

Targets and Measures—KRA 1	Results for Sharing Knowledge
Review visitor satisfaction rate through yearly visitor survey. <b>Target is 85%.</b>	Due to budgetary constraints, the winter visitor survey was not conducted, making it difficult to fully measure visitor satisfaction.
Analyze research conducted with visitors to ensure that we are meeting their needs and expectations.	ACCOMPLISHED: Work with an external contractor was completed, studying lapsed and non-visitors, focusing on their perceptions of the CSTM in particular.
Website performance targets Web visits <b>Target is 3 million.</b>	Overall visits: TARGET MET—3.13 million visits. Much of this year's effort focused on reworking the websites and increasing our social media presence—factors not reflected here. Although we were pleased to meet our target for website visits, we expect to significantly increase performance next year with our renewed website structure.
Deliver the pan-Canadian program <b>Let's Talk Energy.</b>	ACCOMPLISHED: <b>Let's Talk Energy</b> national outreach program was launched on September 27.
Take the lead on National Science and Technology Week (NSTW).	ACCOMPLISHED: NSTW was held October 14 to 23, with 122 participating organizations holding 386 activities across Canada. The number of participants increased by 22%, and activities increased by 17%, over 2010.

## Targets and Performance Measures for 2011–2012

Targets and Measures—KRA 2	Results for National Presence
Creation of the Museum Affiliated Partners Program (MAPP).	<p>ACCOMPLISHED:</p> <p>21 national members joined the <b>Let's Talk Energy</b> Museum Affiliated Partners Program (MAPP), representing 27 venues in all 10 provinces.</p>
Number of national and international forums, conferences, and other related activities hosted by the CSTMC.	<ul style="list-style-type: none"> <li>– First Summer Institute for Elementary Teachers.</li> <li>– Third Annual Reading Artifacts Summer Institute.</li> <li>– The Canadian Science and Technology Historical Association Conference held at the CSTM welcomed 83 participants on November 18 to 20, 2011.</li> </ul>
Review the number of artifacts on loan, focusing on the number of sites, provinces, and territories reached.	443 artifacts on loan in 67 locations, including 8 provinces, 2 territories and 1 international venue.
Review the number of venues for travelling exhibitions, kiosks, and Edukits, and compare to previous years.	26 venues, equal to the previous year.
Increase of 3% in visitors from linguistically diverse backgrounds.	Due to budgetary constraints, the winter visitor survey was not conducted, making it difficult to fully measure linguistic background.
<p>Review visitor numbers (onsite/virtual/offsite) and compare these to projections and previous years.</p> <p><b>Target is 8 million.</b></p> <p>Onsite targets:   CSTM: 330,000                           CAgM: 150,700                           CASM: 205,105</p>	<p>Reached over 9.5 million Canadians across Canada.</p> <p>Onsite visitors:</p> <ul style="list-style-type: none"> <li>– CSTM: 308,583 (5.33% decrease from 2010–2011) TARGET NOT MET.</li> <li>– CAgM: 163,833 (17.3% increase) TARGET MET.</li> <li>– CASM: 185,259 (4.7% increase) TARGET NOT MET.</li> </ul>
Number of media hits across Canada.	922 hits (25% increase from last year).
Install one major exhibition at the CSTM.	<p>ACCOMPLISHED:</p> <p><b>Energy: Power to Choose</b> launched officially on September 27.</p>
Install one minor exhibition on Space at the CASM.	<p>ACCOMPLISHED:</p> <p><b>Living in Space</b>, an exhibition from the Canadian Space Agency, opened to the public on May 11.</p> <p>ADDITIONAL ACCOMPLISHMENT:</p> <p><b>Green Skies Ahead</b>, opened on June 16.</p>
Install one major outdoor exhibition and develop learning outcomes on renewable energy in the agricultural sector at the CAgM.	<p>ACCOMPLISHED:</p> <p><b>Energy Park: Nature at Work</b> opened on July 9.</p>
Number of events held as part of the National Awareness Campaign for the new CSTM.	The second annual Science and Tech Soirée: The Magic of the Museum held April 19—see page 43.

# Virtual Museum

Following an extensive 2010 analysis of the needs and expectations of virtual visitors, the Corporation made a number of key changes to its websites, greatly improving the online visitor experience.

## Highlights:

- Two new virtual exhibitions: **In Search of the Canadian Car** and **You Are What You Drive!**
- The release of new YouTube videos featuring lectures, profiles of objects from the collection, and footage of animals born at the CAGM.
- To mark the May opening of the **Living in Space** exhibition, five Canadian astronauts took part in a special Q&A session with students at the CASM.
- In addition to the Canadian Space Agency holding its first-ever tweetup event for the May **Living in Space** Q&A session, which was broadcast live on the CSA website, in October Denise Amyot, President and CEO



of the Corporation, discussed the topic "Innovation in Times of Restraint" in a live tweetchat as part of the #GovChat series, which stimulates conversation on improving government.

- The CSTM received a CANARIE (Canada's Advanced Research and Innovation Network) grant in 2011, enabling it to link to one of the world's fastest fibre-optic networks and thereby opening up a whole new world of remote access and interaction.



# engaging

## Events and Popular Programs



*We came to the Canada Science and Technology Museum hoping to see a fire truck that my granddad's father had once captained. Although the truck was in storage, after speaking to an employee and her supervisor, we were allowed to see the truck. My grandfather was overjoyed, and it is an experience we will remember for years to come. On behalf of my family, thank you. – Paisley Family*

From commemorations to stargazing to family festivals, all three Museums offer a wide range of popular programs and special events throughout the year. Holidays and special occasions such as Easter, Canada Day, the Battle of Britain and Hallowe'en are celebrated in style with activities for visitors of all ages. In addition, the Museums offer school programs, as well as day camps during March Break and throughout the summer.

### Highlights:

#### Canada Agriculture Museum

- At Easter, children and families welcomed newborn animals while also taking part in breadmaking, an Easter egg hunt and a spring-themed trivia game. A record number of more than 11,000 visitors attended this four-day event in late April.
- In early May, a record crowd of over 1,800 celebrated Mother's Day and took in the Chews Wisely Family

Program, finding out how animal mothers care for their young.

- The May annual Sheep Shearing Festival welcomed more than 7,400 visitors to demonstrations of shearing, border collies at work, spinning, weaving, and feltmaking, as well as a photo and video contest.
- On October 8 to 10, a Harvesting Energy Weekend was held, complementing the **Let's Talk Energy** initiative. More than 3,300 adults and children discovered foods harvested in the fall, as well as how farms produce energy from sources such as the sun, wind, and even crops. Visitors also saw renewable energy in action in the newest exhibition, **Energy Park: Nature at Work**.
- More than 3,500 visitors enjoyed the annual Barnyard Hallowe'en Party on October 29 and 30, with a costume parade, a trick-or-treat scavenger hunt, and games.

- On February 4 and 5, skaters on the Rideau Canal had the chance to discover pioneer life at the Museum's Winterlude promotional kiosk.
- During March Break, 8,650 visitors enjoyed a wide range of demonstrations, including butter-making and cooking with maple syrup.
- The Tally Ho Wagon, which offers popular horse-drawn rides in the summer, was replaced due to the previous wagon's age and condition.

#### Canada Aviation and Space Museum

- During the Canadian Tulip Festival in May, visitors were invited to take part in a commemoration of Operation Manna, when a team of dedicated Canadian airmen flew over the German-occupied Netherlands to drop food supplies on Dutch towns and villages.



- On May 15, visitors enjoyed an opportunity to examine two assembled hang gliders, harness up, and watch a presentation of hang gliding by the Ottawa Hang Gliding and Paragliding Club.
- In June, the Museum commemorated the 70<sup>th</sup> anniversary of the sinking of the *Bismarck*, in partnership with Vintage Wings of Canada, while also paying homage to the men who flew Swordfish biplanes during the Battle of the Atlantic and the Second World War. Over 50 Second World War veterans in attendance were recognized during this event, which also included a memorable recounting of the sinking by Commander Terry Goddard, DSC, CD.
- In association with Vintage Wings of Canada, several sessions were offered in the Museum's Warbird U No Frills Technical Ground School, allowing visitors to learn more about legendary warplanes such as the Canadair Sabre 5, the North American Harvard, the North American Mustang, and the Supermarine Spitfire.
- On Father's Day, the Museum hosted the first annual Capital Classic Wings and Wheels Day. The event featured displays of classic cars and aircraft and activities for visitors of all ages, and attracted visitors from Montréal and beyond.
- The Museum offered special programs at the annual Military Family Resource Centre Day, which welcomed more than 7,000 people. As well, craft activities and uniform interpretation were offered at the Vintage Wings "Wings Over Gatineau" event, attended by more than 22,000 persons.
- The 71<sup>st</sup> anniversary of the Battle of Britain was commemorated on September 18 with an event attended by the Minister of National Defence, members of the diplomatic corps, and aviation enthusiasts. The day included a parade of veterans and serving members of the Canadian Forces and Air Cadets, as well as a flypast of Second World War and Canadian Forces aircraft.
- In October, the Museum hosted the GARDN (Green Aviation Research & Development Network) Annual General Meeting. This provided a perfect opportunity for Canada's aerospace leaders to visit **Green Skies Ahead**, which showcases some of their work.
- Remembrance Day commemorations in November featured a week of special programming for visitors of all ages, including concerts, sessions with collectors, and children's activities. Admission was free throughout the day for serving members and veterans of the Canadian Forces.
- On November 20, more than 600 members of the Military Family Resource Centre of the National Capital Region celebrated National Children's Day at the Museum, with activities for the entire family.
- To mark the 50<sup>th</sup> anniversary of human Space flight, the Museum and the Ottawa Chapter of the Canadian Space



From left to right: Dr Gerald Hatch, Senator Kelvin K. Ogilvie and Dr Sidney van den Bergh.

Society hosted two events: a movie presentation on Yuri Gagarin's first 108-minute orbital flight in his *Vostok 1* spacecraft, and a panel discussion entitled "What Will the Next 50 Years of Human Spaceflight Look Like?"

- Expanded facilities raised the Museum's profile as a venue for some of the region's most important social events, including the Royal Ottawa Hospital Inspiration Awards gala and the Ottawa Choral Society's inaugural gala.
- December holiday programming was organized around the theme "Bush Flying" and featured activities, demonstrations, guided tours, and crafts for all ages. More than 5,000 visitors enjoyed this programming with a Canadian twist.
- In February, for Black History Month, CBC journalist Kim Brunhuber interviewed Walter Peters, a former RCAF pilot and Snowbird team member at the Museum.
- Concerts are presented throughout the year, featuring the Centralaires, local chamber groups, the Central Band

of the Canadian Forces, and the Regimental Band of the Governor General's Foot Guards.

- During the two-week March Break period, over 10,000 visitors took part in a wide range of daily activities. One of the highlights was a special beatboxing session featuring the hot new Canadian duo Julia Dales and Triple A.

#### Canada Science and Technology Museum

- In April each year, the Museum coordinates and hosts the annual Sanofi-Aventis Biotalent Challenge (now the Sanofi BioGENEius Challenge Canada) in the Eastern Ontario region.
- Held in early June each year, Doors Open Ottawa offers a chance to go behind the scenes at various venues. On June 4 and 5, more than 650 persons enjoyed seeing some of the Museum's hidden treasures. During the summer months, guided tours of the collection welcomed 1,000 participants.

- In May, the Midnight Sun VIII Solar Race Car built by students at the University of Waterloo was featured in the popular exhibition **In Search of the Canadian Car**.
- International Museums Day, held in mid-May each year, celebrates museums and their work. On May 18 and 19, school groups enjoyed an opportunity to go behind the scenes to learn how artifacts are collected, restored, preserved, and stored.
- Special displays and activities were offered for the International Year of Chemistry, as well as for International Astronomy Day and National Mining Week in May, National Forestry Week in September, National Trades and Technology Week in November, and National Engineering Week in February. Displays for National Mining Week and National Forestry Week featured information on the greening of these industries and on steps being taken to reduce their environmental impact.



- Three new members were inducted into the Canadian Science and Engineering Hall of Fame: Dr Gerald Hatch, Senator Kelvin K. Ogilvie and Dr Sidney van den Bergh. Established in 1991, the Hall of Fame—which now has 51 members—is dedicated to the recognition of Canadians who have made exceptional contributions in the fields of science or engineering.
- Every February, in collaboration with the University of Ottawa and Carleton University, the Museum hosts the local Science and Engineering Olympics, aimed at students in Grades 7 and 8. This year, 142 students representing 11 schools competed in challenges related to sustainable energy.
- On November 20, more than 1,200 children and parents attended a day-long Science and Kids event in honour of International Children’s Day. The day included storytelling, science for tots, kitchen science, Pixel the robot, and more.

- Victorian-themed holiday programming in late December attracted some 16,370 visitors—an increase of more than 5,000 over 2010–2011.
- Cool Science Saturdays offer young visitors a chance to take part in science-themed activities and demonstrations. Held during Winterlude in February, this program attracted 2,133 visitors for a day of fun inside and out.
- During March Break, more than 20,000 visitors enjoyed activities related to the theme “Genius at Play.”
- A number of lectures were held throughout the year, with average attendance of between 100 and 200 persons. Topics included neutrinos, astronomy, chemistry, sustainable forestry, biotechnology, communications, patterns in nature, and the periodic table.
- The observatory and an inflatable planetarium offer visitors opportunities to stargaze, learn about

astronomy, and attend popular astronomy-related events, including workshops for adults and families, star parties, a lecture by respected astronomer Terence Dickinson, and a celebration of the 50<sup>th</sup> anniversary of human Space flight.

### School Programs

A total of 70,027 students attended the Museums’ programs and educational workshops designed to inspire students and bring the Ontario and Québec curricula to life.

### Summer Day Camps

Summer camps at the Corporation’s three Museums are amongst the most popular summer activities for children in the National Capital Region. A total of 2,233 campers enjoyed the 87 camps offered in 2011. In early 2012, the Corporation inaugurated an online day camp registration program for the 2012 camps.





## expanding Our National Presence

As the institution responsible for preserving, interpreting, and sharing Canada's scientific and technological heritage, the Corporation expends considerable energy on national initiatives that promote the study and expansion of science and technology at every level of Canadian society.

### Highlights include:

- The pan-Canadian **Let's Talk Energy** initiative and its 21 partners, described on pages 16 and 17.
- Last October 14 to 23, the Corporation was once again the lead institution for National Science and Technology Week. This important Canadian program, held every October, celebrates the significance of Canada's scientific and technological heritage, the importance of science in everyday life, and Canada's continuing role as a world leader in technological innovation. Over 120 organizations participated in 386 activities across Canada: an increase of 17% over last year. Participating

organizations included Telus World of Science, National Research Council Canada, the Kivullaq Regional Science Educators Community and the Canadian Space Agency. Visitors enjoyed activities at all three Museums. At the Canada Agriculture Museum, in addition to guest speakers highlighting the uses of science and technology in agriculture, visitors took in daily demonstrations such as Nutrition for Dairy Cattle; Windmills: Wind at Work; Changes in Matter: Butter; Dairy Genetics and Heredity; and The Science Behind Safe Milk. Visitors to the Canada Aviation and Space Museum participated in a K'NEX building event with the Ontario Society of Professional Engineers, as well as daily demonstrations, guided tours, and Cessna 150 and Tutor Cockpit interpretation sessions. Programming at the Canada Science and Technology Museum included a Rubik's Cube Challenge, an Incredible Structures Workshop in partnership with Professional Engineers Ontario, Ottawa Chapter, the Amazing Chemistry Show with presenters

from the Chemical Institute of Canada, an astronomy workshop, and a Star Party with *SkyNews* magazine editor Terence Dickinson.

- Twenty-five teachers from across Canada attended in July the first Summer Institute for Elementary Teachers, sharing innovative yet practical ways of making science and technology come alive in their classrooms.
- The award-winning Reading Artifacts Summer Institute was back in August for a third year. More than 20 graduate and post-doctoral students participated in this immersive hands-on experience, which shares alternative historical perspectives and methods within Canada's largest science and technology collection. This unique initiative is now being replicated by other museums around the world.



# innovative Exhibitions

Each year, the three Museums present engaging exhibitions on a wide range of topics. For the next few years, energy-related themes will be highlighted in small displays as well as major exhibitions, produced both by the Corporation and in association with other institutions.

## Highlights:

### Canada Agriculture Museum

- The **Let's Talk Energy** exhibition **Energy Park: Nature at Work** opened in September.
- A permanent display area was constructed for agriculturally themed collections. The first display featured 20 heritage and contemporary dairy artifacts, with plans to rotate the artifacts and theme twice a year.
- The **Are You Smarter Than a Farmer?** display was relocated from the lobby of the Corporate Administration Building to the Small Animal Barn.

- The Museum added several new breeds and animals to its living exhibits this year. Flint, a retired RCMP horse, was the first-ever Hanoverian cross to join the herd. Other additions included swine—Large Black and Berkshire; ovine—Black Border Leicester, White Border Leicester and Rideau Arcott; caprine—a Boer and two pygmy goats; and bovine—Belted Galloway, Canadienne, Blonde d'Aquitaine and Charolais.
- On December 17, Annabelle, one of a vanishing breed of dairy cow known as Canadienne, gave birth to a healthy calf named Antoinette. Historically, this breed was the cornerstone of Canadian dairy history, but it is now on the verge of extinction and there are only 300 registered Canadiennes left in Canada.

### Canada Aviation and Space Museum

- The interactive exhibition **Living in Space**, developed by the Canadian Space Agency, opened at the Museum

on May 11, displaying artifacts and information on everything from eating and sleeping to personal hygiene.

- Throughout the summer, the Museum featured the interactive sound installation, **Fanfare**. Visitors triggered motion-sensitive sound clips from a musical piece by Bernard Poirier by walking through a series of outdoor arches.
- The **Let's Talk Energy** exhibition **Green Skies Ahead** opened in June.
- In 2011–2012, Conservation and Restoration staff began a major reorganization of the aircraft displays, making it possible to display some of the collection's aircraft for the first time. This extensive list includes the HE 162 Volksjager, assembled and on display for the first time since 1960; the Avro Avian, recently returned to the Museum after a multi-year restoration project; and the TravelAir 2000, restored at the Museum.



### Canada Science and Technology Museum

- In partnership with research agencies and institutions, TechnoZone showcases emerging technologies. This year, TechnoZone featured fibre-optic guitars sponsored by the Natural Sciences and Engineering Research Council of Canada, and an electric snowmobile prototype developed at McGill University.
- From March 31 to May 1, visitors enjoyed a rare opportunity to see the *Fénix Capsula 1* used in the October 2010 rescue of 33 miners trapped in a Chilean mine.
- North America's first electron microscope (ca 1938), built at the University of Toronto and recently acquired by the Museum, went on permanent display in early April.
- A number of royal artifacts were showcased during the 2011 visit by Their Royal Highnesses, the Duke and Duchess of Cambridge. These included a gold-plated microphone used by King George VI and Queen Elizabeth during their 1939 royal tour, and the McLaughlin-Buick that transported the King and Queen on that same tour.
- The **Let's Talk Energy** exhibition **Energy: Power to Choose** opened in September.
- For National Forestry Week in mid-September, the Museum displayed the travelling version of its popular

exhibition **Beyond the Trees**, which examines the practices, resource management, and future of today's forestry industry.

- **CBC: 75 Years of Bringing Canadians Together** was launched on October 14, sharing the ways in which Canada's national broadcaster has contributed to the lives of Canadians. The exhibition included rare material from the CBC, Library and Archives Canada, and the Museum's own collection.
- **MODERNS: Creative Energy at Work**, which featured contemporary art from India's Lalit Kala Akademi, was presented from October 13 to 28 by the High Commission of India and the Indian Council for Cultural Relations, in celebration of The Year of India in Canada.
- **SiO<sub>2</sub>: The Science of Glass**, produced by the Montréal Science Centre, opened on December 1. This interactive exhibition explores the role glass has played throughout history.
- **From the Farm to the Freeway**, a new exhibition on biocomposite plastics and their use in the automotive industry, opened on December 7 as part of Car Day.
- In celebration of the March 2012 JUNO Awards held in Ottawa, the Museum displayed 29 pastel drawings

related to "Canadian Railroad Trilogy," an iconic Canadian song by Gordon Lightfoot. As part of JUNO Pianos, which featured pianos in public places across the National Capital Region, the Museum also tuned up its Mason & Hamlin grand piano.

- The Victorian music box and zoetrope display in Curator's Corner for the holiday period at the Canada Science and Technology Museum continued through to the end of February. These demonstrations by the curator and Visitor Experience staff had attracted over 3,000 visitors by the end of the fiscal year. CSTM Visitor Experience staff also conducted collection tours for 1,000 participants.



# Over the course of the year,

all three Museums welcomed dignitaries, officials, and other special guests.

(1) Pierre Lemieux, M.P. for Glengarry–Prescott–Russell, and Parliamentary Secretary to the Minister of Agriculture, presided over the official opening of **Energy Park: Nature at Work** on September 15, at the CAGM.



(2) His Excellency Kaoru Ishikawa, Ambassador of Japan to Canada, delivered opening remarks as part of a special concert at the CASM in support of Japan Relief on June 5.



(4) The Honourable Joe Oliver, Minister of Natural Resources, officially launched **Energy: Power to Choose** on September 27 at the CSTM.



(3) The Honourable Rona Ambrose, Minister of Public Works and Government Services and Minister for Status of Women, spoke on October 27 at the Celebrating Women in Science, Technology, Engineering and Mathematics (STEM) Reception at the CSTM on "Promoting Women's Presence in the STEM Fields."





**(5)** At the CASM on October 5 with Canadian astronaut Robert Thirsk, national recipients of the 2010–2011 Prime Minister's Award for Teaching Excellence learned about life in Space.



**(6)** The Honourable Tony Clement, President of the Treasury Board, spoke at the PS Engage Learning & Networking Event held November 22 at the CASM.



**(8)** Grete Hale, prominent Ottawa businessperson and community leader, recounted at the June monthly CSTMC all-staff meeting stories from her memoirs *Baker's Daughter*.

**(7)** Senator Kelvin K. Ogilvie was inducted into the Canadian Science and Engineering Hall of Fame on November 18.



**(9)** Tweetup on May 12 with Canadian astronauts. Front row: Chris Hadfield, Julie Payette, Robert Thirsk. Back row: Dave Williams, Bjarni Tryggvason, David Saint-Jacques, Jeremy Hansen.



**(10)** His Excellency the Right Honourable David Johnston, Governor General of Canada, and patron of the CSTMC, visited the CASM with members of his family, in honour of National Aviation Day on February 23.



# reaching Out

Nationally and Internationally

Each year, exhibitions produced by the Corporation travel to venues across the country. Five exhibitions were presented in 12 locations in New Brunswick, Québec, Saskatchewan, and British Columbia, reaching 3,607,805 visitors.

## Travelling Exhibitions, Artifact Loans, and Making the Collection Accessible

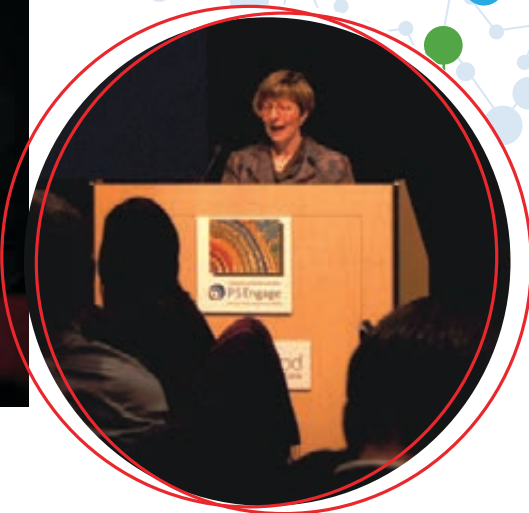
- **Food for Health**, produced by the Canada Agriculture Museum, was presented at the Musée du Fjord in Ville de Saguenay, Québec, from January 2 to September 5, and at the Langley Centennial Museum and National Exhibition Centre in Fort Langley, British Columbia, from January 14 to April 1.
- **Canadian Science and Engineering Hall of Fame** was featured at the Western Development Museum in Moose Jaw, Saskatchewan, from November 3 to January 15.

- **Watt's Up? Renewable Energy** examines energy efficiency in the context of household energy consumption, sources of renewable energy, and possible future energy sources. **Watt's Up? Renewable Energy** was sponsored by **Let's Talk Energy** and developed in conjunction with the Saskatchewan Science Centre in Regina, THEMUSEUM in Kitchener, Ontario, and the Museum of Nature and Science in Sherbrooke, Québec.
- An exhibition is on display at Montréal's Pierre Elliott Trudeau International Airport commemorating the airport's 70<sup>th</sup> anniversary, and is expected to be seen by more than 3.5 million visitors.
- In addition to its touring exhibitions, the Corporation maintains a national presence through artifact loans to institutions across Canada. In 2011–2012, 443 artifacts were loaned to 67 institutions in 8 provinces and 2 territories, where they were viewed by a total of 1,958,709 visitors—more than triple the number of visitors in 2010–2011.

- All three Museums also displayed artifacts borrowed from institutions across Canada, giving other museums an opportunity to share their treasures with audiences in the National Capital Region. In 2011–2012, 786 artifacts from 144 other institutions were displayed by the Corporation's Museums.
- The Corporation's Library joined the Capital Smart Libraries program, which allows researchers to search library catalogues from across the National Capital Region, using a single search engine.

## Edukits

Based on the pan-Canadian science curriculum, Edukits bring exciting hands-on museum-calibre science experiences to students and teachers across Canada. A new Edukit—The Wonderful World of Woolly the Sheep—was added this year, and a total of 5 Edukits were used by 2,559 students in 9 schools across 5 provinces (Québec, Ontario, New Brunswick, British Columbia and Prince Edward Island).



## Sharing Expertise

In addition to its exhibitions and loans, the Corporation shares its experience and knowledge in association with other museums; science centres; scientific, technological, and engineering organizations; the world of academia; and various communities, both nationally and internationally.

Corporation staff serve on committees and other professional bodies around the world, exchanging knowledge and expertise in the fields of science, technology, education, and leadership. Through public lectures, publications, consultations, and participation in various initiatives, staff share their energy and enthusiasm, engaging the wider world in a vital public dialogue about the importance of science, technology, and engineering to our daily lives.

### Highlights:

- The President and CEO was invited to share her experience in the field of corporate leadership at various events and symposia, including Accenture's International Women's Day, a Conference Board conference on Leadership and Human Resources, Canadian Public Sector Quality Association meeting on leadership, and the Association of Canadian Community Colleges Applied Research Symposium on Innovation and Partnership.
- On November 1, the Corporation made a presentation to the Senate Committee on Energy, the Environment and Natural Resources about the **Let's Talk Energy** initiative.
- The President and CEO made a presentation on February 14 to a House of Commons Committee on the Corporation's contribution to upcoming celebrations of Canada's 150<sup>th</sup> birthday in 2017.
- Members of staff gave 103 presentations, 91 at venues across Canada and 12 internationally.
- Kerry-Leigh Burchill, Director General of the Canada Agriculture Museum, was nominated to the Presidium of the International Association of Agricultural Museums.
- Stephen Quick, Director General of the Canada Aviation and Space Museum, was appointed to the Board of the International Association of Transport and Communications Museums.
- CSTMC Conservation expertise was shared with the Library of Parliament in Ottawa and with the City of Calgary for the analysis of a restoration project for two rare World War II aircraft.



# awards and Recognition

The Corporation and its staff frequently receive outside recognition for their work.



### Highlights:

- **In Search of the Canadian Car**, produced by the Canada Science and Technology Museum, received the 2011 Dibner Award for Excellence in Museum Exhibits.
- In 2012, David Pantalony, Curator of Physical Sciences and Medicine, became the first Canadian to receive the prestigious Paul Bunge Prize, awarded each year by the Hans R. Jenemann Foundation for the best book on the history of scientific instruments: *Altered Sensations: Rudolph Koenig's Acoustical Workshop in Nineteenth-Century Paris*.
- In November 2011, Archivist David McGee received the Eugene Ferguson Book Prize for Scholarly Work for the three-volume work, *The Book of Michael of Rhodes: A Fifteenth-Century Maritime Manuscript*, co-edited with Pamela O. Long and Alan M. Stahl. This work also received the J. Franklin Jameson award for outstanding achievement in the editing of historical sources, at the January 2011 conference of the American Historical Society.
- The "Voices from the Canada Aviation and Space Museum" documentary film series on YouTube received an honourable mention at the Canadian Museums Association's History Alive! awards ceremony at Rideau Hall.
- The Corporation was named a top employer in the National Capital Region by Mediacorp Canada Inc.'s "Canada's Top 100 Employers" competition.
- The Canada Agriculture Museum received a *Coup de Cœur* award in the Community Builder category from the Regroupement des gens d'affaires.





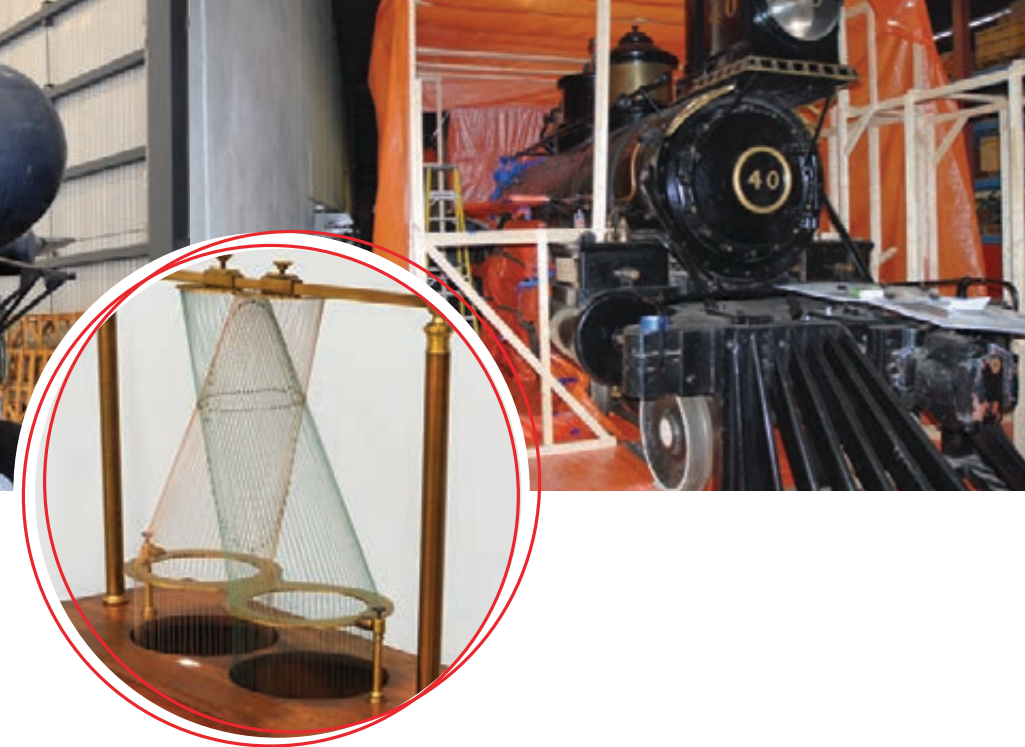
# heritage preservation

(Collection and Research)

The Corporation's Collection and Research staff, dedicated to developing a truly national collection for future generations, are responsible for the acquisition of artifacts and archival materials representing the past, present, and future of science and technology, with special reference to Canada and to emerging technologies.

The national collection currently includes three-dimensional objects, trade literature, rare books and journals, engineering drawings, archival materials, and photographs. It is organized into several distinct subject areas: communications; non-renewable resources and industrial design; physical sciences and medicine; renewable resources, including agriculture and forestry; and transportation—land, marine, air, and Space.

Targets and Performance Measures for 2011–2012	
Targets and Measures—KRA 3	Results for Internationally Renowned Collection
Increase in percentage of the Collection Development Strategy (CDS) completed. <b>Target is 81%.</b>	78% of the CDS was completed. The curators' dedication to the <b>Let's Talk Energy</b> initiative made it difficult to achieve this year's target.
Increase in appropriately catalogued artifacts. <b>Target is 53.5%.</b>	52.9% of artifacts are appropriately catalogued. Staff cuts in December 2011 affected cataloguing numbers, making it difficult to reach the target.
Review the progress of collection digitization, and compare public access to previous years.	955 artifacts were digitized this year, increasing public access to the collection.
Number of researchers using the collection.	124 to date (as of December 1, 2011).
Number of new acquisitions.	56 new acquisitions.
Number of deaccessions.	809 artifacts deaccessioned.



## preserving Canada's Heritage

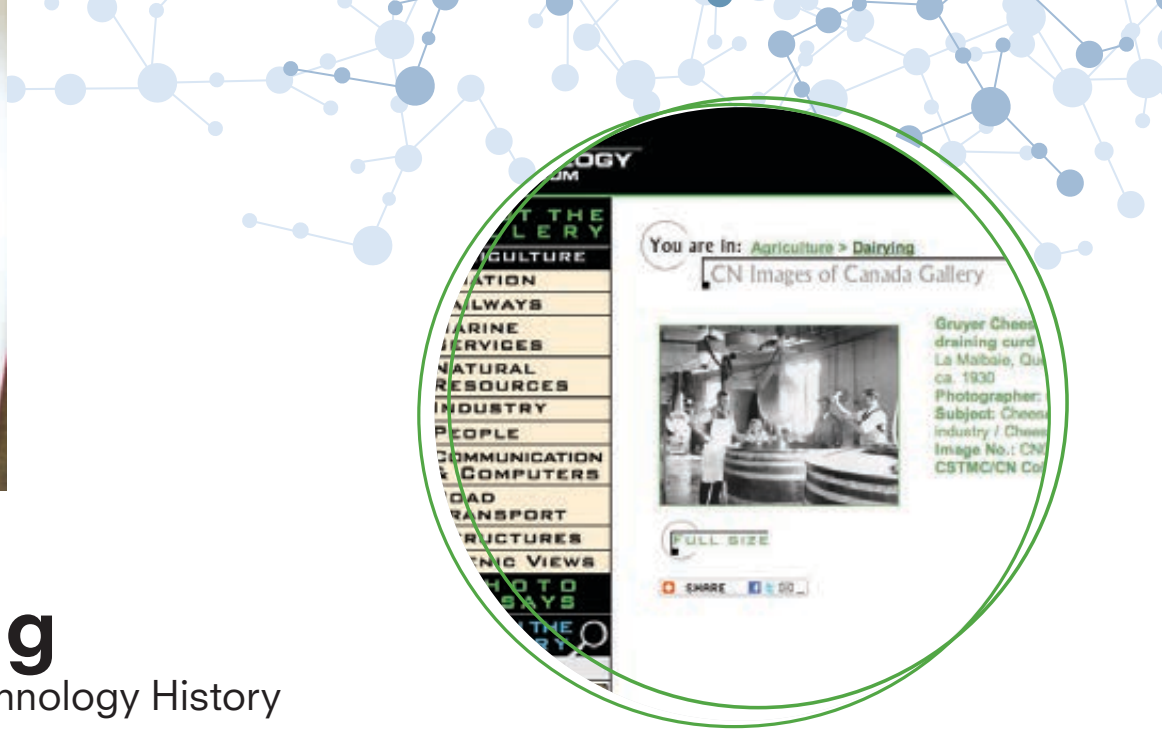


The Conservation and Collection Division is responsible for assessing the condition of individual objects and for preserving and properly storing artifacts in the collection. In addition, the Division supports the Corporation's outreach initiatives by treating and preparing artifacts for exhibitions, loans, and touring exhibitions.

### Highlights:

- Ongoing restoration of significant artifacts in the collection, including the Beaufighter and North Star aircraft, and a collection of 19<sup>th</sup>-century mathematical models.
- Maintenance of a number of operating artifacts, such as the Helen Sawyer Hogg Observatory, the Shay locomotive operated by the Bytown Railway Society, the Cape North Lighthouse, musical instruments, communication devices, and a variety of transportation artifacts.
- Implementation of preventive conservation measures such as anoxic storage for a collection of prototype

anti-gravity suits, a survey of historical plastics in the collection, long-term storage procedures for internal combustion engines, and the identification and management of hazardous materials.



# documenting

## Canada's Science and Technology History

The collection contains many unique and rare artifacts, and is the Corporation's greatest asset. Standardized and up-to-date artifact and collection records are crucial to providing information effectively. As more of the collection is shared digitally with institutions and researchers around the world, the availability of accurate and accessible data is key.

### Highlights:

- Ongoing work on the Collection Rationalization Project (CRP) involves cataloguing the collection as well as assessing collection priorities. The CRP starts with the Collection Development Strategy, which has been praised around the world as a model of efficiency. Close to 1.3% of the collection (605 artifacts) was reviewed under the CRP, and several artifacts have been identified for deaccession and disposal.
- Significant upgrades were made to enhance performance of the software systems used to manage, document, and share library items and artifacts from the collection.

- There are now 103,798 database records for the collection's 45,000 3-D artifacts. Ninety-six percent of the collection is now available online through the Canadian Heritage Information Network (CHIN).
- The entire Library collection of books, rare books, periodicals, and some aviation-related trade literature—representing a total of 61,557 records—is now available online through the Library catalogue.
- Approximately 70,000 archival images are available online through various image banks, including the CN Images of Canada Gallery and the CASM Image Bank.
- The Corporation's historical archives currently contain over 1,400 metres of textual, photographic, and other material, in addition to 36,500 engineering drawings. Over the past year, more than 23,000 items were inventoried by staff and volunteers.



## building the Collection

Throughout the year, the Corporation acquired objects of national importance related to past, present, and future Canadian innovations in science and technology.

### Notable acquisitions:

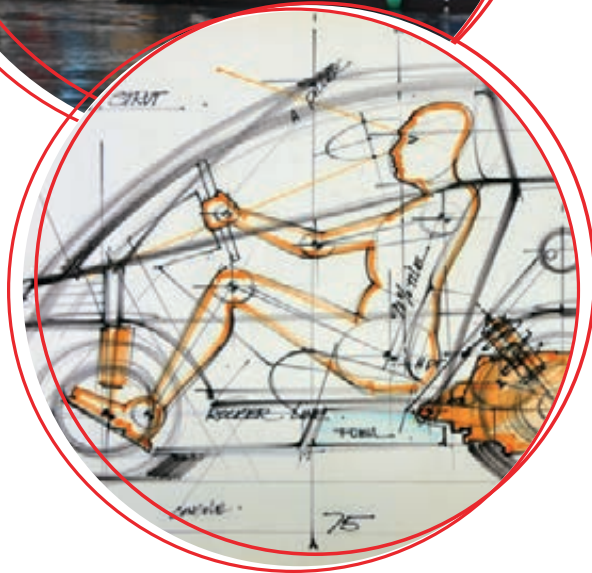
#### Canada Agriculture Museum

- Trimble 500 GPS Auto-Steer mechanism for self-propelled field equipment.
- A grain-extraction tool, made by an Ontario 4-H club to rescue people trapped in grain silos.
- An electromagnetic detector for subsoil assessment.

#### Canada Aviation and Space Museum

- The *Snowbird*, the first successful human-powered ornithopter, designed by students at the University of Toronto Institute for Aerospace Studies, and *Mr. Bill*, the world's first engine-powered remotely piloted ornithopter and the basis of all flapping-wing research at the University.





- The mural *Northern Lights* by John Graham, a colourful plexiglass, mosaic tile and aluminum installation originally displayed at Winnipeg’s airport, evoking the glamour of air travel in the early jet age.
- Two unmanned aerial vehicles (UAVs): a micro-helicopter like those used by the Ontario Provincial Police (OPP); and a UAV airplane designed and built for the OPP—the first civilian-operated UAV in North America.
- A MIG 21 from the Czech Air Force.
- A Bell CH-136 Kiowa (206A-1) helicopter, one of the world’s most popular American helicopters, donated by the Canadian Forces.
- The Épervier X-01, a small acrobatic aircraft designed, built, and flown by 12 undergraduate mechanical engineering students from the Université de Sherbrooke.
- A bronze statue of George “Buzz” Beurling, the most successful and highly decorated Canadian fighter pilot of the Second World War.

#### Canada Science and Technology Museum

- A Clean Current tidal turbine.
- A Mustang safety suit, worn by people flying to offshore oil rigs.
- An early Canadian-built guitar (ca 1960) and amplifier (ca 1955).
- The Reid-Campbell collection of stereo equipment and related trade literature.
- The Jacques Ostiguy automobile design collection.
- An “aqualung” breathing apparatus provided by the Canadian Association of Petroleum Producers.
- A Bombardier driverless light-rail INNOVIA Advanced Rapid Transit 100 car, used in early demonstrations of Vancouver’s future SkyTrain, representing important innovations in urban rapid transit.
- The Green Collection of automobile brochures.
- The Percival Collection, including microscope, prepared slides, and slide preparation instruments.



# internal services

(Corporate Management)

As a national museum corporation, the CSTMC has a responsibility to effectively manage its infrastructure, resources, and services on behalf of all Canadians. It does this through a combination of best practices, internal economies and efficiencies, effective governance, and the efforts of a skilled, energetic, and diverse workforce.

## Targets and Performance Measures for 2011–2012

Targets and Measures—KRA 4	Results for Corporate Sustainability
Number of MOUs with cost-benefit analysis completed.	None. Analysis under development.
Number of new partnerships and MOUs.	35 new partnerships/MOUs.
Reduce paper use by 20%.	ACCOMPLISHED: Paper use was reduced by 33%. Reductions were due primarily to double-sided printing, increased use of electronic documents, and enhanced “think before you print” awareness.
Review quarterly financial reports to ensure that targets are being met, making adjustments where necessary. <b>Target is \$4.98 million (including \$1 million in contributions, including in kind).</b>	ACCOMPLISHED: \$6.761 million in gross annual revenues. A \$1.7 million (34%) increase from 2010–2011.
A sponsorship framework in place.	Due to other pressing priorities, guidelines will require several additional months to complete.
Assessment of criteria to become top in corporate governance in relation to Board of Trustees practices.	There are no longer any organizations giving out this award. We are, however, continuing to ensure that we maintain the best possible governance practices.



Targets and Performance Measures for 2011–2012	
Targets and Measures—KRA 5	Results for Becoming a Top Employer
<p>Assess employee satisfaction. <b>Target is 80% satisfaction.*</b></p>	<p>SURVEY ACCOMPLISHED: *Employee satisfaction is currently 78%. This year’s employee survey was undertaken by BSME to allow the Corporation to apply for a Top Employer Award, resulting in a focus on employee engagement, rather than satisfaction.</p>
<p>100% of performance evaluations completed.</p>	<p>ACCOMPLISHED: – 100% of performance evaluations were completed. – Implementation of the new automated emPerform tool was completed during the second quarter.</p>
<p>Review the number of hours provided to employees for training and career development, based on training plans, in comparison with previous years.</p>	<p>3,811 training hours were provided to staff over the course of the year (a 45% increase from 2010–2011).</p>
<p>Number of employees with mentors.</p>	<p>– 4 mentoring relationships have been established. – In addition, 23% of staff benefited from coaching provided by the Coach-in-Residence, who was arranged through an Interchange Agreement with another department.</p>
<p>Number of internal and external presentations made by staff.</p>	<p>103 presentations were made.</p>
<p>Number of memberships to outside organizations and associations.</p>	<p>36 staff members belong to 31 different organizations and associations.</p>
<p>Assessment of criteria to become a Top Employer relative to the Corporation’s offerings and practices.</p>	<p>ACCOMPLISHED: CSTMC was awarded a Top Employer in the National Capital Region by Mediacorp Canada Inc.’s “Canada’s Top 100 Employers” competition.</p>



## generating Revenues

To supplement its yearly government allocation, the Corporation generates revenues through such methods as admission fees, special programming, fundraising events, donations, sponsorships, and partnerships.

### Highlights:

- Price increases in admission fees, tourism vouchers, and multi-museum passes, bringing them in line with other national museums in the region, and standardizing fees across the Corporation's three Museums.
- A 120% increase in boutique sales at the newly expanded Canada Aviation and Space Museum boutique, and an increase of \$100,000, or 30%, in boutique sales at the Canada Science and Technology Museum.
- Visitors were invited by the CAgM Foundation to adopt an animal breed at the Museum. Four breeds were adopted, raising more than \$5,350 for the Corporation.
- The Corporation's facilities rental program enjoyed another successful year, with 140 rental contracts and 22,000 attendees, generating close to \$210,000 in revenue.

- Revenue from the sale of milk from the dairy herd at the Canada Agriculture Museum increased 5.9% over the previous fiscal year to \$252,000.
- Tally Ho Wagon Rides returned to the Agriculture Museum following a year's absence, providing \$16,000 in additional revenue.
- The Flight Experience Program at the Canada Aviation and Space Museum offers flights in a vintage Waco UPF-7 biplane and a Robinson R-44 helicopter to the public: 5,168 visitors took 2,230 flights, generating more than \$19,000 in revenues.
- The Canada Science and Technology Museum began charging a small fee for visitors to experience the Shay locomotive, generating \$10,762 in additional revenue.
- Two successful donation drives for ongoing restoration of the Bristol Beaufighter and Project North Star raised over \$57,000.
- Significant contributions totalling \$321,000 were made by donors and supporters of the CSTMC Foundation.
- Business Development secured \$847,300 in cash and in in-kind sponsorships.

### Sponsorships, partnerships, and agreements

Generating revenues through sponsorships and partnerships continues to be a vital aspect of the Corporation's financial success and stability. Business Development secured \$847,300 in cash and in in-kind sponsorships for the following projects:

#### Let's Talk Energy

Major:

- Imperial Oil Foundation
- Encana Corporation

Supporting:

- Sustainable Development Technology Canada
- Canadian Nuclear Safety Commission
- Atomic Energy of Canada Limited

Contributing:

- uOttawa/School of Electrical Engineering and Computer Science
- Canadian Wind Energy Association
- OpenText Corporation
- Canadian Gas Association
- Canadian Association of Petroleum Producers
- Green Aviation Research & Development Network (GARDN)
- Bombardier Aerospace
- Environment Canada
- Centre for Energy
- Natural Resources Canada
- ConocoPhillips Canada





Denise Amyot and Dave Stremes, President, Bytown Railway Society, sign a Memorandum of Understanding, September 28.



Stephen Quick, Director General, Canada Aviation and Space Museum, and Andrée Duchaine, Director General, Molior, sign a Memorandum of Understanding, June 1.



Denise Amyot and John R. McDougall, President, National Research Council Canada, sign a Memorandum of Understanding March 15.



Denise Amyot and Jean Vaillancourt, Rector, Université du Québec en Outaouais, sign a Memorandum of Understanding December 20.

**Energy Park Partner:**

- Agriculture and Agri-food Canada

**In-kind:**

- Big Ass Fans Company
- Arntjen North America Inc.
- iSolara Solar Power

**In Search of the Canadian Car Exhibition**

**Presenting:**

- Toyota Canada

**Major:**

- TV Rogers, a division of Rogers Cable Communications Inc.
- AUTO21

**Content Management System**

**Major:**

- OpenText Corporation

**New Lobby at CASM**

**Contributing:**

- Curtiss-Wright Corporation

**CAgM Honey Demonstrations**

**Presenting:**

- Bee Maid Honey

**CSTM TechnoZone**

**Major:**

- Natural Sciences and Engineering Research Council of Canada

**Echoes in the Ice Exhibition**

**Supporting:**

- Parks Canada

**Food for Health Travelling Exhibition**

**Presenting:**

- Canadian Institutes of Health Research

**Major:**

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

Agreements signed in 2011–2012 included partnerships and Memoranda of Understanding with the following:

- Aéroports de Montréal (Montréal–Pierre Elliott Trudeau International Airport)
- Agriculture and Agri-Food Canada
- Algonquin College of Applied Arts and Technology
- Bytown Railway Society
- Cité de l'énergie (Shawinigan, Québec)
- Department of Foreign Affairs and International Trade
- Department of National Defence



From left to right: R. Winston Revie, NACE Foundation of Canada, Denise Amyot, and Charles Hayes, ASM Materials Education Foundation, sign a Memorandum of Understanding, August 17.

- Engineers Canada
- International Pilot Academy
- Molior
- NACE Foundation of Canada and ASM Materials Education Foundation
- National Research Council Canada
- Rockcliffe Flying Club (1961)
- Université du Québec en Outaouais
- Vintage Wings of Canada

**Other partnership highlights included:**

- A collaboration with the Université du Québec en Outaouais and its Museology and Heritage program, for five hands-on sessions related to the collection and to conservation in the Reserve Collection.



# Corporate Social Responsibility

As a national institution, the Corporation is ideally placed to raise awareness of certain issues, while also sharing its wealth of facilities, expertise, and programs with all sectors of society. Corporation staff have taken this role to heart, devoting their energy to special initiatives at all three Museums.

Forty-five memberships were donated to local charity auctions and complimentary museum passes were distributed to improve accessibility for disadvantaged individuals.

## Highlights:

### Canada Aviation and Space Museum

- On March 20, the Conseil économique et social d'Ottawa-Carleton (CESOC) partnered with the Canada Aviation and Space Museum for the Journée internationale de la Francophonie in an event called "Celebrating Our Francophone Diversities!"

which included presentation of the comic book *Les Quattro Francos* and an interactive workshop on Haitian folklore.

- On March 20, Grammas to Ambuyas launched their new children's CD, *Dancing Kites*, at the Canada Aviation and Space Museum. This limited-edition CD was created to raise funds for the Stephen Lewis Foundation through the Grandmothers to Grandmothers Campaign, which supports the healthy development of children in Africa. The day's family-friendly celebrations included a kite-making workshop and cake.
- On June 5, Harmony for Japan presented the Japan Relief Classical Concert in partnership with the Canada Aviation and Space Museum. The concert raised funds to support Japan's rebuilding efforts following the earthquake and tsunami in March 2011, and was attended by His Excellency the Ambassador of Japan to Canada.

- On Canada Day, the Inspirational Flight season was launched in concert with Soldier On and Freedom Wings Canada.
- With the help of the Wheels Up youth trust fund, more than 300 school children visited the Museum for special events, school programs or sleepovers. In addition, 69 members of the Shibogama Tribal Council of the Kingfisher Lake First Nation, evacuated following forest fires in northern Ontario, participated in summer workshops and attended a performance by Junkyard Symphony in the theatre.

### Canada Agriculture Museum

- The fifth annual Baskets with Panache! event was presented in mid-June, raising more than \$51,000 to allow children with financial and physical challenges to attend the Museum's day camps and school programs.



- The second annual Ice Cream Festival was held in August, offering visitors a wide range of activities, including ice-cream making. This event encourages visitors to make links between farms and food, while supporting the locavore movement. More than 200 underprivileged children from 6 local community organizations took part in the Festival this year.
- The Canada Agriculture Museum's second annual food drive was a great success, collecting more than 515 kilograms (1,136 pounds) of food for local food banks. The target was 454 kilograms (1,000 pounds): equivalent to the weight of the Museum's adopted RCMP retired horse, Flint.
- In late September more than 1,800 visitors to the Wonder+Cares Healthy Harvest Festival learned how to turn Canadian fall crops into delicious, healthy snacks and enjoyed playtime activities along with live music.

**Canada Science and Technology Museum**

- The second annual sold-out Science and Tech Soirée: The Magic of the Museum, held on April 14, raised \$106,000 towards the purchase of a "Magic Planet

Video Projector" for **Energy: Power to Choose**, to enhance the teaching of energy-related science to younger visitors.

- On May 12 and 13, the Museum was once again a drop-off location for electronic waste, as part of its Energy Days programming. More than seven tonnes of electronics were dropped off by visitors and staff. Visitors also enjoyed the sounds of Junkyard Symphony, and a display of electric and human-powered vehicles from the Electric Vehicle Council of Ottawa.
- During the last weekend in July, a group of 200 evacuees from the Deer Lake First Nation arranged last-minute transportation from their base in Smiths Falls. Over a three-day period, they toured the Museum and enjoyed an outdoor demonstration of liquid nitrogen ice cream.
- Each March, the Museum marks Earth Hour. On March 31, visitors were invited to a free star party with activities for the entire family, presented in association with Hydro Ottawa and the City of Ottawa.



## a Collaborative and Engaging Workplace

The Corporation's goal is to ensure that all employees are challenged and energized by their work, and that they feel they make a significant contribution to the success of the Corporation as a whole.

Key human resource initiatives and successes included:

### Professional Development

- Offering enhanced career and professional development opportunities for all staff by providing all staff with learning opportunities, webinars and opportunities to attend conferences.
- Providing all staff with learning opportunities and webinars.
- Establishing internal training in project management and official languages.
- Providing specialized programs on topics such as stress management.

- Offering monthly theme-based professional development and information sessions to all management employees, as well as to employees identified as potential leadership candidates.
- Providing employees with access to an onsite coach during working hours.

### Human Resources

- Completion and ongoing implementation of a succession plan for positions that may become vacant within the next five years.
- Developing, updating, and implementing effective human resources policies, procedures, and initiatives.
- Developing and implementing a Corporation-wide orientation program for new staff.
- Performing mid-year performance evaluations and twice-a-year management reviews, as well as work plan reviews, and automating and monitoring the performance review process.

### Supporting Employee Engagement

- Organizing the Corporation's first-ever Retreat for the Extended Management Team.
- Continuing to provide all services in both official languages while promoting bilingualism in the workplace.
- Successful work towards classification of the Corporation as a Top Employer in the National Capital Region.
- Completing the Corporate Classification project to ensure consistency in the evaluation and nomenclature of the Corporation's positions, while also ensuring that legislated pay equity requirements are met. This was the final phase of a five-year commitment to overhaul the classification system to reflect the Museums' specialized workforce.



**MEMBER**

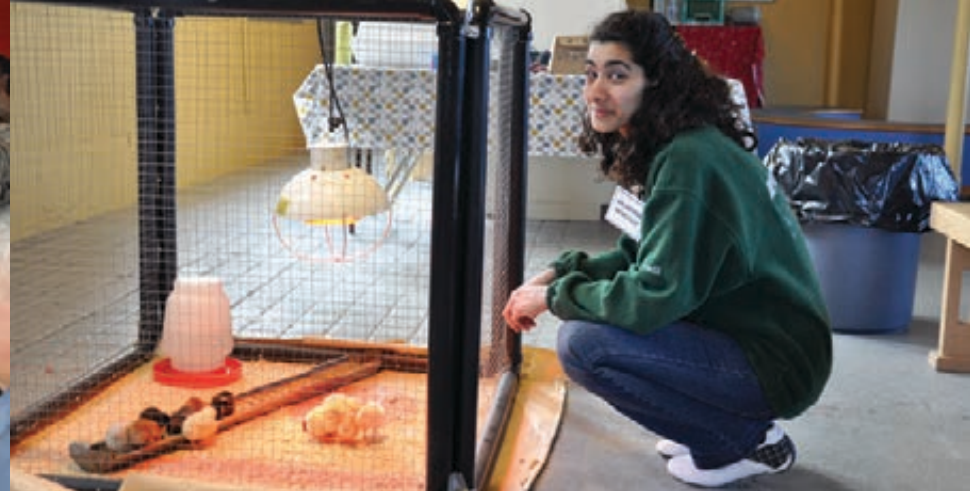
## membership Matters

The Corporation's Membership Program is one of its most important and successful initiatives. Although the number of members has levelled off, revenue from membership has grown.

### Highlights:

- Membership sales increased by \$122,000 over the previous fiscal year, a growth of 38%.
- Visits by members to the three Museums increased by 8,000, representing an increase of 7.5% over 2010–2011.
- The annual Members' holiday party was a great success. The Jingle Bell Bash, held at the Canada Aviation and Space Museum, welcomed more than 700 guests.
- In November, 15 members participated in the first ever Member Flashlight Tour at the Canada Agriculture Museum.
- All 96 sessions of LEGO Workshops for Members sold out in 8 minutes.
- More than 70 entries were submitted to the Members Photography Contest at the Canada Agriculture Museum. All the photos are available on Flickr through the CAgM website.





# recognizing Volunteers

The Corporation has been fortunate in the quality and dedication of the volunteers it has attracted over the years. From expertise in delicate artifact restoration and conservation to research support, onsite interpretation, and animal care, the Corporation's three Museums have benefitted considerably from the energy and expertise of their outstanding volunteers.

In 2011–2012, 377 dedicated individuals contributed over 32,000 hours to projects at all three Museums: an increase of 12% in the number of volunteers and 6.3% in the number of volunteer hours from 2010–2011. The Corporation also hit the significant milestone of 500,000 volunteer hours this year since volunteer hours began to be recorded in the mid-1980s.

Ilhan Abdi  
Abdimagid Abdi  
Ahmed Ahmed  
Omer Akaltin  
Leena Al Bakri  
Antonin Alain  
Thomas Alföldi  
Bricette Ayite  
Shayon Banerjee  
Charles Barbeau  
Michel Barbeau  
Charles Baril  
Edmund Barrick  
David Bascelli  
Breanna Baumken  
Murray Beauliua  
Graham Bennett  
Amente Bexele  
Biman Bihari  
Shivanagouda Biradar  
Karen E. Blais  
Elizabeth Blais  
Devon Bobowski  
Connor Bogart

Edward Bolton  
Yves Bordeleau  
Neven Bosiljcic  
Asha-Maria Bost  
Rodolfo Botelho  
Jacques Bouchard  
René Bourassa  
Catherine Bourdeau  
Zachary Bourgeois  
Alexandra Boutin  
Ageleky Bouzetos  
Bonita (Bonnie) Bowkett  
Edmund Bowkett Jr  
Edmund Bowkett Sr  
Leslie Bown  
Paul Bown  
David Boyd  
Jamie Brar  
Marie-Eve Brosseau  
Richard Brugger  
Cassandra Brunet  
John Christopher Bryant  
James Buck  
David Burt

Erin Caley  
Simon Calvé  
Brent Cameron  
Shana Cameron  
Andrew Cameron  
Elizabeth Campbell  
Douglas Campbell  
Michael Cano  
Julia Cappelli  
Pablo Cardona  
Cédrik Carrière  
Doug Carswell  
Marion Castanier  
Kenneth Castle  
Meghan Cavanagh  
Reg Chappel  
Guy Charron  
Jason Chen  
Brian Chen  
Wen Chen  
Yuyuan Chen  
Robert Cherry  
Jenny Childs  
Mariyam Chougaiпова

Alain Chouinard  
Zoé Chow-Cloutier  
Philip Chrysler  
Maria Suk-Men Chung  
Geoffrey Cockhill  
Glenn Cook  
John Corby  
Michel Côté  
Andrée-Anne Côté  
Bernard Courtois  
Darin Cowan  
Andrew Crain  
Daniel Croteau  
Doug Dalziel  
Nesrin Darrat  
Huwayda Darrat  
Shubhajeet Das  
Robert Day  
Robert Desjardins  
Thomas Devey  
Isla Deyell  
Sanjay Dhawan  
Fatima Diallo Alvarenga  
Eliana Diamantstein  
John Dickie  
Austin Douglas  
Pierre Drapeau  
Duncan du Fresne  
John Duggan  
Matthew Dunbar  
Garry Dupont  
Samantha Dupuis-Tander  
Saptak Dutta  
Zoë Dworsky-Fried

Paul Ennis  
Carolyn Ewers  
Hector Ewing  
Ishan Fernando  
Shelani Fernando  
Art Ferri  
Deborah Fisher  
Michel Fortin  
Hillard Francis  
Chris Furman  
Christopher Fuchs  
Ronit Gandhi  
Marie Garbutt  
Kevan Gates  
Gerald Gaugl  
Yves Gauthier  
Rachelle Gauvin  
Rolf Geiger  
Bruce Gemmill  
Charles Gendron  
Jason Gillespie  
Harvey Gillespie  
Matthew Gobeil  
Laura Gong  
Chelsey Gooden  
Christopher Goudie  
Bruce Grant  
Don Gregory  
Michael Grimshaw  
Maryanna Guillet  
Francis Guindon  
Samuel Hadwen  
D. A. (Sandy) Haggart  
Soumitra Halder



John Halpenny  
Samantha Harb  
Sharmin Hares  
Stephen Harling  
Isaac Harris  
Felicity Harrison  
Zoë Hart  
Allan J. Heffler  
Rowan Henderson-Thomson  
Tom Hewitt  
Mark Heyendal  
Colin Hine  
Robert Hobbs  
Ed Hogan  
George Hopp  
Bill Hough  
Peter Houston  
Kenny Hsu  
Sakina Hussain  
Philip Jago  
Fathia Jama  
Malak Jebara  
Ruiting (Rachel) Jiang  
Jennifer Jiang  
Alexandre Jodoin  
Kristen Johansen  
Emily Johansen  
Neil Johnstone  
Amanda Jones  
Lyness Jones  
Larry Joyce  
Michael Joyce  
Terry Judge  
Alaine Jung

Megan Jung  
Ernest Jury  
Olfa Karoui  
Cassandra Kauer  
Bruce Kettles  
Kiseong Kim  
Minji Kim  
Larry Klein  
Shaun Klepko  
Scott Knox  
Robert Kostecka  
Peter Krayer von Krauss  
Michel Lacasse  
Nicole Lacey  
Ron Lachance  
James Laing  
Corinne Laliberté  
Nathan Lam  
Maurice Lamontagne  
Félix Lamontagne  
Daniel Larose  
Richard Lawrence  
Claude Le Blanc  
Pierre Legault  
Pierre-Nicolas Legault  
Eric Lemay  
Ronald Lemieux  
Joseph Lemieux  
André Levesque  
Natasha Levesque  
Eugene Lin  
Jenna Lin  
Shaun Liu  
Jed Lloren

Karen Louise Lochhead  
Richard Lodge  
James Lohnes  
Jack Loucks  
Robert MacDonald  
Donald MacNeil  
Jade Mak  
Hadi Makki  
Niki Manolikakis  
Rian Manson  
Jeffrey Manthorpe  
Linda Mardiros  
Bryon Mask  
Laura Matheson  
John McDermott  
Chun Lien McFarland  
David McGowran  
Saskia Mckay  
Garrett McNeil  
Campbell McNeil  
Carlos Xavier Mendoza  
Maria Paulina Mendoza  
Alexandre Menoche  
Nadja Merali  
Robert Mercier  
John Mercier  
Robert Merrick  
Julia Meyer  
Len Michaud  
Christopher Miedema  
Elizabeth Millaire  
Vernon Miller  
Michael Moghadam  
Vanessa Montpetit

Philippe Moore  
Patrick Morel-A-L'Huissier  
Dave Moryas  
Sean Muncaster  
Bob Murray  
Rebecca Murray  
Jessie Murray  
Joe Murray  
Richard Murtick  
Rian Myers  
Milad Nabizada  
Jihan Nassrallah  
Wilbert Neal  
Jérémy Noël  
Michael Nowell  
Msgana Ocabazgi  
Jane O'Donovan  
Leo O'Donovan  
Meghan O'Meara  
Hayley Ostrega  
Jennifer Parks  
Thomas Patterson  
Christopher Payne  
Nicholas Paynter  
John Peacock  
George Pearce  
Annie Peng  
Renaud Perrault  
Samuel Perron  
George Popadyne  
Andre Poulin  
Tommy Power  
Richard Presley  
Alana Prudhomme

Tezmen Fatima Qazi  
Tony Raab  
Alexandre Racine  
Francis Reardon  
Jean René de Cotret  
Darren Reyes  
Greg Reynolds  
Peter Richer  
Katherine Richman  
James Riddoch  
Stanley Rideout  
Katherine Riley  
Alain Rioux  
Orazio Rizzi  
Ross C. Robinson  
John Rodney  
Miville Roy  
Megan Ruitter  
Robert Sampson  
Genevieve Savone  
Stephanie Schultz  
Aritra Sengupta  
William Shaw  
Jessica She  
Reg Shevell  
Rui Shi  
Markel Simard  
Nirmal Sinha  
George Skinner  
Edward Slack  
Stanton Smaill  
Iain Smith  
Evan Smith  
Norman Smith

Nelson Smith  
Bob Smith  
Mary Sobie  
Kent Spott  
Matt Stambaugh  
Caitlyn Start  
Nicole St-Cyr  
Eric Stewart  
Ian Stewart  
Dave Stremes  
Andrea Stuhec-Leonard  
Sonya Stuhec-Leonard  
Cecilia Su  
Tina Su  
Matthew Sutherland  
David Tafel  
Stu Tait  
Mirjam Tanguay  
John Tasserion  
David Tate  
Charles "Bill" Tate  
Allen Taylor  
David Taylor  
James Taylor  
Mohamed Temacini  
Maha Temkit  
Christopher Teron  
Jonathan Tessier  
John Thibert  
John Thompson  
Elizabeth Thrasher  
Tim Timmins  
Christina Torok  
Martin Trépanier

Peter Trobridge  
Patrick Tunney  
Jim Tyerman  
Ian Umbach  
Bill Upton  
Rositsa Valkova  
Maurice-André Vigneault  
Bryan Wakeford  
Chinchin Wang  
Kathleen Wang  
Benjamin Wang  
Sunny Wang  
Christine Wang  
Steven Weaver  
Beth Webster  
Bill Weiler  
Alan Westland  
Eric Wetmore  
John Wiebe  
Gerald (Gerry) Willis  
Mae Wilson  
Brian Worobey  
MaryAnn Wu  
Leon Xu  
Yuan Yao  
Helen Yendall  
Tim Young  
Stephanie Youngdale  
Giuseppe Zanetti  
Manel Zeghal  
Yuhang Zhang  
Jessica Zhang  
Zehan Zhao



### 20 Years of Service Award

Denise Amyot, Renée H. Racicot, Suzanne Dumont, Linda Talbot, Suzanne Josée Beauvais—Absent: Graham Husk, Lee A. Norris.



### 15 Years of Service Award

Fraser McDonald, Rebecca McCooney, Linda Brand, Sharon Huizinga-Latour, Denis Turbide, Denise Amyot, Paul Chahal, Julie Beaulne, Marc Cappelli, Nancy Beaulieu—Absent: Franz Klingender, Mireille Sauvé, Joanne Potvin.



### 10 Years of Service Award

Wanda Williams, Mariana Fratila-Logigan, Line Pivin, Denise Amyot, Julie Leclair, Frances Boudreau, Carolyn Holland, David Sutin—Absent: Bryan Casey, Carl Bergevin, Stephen Quick, Alexandra Brett, Monique Sheldrick.



### 5 Years of Service Award

Daniel Girard, Phillip Craig, Christos Makris, Denise Amyot, Mélanie Brisson, David Pantalony, Intiaz Rahim—Absent: Nathan Cooke.



### 30 Years of Service Award

Denise Amyot, Kathleen McCullough.

**25 Years of Service Award**  
Denise Amyot, Lucie G. Carrière, Diane Veilleux,  
Marc G. Ducharme—Absent: Robert Waddingham, Michael Irvin.



**I**n addition to fostering an engaging workplace, the Corporation makes an effort to celebrate the many accomplishments of its expert staff.

### Highlights:

- Forty-three Service Awards presented on December 19.
- Twelve staff members were recognized for five Muses Awards, which provide employees the opportunity to recognize peers and co-workers for actions which embody corporate values, including special achievements outside the workplace, and to recognize retired employees who have made an outstanding contribution both to the Corporation and to the employee's own discipline.
- Fifty staff were recognized for nine different Management Awards in December 2011, presented in recognition of an action, achievement, service, or incident demonstrating a key corporate value such as leadership,

excellence and teamwork, or an outstanding contribution to the achievement of the Corporation's priorities.

- Eighteen staff received President's Pen Awards from the President and CEO in recognition of their dedication and their extra effort to "go beyond."

### Muses Awards

In 2011–2012, Muses Awards were presented to Phillip Craig, Isabelle Dufault, Mariana Fratila-Logigan, Patrick Hilborn, David Keyes, Jean-François LaBrosse, Mario Laflamme, Lyle Major, William Manning, Richard Régimbald, Jasmin Renaud and Elizabeth Thrasher.





**(1)** National Presence Award—Summer Institute for Elementary Teachers at the CSTM Denise Amyot, **Christina Carnovale**, Erin Poulton, Mélanie Hall, Sandra Corbeil, Luc Fournier. Absent: Anouk Adam, Catherine Émond **(2)** Excellence Award—Public Affairs Production team Denise Amyot, **Louise Gratton**, **Stephanie Brind'Amour**, Louise Lafrenière, Lynn Wilson, Pierre Martin, William King, Yves St-Onge. **(3)** Corporate Sustainability Award—Scientifique Boutique at the CSTM Fern Proulx, **Patricia Poirier**, Denise Amyot **(4)** Leadership Award—Acting as Vice-President Denise Amyot, **Fiona Smith Hale**. **(5)** Sharing Knowledge Award—Visitor Experience Team at the CSTM Luc Fournier, **Kristen Abraham**, **Line Pivin**, Denise Amyot. Absent: Bryan Casey, Kelly Ray. **(6)** Corporate Sustainability and Teamwork Award—Human Resources and Informatics Services teams Denise Amyot, **Diane Veilleux**, Suzanne Dumont, Isabelle Dufault, Mariana Fratila-Logigan, Carmen Desjardins, Martine Thériault, **Christine Laframboise**, Sharon Huizinga-Latour, Yves Desnoyers, Robert Lavallée. **(7)** Leadership Award—Farm Operations at the CAgM Kerry-Leigh Burchill, **Charles Chrétien**, Denise Amyot. Absent: Hugo Ouellette. **(8)** National Presence Award—Soldier On event held at the CASM Stephen Quick, **Linda Brand**, Denise Amyot **(no photo)** Excellence Award—**Energy: Power to Choose** Curator of Natural Resources and Industrial Design at the CSTMC, **Anna Adamek**.



# accommodations

(Corporate Management)

Providing and maintaining the physical environment required to house, protect, and display the collection demands a considerable portion of the Corporation's energy and resources each year. These accommodations include three public museums, storage facilities and administration space.

Accommodations have a direct impact on the Corporation's profile, the quality of the visitor experience, and the Museums' status as major destinations. The amount and quality of appropriate storage space have a significant impact on the Corporation's ability to develop and preserve the collection. In addition, the working environment also plays an important role in employee well-being and satisfaction. Cost-effective and efficient management of the facilities is also a key factor in the Corporation's overall sustainability.

## Enhancing the Corporation's Sites

Maintenance and expansion of infrastructure at the Corporation's sites represent a considerable percentage of

the Corporation's operating costs. Over the past year, the Corporation emphasized energy efficiency while expanding some facilities and streamlining others.

Key infrastructure projects included:

### Canada Agriculture Museum

- Donated solar panels were installed on the roof of the Horse and Cattle Barn (Building 151) to reduce electricity costs.
- Donated ceiling fans were installed in Building 151 to improve energy efficiency and air circulation.
- A Building Automation Control System (BACS) was installed for all interior public areas in the Small Animal Barn (Building 91), automating environmental controls and reducing energy expenditures.
- In the Dairy Barn (Building 88), bedding in half of the stalls was changed to rubber matting to reduce labour, materials, and wear and tear on barn equipment.

- Extensive renovations to the Administration Building (Building 94) began, to be completed in 2013. The renovations will add new, year-round classrooms, exhibition space, washrooms, and visitor reception areas.
- A new roof was installed on the poultry and rabbit house.
- A new diesel generator was commissioned to supply emergency power to Buildings 88, 91, and 151 as an integral piece of the Museum's business continuity plan.

### Canada Aviation and Space Museum

- The remodelled and expanded cafeteria opened in April.
- The newly expanded boutique reopened in April.
- Building 194 was upgraded and the entire small artifacts collection at the CASM was moved into this building in time to create new exhibition space to house the newly developed Canadian Space Agency **Living in Space** exhibition, which was opened on time and on budget.



- Building 193 was remodelled internally in order to house the new Bristol Beaufighter restoration project and to better accommodate the North Star project.

#### Canada Science and Technology Museum

- Lighting in the parking lot was changed to LED bulbs to reduce energy use.
- A permanent videoconferencing system was installed in one of the classrooms, opening the door to future distance learning programming and making the classroom more suitable as a rental facility.

#### Administrative Buildings

- Lighting zone controls were installed at 2421 Lancaster Road to reduce energy use.
- Work continued towards attracting support for a new Canada Science and Technology Museum in the National Capital Region. The Corporation has also completed its work on its business case for a new Museum facility.
- With storage currently at 130% capacity, the Corporation continues to work on acquiring a new collection reserve facility and on deaccessioning non-essential and duplicate objects.
- All capital projects identified for the 2011–2012 fiscal year have been completed on time and on budget.

Targets and Performance Measures for 2011–2012	
Targets and Measures—KRA 2	Results for National Presence, Participation and Linkages
Completed visitor experience framework for the new CSTM building	<ul style="list-style-type: none"> <li>– The visitor experience framework has been temporarily put on hold.</li> <li>– The completed vision document continues to be presented to a number of potential philanthropists and people of interest.</li> <li>– The business case has been completed.</li> </ul>
Targets and Measures—KRA 3	Results for an Internationally Renowned Collection
Established partnerships for the construction of a new reserve collection storage facility.	<ul style="list-style-type: none"> <li>– Discussions were held with the National Capital Commission on plans and land.</li> <li>– Discussions were held with private-sector firms to explore P3 possibilities.</li> <li>– An investigation was made of possible sites outside the Ottawa area.</li> </ul>
Targets and Measures—KRA 4	Results for Corporate Sustainability
One new greening initiative.	<p>ACCOMPLISHED:</p> <ul style="list-style-type: none"> <li>– Completed review of lighting at the CSTM and in Administration Building for energy savings.</li> <li>– Installed solar panels at the CAgM to operate energy efficient fans in Building 151.</li> <li>– Upgrade of the chiller building at the CASM site; this upgraded chiller is more efficient and qualifies for the Hydro Ottawa energy-efficiency program.</li> </ul>
Capital projects completed on time and on budget.	<p>ACCOMPLISHED:</p> <ul style="list-style-type: none"> <li>– Completed scope of work and awarded contracts for wireless project.</li> <li>– Revised scope of work to match budget and awarded contract for construction of the CAgM classrooms and exhibition spaces.</li> <li>– Completed the building automated control system in Building 91 at the CAgM.</li> <li>– Capital replacement on compressor and ventilation in conservation area at the CSTM.</li> </ul>



# financial Statements

## m management's Responsibility for Financial Statements

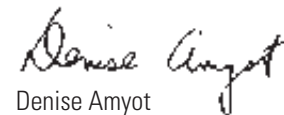
The financial statements contained in this annual report have been prepared by Management in accordance with Canadian public sector accounting standards for Government not-for-profit organizations, and the integrity and objectivity of the data in these financial statements are Management's responsibility. 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 Finance, Audit and Risk Management 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 Management is performing its responsibilities and to discuss auditing, internal controls, and other relevant financial matters. The Finance, Audit and Risk Management Committee has reviewed the financial statements 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.



Denise Amyot  
President and Chief Executive Officer



Fernand Proulx  
Chief Operating Officer

June 22, 2012



Auditor General of Canada  
Vérificateur général du Canada

## INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage and Official Languages

### Report on the Financial Statements

I have audited the accompanying financial statements of the National Museum of Science and Technology, which comprise the statements of financial position as at 31 March 2012, 31 March 2011 and 1 April 2010, and the statements of operations, statements of changes in net assets and statements of cash flows for the years ended 31 March 2012 and 31 March 2011, and a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

My responsibility is to express an opinion on these financial statements based on my audits. I conducted my audits in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained in my audits is sufficient and appropriate to provide a basis for my audit opinion.

### Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the National Museum of Science and Technology as at 31 March 2012, 31 March 2011 and 1 April 2010, and the results of its operations and its cash flows for the years ended 31 March 2012 and 31 March 2011 in accordance with Canadian public sector accounting standards.

### Report on Other Legal and Regulatory Requirements

As required by the *Financial Administration Act*, I report that, in my opinion, the accounting principles in Canadian public sector accounting standards have been applied, after giving retroactive effect to the adoption of the new standards as explained in Note 3 to the financial statements, on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the National Museum of Science and Technology that have come to my notice during my audits 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 National Museum of Science and Technology.

Maurice Laplante, CA  
Assistant Auditor General  
for the Auditor General of Canada

22 June 2012  
Ottawa, Canada

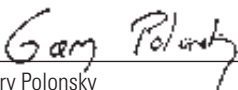
# STATEMENT OF FINANCIAL POSITION


As at	March 31,	March 31,	April 1,
<i>(in thousands of dollars)</i>	2012	2011	2010
<b>ASSETS</b>			
Current			
Cash and cash equivalents (Note 4)	\$10,264	\$13,354	\$15,626
Accounts receivable			
Government departments	1,638	1,330	2,514
Trade	409	368	312
Inventories	465	409	349
Prepaid expenses	104	200	236
	<hr/>	<hr/>	<hr/>
	12,880	15,661	19,037
Collection (Note 5)	1	1	1
Capital Assets (Note 6)	64,415	65,217	57,517
	<hr/>	<hr/>	<hr/>
	\$77,296	\$80,879	\$76,555
<b>LIABILITIES</b>			
Current			
Accounts payable and accrued liabilities			
Government departments	\$988	\$806	\$984
Accrued salaries and other	2,617	4,266	2,630
Current portion of employee future benefits (Note 7)	2,050	222	185
Deferred contributions and deferred revenues (Note 8)	6,755	7,468	10,934
	<hr/>	<hr/>	<hr/>
	12,410	12,762	14,733
Employee future benefits (Note 7)	777	2,762	2,956
Long-term advance (Note 9)	4,533	4,533	4,533
Deferred contributions related to capital assets (Note 10)	50,223	50,930	44,881
	<hr/>	<hr/>	<hr/>
	67,943	70,987	67,103
<b>NET ASSETS</b>			
Unrestricted	(749)	(210)	(650)
Investment in capital assets	10,102	10,102	10,102
	<hr/>	<hr/>	<hr/>
	9,353	9,892	9,452
	<hr/>	<hr/>	<hr/>
	\$77,296	\$80,879	\$76,555

Contractual obligations 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

  
 Gary Polonsky  
 Chairman

  
 Neil Russon  
 Chairman, Finance, Audit and Risk Management Committee

## STATEMENT OF OPERATIONS

For the year ended March 31

<i>(in thousands of dollars)</i>	2012	2011
<b>REVENUES</b>		
Operating (Schedule 1)	\$5,491	\$4,318
Contributions	1,118	586
Interest	152	128
Total revenues	6,761	5,032
<b>EXPENSES (Schedule 2)</b>		
Heritage preservation	5,139	4,891
Sharing knowledge	13,405	13,485
Internal services	7,537	6,528
Accommodation	9,334	9,480
Amortization of capital assets	3,231	3,387
Total expenses	38,646	37,771
Deficit before parliamentary appropriations	(31,885)	(32,739)
Parliamentary appropriations (Note 11)	31,346	33,179
Surplus (deficit) for the year	\$(539)	\$440

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

## STATEMENT OF CHANGES IN NET ASSETS

For the year ended March 31

<i>(in thousands of dollars)</i>	2012	2011
<b>INVESTMENT IN CAPITAL ASSETS</b>		
Investment in capital assets, beginning of year	\$10,102	\$10,102
Change in investment in capital assets for the year	-	-
Investment in capital assets, end of year	10,102	10,102
<b>UNRESTRICTED NET ASSETS</b>		
Unrestricted net deficit, beginning of year	(210)	(650)
Surplus (deficit) for the year	(539)	440
Unrestricted net deficit, end of year	(749)	(210)
<b>NET ASSETS, END OF THE YEAR</b>	<b>\$9,353</b>	<b>\$9,892</b>

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

## STATEMENT OF CASH FLOWS

For the year ended March 31

<i>(in thousands of dollars)</i>	2012	2011
Operating activities:		
Cash received (clients)	\$5,721	\$3,925
Parliamentary appropriations received for operations	27,262	31,718
Cash paid (employees and suppliers)	(36,202)	(32,587)
Cash received for restricted contributions	321	65
Interest received	143	130
Net cash generated (used) through operating activities	(2,755)	3,251
Capital activities:		
Acquisition of capital assets	(2,428)	(11,088)
Net cash used through capital activities	(2,428)	(11,088)
Financing activities:		
Appropriations received for the acquisition of capital assets	2,093	5,565
Net cash generated through financing activities	2,093	5,565
Decrease in cash and cash equivalents	(3,090)	(2,272)
Cash and equivalents, beginning of year	13,354	15,626
Cash and cash equivalents, end of year	\$10,264	\$13,354
Consisting of:		
Cash	\$1,178	\$321
Cash equivalents	9,086	13,033
Cash equivalents	\$10,264	\$13,354

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

## NOTES TO FINANCIAL STATEMENTS

March 31, 2012

### 1. Authority, mandate and operations

The National Museum of Science and Technology was established by the *Museums Act* on July 1, 1990, is a Crown Corporation named in Part I 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 Museums Corporation. It manages three museum sites: the Canada Science and Technology Museum, the Canada Aviation and Space 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.

#### Internal Services

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 policies

These financial statements have been prepared in accordance with Canadian public sector accounting standards. The significant accounting policies are:

#### (a) Basis of presentation

The Corporation has prepared the financial statements applying the Section 4200 series of Canadian public sector accounting standards applicable to government not-for-profit organizations.



The Corporation applies the deferral method of accounting for contributions for not-for-profit organizations.

(b) Cash equivalents

The Corporation's investments are highly liquid and limited to fixed income securities in Schedule "A" banks, government backed paper and commercial paper rated A++ by the Canadian Bond Rating Services (CBRS).

(c) Accounts receivable

The Corporation establishes an allowance for doubtful accounts that reflects the estimated impairment of accounts receivable. The allowance is based on specific accounts and is determined by considering the Corporation's knowledge of the financial condition of its customers, the aging of accounts receivable, current business and political climate, customers and industry concentrations, and historical experience.

All write downs against accounts receivable are recorded within operating expenditures on the Statement of Operations.

(d) Inventories

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

(e) Collection

The collection constitutes the major portion of the Corporation's assets but is shown at a nominal value of \$1,000 on the Statement of Financial Position 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 their nominal value.

(f) Capital assets

Capital assets 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 contributions related to capital assets and the estimated historical cost of the land has been credited to net assets. Land for which the historical cost cannot be reasonably determined is recorded at a nominal value with a corresponding amount credited to net assets. Improvements that extend the useful life or service potential of buildings are recorded at cost. Building improvements are amortized over the lesser of the remaining useful life of the building or the estimated useful life of the improvements.

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
Computer software	5 years
Equipment	5 to 12 years

Amounts included in capital projects in progress are transferred to the appropriate capital asset classification upon completion, and are amortized accordingly.

(g) Employee future benefits

i) Pension benefits

Substantially all of the employees of the Corporation are covered by the public service pension plan (the "Plan"), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Corporation to cover current service cost. Pursuant to legislation currently in place, the Corporation has no legal or constructive obligation to pay further contributions with respect to any past service or funding deficiencies of the Plan. Consequently, contributions are recognized as an expense in the year when employees have rendered service and represent the total pension obligation of the Corporation.

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. The Corporation has modified this benefit for the management category as of April 1, 2011. Consequently, managers have the choice of receiving their severance benefit payment immediately, deferring the payment until retirement, or a combination of the two options, based on their continuous years of service with the Corporation as of April 1, 2011. The cost of benefits is actuarially determined as at March 31 of each year using the projected benefit method prorated on services. The obligation is unfunded. The valuation of the liability is based upon assumptions and best estimates relating to factors such as discount rate, inflation, anticipated turnover and employment retirements, and mortality rates. These benefits represent an obligation of the Corporation that entails settlement by future payment. Actuarial gains (losses) on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. Actuarial gains (losses) are recognized in the Statement of Operations on a systematic basis over the remaining service life of active employees covered by these post retirement benefits, which is 10.6 years.

### iii) Sick leave benefits

The Corporation provides sick leave benefits for employees that accumulate but do not vest. The cost of the accrued benefit obligations related to sick leave entitlement earned by employees is actuarially determined using the projected benefit method prorated on services and management's best estimate of inflation, discount rate, employee demographics, and sick leave usage by active employees. Actuarial gains (losses) on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. Actuarial gains (losses) are recognized in the Statement of Operations on a systematic basis over the remaining service life of active employees covered by these post retirement benefits, which is 10.6 years.

### (h) Revenue recognition

#### i) Parliamentary appropriations

The Government of Canada provides funding to the Corporation.

Parliamentary appropriations which are explicitly or implicitly restricted for the purchase of amortizable capital assets are deferred and recognized as revenue on the same basis and over the same periods as the related capital assets are acquired.

Parliamentary appropriations restricted for specific expenses are deferred on the Statement of Financial Position and recognized as revenue on the Statement of Operations in the period that those expenses are incurred.

Parliamentary appropriations that are not restricted to a specific purpose are recognized as revenue in the Statement of Operations in the period for which the parliamentary appropriation is authorized.

#### ii) Operating

Revenues from Museum operations include the sale of general admissions and programs, boutique sales, facility rentals, memberships, sponsorships, farm operations, and other revenues. They are recognized in the year in which the sale of goods is completed or the services are provided.

#### iii) Contributions

Unrestricted contributions are recognized as revenue on the Statement of Operations when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions externally restricted for specific purposes are deferred on the Statement of Financial Position and recognized as revenue on the Statement of Operations in the period in which the related expenditures are recognized.

Contributions 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 from volunteers are not recognized in these financial statements.

#### iv) Interest revenues

Interest revenues are recognized in the period in which they are earned using the effective interest rate method.

#### (i) Foreign currency translation

Transactions involving foreign currencies are translated into Canadian dollar equivalents using rates in effect at the time of those transactions. Monetary assets and liabilities denominated in foreign currencies are translated using the rate at March 31.

Gains and losses resulting from foreign currency translation are reported on the Statement of Operations.

#### (j) Financial assets and liabilities

The classification of financial instruments is determined by the Corporation at initial recognition and depends on the purpose for which the financial assets were acquired or liabilities were incurred. All financial instruments are recognized initially at fair value.

The fair value of financial instruments on initial recognition is based on the transaction price, which represents the fair value of the consideration given or received. Subsequent to initial recognition, financial instruments are measured based on the accounting treatment corresponding to their classification.

Cash and cash equivalents are recorded at fair value.

Accounts receivable, long-term advances, and accounts payable and accrued liabilities are recorded at cost or amortized cost.

#### (k) Impairment of non-financial assets

The Corporation assesses at each reporting date whether there are any internal indicators that an asset may be impaired (e.g., damaged assets or assets no longer being used). If any indication exists, or when annual impairment testing for an asset is required, the Corporation estimates the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's fair value less cost to sell and its value in use. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

#### (l) Measurement uncertainty

The preparation of financial statements in accordance with Canadian public sector accounting standards applicable to government not-for-profit organizations 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, allowance for doubtful accounts, employee future benefits, and estimated useful lives of capital assets are the most significant items for which estimates are used.

The key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

i) Estimated useful lives of assets

The estimated useful lives of capital assets are based on management's intentions with respect to the asset, historical experience with the asset, internal asset management plans and other factors as determined by management. The useful lives are reviewed on an annual basis and any revisions to the useful lives are accounted for prospectively.

ii) Severance and sick leave benefits

The cost of the defined benefit severance plan and sick leave as well as the present value of the obligation are determined using an actuarial valuation. The actuarial valuation involves making assumptions about discount rates, usage rates, future salary increases, and departure rates. All assumptions are reviewed annually as at March 31. In determining the appropriate discount rate, management considers the interest rates of Government of Canada bonds. Departure rates are based on experience from the public service of Canada and include mortality, disability, termination, and retirement. Future salary increases are based on expected future inflation rates in Canada. Further details about the assumptions used are given in Note 7(b).

There are no other accounting assumptions or estimates that have been identified to have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities in the next fiscal year.

### 3. Conversion to Public Sector Accounting Standards

Effective April 1, 2011, the Corporation adopted the Canadian public sector accounting standards (PSA standards) for government not-for-profit organizations (GNPOs). These amended standards were retroactively adopted and therefore the 2011 comparative figures have been restated. The Corporation elected to use the exemption for tangible capital asset impairment. Consequently, conditions for a write-down of a tangible capital asset in Section PS 3150 are applied on a prospective basis from the date of transition.

In addition, effective April 1, 2011, the Corporation early adopted Sections PS 3450, Financial Instruments, PS 3041, Portfolio Investments, PS 2601, Foreign Currency Translation and PS 1201, Financial Statement Presentation, and related amendments to other standards on a prospective basis, without restatement of 2011 comparative figures.

Key adjustments resulting from the adoption of these accounting standards are as follows:

(a) Intangible assets, representing the cost to the Corporation of an easement right from the Canadian Pacific Railway Limited in order to keep access to the rail, are included in the definition of a capital asset under PS 4230. An adjustment was made to the 2011 year-end

financial statements to reclassify the carrying value of the intangible assets of \$352,000 (2010 — \$147,000) to capital assets.

(b) Unused appropriations received for specific projects are no longer presented under Deferred capital funding. As a result, previously unused appropriations received for specific projects totaling \$6,423,000 at March 31, 2011 (2010 — \$10,281,000) reported under Deferred capital funding have been reclassified to Deferred contributions and deferred revenues.

(c) Other comprehensive income is not recognized under Canadian public sector accounting standards applicable to a government not-for-profit organization. Consequently, Other comprehensive income and Comprehensive income are no longer reported on the Corporation's Statement of Operations.

(d) The Corporation made an adjustment to the 2011 financial statements with respect to the accounting for employee future benefits. Specifically, this adjustment related to the following accounting policy differences:

i) Severance:

Canadian public sector accounting standards applicable to government not-for-profit organizations require that the obligation for severance benefits be determined based on an accrued benefit method. Previously, the cost of these benefits was accrued by the Corporation based on management assumptions and estimates, as the employees rendered the services necessary to earn them. The resulting increase to the liability for severance benefits at March 31, 2011, to reflect the application of an accrued benefit method was \$187,000 (2010 — \$216,000). The liability for severance benefits recorded at March 31, 2011, was decreased by \$29,000 for the year 2010–2011.

ii) Sick leave:

Previously, the Corporation was not required to record an accrued benefit obligation related to sick leave benefits, as the benefits do not vest. Canadian public sector accounting standards applicable to government not-for-profit organizations require that a liability and an expense be recognized for post-employment benefits and compensated absences that vest or accumulate in the period in which employees render services to the Corporation in return for the benefits. An adjustment was made to the 2011 financial statements to recognize a liability and an expense related to accumulated sick leave entitlement. At March 31, 2011, the liability for employee future benefits related to sick leave was \$227,000 (2010 — \$194,000). The liability for accumulated sick leave entitlement employee future benefits recorded at March 31, 2011, was increased by \$33,000 for the year 2010–2011.

(e) Services and materials received without charge can be recognized under Canadian public sector accounting standards. As a result, contributions of services for which the fair value can be reasonably estimated have been increased by \$521,000 and recorded in the Corporation's financial statements. Sharing knowledge and Internal services expenses have been increased by \$391,000 and \$130,000 respectively. Details regarding the nature of the transactions are disclosed in Note 16.

(f) Based upon the Canadian public sector accounting standards applicable to a government not-for-profit organization, the net assets of the Corporation include its investment in capital assets and unrestricted net assets. The 2011 financial statements have been amended to separately disclose each of these elements of the net assets in the Statement of Financial Position.

The impact of these restatements is as follows:

a) April 1, 2010, Statement of Financial Position

<i>(in thousands of dollars)</i>	CICA Accounting	PSA Adjustments			PSA Standards
	Handbook April 1, 2010	Sick leave	Severance benefits	Classification	April 1, 2010
<b>ASSETS:</b>					
Cash and cash equivalents	\$15,626	\$-	\$-	\$-	\$15,626
Accounts receivable					
Government departments	2,514	-	-	-	2,514
Trade	312	-	-	-	312
Inventories	349	-	-	-	349
Prepaid expenses	236	-	-	-	236
Collection	1	-	-	-	1
Intangible assets	147	-	-	(147)	-
Capital assets	57,370	-	-	147	57,517
<b>TOTAL ASSETS</b>	<b>\$76,555</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$76,555</b>
<b>LIABILITIES:</b>					
Accounts payable and accrued liabilities					
Government departments	\$984	\$-	\$-	\$-	\$984
Accrued salaries and other	2,630	-	-	-	2,630
Current portion of employee future benefits	724	-	(539)	-	185
Deferred contributions and deferred revenues	653	-	-	10,281	10,934
Employee future benefits	2,007	194	755	-	2,956
Long-term advance	4,533	-	-	-	4,533
Deferred contributions related to capital assets	55,162	-	-	(10,281)	44,881
<b>NET ASSETS:</b>					
Unrestricted net assets	(240)	(194)	(216)	-	(650)
Investment in capital assets	10,102	-	-	-	10,102
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$76,555</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$76,555</b>

b) March 31, 2011, Statement of Financial Position

<i>(in thousands of dollars)</i>	CICA Accounting	PSA Adjustments			PSA Standards
	Handbook March 31, 2011	Sick leave	Severance benefits	Classification	March 31, 2011
<b>ASSETS:</b>					
Cash and cash equivalents	\$13,354	\$-	\$-	\$-	\$13,354
Accounts receivable					
Government departments	1,330	-	-	-	1,330
Trade	368	-	-	-	368
Inventories	409	-	-	-	409
Prepaid expenses	200	-	-	-	200
Collection	1	-	-	-	1
Intangible assets	352	-	-	(352)	-
Capital assets	64,865	-	-	352	65,217
<b>TOTAL ASSETS</b>	<b>\$80,879</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$80,879</b>
<b>LIABILITIES:</b>					
Accounts payable and accrued liabilities					
Government departments	\$806	\$-	\$-	\$-	\$806
Accrued salaries and other	4,266	-	-	-	4,266
Current portion of employee future benefits	614	-	(392)	-	222
Deferred contributions and deferred revenues	1,045	-	-	6,423	7,468
Employee future benefits	1,956	227	579	-	2,762
Long-term advance	4,533	-	-	-	4,533
Deferred contributions related to capital assets	57,353	-	-	(6,423)	50,930
<b>NET ASSETS:</b>					
Unrestricted net assets	204	(227)	(187)	-	(210)
Investment in capital assets	10,102	-	-	-	10,102
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$80,879</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$80,879</b>

c) Statement of Operations for the year ended March 31, 2011

<i>(in thousands of dollars)</i>	CICA Accounting	PSA Adjustments			PSA Standards
	Handbook March 31, 2011	Sick leave	Severance benefits	Services provided without charge	March 31, 2011
<b>REVENUES:</b>					
Operating	\$4,318	\$-	\$-	\$-	\$4,318
Contributions	65	-	-	521	586
Interest	128	-	-	-	128
Total revenues	4,511	-	-	521	5,032
<b>EXPENSES:</b>					
Heritage preservation	4,891	-	-	-	4,891
Sharing knowledge	13,090	33	(29)	391	13,485
Internal services	6,398	-	-	130	6,528
Accommodation	9,480	-	-	-	9,480
Amortization of capital assets	3,387	-	-	-	3,387
Total expenses	37,246	33	(29)	521	37,771
Surplus (deficit) before parliamentary appropriations	(32,735)	(33)	29	-	(32,739)
Parliamentary appropriations	33,179	-	-	-	33,179
<b>SURPLUS (DEFICIT)</b>	<b>\$444</b>	<b>\$(33)</b>	<b>\$29</b>	<b>\$-</b>	<b>\$440</b>
Schedule of expenses:					
Personnel costs	19,200	33	(29)	391	19,595
Professional services	2,254	-	-	130	2,384

#### 4. Cash and cash equivalents

The overall portfolio yield as at March 31, 2012, was 1.37% (2011 — 1.33%) and the average term to maturity is 184 days (2011 — 118 days), redeemable on demand.

The fair value of the cash equivalents is approximately \$9,093,000 (2011 — \$13,033,000) and consists of Government secured bonds in accordance with the Corporation's *Investment and Banking* policy disclosed in Note 14.

## 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 into the following areas:

- Communications
- Non-Renewable Resources and Industrial Design
- Natural Resources
- Physical Sciences and Medicine
- Renewable Resources, including Agriculture and Forestry
- Instruments, tools, and systems with direct application to mathematics, chemistry, physics, astronomy, astrophysics, meteorology, surveying and mapping, and information technology
- Transportation: land, marine, air and Space

During the year ended March 31, 2012, the Corporation deaccessioned 809 objects (2011 — 11 objects) for a total amount of \$2,970 (2011 — \$4,500) and accessioned 58 objects (2011 — 1,219 objects) to its collection through the accessioning/deaccessioning process for artifacts. Proceeds of sales of artifacts were used to acquire new objects for the collection.

## 6. Capital Assets

<i>(in thousands of dollars)</i>	Cost	Accumulated Amortization	March 31, 2012 Net Book Value	March 31, 2011 Net Book Value	April 1, 2010 Net Book Value
Land	\$10,102	\$-	\$10,102	\$10,102	\$10,102
Buildings	68,726	\$26,403	42,323	43,883	32,622
Building Improvements	22,048	13,495	8,553	7,758	6,876
Office Furniture	773	425	348	310	1,472
Equipment	2,328	1,792	536	729	1,337
Computer Software	1,276	1,091	185	205	120
Easement Rights	147	-	147	147	147
Capital Projects in progress	2,221	-	2,221	2,083	4,841
	<u>\$107,621</u>	<u>\$43,206</u>	<u>\$64,415</u>	<u>\$65,217</u>	<u>\$57,517</u>

Cost and accumulated amortization of capital assets as at March 31, 2011, amounted to \$106,418,000 and \$41,201,000 respectively.

Equipment and office furniture assets with a net book value of \$228,000 were written off during the fiscal year. The amount has been recorded as amortization expense in 2011–2012.

## 7. Employee future benefits

### (a) Pension benefits

The President of the Treasury Board of Canada sets the required employer contributions based on a multiple of the employees’ required contribution. The general contribution rate effective at year end was 10.79% (2011 — 10.79%). Total contributions of \$1.63 million (2011 — \$1.67 million) were recognized as expense in the current year.

The Government of Canada holds a statutory obligation for the payment of benefits relating to the Plan. Pension benefits generally accrue up to a maximum period of 35 years at an annual rate of 2% of pensionable service times the average of the best five consecutive years of earnings. The benefits are coordinated with Canada/Québec Pension Plan benefits and they are indexed to inflation.

### (b) Severance and sick leave benefits

The Corporation provides severance benefits to substantially all its employees based on years of service and final salary. Effective April 1, 2011, the Corporation modified the severance benefits offered. All executive level employees and other non-unionized employees cease accumulating benefits effective April 1, 2011. Employees within this group have three options with respect to accumulated entitlements. They can choose

to take the severance earned to date immediately as a cash payment, continue to defer payment until retirement or voluntary departure, or combine the two options. Severance benefits are not pre-funded and thus have no assets. Severance benefits will be paid from future appropriations.

The Corporation provides accumulated sick leave benefits to its employees. Employees accumulate unused sick leave days available which may be used in future years. An employee's unused sick leave balance is carried forward until the employee departs the Corporation, at which point any unused balance cannot be redeemed for pay and the Corporation's liability lapses.

Information about the benefit plans, measured as at the statement of financial position date, is as follows:

<i>(in thousands of dollars)</i>	2012	2011
Accrued benefit obligation, beginning of year	\$2,984	\$3,141
Cost for the year	759	211
Benefits paid during the year	(1,149)	(472)
Interest costs	105	104
Actuarial (gain)/loss	128	-
Accrued benefit obligation, end of year	\$2,827	\$2,984
Short-term portion	\$2,050	\$222
Long-term portion	777	2,762
	\$2,827	\$2,984

The significant actuarial assumption adopted in measuring the Corporation's accrued benefit obligation is a discount rate of 2.20% (2011 — 3.39%). For measurement purposes, management's best estimate for general salary increases to estimate the current service cost and the accrued benefit obligation as at March 31, 2012, is an annual salary increase of 1% for the first ten years of employment (2011 — 1%) and 2% inflation rate increase (2011 — 2%). The average remaining service period of active employees covered by the benefit is 11 years (2011 — 10.6 years).

## 8. Deferred contributions and deferred revenues

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. Deferred contributions represent funds received for a specified purpose and for which the related expenses have not yet been incurred.

Changes in the deferred revenues and deferred contributions balance during the fiscal year are as follows:

<i>(in thousands of dollars)</i>	2012	2011
Balance at the beginning of the year	\$7,468	\$10,934
Add:		
Restricted contributions from non-government sources	321	65
Restricted appropriations received	2,271	5,566
Funds (used) received for the provision of goods and services	(378)	392
Less:		
Restricted contributions from non-government sources recognized	(321)	(65)
Restricted appropriations spent	(2,606)	(9,424)
Balance at the end of the year	\$6,755	\$7,468

## 9. Long-term advance

The Corporation received funding from the Treasury Board Secretariat between 2007 and 2010 to construct educational facilities, retail space, and an auditorium at the Canada Aviation and Space Museum. The Corporation also received funding in 2008 to establish a foundation for the Canada Science and Technology Museums Corporation.

<i>(in thousands of dollars)</i>	2012	2011
Funding for construction of revenue generating facilities	\$4,208	\$4,208
Funding to establish a foundation	325	325
	\$4,533	\$4,533

The Corporation received the funding on the basis that it will have up to twenty-five years to repay the funding for construction of revenue generating facilities and six years to repay the funding received to establish the Foundation. A repayment mechanism will be determined and the Corporation does not have to pay interest on this funding.



## 10. Deferred contributions related to capital assets

Deferred contributions related to capital assets represent the unamortized appropriation used to acquire amortizable capital assets. Deferred contributions related to capital assets are recognized as appropriation revenue on the same basis and over the same periods as the related capital asset is amortized.

Changes in the deferred contributions related to capital assets balance are as follows:

<i>(in thousands of dollars)</i>	2012	2011
Balance at the beginning of the year	\$50,930	\$44,881
Appropriations used to purchase capital assets	2,428	9,423
Amortization of deferred contributions related to capital assets	(3,135)	(3,374)
Balance at the end of the year	\$50,223	\$50,930

## 11. Parliamentary appropriations

<i>(in thousands of dollars)</i>	2012	2011
Main estimates amount provided for operating and capital expenditures	\$29,041	\$30,684
Supplementary estimates:		
Capital and operating pressures	-	3,696
Severance adjustments and retroactive wage settlements	1,263	990
	30,304	35,370
Deferred appropriation used in current year to purchase capital assets	335	3,858
Appropriations received in the current year to acquire capital assets in future years	-	-
Amounts used to purchase depreciable capital assets	(2,428)	(9,423)
Amortization of deferred contribution related to capital assets	3,135	3,374
Parliamentary appropriations	\$31,346	\$33,179

## 12. Canada Science and Technology Museums Corporation Foundation

The Canada Science and Technology Museums Corporation Foundation (the "Foundation") was incorporated under the *Canada Corporations Act* on November 14, 2007, and has been a registered charitable non-profit organization under the *Income Tax Act* since April 1, 2008. This is a separate legal entity from the Canada Science and Technology Museums Corporation and all funds that will be raised by the Foundation will be for projects determined by the Foundation.

The Foundation will raise funds from patrons, corporations, associations, and the community. The amounts granted to the Corporation by the Foundation will be recorded as Contributions in the Corporation's Statement of Operations. For the fiscal year 2011–2012, the Foundation made a contribution of \$321,000 (2010–2011 — \$65,000) to the Corporation. These funds were spent in accordance with donors' wishes.

The Corporation is considered to have significant influence based on the Foundation's purpose being integrated with that of Corporation, the Corporation's involvement in setting policies and strategic direction of the Foundation, and the significant amount of funds raised by the Foundation for the benefit of Corporation.

In 2011–2012, direct expenses related to fundraising costs and disbursed by the Corporation were:

- In part, charged to the Foundation and recorded as an "account receivable from the Foundation" by the Corporation for the amount of \$82,000 (2010–2011 — \$261,000).
- In the other part, absorbed by the Corporation to recognize the Foundation's efforts to bring in sponsorships that have been recorded directly in the Corporation's financial statements in the amount of \$199,000 (2010–2011 — nil).

As at March 31, 2012, the amount due by the Foundation to the Corporation was \$464,000 (2011 — \$477,000).

It is the Corporation's policy not to allocate the costs relating to building and equipment maintenance, administration services, and information technology to other functions of the Corporation. These administrative support costs provided without charge to the Foundation are estimated at \$90,000 (2011 — \$120,000).

The financial statements of the Foundation have not been consolidated in the Corporation's financial statements and are available upon request.

## 13. Rockcliffe Flying Club (1961)

The Rockcliffe Flying Club (1961) (RFC) is a Transport Canada approved flight training school. The RFC operates the Rockcliffe Airport, which is owned by the Canada Science and Technology Museums Corporation and located on the grounds of the Canada Aviation and Space Museum. The Corporation has an economic interest in the RFC due to the significant

resources provided to the RFC in exchange for maintenance of the property. The Corporation provides the RFC with the airport at no cost in exchange for the operation and maintenance of the airport runways, taxiways, aprons, grounds, parking lots, and access roadway. Because of the difficulty in determining the fair value of the services received or the services given, the transaction is not recognized in these financial statements.

## 14. Financial instruments

### (a) Fair value

All financial instruments measured at fair value must be classified in fair value hierarchy levels prioritizing the valuation techniques used to determine the fair value of a financial instrument based on whether the inputs to those techniques are observable or unobservable:

- Level 1 — Financial instruments are considered Level 1 when valuation can be based on quoted prices in active markets for identical assets and liabilities.
- Level 2 — Financial instruments are considered Level 2 when they are valued using quoted prices for similar assets and liabilities, quoted prices in markets that are not active, or models using inputs that are observable.
- Level 3 — Financial instruments are considered Level 3 when their values are determined using pricing models, discounted cash flow methodologies or similar techniques and at least one significant model assumption or input is unobservable.

The Corporation's cash and cash equivalents are measured at fair value corresponding to the Level 1 fair value hierarchy classification.

The carrying amounts of the Corporation's accounts receivable, long-term advance, and accounts payable and accrued liabilities approximate their fair values due to their short term to maturity.

### (b) Financial risk management

The Corporation has identified and assessed its exposure as follows:

#### i) Credit risk

Credit risk is the risk of financial loss to the Corporation associated with a counterparty's failure to fulfill its financial obligations and arises principally from the Corporation's investments in marketable securities and accounts receivable. The Corporation has determined that the risk is not significant.

##### a) Investments in marketable securities

The Corporation manages its exposure to credit risk arising from investments in marketable securities \$9,086,000 (2011 — \$13,033,000) by limiting the investment to short-term bonds. Per the Corporation's Investment and Banking policy, corporate bonds must have a minimum credit rating of A++ by CBRS. The Corporation does not have any investments in non-bank asset-backed commercial paper.

#### b) Accounts receivable

The Corporation is exposed to credit risk from customers in the normal course of business. At March 31, 2012, accounts receivable totaled \$2,047,000 (2011 — \$1,698,000). These figures are reported net of an allowance for doubtful accounts, \$280,194 (2011 — \$289,179), which is 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 value of transactions with clients other than Government departments.

The change in the allowance for doubtful accounts receivable during the year ended March 31, 2012, was a decrease of \$9,000 (2011 — increase of \$158,000) relating to past due balances.

As at March 31, 2012, \$388,000 (2011 — \$284,000) of accounts receivable were past due (over 30 days), but not impaired.

#### ii) Market risk

Market risk is the risk that changes in market price, such as foreign exchange rates and interest rates, will affect the Corporation's expense or the fair value of its holdings of financial instruments. The Corporation has determined that the risk is not significant.

##### a) Foreign currency risk

The Corporation is exposed to foreign currency risk on revenue, cash and cash equivalents and accounts payable principally denominated in US dollars. At March 31, 2012, cash and cash equivalents and current liabilities include US\$29,973 (March 31, 2011 — US\$58,873), and US\$703 (March 31, 2011 — US\$17,314) respectively, which are exposed to changes in the US–Canadian dollar exchange rate.

The approximate impact of a 10% rise in the Canadian dollar compared to the US dollar on these exposed balances at March 31, 2012, is a \$2,927 (March 31, 2011 — \$4,156) decrease in surplus. The approximate impact of a 10% decline is a \$2,927 (March 31, 2011 — \$4,156) increase in surplus.

A sensitivity of 10% has been selected, as this is considered reasonable given the current level of exchange rates, the volatility observed on an historical basis, and market expectations for future movement of the Canadian and US dollars.

##### b) Interest rate risk

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

#### iii) Liquidity risk

Liquidity risk is the risk that the Corporation will not be able to meet its financial obligations as they fall due. The Corporation manages liquidity risk through the

management of its cash and cash equivalents (Note 4). The Corporation has determined that the risk is not significant.

As at March 31, 2012, the entire Corporation's accounts payable and liabilities are due within 365 days (March 31, 2011 — within 365 days).

### 15. Contractual obligations

As at March 31, 2012, the Corporation had entered into various agreements for accommodation, protection services, facilities management services, and exhibition rentals, for a total of \$7,431,000. The future minimum payments for the next five years are as follows:

<i>(in thousands of dollars)</i>	
2012–2013	\$4,182
2013–2014	2,351
2014–2015	898
2015–2016	0
2016–2017 and subsequent years	0
	<u>\$7,431</u>

As at March 31, 2011, the future minimum payments for the next five years were as follows:

<i>(in thousands of dollars)</i>	
2011–2012	\$4,159
2012–2013	3,195
2013–2014	1,880
2014–2015	898
2015–2016 and subsequent years	0
	<u>\$10,132</u>

### 16. Related party transactions

The Corporation is related as a result of common ownership to all Government of Canada departments, agencies, and Crown Corporations. The Corporation enters into transactions with these entities in the normal course of operations, under the same terms and conditions that apply to outside parties and are recorded at the exchange amount. Also, during the year, the Corporation received services which were obtained without charge from other Government organizations as presented in part (a).

(a) **Services received without charge** — During the year, the Corporation received without charge from organizations, auditing services, and contributed support from employees from other government organizations. These services received without charge have been recognized in the Corporation's Statement of Operations as follows:

### SCHEDULE OF EXPENSES

<i>(in thousands of dollars)</i>	2012	2011
Personnel costs — Salary and associated expenditures for the assignment of employees from Government organizations to the Corporation	\$677	\$391
Professional services — Audit services provided by the Office of the Auditor General of Canada	120	130
Total services received without charge	<u>\$797</u>	<u>\$521</u>

### STATEMENT OF OPERATIONS

<i>(in thousands of dollars)</i>	2012	2011
<b>REVENUES</b>		
Contributions	\$797	\$521
<b>EXPENSES</b>		
Heritage Preservation	121	-
Sharing Knowledge	429	391
Internal Services	247	130
Total expenses	<u>\$797</u>	<u>\$521</u>

Also, during the year, the Corporation received services without charge from Agriculture and Agri-Food Canada. Buildings for the Canada Agriculture Museum located on the Central Experimental Farm site were leased without charge. This contribution is not presented in the Corporation's Statement of Operations because of the difficulty in determining its fair value.

(b) **Internal 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 that are reflected in the Statement of Operations and the Statement of Changes in Net Assets totaled \$4,666,000 (2011 — \$4,692,000). The Corporation incurred expenses such as property taxes, building rentals and employee benefits with related parties. Sales to related parties for the year ended March 31, 2012, were \$575,000 (2011 — \$467,000).

### 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 to 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. As at March 31, 2012, there has been no provision recorded (2011 — no provision recorded). The effect, if any, of ultimate resolution of these matters will be accounted for when determinable.

## 18. Subsequent event

The collective agreement for the Corporations' unionized employees expired as of March 31, 2011. However, the terms and conditions of the collective agreement remained in force while the Corporation and the Public Service Alliance of Canada (PSAC) were negotiating a new contract.

On May 7, 2012, the Corporation reached a tentative agreement with the Corporation's employees represented by PSAC. The agreement was ratified on May 9, 2012. This three-year agreement covers the period of April 1, 2011, through March 31, 2014.

With the new collective agreement, Management of the Corporation and the bargaining team representing the Corporations' unionized employees made changes in severance entitlement and agreed to cease the accumulation of severance benefits as of May 11, 2012, for all employees who voluntarily leave the Corporation. The agreement stipulates that severance benefits accumulated to this date may be paid out partially or fully, or held by the Corporation until separation from the Corporation. The financial statements have been adjusted to reflect the new collective agreement. The liability for severance benefits recorded at March 31, 2012, was increased by \$237,000 as a result of the severance benefit program adjustment.

## 19. Comparative information

Certain comparative figures have been reclassified to conform to the current year's presentation.

### SCHEDULE OF OPERATING REVENUES

For the year ended March 31

<i>(in thousands of dollars)</i>	2012	2011
General admissions and programs		
Science and Technology	\$1,157	\$1,197
Aviation and Space	526	440
Agriculture	498	466
Boutique Sales	965	679
Facility Rental	227	263
Membership	325	203
Grants and Sponsorship	1,064	547
Farm Operations	276	237
Thematic Experiences	99	91
Other	354	195
<b>TOTAL</b>	<b>\$5,491</b>	<b>\$4,318</b>

### SCHEDULE OF EXPENSES

For the year ended March 31

<i>(in thousands of dollars)</i>	2012	2011
Personnel costs	\$20,910	\$19,595
Amortization of property and equipment	3,231	3,387
Professional and special services	2,528	2,384
Leases of buildings	1,928	1,911
Property taxes	1,790	1,822
Utilities	1,282	1,019
Property management services	1,174	1,363
Design and display	1,095	848
Material and supplies	1,018	1,115
Repairs and upkeep of buildings	878	936
Protection services	713	712
Gift shops and product marketing	461	422
Communications	255	298
Repair and upkeep of equipment	249	228
Publications	242	329
Advertising	218	293
Travel	213	280
Office supplies and equipment	114	140
Rentals of equipment	94	97
Freight, express and cartage	88	125
Purchase of objects for the collection	80	111
Books	51	64
Miscellaneous	34	292
<b>TOTAL EXPENSES</b>	<b>\$38,646</b>	<b>\$37,771</b>



# Management discussion and analysis

## Overview

The Corporation made great progress this year, especially in the Sharing Knowledge facet of its mandate, by reaching across the country with the multi-year **Let's Talk Energy** pan-Canadian energy literacy initiative.

Part of the initiative includes an exhibition in each of the three Museums on the theme of Energy, a subject at the forefront of government policy and top-of-mind for many Canadians. The energy industry is currently growing, providing a fertile field for the Corporation to cultivate sponsors to support this initiative and enable **Let's Talk Energy** to reach Canadians from coast to coast to coast. Such a large-scale program would have been beyond the financial reach of the Corporation alone.

Financial challenges remained at the forefront of managerial activities and resulted in a need to rework the organization. In December, we undertook a staff reduction of nearly

10% to counter the impacts of inflation and the aviation collection hangar on operations. The one-time cost of terminations and a legal settlement payout to Balloonview had significant impacts on the Corporation's financial position during the 2011–2012 fiscal year.

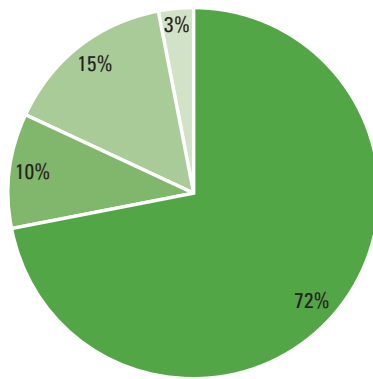
There was great progress on improving the Museums' infrastructure using temporary funding received through Budgets 2006, 2008, and 2010. Completion of the work at the Canada Aviation and Space Museum (CASM) included a new and larger retail space that provided excellent current revenue results and has potential for growth. Other work at the CASM included fitting up an existing building to store small artifacts. Other investments were made in energy efficiency projects: a lighting retrofit at the Canada Science and Technology Museum (CSTM) with a payback of less than two years and cooling system improvements at the CASM. The retrofit project to address the lack of accommodation at the CAGM for school and community programs also began in the fall of 2011. Finally, the three Museums now offer free wireless Internet service, opening

new possibilities for enhanced visitor engagement. For example, QR (Quick Response) codes throughout the Museums link visitors through their smart phones to information about the collection and the Museums. Visitors can also share their experiences through Twitter, Facebook and other social media networks.

The Corporation is well positioned with a world class collection and exceptional personnel who have, year after year, delivered quality, award winning programs. Site improvements and renewed profile of the Corporation through national programs contribute to employee pride and satisfaction levels.

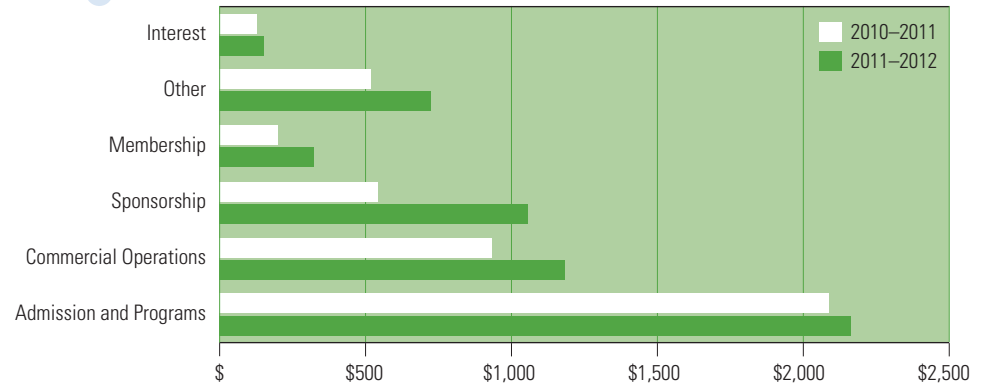
The one-time injection of \$3.7 million from Budget 2010 allowed the CSTM to make great progress. In a knowledge economy, recognizing the importance of science and innovation is critical for success. The Corporation will continue to contribute by sharing knowledge and by helping Canadians to discover the past and understand the present in order to influence the future.

**Source of Funds**



- Appropriation base
- One-time funding
- Revenue
- Contributions

**Revenue**



## The Corporation's Business

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

- **Sharing Knowledge** — Dissemination of research related to the Corporation's historically significant collection through educational and community programs, exhibitions, websites, and social media.
- **Heritage Preservation** — Collection management, conservation, and research.
- **Accommodation** — Housing and securing the collection, providing spaces for the visiting public, and office accommodations.
- **Internal Services** — Governance and central support services, which include human resources, finance, and museum administration.

## Financial Perspective

### Parliamentary Appropriations

The Corporation received \$30.3 million in parliamentary appropriations in 2011–2012, which consists of \$26.5 million in base funding and \$3.8 million in one-time funding under Budget 2008 to address infrastructure and operating needs. Revenue-generating activities added \$5.491 million, interest \$152,000 and other contributions \$1.118 million.

### Operating Revenues

Revenue generation continues to be a priority for the Corporation, as it helps to offset escalating operating costs. The Corporation recorded an increase of \$1.7 million (33%) in operating revenues over fiscal 2010–2011. Grants and Sponsorship revenues have increased by \$517,000, nearly doubling those of the previous year due to major sponsorships obtained for the **Let's Talk Energy** initiative. The six-year energy initiative attracted partners and so far has generated additional revenues in excess of \$1.7 million for the period of the initiative. In 2011–2012, revenues of \$650,000 relative to the energy initiative are recorded under Grants and Sponsorship.

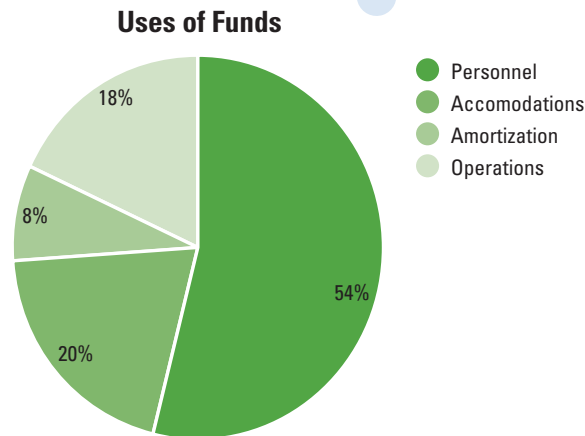
Membership sales increased by \$122,000, while important contributions from the Canada Science and Technology Museums Corporation Foundation (\$321,000) also provided much-needed resources. Boutique sales improved by \$286,000, mainly due to the opening in April 2011 of the expanded boutique at the CASM.

### Cost of Operations

The Corporation's total expenses amounted to \$38.6 million. The two main uses of funds were for personnel and accommodations costs required to manage and safeguard the collection, amounting to \$20.9 million and \$9.3 million respectively. Of the remaining funds, \$6.7 million allowed the Corporation to deliver its programs, with a focus on the **Let's Talk Energy** initiative.

The Corporation has implemented many cost reduction strategies, including reduced maintenance, exhibition activity, communication systems, and travel. The impact of these strategies may not be obvious when looking at overall expenses, as these reflect the one-time extraordinary items of Balloonview and planned expenses for the energy initiative. The planned completion of the energy exhibitions on all three sites was an investment of close to \$1.4 million in 2011–2012. If regular staff costs are excluded, this investment can be seen in the schedule of expenses in the Design and Display and Personnel Costs lines, where additional expenses of \$0.8 million and \$0.3 million have been recorded respectively.

A legal settlement of \$500,000 recorded under professional services is the other important contributing factor to the expense increase.



Excluding these non-recurring expenses and the amortization expense increase, the Corporation would have seen a slight reduction in its expenses in this fiscal year compared to last year.

### Personnel

As this category accounts for more than half of the Corporation's total expenses, senior management have paid particular attention to this area. The high ratio of personnel to total cost is common in museums and other knowledge-based institutions. In 2011–2012, a one-time cost was incurred with the layoff of seventeen employees in December 2011, contributing to the increase in personnel costs in 2011–2012. In the current fiscal year, the Corporation recorded expenses for the payout of a number of weeks in lieu of notice to these employees. The net cost was a one-time salary expense of \$288,000. While unfortunate, the workforce reduction was necessary to enable the Corporation to manage budget constraints in subsequent years.

The general salary increase of 1.75% also contributed to the overall cost increase. Although no funding was received as a result of the cost containment measures in Budget 2010, the Corporation is required to respect negotiated employee wage increases. A new collective

agreement was ratified May 9, 2012; the retroactive pay has been included in the personnel cost.

The 2009 Auditor General's Special Examination Report recommended that the Corporation develop a succession plan. The Corporation undertook the recommendation and is pleased to report that the succession plan is now complete and will be updated annually to reduce the overall risk to the Corporation. Museums employ a diverse labour force with unique skills that are not always readily available in the general population. The succession plan and strategic plan were taken into consideration as part of the process for the December 2011 personnel reductions.

### Facilities Management

Protecting and caring for a national collection is an expensive venture. The effects of inflation on the Corporation's second-largest financial commitment, accommodation, have required money to be diverted from programs. The Government of Canada has recognized the condition of the Corporation's current facilities and has provided much-needed injections of funds to address many of the more critical structural issues.

The Corporation's building portfolio includes a mix of Crown-owned and leased properties at different stages in their useful lives:

- A repurposed bakery distribution centre in an industrial park was converted in 1967 for temporary use as the Canada Science and Technology Museum. Recent investments have been limited to health and safety, legislated requirements, and energy efficiencies. While major capital upkeep projects will be required within the next few years, the Corporation is reluctant to spend multi-million dollar amounts on this facility.
- The Canada Aviation and Space Museum situated at the Rockcliffe Airport comprises a main purpose-built museum, now 24 years old, which serves mainly as a public display and interpretive facility, and provides administrative spaces. A new state of the art auditorium and enhanced retail spaces have made a significant impact on self-generated income. The collection is accommodated in a collection storage hangar built in 2005 with significant funding from the Government of Canada. Unfortunately, the one-time funding did not come with the \$1.475 million annual cost of operation, resulting in ongoing financial pressure. The small artifact storage and conservation labs are housed on-site in repurposed buildings from the original airport operations of the 1960s.
- The Canada Agriculture Museum operates from five leased buildings on the Central Experimental Farm, which are owned by Agriculture and Agri-Food Canada (AAFC). These heritage buildings provide an excellent backdrop for the display of agricultural technology. A new long-term collaborative agreement has been signed with AAFC recognizing the positive impact on the operations of both organizations. Enhancements to improve the visitor experience and to raise awareness of the importance of agriculture are underway.

As stated in the 2009 Auditor General's Special Examination Report, the Corporation continues to experience challenges

related to collection storage. The collection is, in fact, stored in three industrial grade warehouses, which have exceeded their intended physical capacity. Over 98% of the collection associated with the Canada Science and Technology Museum and the Canada Agriculture Museum is stored in three warehouses, as it cannot be accommodated in the current public display spaces. These three leased buildings, which lack environmental controls and are overcrowded (currently at 130% of their intended physical capacity), make up the balance of the facility management portfolio. Efforts to improve this situation are underway through the study of collection storage options.

Some of the more significant projects this year include the completion of the auditorium and retail outlet at the CASM, which are showing encouraging sales numbers, and the refit of an existing building for small artifact storage. Energy efficiency projects included an investment in the chiller building at the CASM and a lighting efficiency program at the CSTM. Health and safety investments were made in the conservation area ventilation and in overall energy power sources at the CAgM.

Focus has now turned to the Canada Agriculture Museum, with the start of implementation of the Concept Master Plan. The Plan redevelops part of the site, mainly Administration Building 94, to meet the demands of growing visitorship and to highlight the importance of agriculture and technology on the health of Canadians. Costs to prepare the building and meet building codes have proven to be higher than anticipated. The project scope has been reduced, eliminating some furniture and fixtures to meet the budget. The Corporation is hoping to supplement the project's budget with funds from sponsors to be able to return to achieving the full scope of the original project.

Inflationary pressures from rising operating expenses such as utilities, service contracts, and property taxes continue

to erode the Corporation's tenuous financial footing. Finding resolutions to this situation remains a priority.

The Corporation also persists in looking for efficiencies to offset financial pressures. A key component of the approach has been to delay capital investments in the Canada Science and Technology Museum while continuing to explore options for a new facility. Despite its short-term advantages, this approach does carry risks that must be managed on an ongoing basis.

### Summary

The Corporation continues to make progress on its strategic objectives, especially its Sharing Knowledge objective, through its leadership role in the **Let's Talk Energy** initiative. The use of social media was a particularly effective means to engage Canadians more widely across the country.

The Corporation's financial viability remains a central preoccupation. The issues of rising facility costs and the identification of a permanent resolution for the operating cost of the collection storage hangar at the CASM are issues that remain outstanding.

The Corporation has already implemented many cost-stabilization strategies this fiscal year, including halting development of new exhibitions unless they are fully funded by sponsorships, delaying building maintenance and repairs, stretching the use of equipment beyond its expected useful life, energy efficiency programs, and staff cost reductions. Considering the cost containment initiatives that are already in place, the Corporation continues to work hard to meet financial pressures in ways that will ensure the sustainability of the organization. All these initiatives have helped stabilize the short-term financial situation, but many cannot be sustained in the long term.

Some investments are beginning to show encouraging returns. Increased sales resulting from the capital project at the CASM will help to close the financial gap, while sponsorship revenue to support the **Let's Talk Energy** initiative has more than doubled. The improvements at the CAgM to meet growing visitor demand should continue the encouraging revenue growth trend.

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. The focus continues on electronic media: rebuilding the Corporation's websites and using social media such as Flickr, Twitter, YouTube, and Facebook. With that in mind, the Corporation's websites are being entirely revitalized, using the most modern tools to allow the Corporation to keep the websites current with ease.

While virtual tools provide Canadians with access to the national collection, such tools cannot replace the visitor experience of being in the presence of the real artifacts. The Corporation maintains a wealth of information and objects, and will continue to expand its efforts to preserve this knowledge and share it with Canadians and the world. By continuing to promote artifact loans and expanding its inventory of travelling products, the Corporation is furthering its mission to foster scientific and technological literacy throughout Canada—a mission that gains in relevance with each passing year. To ensure that the Corporation goes on meeting these goals, a suitable solution regarding funding and facilities will be required for the Corporation to be able to fulfill its mandate and better help Canadians understand their scientific and technological heritage and help cultivate their place in the future.

