



Annual Report 2021-2022



Table of Contents

Message from the Chair and CEO	3
Governance	5
Overview of Ingenium – Canada’s Museums of Science and Innovation	9
Ingenium’s Highlights	11
Report on Performance Results	18
Management Discussion and Analysis	26
Financial Statements	35

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Message from the Chair and CEO of Ingenium

In 2021-22, Ingenium and its three museums – the Canada Agriculture and Food Museum, the Canada Aviation and Space Museum, and the Canada Science and Technology Museum – once again faced the challenge of achieving our goals under the weight of the continuing COVID-19 pandemic. Our museums faced several pandemic-related closures, quickly pivoting to online programming, and opening our doors to the public when permitted with health and safety measures in place. Throughout, the Ingenium team showed resiliency, adaptability and an unwavering commitment to help foster science and technology literacy across the country.

Ingenium continued pursuing our five-year strategic plan, now in its second full year. The plan has three strategic goals: Collaborate to Innovate; Access for All; and Strengthen our Foundations. Through collaboration, Ingenium will empower a culture of Canadian innovation, bridge science, technology, and society on key issues of our time, and be a leader of choice across the STEAM ecosystem. STEAM stands for Science, Technology, Engineering, the Arts, and Mathematics. With Access for All, Ingenium is pushing the boundaries of engagement by including diverse voices across the country; and championing physical, cognitive, sensory, and socioeconomic accessibility. Lastly, by diversifying our revenue streams, securing the museums as destinations of choice, unlocking the full potential of the Ingenium Centre and the national collection, and empowering our employees, Ingenium will ensure its long-term sustainability.

The Ingenium Centre and the three museums are situated on the traditional and unceded territory of the Algonquin-Anishnaabeg people. Staff and visitors appreciate being able to work and learn in this environment. Knowledge has been generated in the land now known as Canada since time immemorial. Ingenium is committed to working with Canada's Indigenous Peoples to represent First Nations, Inuit, and Métis cultures and ways of knowing, through further development of the national collection, programming, and services. The Ingenium team continued to open conversations and enhance relationships with Indigenous communities to collaborate on the co-creation of content which reflects the Truth and Reconciliation Commission of Canada's Calls to Action.

Ingenium embraces the diversity of our wider community, and is committed to the advancement of equity and inclusion across all of our programs and operations. We continued to engage with diverse communities in shaping experiences and took strides to improve the accessibility of our physical and digital experiences. Ingenium sites have earned two gold-level Rick Hansen Foundation Accessibility Certifications and a case study was authored by the Foundation detailing physical accessibility features that were incorporated into the Ingenium Centre.

Working in partnership with various public and private organisations across the STEAM spectrum, Ingenium successfully launched new exhibitions at each of its three museums. From soil science to Earth observation and air traffic control, these engaging exhibitions were key to attracting visitors on-site when the museums reopened. Across all three sites, Ingenium welcomed 236,147 visitors this fiscal year.

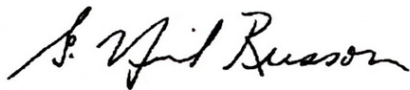
By embracing the power of digital, we continued to connect with Canadians across the country. Ingenium engaged Canadians online more than 2.1 million times this year, ranging from accessing blog articles to visiting online exhibitions and attending virtual seminars.

Our efforts are generating results. A nation-wide study showed that 76 per cent of Canadians polled felt Ingenium was doing a good job delivering on its mission. Furthermore, the study showed Ingenium was effective in sparking curiosity and innovative thinking; getting visitors interested in science and innovation; and building public trust in science.

With the COVID pandemic again front and centre as in 2020-21, Ingenium set conservative financial projections, aligned with those of the museum and tourism sectors. Ingenium managed expenses in a very prudent manner to mitigate the continued uncertainty. The additional funding received from the Government of Canada also helped offset significant revenue losses in order to maintain our operations and serve Canadians.

Throughout this challenging year, our employees have risen to the occasion to find new ways of working, and new ways of connecting with Canadians, onsite and online. We could not be prouder of their professionalism, resilience and dedication. Our sincere thanks to the entire Ingenium team. It is also a privilege to work with such a committed Board, who have provided invaluable support and guidance during these uncertain times. Our thanks, as well, to our partners and volunteers, who make so many projects and initiatives possible, and to our donors, patrons and sponsors for their belief in the work we do.

Special thanks to the federal government for its ongoing support, and for its exceptional support during the pandemic. Your contributions make it possible for us to share stories of scientific and technological innovation with Canadians, inspiring the next generation of STEAM leaders.



Neil Russon,
Chair



Christina Tessier,
Director and CEO

Governance

Ingenium¹ is a Crown corporation governed by a Board of Trustees, who are appointed by the Minister of Canadian Heritage, with the approval of the Governor-in-Council, and are selected through an open, transparent and merit-based selection process. They are representative of Canada's regions, linguistic duality, and cultural diversity. The Board is accountable to Parliament, through the Minister of Canadian Heritage, for Ingenium's business affairs.

The Board is composed of up to 11 Trustees, including a Chairperson and Vice-Chairperson. Trustees are nominated for a period not exceeding four years, and each is eligible to serve three consecutive terms (or, in the case of the Chair and Vice-Chair, two consecutive terms). If a Trustee has not been appointed by the time the term of an incumbent expires, the incumbent Trustee may continue in office until a successor has been appointed. As at March 31, 2022, six Trustees, whose terms of office have expired, continue in their roles until a new appointment is announced. Trustees are collectively responsible for strategic leadership and accountability, management of Ingenium's business activities and affairs, assessing the CEO's performance, and ensuring that all duties conferred upon Ingenium by the *Museums Act* and Part X of the *Financial Administration Act* are carried out. The Board also engages with the public at its Annual Public Meeting, during which it shares Ingenium's mandate, priorities, and fiscal oversight. The full Board met five times during the 2021-22 fiscal year.

COMMITTEE STRUCTURE

Five Board Committees support the work of the full board. Their key responsibilities and membership are provided below.

Executive Committee

The Executive Committee (EC) consists of the Chair, the Vice-Chair, two additional Trustees designated by the Board, and the Director and CEO, who sits as a non-voting member. This Committee has full authority to act when the full Board of Trustees is unable to meet in a timely fashion. The Executive Committee did not meet during the 2021-22 fiscal year.

Finance, Audit and Risk Management Committee

The Finance, Audit and Risk Management Committee (FARMC) oversees Ingenium's financial management, its practices, and its information systems. This Committee reviews and advises the Board of Trustees on Ingenium's five-year operating and capital plans, as well as annual and quarterly financial statements. The Committee also selects internal audits; reviews and advises the Board of Trustees on plans and reports from auditors; and oversees Ingenium's risk management policies and practices.

The Committee comprises no fewer than four Trustees, in addition to the Chair of the Board and the Director and CEO, who are non-voting members of the Committee.

The Finance, Audit and Risk Management Committee held four meetings in 2021-22.

1. The legal name of Ingenium under the *Museums Act* is National Museum of Science and Technology.

Governance Committee

The Governance Committee (GC) monitors and reviews the governance of Ingenium in relation to best practices, and recommends changes aimed at enhancing operational effectiveness. This Committee also reviews the Board's committee structures and memberships, and ensures that a Board self-assessment process is in place. This Committee establishes the Director and CEO's annual performance objectives, provides governance oversight for the health and safety of Ingenium employees and the culture and values of the Corporation, and reviews and recommends nominations for trustee appointments and reappointments. This Committee comprises no fewer than four Trustees, as well as the Chair of the Board and the Director and CEO, who are non-voting members. The Governance Committee held five meetings in 2021-22.

Major Facilities Committee

The Major Facilities Committee (MFC) was formed to provide additional Board oversight for the renewal of the Canada Science and Technology Museum, and the construction of the Ingenium Centre. The Committee comprises no fewer than four Trustees, as well as the Chair of the Board. The Director and CEO is a non-voting member of the Committee. The Major Facilities Committee held three meetings in 2021-22.

Sustainability and Outreach Committee

The Sustainability and Outreach Committee (SOC), established in August 2020, assists the Board of Trustees in providing strategic guidance to the Corporation to achieve greater financial stability, revenue diversification, and stakeholder engagement. This Committee is composed of at least four and not more than six Trustees, as well as the Chairperson and Director and CEO. The Sustainability and Outreach Committee held four meetings in 2021-22.

Board of Trustees (as at March 31, 2022)

Name, Region

Term – BOARD COMMITTEES

Neil Russon, New Brunswick

May 9, 2019 to May 8, 2023 – Chairperson, EC (Chair), FARMC, GC, MFC, SOC

Marian K. Brown, British Columbia

June 30, 2019 to June 29, 2023 – Vice-Chairperson, EC, GC, MFC, SOC

Michael A. Geist, Ontario

March 1, 2018 to February 28, 2022* – GC (Chair) effective Jan 18, 2021, EC, SOC

A. Christian Idicula, Alberta

March 1, 2018 to February 28, 2022* – FARMC, SOC

Radosveta Ilieva, Quebec

October 27, 2017 to October 26, 2020* – FARMC, GC

Paul Johnston, Ontario

June 1, 2018 to May 31, 2022 – FARMC (Chair), EC, GC

Heather Kennedy, Alberta
June 13, 2018 to June 12, 2021* – GC, MFC (Chair), EC, SOC (Chair)

Dr. Matthew A. Lafrenière, Ontario
May 21, 2019 to May 20, 2022 – FARMC

Andréanne Leduc, Quebec
October 27, 2017 to October 26, 2021* – MFC, FARMC

Dr. Marianne D. Sadar, British Columbia
October 27, 2017 to October 26, 2021* – GC, SOC

Kirstine Stewart, Outside Canada
April 13, 2021 to April 12, 2024 – FARMC, SOC

*Although the terms of Michael Geist, A. Christian Idicula, Radosveta Ilieva, Heather Kennedy, Andréanne Leduc, and Marianne D. Sadar expired in fiscal year 2021-22 or earlier, they continue to serve until replacements are appointed.

Executive Management

Ingenium’s daily operations are managed by its Director and Chief Executive Officer, supported by the executive team listed below.



At March 31, 2022, the individuals serving in these positions were:

- Director and Chief Executive Officer: Christina Tessier
- Chief Operating Officer and Capital Projects: Fernand Proulx
- Director General, Canada Agriculture and Food Museum: Kerry-Leigh Burchill
- Director General, Canada Aviation and Space Museum: Chris Kitzan
- Director General, Canada Science and Technology Museum: Lisa Leblanc
- Vice-President, Business Development: Darcy Ferron
- Vice-President, Collection, Research and Corporate Governance: Monique Horth
- Vice-President, Human Resources: Kimberlee Hemming
- Vice-President, Digital and Public Affairs: Olivier Carré-Delisle

Overview of Ingenium – Canada’s Museums of Science and Innovation

Vision

Ingenium ignites ingenuity

Mission

Ingenium is a catalyst for unlocking the curious and creative minds of a nation of innovators

Mandate

Ingenium – Canada’s Museums of Science and Innovation, whose legal name is the National Museum of Science and Technology, was established as an autonomous Crown corporation on July 1, 1990, under the *Museums Act*. As stated in the Act, the mandate of Ingenium 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.”

Ingenium oversees three national museums of science and innovation in Ottawa – the Canada Agriculture and Food Museum (CAFM), the Canada Aviation and Space Museum (CASM), and the Canada Science and Technology Museum (CSTM) — and the new Ingenium Centre, which houses an exceptional collection, research institute, and digital innovation lab.

Ingenium takes science engagement to the next level by co-creating participatory experiences, acting as community hubs and connectors, helping Canadians contribute to solving global challenges, and creating a collective impact which extends far beyond the physical spaces of our museums.

Ingenium is a vital link between science and society. Our engaging digital content, outreach programs, travelling exhibitions, and collaborative spaces help to educate, entertain, and engage audiences across Canada and around the world.

Canada Agriculture and Food Museum

The Canada Agriculture and Food Museum offers hands-on food literacy demonstrations and immersive exhibitions on a working farm in the heart of our nation’s capital. It showcases milestones in Canadian agriculture which inform and inspire the future of food security and sustainable agriculture. It also highlights the relationship between agricultural science and technology and Canadians’ everyday lives. Visitors to the site have a unique opportunity to experience hands-on demonstrations, participate in seasonal programs and see diverse breeds of farm animals as well as technology. Virtual visitors and national audiences are able to access learning modules, experiments, recipes and online programs that feature key issues of our time.

Canada Aviation and Space Museum

The Canada Aviation and Space Museum is aptly located at Ottawa's historic Rockcliffe Airport, a former military air base. The museum brings Canadian aviation to life, from its beginnings in 1909 to the present. It showcases the largest aviation collection in Canada, which is considered to be one of the finest in the world and includes more than 130 aircraft as well as artifacts such as propellers and engines. Visitors are introduced to both civil and military service, and the museum also includes the enthralling world of space flight. The original Canadarm used on the Endeavour space shuttle is a highlight of the museum's space technology exhibitions.

Canada Science and Technology Museum

The Canada Science and Technology Museum tells Canada's innovation story through discovery, play, and experiential learning. Acting as a bridge between science and technology and visitors, the museum's immersive spaces inspire a better understanding of the integral role innovation plays in shaping our shared future. As visitors walk through the exhibitions, visit the demonstration stage, or tinker in Exploratek, they become a part of Canada's story of science, technology, and innovation.

Ingenium Centre

The Ingenium Centre houses Canada's science and technology collection, with more than two million archival, trade literature, and library materials and more than 116,000 artifacts. It is home to the Ingenium Research Institute and the Ingenium Digital Innovation Lab. Through bold engagement and worldwide collaboration, both of these initiatives will put the Ingenium Centre at the heart of discovery and innovation, involving researchers, educators, and the public in new and creative ways.

Ingenium's Highlights

Collaborate to Innovate—Inspiring Canadian Ingenuity

Canada boasts a rich history of scientific and technological innovations across many fields, from the first Internet search engine, to insulin, to those of accomplished Canadian scientists such as the 2018 Nobel prize winning physicist, Donna Strickland, of Waterloo, Ontario. Ingenium and its three museums bring our past and future together by taking science engagement to the next level. We are proud to be a leader and partner of choice across the STEAM ecosystem. We build and leverage sustainable partnerships that grow the STEAM skills pipeline to support and enrich a culture of Canadian innovation that starts with an idea and ends with a concrete contribution to society's improved welfare.

Although much of our work through the year was affected physical distancing and periodic lockdowns imposed by the continuing COVID-19 pandemic, we successfully worked around these limits and restrictions. For instance, staff continued uninterrupted the essential work of caring for the farm animals at the Canada Agriculture and Food Museum. As well, the Ingenium-NSERC STEAM Horizon Awards, our annual event to celebrate innovative Canadian youth studying and envisioning careers in STEAM, was hosted virtually. The online event brought the year's five winners – including two Indigenous students – together to meet and speak online with the awards sponsors representing the Natural Sciences and Engineering Research Council of Canada (NSERC), Indspire, Lockheed Martin Canada, Syncrude Canada Ltd. – Operated by Suncor, and Ingenium Foundation. Ingenium is proud to have held two community vaccination clinics at the Canada Science and Technology Museum. The museum was an advantageous location as it has nearby parking and large indoor spaces for added safety.

The power and effectiveness of partnerships – especially digital partnerships that could carry Ingenium's programs to Canadians during COVID – were once again proven as all three Ingenium museums relaunched new offerings in partnership with Connected North, a network operated by the Canadian charity TakingITGlobal. Connected North is a leading-edge initiative that fosters student engagement and enhanced education outcomes in remote Indigenous communities through two-way video communication. Our partnership with IDÉLLO, a broadcast service of TVOntario's French language TFO division, was also productive as it expanded the reach of the three museums' online STEAM resources.

In pre-COVID years, Canada Day activities and celebrations at Ingenium's three national museums were highlights of the year for local citizens and out-of-town visitors to the capital. In 2021, Canada Day in-person celebrations were again muted by COVID restrictions and were replaced by virtual programming. In fact, online programming became the norm throughout the year for much of the museums' public and school programming. For instance, the Canada Agriculture and Food Museum added three new field trips to its roster of offerings, one on honeybees and two on soil. The Canada Aviation and Space Museum delivered its Sky Stuff public programming virtually for pre-school children and relaunched its virtual field trips programs for schools in time for the new academic year in September. Its Science Advisor also participated in two sessions of Exploring by the Seat of your Pants with Canadian astronaut, Joshua Kutryk, that were live-streamed on YouTube. The Canada Science and Technology Museum launched four new virtual field trips for a total of ten, and new virtual school programs in partnership with Canadian Space Agency for **Earth in Focus: Insights from Space** exhibition.

Despite the severity of COVID-related restrictions throughout much of the year, there were nonetheless pockets of opportunity to begin selected in-person programs at the museums. For example, the Canada Agriculture and Food Museum relaunched its partnership with Algonquin College's Veterinarian Technology program. The museum welcomed students, often accompanied by their professors, to gain knowledge and hands-on experience about farm animals as part of the certification program.

The corporation also forged several national and international research partnerships through joint projects, publications, conferences, fellowships, and research collaborations to help enrich a base of knowledge centered around Ingenium's artifact collections and archives. As examples, a McGill University doctoral student based in India studied and reported on Canadian reproductive technologies in a broader colonial context; a doctoral student studying under the University of Ottawa-Ingenium Fellowship in Gender Science and Technology studied Ingenium artifacts as tools to engage women in STEM-related subjects; a graduate student who is the Garth Wilson Public History Fellow is working on sound tours of the Ingenium Centre's artifact storage facility; and a STEAM Projects Coordinator and Artist in Residence at the University of Ottawa's Centre for Entrepreneurship and Engineering Design joined Ingenium on a prestigious Queen Elizabeth II Fellowship.

The period of 2021 to 2030 is the UN Decade of Ocean Science. In pursuit of its goal of being a leader and partner of choice across the STEAM ecosystem, Ingenium partnered with the Atlantic Science Enterprise Centre in Moncton, New Brunswick, and with the Pacific Science Enterprise Centre in West Vancouver, British Columbia, to bring the aquatic science and research of the two Centres to public audiences, including school groups. More specifically, the Canada Science and Technology Museum shared research from the federal department of Fisheries and Oceans (DFO) with students and teachers at the two Centres. The museum collaborated with the Species at Risk group at DFO by developing and launching communications tools to support the identification of species on the east coast. The Canada Science and Technology Museum is also working with DFO on a long-term initiative to rebuild and promote the Capilano Hatchery, which helps strengthen declining salmon stocks near North Vancouver.

The Canada Agriculture and Food Museum is also involved in the UN Decade of Ocean Science. The museum established an Aquaculture National Advisory Council to guide the development of educational programs and products about aquaculture. A key outcome will be a new museum exhibition on aquaculture that is currently under development. As one of the first public presentations on this aquaculture initiative, the museum presented in March a virtual Food for Thought lecture titled *Aquaculture Landscapes: Fish Farms and the Public Realm*.

The Canada Aviation and Space Museum and the National Research Council are founding partners of the non-profit Centre for Advanced Research and Training in Aviation, Mobility and Space (CARTAMS). The vision for this Centre is to build and launch a state-of-the-art digital infrastructure that will facilitate research and museum/academia/industry collaborations, as well as knowledge transfer and dissemination through its connective – and inclusive – education, training and outreach programs. CARTAMS brings together private and public organizations from across Canada to help foster innovation and skills development while raising public awareness about the vibrant aviation, mobility and space sectors.

The stories of success, failure, and perseverance of Canadian innovators shared by Ingenium carry powerful messages to Canada's youth interested in a future in STEM. In support of

Canada's role as the Guest of Honour at the Frankfurt Book Fair in October, Ingenium created new content and adapted existing content about successful women in STEM. This content from Ingenium's Women in STEM website was featured as part of the fair's cultural programming. This digital approach included the translation and creation of 31 posters in the German language, in addition to the original versions in English and French.

The sharing of STEM stories is an important long-term aspect of the five-year strategic plan of Ingenium as it conducts research on Canadian innovation, with an emphasis on gaining and understanding the process of innovation. Research topics include electronic music, deindustrialization, and the very contemporary yet historically relevant initiative titled Curating under Quarantine. This initiative captures, studies, and documents the key moments of Canada's struggles and successes with COVID-19, including the acquisition of the 10 millionth face mask produced by General Motors, and publishing reports on the rollouts of vaccines across the country as we lived through the key events of the pandemic.

Access for All – Pushing the Boundaries of Engagement

At Ingenium, Access for All means continuously improving physical, cognitive, sensory, and socioeconomic accessibility to our physical sites, to our programs and activities, and to our online products and services. We want to make all of our visitor and audience experiences more accessible as well as share our accessibility best practices with peer organizations.

Improving accessibility has been ongoing for several years and will continue over the long term. Ingenium made accessibility a cornerstone of its current five-year strategic plan and launched new programs and adapted existing programs for specific groups and individuals who have challenges accessing our offerings. Ingenium is proud to be a founding member of the Canadian Accessibility Network on whose Advisory Council a senior member of Ingenium's management team sits.

At the museum and local community levels, STEAM-oriented programming reached many across the socio-economic spectrum through partnerships our museums have built with community organizations. The Canada Science and Technology Museum delivered youth and intergenerational STEAM programs to the Wabano Indigenous Health Centre and, with the support of the Ingenium Foundation, provided more than 4,000 printed STEAM activity packages and delivered virtual STEAM workshops to families using the services of the Ottawa Food Bank. Although the museum's Up Close Science virtual field trip is available to all audiences, it was targeted specifically to neurodivergent audiences, including individuals on the autism spectrum. The Canada Aviation and Space Museum continued to make more exhibition information binders available in braille, with a third binder now complete. The museum gave a special educational tour of the Reserve Hangar to Toronto's SickKids Hospital via a remote-operated robot. The Canada Agriculture and Food Museum was actively recruiting school classes of students in difficult economic circumstances in the National Capital region that are eligible to receive funding from the Museum's Youth Fund to participate in virtual field trips.

In addition to actively making its museums' sites and programming more user-friendly for audiences with accessibility challenges, Ingenium published a number of articles online that talk about its experiences in order to inspire and support other institutions in their goals for greater accessibility. For instance, its monthly column, *3 Things You Should Know*, makes everyday science accessible by presenting relevant topics in an interesting, "bite-sized" format and using web communication accessibility features such as alt texts. Two Ingenium Channel articles on

Science Odyssey – Canada’s biggest festival for science and technology – encouraged readers to access free educational science webinars and online activities. Another series of articles was published that details Ingenium’s Indigenous Star Knowledge Symposia. The symposia aim to reclaim, preserve, and share Indigenous astronomy and stories from around the world through free online events for wider audiences today and in the future.

Digital tools are a powerful means to deliver our educational content across Canada. All three museums sent virtual programming to students in northern communities through the above-mentioned Connected North partnership. Before the pandemic, the Curiosity on Stage presentations at the Canada Science and Technology museum were live, in-person events at its demonstration stage. Curiosity on Stage is a series of thought leadership presentations on contemporary issues of global importance that invite audiences to listen and take part in important conversations and thought-provoking idea-sharing with experts and leaders in their fields. These adult-oriented events aim to cover topical issues of national and international importance. In-person Curiosity on Stage events were replaced by online webinars that were presented bilingually in an accessible format with simultaneous translation and live on-screen captioning. In addition, the Curiosity on Stage events were recorded and posted to the museum’s YouTube channel for wider distribution. Previously recorded Curiosity on Stage events were enhanced to meet our online accessibility standards, thus making the videos more broadly available to new audiences.

The change to online visitor engagement has been a challenge for many museums. In response, the Canada Agriculture and Food Museum offered a sharing and learning session to other museum professionals and educators in December on the topic of integrating virtual food demonstrations with artifact highlights. This learning session was also offered through the Association for Living History, Farm and Agricultural Museums.

Ingenium’s STEM Institute for Elementary Teachers continued to offer virtual teacher professional development (PD) workshops online, including modelling how to adapt activities to online teaching, and offering guidance on how teacher associations and groups can give professional development opportunities as part of PD day plans. The STEM Institute for Elementary Teachers began several years ago with in-person workshops held across Canada to help teachers explore how to make science come alive for students and discover new ways to have students apply their newly-gained knowledge.

In addition to its digital efforts to reach Canadians across the country, Ingenium has been aggressively expanding the number of travelling exhibitions it offers for rental in both traditional and non-traditional public venues in order to boost its presence in communities across Canada. Currently, Ingenium has 15 travelling exhibitions for rent. Throughout the year, many of Ingenium’s travelling exhibitions were hosted in all corners of the country. For example, **Cipher | Decipher** displayed publicly at venues in Saskatoon, Saskatchewan, and Burlington, Ontario; **Unmasking Influenza** was in Portage La Prairie, Manitoba, and Penetanguishene, Ontario; **Game Changers** ran in Regina, Saskatchewan, and Chicoutimi, Quebec. Several posters exploring the stories of successful and renowned women in STEM that are featured on our Women in STEM website were showcased outside of the Canada Pavilion Expo in Dubai, UAE, in January.

An important aspect of accessibility is respecting and including diverse community voices in everything we do. Accessibility is often determined at a very personal level. Ingenium undertook collaborative research with communities to uncover new layers of meaning in the collection that

reflect diverse perspectives. Students from diverse backgrounds were engaged to provide fresh perspectives on the collection. The Canada Agriculture and Food Museum began a new partnership with the High School Students with Intellectual Disabilities Integration Project that offers students a rewarding professional experience in an environment adapted to their needs. Ingenium worked with an Indigenous person, non-binary students, a visually impaired student, a person co-hired with the Independent Disabled Gardeners Association, and racialized students to expand the interpretations and accessibility of our content. Students from diverse backgrounds provided a fresh look at our collection, and started work on a series of podcasts which will be made fully accessible on Ingenium's website. In 2021-22, Ingenium hosted 17 students from across Canada and three Fellows from McGill, the University of Ottawa, and Carleton University to focus on diversifying perspectives on the national collection.

Our essential undertaking to honour Indigenous ways of knowing in a spirit of reconciliation has resulted in a wide and growing list of initiatives at Ingenium. In this fiscal year alone, two Indigenous Sky Knowledge Symposia were held. The first, a Spring Equinox Celebration with the Heiltsuk Nation took place on April 28, and the second, a Summer Solstice Celebration of Star Knowledge from Africa and Rapanui (Easter Island) was on June 22. The Canada Agriculture and Food Museum collaborated with Indigenous representatives to develop content for an Anishinàbe Algonquin language audio-installation titled **Nidòndàdizimin nidjibikànàng**, which translates as Thriving from our Roots. The display opened at the museum on July 29. That same day, Ingenium and museum officials hosted a Listening Circle with elders and knowledge keepers from the Algonquin Anishinabeg communities of Kitigan Zibi and Pikwàkanagàn to discuss land acknowledgements, engagement with communities, and future collaborations. The museum's curator was also invited to visit First Nation communities in Cape Breton, which led to a collaborative project on oyster fisheries. **Bákvlá**, an Heiltsuk First Nation foodways photographic exhibit developed for display at the Canada Agriculture and Food Museum, was first displayed at the Canada Pavilion at Expo Dubai in February 2022, and then installed at the museum in March 2022. The official launch of **Bákvlá** is slated for fiscal 2022-2023.

Strengthening our Foundations - Ensuring long-term sustainability

Over the past year, as the pandemic continued, many public institutions faced major challenges in remaining open, accessible to all, and financially sustainable. Although the COVID pandemic shut the three museums' public spaces for long periods, work carried on behind the scenes to ensure the museums were ready with attractive and engaging on-site experiences for visitors when reopening occurred. Improvements such as redeveloping and redesigning aircraft console panels at the Canada Aviation and Space Museum and improving interior lighting at the Canada Science and Technology Museum enhanced the visitors' enjoyment of the museums' spaces.

To secure the museums as a destination of choice, several exhibitions were launched this fiscal year. At the Canada Agriculture and Food Museum, **Soil Superheroes** provides visitors with a new perspective on soil science and conservation. This exhibition was produced in partnership with a league of industry and soil knowledge experts: Fertilizer Canada, Canadian Seed Growers' Association, CN, Agriculture and Agri-Food Canada, Glacier FarmMedia, Soil Conservation Council of Canada, Nutrients for Life, Farm Credit Canada, and Natural Resources Canada, as well as by Ingenium Foundation, The McLean Foundation, and TD Friends of the Environment Foundation. The Canada Aviation and Space Museum in partnership with NAV CANADA launched a new exhibition exploring air traffic management, including the systems, people and technologies that keep Canada's skies safe. Canadian

astronaut Jeremy Hansen visited the Canada Science and Technology Museum to showcase the new **Earth in Focus: Insights from Space** exhibition made in partnership with the Canadian Space Agency and to share his message on the importance of space observation: how data collected from space can help address global issues.

To broaden and strengthen its visitor base, Ingenium targeted new groups for its on-site educational programming and camps, including community centres, youth associations, school boards, and daycares.

Ingenium also partnered with Urban Element – a dynamic player in Ottawa’s food scene – to bring sustainable and innovative food and beverage services to the museums. In March 2022, The Collective | Le Collectif opened as the new onsite café at the Canada Science and Technology Museum. Services will be introduced at the other two sites later in 2022.

We continued to attract new Ingenium members, who enjoy a host of benefits such as unlimited museum admission, boutique discounts and exclusive members-only events. In all, 3,358 memberships were sold this fiscal year, with a strong finish to the year. In March 2022, membership sales surpassed sales for the same period in 2019. At year-end, there were 6,932 active Ingenium members.

Without question, a strong and engaged workforce is fundamental to achieving our corporate objectives. Although staff continued to face site closures, and many had to remain working remotely during the pandemic, an employee survey showed engagement remained strong among our workforce. Throughout the fiscal year, a number of initiatives were undertaken to further strengthen our workplace and empower our team to live Ingenium’s shared values: creative, inclusive, collaborative and accountable. The Equity, Inclusion and Diversity Committee drafted a new plan for the corporation. All staff attended a series of anti-oppression training, and the recruitment process was enhanced to ensure diversity, equity and inclusion skills are explored in the interview process.

Ingenium’s facilities are another foundational element of the corporation’s long-term sustainability. A long-term capital replacement plan is under development to ensure the continuing health of our facilities, which range from the newly-constructed Ingenium Centre and Canada Science and Technology Museum, to the 34-year-old Canada Aviation and Space Museum to historic barns at the Canada Agriculture and Food Museum. This plan will set forth our plans to renew older Ingenium infrastructure and ensure our modern buildings remain state-of-the-art. Key capital projects underway at the Canada Aviation and Space Museum include upgrades to hangars and runway lights and rebuilding the roof and envelope on two support buildings, as well as remedial projects on the milk room, feed room, and silo at the Canada Agriculture and Food Museum.

Ensuring our long-term sustainability also means unlocking the full potential of the Ingenium Centre and the national collection, and establishing the Centre as a hub of excellence for collections care, research and access. This can be achieved by expanding programs that leverage the collection to support the next generation of heritage professionals. In the first half of fiscal 2021-22, a strong framework with adjunct curators, Fellows, visiting scholars and Indigenous Elders in residence was established; and curatorial staff were engaged in teaching and guest lecturing at universities across Canada.

To further support the ongoing move of artifacts from leased warehouses to the Ingenium Centre, a detailed plan was developed to address the collection cataloguing backlog. The focus was on cataloguing and documenting artifacts for location tracking purposes in the artifact storage areas of the Ingenium Centre. Despite an artifact acquisition moratorium brought on by COVID and by operational issues, Ingenium nonetheless was able to add to its national collection through the acquisition of several lots of exceptional artifacts. Highlights of the acquisitions were the addition of a Delta Test Vehicle-3, ejections seats, and a drafting table to the Avro Arrow collection; the General Sheila Hellstrom Collection of objects that represent and reflect the incredible career of Canada's first female General; the vaccine vials of the first Pfizer-BioNTech COVID-19 vaccines administered to frontline workers in Canada in December 2020; and the ten millionth N95 face mask made by General Motors Canada.

Report on Performance Results

Ingenium's successes in 2021-22, as it pursued the second year of its five-year strategic plan through the continued challenges of the COVID-19 pandemic, reflect the resilience of the organization, fueled by its dedicated and experienced staff.

Ingenium met or surpassed 90% of its reported metrics for 2021-22. As noted in the table below, ratings for a portion of metrics were not reported due to the lack of baselines or external comparators available, and will be reported beginning in 2022-2023.

This year, Ingenium launched its stakeholder survey program. This approach is a conscious shift towards impact measurement, moving beyond reporting on just offerings created to reporting on the impact of those offerings for Canadians. This approach also expanded the range of stakeholders being surveyed and introduced consistent questions so results can be compared across Ingenium's offerings.

The first year of this approach produced promising results. Ingenium stakeholders rated Ingenium experiences highly for increasing their confidence engaging with key issues of our time (94%), inspiring them to see or think in a new way (94%), and increasing their knowledge of Canadian innovators and innovations (92%).

There were similarly positive perceptions of Ingenium's work. We received high results for employees living our shared corporate values in their work with external partners (95%), the accessibility of Ingenium's sites and programs (76%), and audience trust in Ingenium (98%).

Together, these results speak to Ingenium's impact, and its potential to contribute to Canada's culture of innovation, to foster a sense of belonging for diverse communities, and to be a relevant institution for generations to come. These initial results will be the benchmarks we use to track how we maintain and grow these impacts.

These impact results build on the excellent results of the activities and projects that teams undertake each day, such as the development and delivery of digital offerings. The availability of selected archival collections on Ingenium's Digital Archives platform (41%) exceeded its target. Pivoting to virtual delivery enabled Ingenium to more than five times exceed its target for individuals it trained to deliver STEAM content.

Virtual offerings also contributed to Ingenium reaching 85% of Canadian regions this year. However, the main factor was the on-the-ground impact of Ingenium's travelling exhibitions and Edukits, which alone were present or used more than one-third of all regions.

These results reflect perseverance in challenging times, and how Ingenium continued to create meaningful impact for our audiences. Although this Strategic Plan was developed pre-pandemic, the issues it addresses have become even more pressing. To work towards a better future, Canada must become more innovative, inclusive, and sustainable. Ingenium's results in 2021-22 demonstrate its contribution to that shift, and its potential to build that contribution as we continue to deliver on this Strategic Plan and beyond.

Note: In the following tables, the typical range for a result to be marked as surpassed or below a target is +/- 10% for most indicators (with an exceptionally smaller range for financial indicators where there is lower tolerance for falling below target because of the potential impact). An indicator may be considered "met" below this variance if the activity was significantly and unexpectedly disrupted (e.g. closure to the public).

Strategic Goal 1: Collaborate to Innovate

Strategies	Outcomes	Indicators	Rating	2020-21 Results	2021-22 Target	2021-22 Results
Empower a culture of Canadian innovation	Youth have expanded access to STEAM-related learning	Individuals trained to deliver STEAM content	Surpassed			
			Met	656	117	609 educators, co-op students, fellows, and interns trained in teaching and communicating science
		Below				
	Youth participants in STEAM learning	Surpassed				10,503 youth participated in virtual school programs, distance learning, Edukits, webinars and lectures given by staff. <i>Target not met due to school and site closures.</i>
			Met	5,752 youth	12,820 youth	
			Below			
Be a leader and partner of choice across the STEAM ecosystem	Growth of partnerships and networks in the STEAM ecosystem	Growth of partnership and network agreements	Surpassed	New agreements: 14	New agreements: 13	18 new agreements and 2 new deliverables added to agreements
			Met	New deliverables: 10	New deliverables: 8	
	Below	Active partners: 38	Active partners: 50	56 active partnerships		
	Strengthened capacity of the STEAM ecosystem	Capacity-building among partners		Survey launched in 2021-22.	Baseline year	67% reported that Ingenium helped strengthen their capacity in STEAM

Bridge science, technology, and society on key issues of our time	Canadians have a trusted source of information on key issues of our time	Media coverage of our content and expertise	Surpassed Met Below	1,024	1,000	1,217 media mentions and interviews
		Audience trust	Surpassed Met Below	<i>Surveys launched in 2021-22.</i>	External comparison: 90% ¹	98% trust rating
	Our audiences feel confident engaging with key issues of our time	Audience confidence engaging with key issues		<i>Surveys launched in 2021-22.</i>	Baseline year	94% felt more confident engaging with a key issue of our time
Empower a culture of Canadian innovation	Strengthened culture of Canadian innovation	Audience exhibiting innovative tendencies	Surpassed Met Below	<i>Surveys launched in 2021-22.</i>	External comparison: 50% ²	94% reported that an Ingenium experience inspired them to see or think about things in a new way
		Audience inspired by knowledge of Canadian innovations / innovators	Surpassed Met Below	<i>Surveys launched in 2021-22.</i>	External comparison ³ : 60%	92% reported knowing more after an Ingenium experience

¹ Ontario Science Centre's Report on Attitudes Towards Science 2018. Ingenium's result is an aggregation of responses to surveys from Channel readers, Lecture series and Partner surveys.

² Rideau Hall Foundation's Culture of Innovation Index 2021

³ Ibid.

Strategic Goal 2: Access for All

Strategies	Outcomes	Indicators	Rating	2020-21 Results	2021-22 Targets	2021-22 Results
Champion physical, cognitive, sensory, and socioeconomic accessibility	Enhanced accessibility of our museums and programs	Audiences perception of accessibility of Ingenium's sites and programs				76% of self-identifying members rated Ingenium's accessibility as good or excellent
Harness the power of digital to connect with Canadians	Canadians have access to our offerings and collections through innovative digital means	Virtual Connections and Engagements	Surpassed	Virtual connections: 2,309,374	Virtual connections: 3,071,468	3,221,753 virtual connections
			Met	Virtual engagements: 1,295,609	Virtual engagements: 1,913,756	2,129,448 virtual engagements
		Below				
		Surpassed	Archives: 38%	Archives: 40%	Archives: 41%	
		Digital availability of selected collections	Met	<i>Artifacts will be selected once the collection move is complete</i>	3D artifacts: <i>collection move not yet complete</i>	3D artifacts: <i>collection move not yet complete</i>
			Below			
	Diverse communities are engaged in shaping experiences and the collection	Collaborations with diverse communities	Surpassed			11 diverse communities contributed to the development of research, program or exhibition content
			Met	3	3	
			Below			

Respect and include diverse voices and communities	Collaborations with Indigenous communities are activated throughout Canada	Collaborations with Indigenous communities	Surpassed Met Below	New and on-going collaborations with 12 Indigenous communities	Collaborations with 9 Indigenous communities. <i>Target not met as result based on previous year which held Indigenous Skies Symposium.</i>	
	Audiences who traditionally faced barriers participated in onsite and online experiences	Visitorship representation	<i>Survey launched in 2021-22</i>		Baseline year ⁴	Indigenous people: 2% Members of visible minority communities: 15% Persons with Disabilities: 18%
		Canadian regions engaged	Surpassed Met Below	61%	60%	Present in 85% of Canada's regions
Diverse communities feel a sense of belonging in museum experiences	Sense of belonging among audiences from diverse communities	<i>Survey question will be administered beginning in 2022-2023.</i>				

⁴ The intention is to increase the proportion of self-identifying visitors and members over the planning period. Only membership result available for 2021-22. Current demographics for the Ottawa-Gatineau region are based on 2016 Census (Indigenous people and Members of Visible Minorities) and 2017 Statistics Canada survey (Persons with disabilities).

Strategic Goal 3: Strengthen Our Foundations

Strategies	Outcome	Indicator	Rating	2020-21 Result	2021-22 Target	2021-22 Result
Empower our teams to live our shared values	Our organisation is a great place to work	Employee engagement	Surpassed Met Below	Survey not administered in 2020-21 ⁵	70%	70% feel engaged
		Staff exhibiting our shared values	Survey launched in 2021-22	Baseline year	95% of partners agreed that staff exhibited our shared values	
	A collaborative, creative, inclusive, and accountable workforce	Staff feel supported to live our shared values	Surpassed Met Below	Survey not administered in 2020-21 ⁶	70%	70% feel supported to live our values
		Workforce Representation	Surpassed Met Below	Indigenous people: 3.5% Persons with Disabilities: 3.5% Members of visible minority communities: 6.7%	Indigenous people: 3.5% Persons with Disabilities: 3.5% Members of visible minority communities: 6.7%	Indigenous people: 3.7% Persons with Disabilities: 5.7% Members of visible minority communities: 7.8%
Unlock the full potential of the Ingenium Centre	The national collection is better preserved, researched, and accessible	Collection moved to the Ingenium Centre	Surpassed Met Below	48%	90%	83% of the collection rehoused. <i>Target not met due to pandemic work stoppages.</i>
		Sharing research opportunities	Surpassed Met Below	275	133	170 research sharing opportunities created

⁵ This survey is administered every two years.

⁶ Ibid.

		Surpassed	Archives: 6%	Archives: 8%	Archives: 8%
	Collection documentation ⁷	Met	Trade Lit: 4%	Trade Lit: 5%	Trade Lit: 6%
		Below	Artifacts: baseline year	Artifacts: 10%	Artifacts: 0.4% (resources allocated to collection move)
	Canadians have a deeper engagement with the national collection	Surpassed			
	Use of on-site collection-based resources	Met	114	225	200 uses of the collection ⁸
		Below			
		Surpassed			
	Visitorship	Met	91,836	108,000	236,147 visits
		Below			
		Surpassed			
	Membership	Met	9,140	4,500	6,650 active memberships (annual average)
		Below			
Secure the museums as destinations of choice	Our museum experiences inspire local residents to visit and revisit	Surpassed	General market share: 39%	General and tourism market share among the national museums in the NCR: 25%	General market share: 32%
	General and tourism market share	Met	<i>Ottawa Tourism did not track tourism market share in 2020-21</i>		Tourism market share: 26%
		Below			
	Admission value	<i>Surveys launched in 2021-22</i>		Baseline year	91% of members were satisfied with the admission value

⁷ The trade literature and archives metrics measure progress against the documentation backlog. The artifacts metric measures accession lots only.

⁸ This target is considered met due to 88% of result and a higher result than the previous year achieved despite the site being closed to the public for most of the year again.

		Asset condition	<i>The asset inventory complete. Condition assessment underway due to COVID site closures. Will be reported beginning in 2022-2023.</i>			
Increase and diversify revenue, sponsorship, and philanthropic giving	Our business model is aligned to the Strategic Plan	Commercial operations net profit	Surpassed Met Below	\$0	\$0	\$170,000
		Operating revenue	Surpassed Met Below	\$2.037 million	\$1.435 million	\$4.059 million
		Contributions (cash)	Surpassed Met Below	\$2.737 million	\$540,000	\$1.857 million
		Duration of financial partnerships	Surpassed Met Below	48 months	36 months	64 months
Program integrity	The collection and museum are sustainable and relevant for present and future generations	Care of the collection	Surpassed Met Below	<i>Measurement started in 2021-22</i>	Baseline year	64% of collection assessed for hazards ⁹ 18% of collection spaces met humidity specifications
		Exhibition renewal	Surpassed Met Below	3.8%	3.8%	3.9%

⁹ Hazards are formally assessed through the Collection Risk Management (CRM) process. This result reflects the work completed since the CRM process was launched in 2017 to align with updated regulations.

Management Discussion and Analysis

Ingenium – Canada’s Museums of Science and Innovation is committed to achieving the mandate established by the *Museums Act*, while providing the financial and operational foundation necessary to support ongoing renewal and delivery of its many programs and projects.

As a cultural Crown corporation, the Corporation operates at arm’s length from government with regard to operating and programming decisions, and is subject to the financial provisions governing Crown corporations set out in Part X of the *Financial Administration Act*. Ingenium is governed by a Board of Trustees, which is accountable to Parliament for the stewardship of the Corporation through the Minister of Canadian Heritage.

The Corporation operates three national museums in the execution of its mandate: the Canada Science and Technology Museum (CSTM), the Canada Aviation and Space Museum (CASM), and the Canada Agriculture and Food Museum (CAFM). The museums showcase key objects of the national science and technology collection of artifacts and archival materials, which are mainly stored in the Ingenium Centre and the Aviation Collection Reserve.

PUBLIC POLICY ROLE	<p>“plays an essential role, individually and together with other Museums and like institutions, in preserving and promoting the heritage of Canada and all its peoples throughout Canada and abroad, and in contributing to the collective memory and sense of identity of all Canadians;” and</p> <p>“is a source of inspiration, research, learning and entertainment that belongs to all Canadians and provides, in both official languages, a service that is essential to Canadian culture and available to all.”</p>			
MANDATE	<p>“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.”</p>			
MISSION	<p>Ingenium is a catalyst for unlocking the curious and creative minds of a nation of innovators.</p>			
VISION	<p>Ingenium ignites ingenuity</p>			
VALUES	Creativity	Inclusivity	Collaboration	Accountability

Strategic Directions

Over 2021-22, Ingenium pursued the second year of its Strategic Plan for the 2020-21 to 2024-25 planning period. The three strategic goals—derived from its mandate, mission, vision and values—guide the development and delivery of its programs and activities, and inform how Ingenium pursues the fulfillment of its four Core Responsibilities.

The Corporation’s parliamentary appropriations are allocated against its Core Responsibilities.

Core Responsibilities

Heritage Preservation and Research

Developing and preserving a comprehensive national science and technology collection; providing access to the collection; and sharing research and expertise to enhance knowledge of the collection.

Exhibitions, Programs, and Outreach

Interpretation of the collection and demonstration of scientific and technology innovations and inventions, and their impact on society, through the delivery of virtual and physical exhibits and educational programs for museum visitors and global audiences.

Museum and Collection Buildings

Managing the physical environments that house collection objects and exhibits stored and on display at the Canada Agriculture and Food Museum, the Canada Aviation and Space Museum, and the Canada Science and Technology Museum, as well as laboratory, workshop, and administrative spaces.

Internal Services

Stewardship and management of Corporate assets, resources, and services.

Strategic Goals

Collaborate to Innovate—*Inspiring Canadian Ingenuity*

Ingenium will help Canadians build the confidence and skills they need to become innovators. We will pursue this strategic goal by developing and maintaining sustainable partnerships in the STEAM (science, technology, engineering, arts and mathematics) ecosystem, by engaging audiences on key issues of our time, and by enhancing our offerings with the dimensions of innovation culture (e.g., creative problem-solving, risk-taking, learning from failure).

**Access for All—
Pushing the
Boundaries of
Engagement**

Ingenium will make our experiences more accessible and meaningful for more audiences, especially those who have traditionally faced barriers. We will pursue this strategic goal by improving the accessibility of our experiences and access to our collection, championing accessibility best practices, developing creative and exploratory digital experiences, and engaging diverse communities – including Indigenous communities – in collaboration and co-creation.

**Strengthen our
Foundations—
Ensuring Long-
Term Sustainability**

Ingenium will focus on delivering quality visitor experiences and ensuring its long-term sustainability. We will pursue this strategic goal by strengthening our workplace culture, unlocking the Ingenium Centre's potential, improving the care and research of the national collection, attracting and retaining visitors, pursuing capital investments, increasing the profitability of commercial operations, and growing long-term funding relationships.

Environmental Scan

Key Internal Factors

The Corporation's greatest strength is its knowledgeable and experienced staff. During the COVID-19 pandemic, staff continued to deliver exceptional experiences and effectively operate the Corporation as the majority of staff shifted exclusively to teleworking. During stay-at-home orders, only personnel responsible for critical services such as security, information technology, facilities, and farm animal care were permitted on site. During periods with fewer restrictions, a limited number of additional staff were permitted to work on-site on a limited basis, including those performing critical work.

The Corporation strives to maximize and diversify self-generated revenues as well as contributions in the face of a growing deficit due to a lack of indexation and adjustments for increased operating and capital expenses. It continues to expand its network of national and international collaborators to further science and technology literacy programs, to remain a digital leader in the heritage sector, and to co-develop projects with diverse communities.

Major infrastructure projects, including the renewed Canada Science and Technology Museum and the new Ingenium Centre, have had a positive impact on Ingenium's ability to fulfill its mandate.

Key External Factors

COVID-19 Pandemic: The COVID-19 pandemic continued to severely disrupt life globally in 2021-22. Ingenium maintained a range of public health measures in order to ensure safe operations. These included multiple closing and re-opening sites,

significantly limiting visitor capacity on site, reducing operating hours, and increasing the frequency of sanitization. During periods of enhanced restrictions, all interactive experiences were closed to the public.

Demographic trends: To remain relevant to the citizens they serve, Canada's museums must be aware of changing demographics in society and adapt their offerings in collaboration with stakeholders representing a range of perspectives and needs. Most notably, Canada is experiencing population growth, mainly attributable to immigrant and Indigenous youth populations that are growing at three times the national average. Ingenium takes this diversity into consideration when developing programming and exhibitions, and continues to work in collaboration with communities that have traditionally been underrepresented.

Digital trends: With the rapid pace of technological change and growing experimentation with virtual, augmented, and mixed reality, museums have an increasing opportunity to create personalized and tailored experiences for on-site and virtual visitors. The COVID-19 pandemic necessitated a rapid shift to remote technology solutions and encouraged innovative program and service delivery. Using these platforms, Ingenium was able to continue offering engaging experiences for its audiences from coast to coast to coast.

Economic trends: In 2021-22, the Canadian economy was significantly affected by COVID-19 and rapid inflation. Although consumer spending was higher due to Canadians spending savings from the pandemic, a sustained increase in the cost of living is expected to reduce discretionary spending by 2023.

Tourism through 2021-22 has been limited by border closures, travel advisories, and stay-at-home orders. Tourism is expected to resume gradually, however, the number of tourists in the region is expected to be lower than pre-2020 due also to the closure of Parliament's Centre Block – a major tourist draw for Ottawa – until 2029.

There is increasing competition in the sponsorship and philanthropic markets with an increase of more than 300 charities in Canada annually. COVID-19 has also shifted donor priorities towards the health and social services sectors to respond to immediate needs during the pandemic. Especially given the economic impacts and uncertainty for the private sector, the Corporation must remain an appealing opportunity for the philanthropic sector.

Social trends: There are growing expectations that public institutions like museums contribute to addressing social issues and respond to community needs. Ingenium recognizes that as a national platform, it must facilitate conversations about contemporary science, technology, and innovation topics. Ingenium also has the opportunity to apply the principles of social impact as lenses to make its sites, content and experiences more accessible and relevant for more diverse audiences.

Risk Analysis

For 2021-22, the Corporation identified eight major risks in its corporate plan that have the high likelihood and impact of jeopardizing its ability to deliver results on its strategic objectives, beyond the capacity of its existing controls. These were defined and mitigated in summary below:

- The risk that a biohazard event / pandemic will occur on property of the NMST, within the scope of service delivery, or in the National Capital Region due to the current global health environment.
 - To address this risk, Ingenium continued teleworking for majority of staff; increased sanitization, directional signage and washing stations; maintained two task forces to guide the implementation of public health measures and to consult with staff and visitors on their needs; and implemented vaccination requirements for staff and visitors.
- The risk that Ingenium will not adequately address changes in market fluctuations, remain competitive, and generate sufficient revenues due to a limited marketing budget, a high level of competition for tourists within the National Capital Region coupled with a decrease in tourism, and provincial health restrictions.
 - To address this risk, Ingenium communicated the impact of pandemic related revenue losses to government; increased digital content and virtual program delivery; started developing a Customer Journey strategy; and reduced operational spending (e.g. travel).
- The risk that the Corporation will not receive sufficient government funding due to escalating costs, the lack of indexation, and new unfunded costs (PILT costs for the Ingenium Centre).
 - To address this risk, Ingenium communicated its financial pressures to government, including the need for a permanent solution for the PILT cost pressure.
- The risk that the Corporation will not be able to obtain required level of sponsorships and contributions (including philanthropic giving) from third-parties due to limited fundraising capacity and perception that as a federal institution, it should be funded by government.
 - To address this risk, Ingenium strengthened existing partnerships by delivering high-quality content; completed a partnership inventory; launched a partner survey; and continued developing a new partnership strategy.
- The risk that the Corporation will not have a sufficient number of staff with the skills and knowledge required to deliver on the aspirations of the Strategic Plan 2020-2025, given the new strategies and goals of the strategic plan where internal experience is limited, the current lack of workforce diversity, and the limited salary and training funds to invest in developing workforce capacity.

- To address this risk, Ingenium implemented a new Talent Management Strategy; continued work through its three working groups (equity, diversity and inclusion (EDI); accessibility; Indigenous communities relations); provided training on equity, diversity, and inclusion (e.g. anti-oppression) and change management; and updated HR processes (e.g. new job posting template, unconscious bias training).
- The risk that collection objects will be damaged during their transport to other sites (through loans or travelling exhibitions programs), or during the collection move to the Ingenium Centre due to the lack of capital funding to maintain and recapitalize facilities; fragility, age, condition and composition of some collection objects; and a significant catalogue backlog and lack of resources to address it.
 - To address this risk, Ingenium applied collection risk management protocols, and hired specialized movers and hazard remediation experts to help with the collection move.
- The risk that the Corporation will not be able to acquire and/or maintain the required creative digital infrastructure (including the Digital Innovation Lab, the digital video canopy at CSTM, digital wayfinding, and digital interactives and experiences), due to insufficient capital funding to keep pace with rapid technological evolution and growing audience expectations for engaging experiences.
 - To address this risk, Ingenium implemented an enterprise-wide digital governance model and digital governance working group; adopted a hybrid cloud strategy to be implemented in 2022-2023; and began the fit-up of the Digital Innovation Lab.
- The risk of a cybersecurity breach in which systems are disabled, data integrity is compromised, and/or sensitive information is inappropriately accessed.
 - To address this risk, Ingenium is implementing the results of its internal audit on cybersecurity, which includes updating policy instruments to align with Baseline Cybersecurity Controls for Small and Medium-sized Organisation (Canadian Centre for Cyber Security standard).

Audit

The Office of the Auditor General of Canada (OAG) conducts an annual attestation audit, as well as a special examination at least once every 10 years, pursuant to the *Financial Administration Act*.

The OAG completed a special examination of the Corporation, which was published in spring 2019. The OAG made nine recommendations for improvement, for which the Corporation developed an action plan that was completed in 2021.

In 2021-22, Ingenium conducted an internal audit on privacy, and addressed the majority of the action plan based on the 2020-21 internal audit of cybersecurity.

Financial Overview

The Corporation's total budget for 2021-22, reported on an accrual basis, is \$54.1 million, comprising funds from three sources: parliamentary appropriations, operating revenues, and contributions.

The lengthy museum closures, from April to mid-July 2021 and for the month of January 2022, and reduced capacity and activities when opened, among other public health measures taken to reduce the risk of COVID-19 transmission, had significant impacts on the Corporation's revenue results. However, the Corporation generated more revenues than it had planned.

Consequently, the Corporation ended the year with a surplus of \$2,751,000, this financial result would have been less important or not existent had Ingenium not reduced significantly discretionary expenses and had government not provided emergency operating funding to off-set the pandemic related revenue losses.

The majority of this emergency COVID relief funding was used to retain Ingenium's skilled and experienced workforce to operate the museums, to increase public and educational program offerings and engagements through its digital platforms, to manage membership and partnership relations, as well as protect critical staff working on-site, equip staff for telework, and enhance physical and cyber security.

Sources of funds

Parliamentary Appropriations

Parliamentary appropriations recognized on an accrual basis increased from \$46.9 million in 2020-21 to \$48.1 million in 2021-22, reflecting the additional COVID relief funding received in 2021-22. On a cash basis, appropriations for 2021-22 totaled \$43.2 million, a significant increase compared to the 2020-21 appropriations of \$38.5 million due to the funding received to complete the Ingenium Centre and the increase in temporary COVID relief funding which were mainly used to off-set significant revenue losses.

Revenues

Overall, the Corporation saw a 59% increase in total revenues year-over-year, from \$3.7 million in 2020-21 to \$6 million in 2021-22 due to the less significant revenue losses caused by COVID pandemic impacts this fiscal year when compared to previous fiscal year. Particularly the museums were closed for slightly shorter periods in 2021-22 in comparison to 2020-21 and had a strong fourth quarter this fiscal year in terms of revenues. Last year represented the lowest amount of revenues ever generated by the Corporation, which is a sharp contrast from the \$16.2 million in revenues generated in 2018-19, the highest revenue result in the Corporation's history.

Operating Revenues: Operating revenues increased significantly over the previous year, from \$2 million in 2020-21 to \$4.1 million in 2021-22. Although the pandemic had less

impact on museum revenues in 2021-22, the operating revenues generated in 2021-22 remained marginal when compared to pre-pandemic level which was around \$10 million. The museums have been closed for nearly six months over 2020-21 compared to four and a half months, affecting all revenues associated with on-site activities including admissions, programs, seasonal camps, parking, facility rentals, and concessions. A significant proportion of memberships were not renewed. Traveling exhibitions rented by other venues were postponed to future year or cancelled.

Contributions: Contributions recognized as revenues vary from year to year, based on the revenues required to fund specific programs and install new exhibitions. Contributions increased by \$0.2 million year-over-year, from \$1.6 million in 2020-21 to \$1.8 million in 2021-22. Significant amounts received from the Department of Fisheries for science communication projects have been recognized as contributions in 2021-22.

Interest Revenues: The Corporation generates interest income by investing its short-term cash balance as well as its earned equity in low-risk vehicles. The 2021-22 interest income of \$0.1 million is very comparable to the amount generated in 2020-21.

Expenditures

The Corporation's total expenses of \$51.3 million in 2021-22 is almost identical to the total expenses incurred in 2020-21. This level of expenses represents a decrease when compared with annual expenses recorded prior to the pandemic which was over \$55 million. Again this fiscal year, some operating savings were realized from the museums temporary closures and reduced conferences and travel activities due to the pandemic. The Corporation also vacated a leased collection storage facility just prior to the start of 2021-22.

Heritage Preservation and Research: Expenses in heritage preservation and research activities increased in 2021-22, totaling \$6.1 million compared to the \$5.9 million spent in 2020-21. The increase is primarily due to the fact that the collection move into the new Ingenium Centre was put on hold for several periods in 2020-21 due to COVID-19 related site closures.

Exhibitions, programs and outreach: Expenses increased by about \$2.1 million, from \$15.1 million in 2020-21 to \$17.2 million in 2021-22. The increase is due to higher expenditures incurred to develop new exhibitions, and re-activate on-site programming and other activities not conducted in 2020-21.

Museums and Collection Buildings: Expenses decreased from \$22.7 million in 2020-21 to \$20.1 million in 2021-22, primarily due to the lower amount spent on repairs of buildings and decrease in leases of buildings with the end of the rent for one of the collection storage facilities.

Internal Services: Internal Services expenditures increased from \$7.6 million in 2020-21 to \$7.9 million in 2021-22, mainly due to the increase in retail operations.

Net Results of Operations and Year-End Position

The net results of operations yielded a surplus of \$2,751,000 in 2021-22, increasing its total earned unrestricted net assets to \$4.7 million. Before the beginning of the fiscal

year, the Corporation had projected to breakeven in 2021-22 but has benefitted from greater revenues than anticipated in addition to reducing discretionary expenses and delaying some projects where it was possible. The Corporation plans to use part of its unrestricted net assets to cover unavoidable additional costs related to operating its facilities and additional revenue losses related to the pandemic, for which the Corporation is not expected to receive funding in 2022-23.

Capital Assets and Collection

Tangible capital assets decreased from \$255.8 million in 2020-21 to \$248.4 million in 2021-22 due to the relatively significant amount of amortization recorded in 2021-22 in relation with the Ingenium Centre, which provides purpose-built environments for preserving the national science and technology collection.

Outlook

The impacts of the COVID-19 pandemic continue to significantly affect Ingenium's plans, operations, strategic activities and financial results.

However, the development of foundational plans and successes in short-term outcomes in 2021-22 are a strong base for building towards the long-term outcomes of its Strategic Plan 2020-2025: a strengthened culture of innovation; deeper engagement of Canadians, particularly under-represented groups, with the country; and sustainability of the museums and the national collection for future generations.

As pandemic recovery continues in 2022-23, Ingenium will continue to adapt its operations and visitor services to ensure its museums provide safe and welcoming experiences. It will be positioned to implement key strategies and deliverables of its strategic plan. Rooted in a technology mandate, Ingenium will continue to use digital technologies and platforms, such as 3D scanning, mobile apps and games, and virtual exhibitions and program delivery, to redefine museum access in the digital era. Ingenium will deepen its engagement with Indigenous groups as well as diversity and accessibility groups and support the creation of enriched and diverse cultural heritage content in the public sphere. It will build on successes it has experienced in 2021-22 on both of these fronts, as well as leverage its new Research Institute and Digital Innovation Lab, to broaden its connections and engagements with audiences and partners. To ensure the long-term preservation of Canada's rich science and technology heritage, the Corporation will work to safely complete the move the artifacts into the new Ingenium Centre, and begin public tours of the collection facility.

As uncertainty remains about whether tourism and visitor hesitancy will impede Ingenium's efforts to regain our members and audiences, Ingenium will continue to manage resources prudently and commensurate with attendance levels until they recover to pre-pandemic levels, which is expected to occur by 2025. In the meantime, financial viability will continue to be a pressing concern for the Corporation.

Looking forward to the next four years and beyond, Ingenium will build on its remarkable successes to date, leveraging lessons learned from the past year, to provide more opportunities and experiences that empower Canadians to participate in Canada's innovation culture.

Financial Statements

Management's Responsibility for Financial Statements

The financial statements contained in this annual report have been prepared by Management in accordance with Canadian 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 this 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 Part X of the *Financial Administration Act* ("FAA") and regulations, as well as the *Museums Act* and regulations, the by-laws of the Corporation and the directive issued pursuant to section 89 of the FAA described in Note 1 to the financial statements.

The Board of Trustees is responsible for ensuring that Management fulfils its responsibilities for financial reporting and internal control. The Board of Trustees 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 control, 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.



Christina Tessier
Director and CEO



Fernand Proulx
Chief Operating Officer and Capital Projects

16 June 2022



Office of the
Auditor General
of Canada

Bureau du
vérificateur général
du Canada

INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the National Museum of Science and Technology (the Corporation) which comprise the statement of financial position as at 31 March 2022, and the statement of operations, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at 31 March 2022, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Compliance with Specified Authorities

Opinion

In conjunction with the audit of the financial statements, we have audited transactions of the National Museum of Science and Technology coming to our notice for compliance with specified authorities. The specified authorities against which compliance was audited are Part X of the *Financial Administration Act* and regulations, the *Museums Act* and regulations, the by-laws of the National Museum of Science and Technology, and the directive issued pursuant to section 89 of the *Financial Administration Act*.

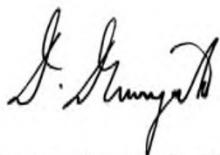
In our opinion, the transactions of the National Museum of Science and Technology that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the *Financial Administration Act*, we report that, in our opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Responsibilities of Management for Compliance with Specified Authorities

Management is responsible for the National Museum of Science and Technology's compliance with the specified authorities named above, and for such internal control as management determines is necessary to enable the National Museum of Science and Technology to comply with the specified authorities.

Auditor's Responsibilities for the Audit of Compliance with Specified Authorities

Our audit responsibilities include planning and performing procedures to provide an audit opinion and reporting on whether the transactions coming to our notice during the audit of the financial statements are in compliance with the specified authorities referred to above.



Dusan Duvnjak, CPA, CMA
Principal
for the Auditor General of Canada

Ottawa, Canada
16 June 2022

STATEMENT OF FINANCIAL POSITION

As at March 31

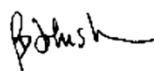
<i>(in thousands of dollars)</i>	2022	2021
ASSETS		
Current		
Cash and cash equivalents (Note 3)	\$29,607	\$21,778
Accounts receivable		
Government departments	507	717
Trade	407	472
Inventories	543	627
Prepaid expenses	859	879
	31,923	24,473
Collection (Note 4)	1	1
Capital assets (Note 5)	248,427	255,788
	\$280,351	\$280,262
LIABILITIES		
Current		
Accounts payable and accrued liabilities (Note 6)	\$10,366	\$8,241
Current portion of employee future benefits (Note 7)	423	492
Deferred contributions and deferred revenues (Note 8)	14,804	12,479
	25,593	21,212
Employee future benefits (Note 7)	476	263
Long-term advance (Note 9)	4,208	4,208
Deferred contributions related to capital assets (Note 10)	235,288	242,544
	265,565	268,227
NET ASSETS		
Unrestricted	4,684	1,933
Investment in capital assets (Note 11)	10,102	10,102
	14,786	12,035
	\$280,351	\$280,262

Contractual obligations, contractual rights and contingencies (Notes 16, 17 and 19)
The accompanying notes and schedules form an integral part of these financial statements.

Approved by the Board of Trustees



Neil Russon,
Chairman

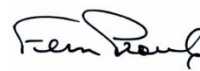


Paul Johnston,
Chair, Finance, Audit
and Risk Management
Committee

Recommended by Management



Christina Tessier,
Director and CEO



Fernand Proulx,
Chief Operating Officer
and Capital Projects

STATEMENT OF OPERATIONS

For the year ended March 31

<i>(in thousands of dollars)</i>	2022	2021
REVENUES		
Operating (Schedule 1)	\$4,059	\$2,037
Contributions (Schedule 1)	1,781	1,566
Interest	126	142
Total revenues	5,966	3,745
EXPENSES (Schedule 2)		
Heritage preservation and research	6,143	5,932
Exhibitions, programs and outreach	17,199	15,089
Internal services	7,868	7,566
Museums and collection buildings	20,121	22,746
Total expenses	51,331	51,333
Deficit before parliamentary appropriations	(45,365)	(47,588)
Parliamentary appropriations (Note 12)	48,116	46,881
Surplus (loss) for the year	\$2,751	(\$707)

The accompanying notes and schedules 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>	2022	2021
INVESTMENT IN CAPITAL ASSETS		
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
UNRESTRICTED NET ASSETS		
Unrestricted net surplus, beginning of year	1,933	2,640
Surplus (loss) for the year	2,751	(707)
Unrestricted net surplus, end of year	4,684	1,933
NET ASSETS, END OF THE YEAR	\$14,786	\$12,035

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

A Statement of Remeasurement Gains and Losses has been excluded as there have been no remeasurement gains or losses.

STATEMENT OF CASH FLOWS

For the year ended March 31

<i>(in thousands of dollars)</i>	2022	2021
OPERATING ACTIVITIES		
Cash received (clients and donors)	\$5,284	\$4,897
Parliamentary appropriations received for operations	36,152	34,375
Cash paid to suppliers	(15,958)	(16,568)
Payments related to salary and benefits	(22,042)	(21,841)
Cash received from the Foundation	279	177
Interest received	121	178
Net cash generated through operating activities	3,836	1,218
CAPITAL ACTIVITIES		
Payments related to capital acquisitions	(3,594)	(3,715)
Net cash used through capital activities	(3,594)	(3,715)
FINANCING ACTIVITIES		
Sponsorship received for the acquisition of capital assets	567	459
Appropriations received for the acquisition of capital assets	7,020	4,128
Net cash generated through financing activities	7,587	4,587
Net increase in cash and cash equivalents	7,829	2,090
Cash and cash equivalents, beginning of year	21,778	19,688
Cash and cash equivalents, end of year	\$29,607	\$21,778

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

NOTES TO FINANCIAL STATEMENTS

March 31, 2022

1. Authority, mandate and operations

The National Museum of Science and Technology (the Corporation) was established by the *Museums Act* on July 1, 1990, and 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 Ingenium - Canada's Museums of Science and Innovation. It manages three museum sites: the Canada Science and Technology Museum, the Canada Aviation and Space Museum, and the Canada Agriculture and Food 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, business development and commercial operations, all of which are provided centrally.

Accommodation

This includes operating and maintenance expenses for all owned and leased facilities including protection services, leases of buildings and property taxes. It also includes a significant portion of the amortization expense since the main capital acquisitions relate to the Corporation's facilities.

Directive pursuant to section 89 of the *Financial Administration Act*

In July 2015, the Corporation was issued a directive (P.C. 2015-1105) pursuant to section 89 of the *Financial Administration Act* to align its travel, hospitality, conference and event expenditures policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with the Corporation's legal obligations, and to report on the implementation of this directive in the Corporation's next corporate plan. The Corporation has complied with this directive, including implementing subsequent amendments to Treasury Board's Directive on Travel, Hospitality, Conference and Event Expenditures.

2. Accounting policies

The significant accounting policies are as follows:

(a) Basis of presentation

These financial statements have been prepared in accordance with Section 4200 of the Canadian Public Sector Accounting Standards applicable to government not-for-profit organizations. The Corporation applies the deferral method of accounting for contributions.

(b) Cash and cash equivalents

The Corporation's investments are highly liquid as they are redeemable on demand without prior notice or penalty and limited to fixed income securities in reputable financial institutions that are members of the Payments Canada and rated good quality (A-1, A or better) by the Canadian Bond Rating Services (DBRS).

Restricted cash and cash equivalents may arise from unused appropriations and deferred contributions from individual and corporate entities for a specific purpose.

(c) Accounts receivable

Accounts receivable are stated at amounts expected to be ultimately realized. 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 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 by using the weighted average cost method, and net realizable value is based on retail price.

(e) Collection

The collection constitutes a significant 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 the nominal value. Proceeds of sales from collection items, if any, are recorded as revenue in the year of disposal.

(f) Capital assets

Capital assets are recorded on the following basis. Acquired capital assets 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 for land and 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 under the heading of investments in capital assets on the Statement of Financial Position. 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 and exhibits are capitalized and recorded at cost. Building and exhibit improvements are amortized over the estimated useful life of the improvements. Permanent exhibitions represent costs that are directly attributable to the exhibition and meet the definition of a capital asset. They may include employee salaries and benefits, professional service fees, permanent exhibit and building structures as well as images and copyrights.

When conditions indicate that a capital asset no longer contributes to the Corporation's ability to provide goods and services, or that the value of future economic benefits associated with the capital asset is less than its net book value, the cost of the tangible capital asset is reduced to reflect the decline in the asset's value. The net write-down is then accounted for as an expense on the Statement of Operations.

Amortization of assets 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 12 years
Equipment	5 to 12 years
Computer software	5 years
Museum permanent exhibitions	5 to 10 years

Land and capital projects in progress are not amortized. 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 and termination benefits

Prior to May 11, 2012, eligible employees of the Corporation were entitled to specified benefits as provided for under labour contracts and conditions of employment, through a severance benefit plan. The Corporation has eliminated this benefit as of May 11, 2012 and any outstanding payments due as at year-end have been accrued and are remeasured on a yearly basis to take into consideration salary increases.

The Corporation continues to provide termination benefits to employees that are being laid off. Severance and termination benefits are not pre-funded and thus have no assets. Severance and termination benefits will be paid from future appropriations.

iii) Sick leave benefits

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. The Corporation recognizes the cost of future sick leave benefits over the periods in which the employees render services to the Corporation. The valuation of the liability is based on Management's best estimate of employee demographics and sick leave usage of active employees.

(h) Revenue recognition

i) Parliamentary appropriations

The Government of Canada provides funding to the Corporation.

Parliamentary appropriations received for the purchase of amortizable capital assets including exhibitions with a useful life of over one year are initially recorded as deferred contributions on the Statement of Financial Position. When a capital asset purchase is made, the portion of parliamentary appropriation used to make the purchase is recorded as deferred contributions related to capital assets and is recognized as revenue on the same basis and over the same periods as the related capital assets 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 on the Statement of Operations in the period for which the parliamentary appropriation is authorized.

ii) Operation revenues

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

iii) Contributions

Contributions from sponsorships received for the purchase of amortizable capital assets including exhibitions with a useful life over one year are recorded as deferred contributions related to capital assets and are recognized as revenue on the same basis and over the same periods as the related exhibition acquired.

Contributions externally restricted for specific expenses and 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 and requirements are met.

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 in kind, when used in the normal course of the Corporation's operations and would otherwise have been purchased are recorded at their estimated fair value when they are received. Because of the difficulty in determining their fair value, donated objects for the collection (Note 4) 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 exchange rates at March 31.

Realized gains and losses resulting from foreign currency translation are reported on the Statement of Operations. Gains are reported as other revenues on the Schedule of Operating Revenues and Contributions, and losses are reported as miscellaneous expenses on the Schedule of Expenses.

(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.

Financial assets and financial liabilities are measured at cost or amortized cost. Financial assets consist of cash and cash equivalents, and accounts receivable net of tax receivable. Financial liabilities consist of long-term advance, and accounts payable and accrued liabilities.

(k) Related party transactions

i) Inter-entity transactions

Inter-entity transactions are transactions between commonly controlled entities. Inter-entity transactions, other than restructuring transactions, are recorded on a gross basis and are measured at the carrying amount, except for the following:

- Inter-entity transactions are measured at the exchange amount when undertaken on similar terms and conditions to those adopted if the entities were dealing at arm's length, or where cost provided are recovered.
- Goods or services received without charge between commonly controlled entities are not recorded.

ii) Other related party transactions

Related party transactions, other than inter-entity transactions, are recorded at the exchange amount.

(l) Contingent liabilities

Contingent liabilities are potential liabilities that may become actual liabilities when one or more future events occur or fail to occur. If the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is recognized and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

(m) 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 the estimated useful lives of capital assets are the most significant items for which estimates are used.

Actual results could differ significantly from those estimated. These estimates are reviewed annually, and as adjustments become necessary, they are recorded in the fiscal year in which they become known.

3. Cash and cash equivalents

The Corporation makes short-term, low-risk investments in guaranteed fixed income securities and high-interest savings accounts. The overall portfolio yield as at March 31, 2022 was 0.55% (2021 – 0.61%).

<i>(in thousands of dollars)</i>	2022	2021
Total cash and cash equivalents	\$29,607	\$21,778
Less amounts allocated for restricted purposes	(14,797)	(12,614)
Unrestricted cash and cash equivalents	\$ 14,810	\$ 9,164

Amounts allocated for restricted purposes represent unspent appropriations and contributions received for specific projects.

4. Collection

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

- 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, as well as astronomy, astrophysics, meteorology, surveying and mapping, and information technology
- Transportation: land, marine, and air and space

During the year ended March 31, 2022, the Corporation disposed of 1,785 objects (2021 - 1,580 objects), for a total amount of \$9,000 (2021 - \$62,000). The proceeds were used for collection management services.

During the year ended March 31, 2022, the Corporation acquired 45 objects (2021 – 8 objects) to its collections through the accessioning/de-accessioning process for artifacts.

5. Capital assets

<i>(in thousands of dollars)</i>	2022			2021		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Land	\$10,102	\$ -	\$10,102	\$10,102	\$ -	\$10,102
Buildings	259,809	51,658	208,151	259,809	45,053	214,756
Building improvements	29,327	21,285	8,042	22,934	20,458	2,476
Office furniture	1,727	1,439	288	1,604	1,326	278
Equipment	6,058	4,181	1,877	5,615	3,788	1,827
Computer software	1,412	1,396	16	1,412	1,390	22
Museum permanent exhibitions	33,435	16,303	17,132	31,180	12,837	18,343
Capital projects in progress	2,819	-	2,819	7,984	-	7,984
	<u>\$344,689</u>	<u>\$96,262</u>	<u>\$248,427</u>	<u>\$340,640</u>	<u>\$84,852</u>	<u>\$255,788</u>

For the fiscal year ended March 31, 2022, the Corporation disposed of assets with an acquisition cost of \$13,000 (2021 - \$172,000) and a net book value of \$0 (2021 - \$147,000).

For the fiscal year ended March 31, 2022, the Corporation recorded write-downs of \$0 (2021 - \$4,000).

For the year ended March 31, 2022, capital transactions for a total amount of \$464,000 did not require the use of cash or cash equivalents (2021 - \$1,070,000 required the use of cash or cash equivalents), and consequently these transactions have been reduced from (2021 - added to) the capital activities on the statement of cash flows.

6. Accounts payable and accrued liabilities

<i>(in thousands of dollars)</i>	2022	2021
Trade accounts payable	\$3,217	\$3,129
Government departments, agencies and Crown corporations	4,263	3,123
Accrued salaries and other salary-related liabilities	2,886	1,989
	<u>\$10,366</u>	<u>\$8,241</u>

7. Employee future benefits

(a) Pension benefits

The President of the Treasury Board sets the required employer contributions based on a multiple of the employees' required contribution. The required employer contribution rate for 2021-22 was dependent on the employee's employment start date. For employment start dates before January 1, 2013, the Corporation's general contribution rate effective at year-end was 9.36% (2021 - 9.83%), and for employment start dates after December 31, 2012, the Corporation's general contribution rate effective at year-end was 7.95% (2021 - 8.89%). Total contributions of \$1.68 million (2021 - \$1.70 million) were recognized as an 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 are indexed to inflation.

(b) Severance, termination and sick leave benefits

Information about the benefit plans, measured as at the Statement of Financial Position date, is as follows:

<i>(in thousands of dollars)</i>	2022	2021
Accrued benefit obligation, beginning of year	\$827	\$697
Cost for the year	443	443
Benefits paid during the year	(310)	(313)
Accrued benefit obligation, end of year	960	827
Unamortized actuarial losses	(60)	(72)
Accrued benefit liability, end of year	\$899	\$755
Short-term portion	\$423	\$492
Long-term portion	476	263
Accrued benefit liability	\$899	\$755

8. Deferred contributions and deferred revenues

Deferred revenues represent amounts received in advance of services rendered or due at March 31. 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>	2022	2021
Balance, beginning of year	\$12,479	\$10,579
ADD:		
Restricted contributions from the Canada Science and Technology Museums Corporation Foundation	82	168
Restricted appropriations received or due	7,000	3,250
Sponsorships and other contributions received or due	1,562	3,172
Funds received or due for the provision of goods and services	803	208
LESS:		
Restricted contributions from the Canada Science and Technology Museums Corporation Foundation recognized	(82)	(168)
Restricted appropriations used	(4,780)	(2,545)
Sponsorships and other contributions used during the year	(1,599)	(1,724)
Funds used for goods and services	(661)	(461)
Balance, end of year	\$14,804	\$12,479

As of March 31, 2022, unused deferred parliamentary appropriations totaled \$12,145,000 (2021 - \$9,925,000), deferred grants and sponsorships totaled \$2,119,000 (2021 - \$2,156,000) and other deferred revenues totaled \$540,000 (2021 - \$398,000).

9. Long-term advance

The Corporation received funding from the Treasury Board between fiscal years 2008 and 2010 to construct educational facilities, retail space and an auditorium at the Canada Aviation and Space Museum.

<i>(in thousands of dollars)</i>	2022	2021
Funding for construction of revenue generating facilities	\$4,208	\$4,208
	\$4,208	\$4,208

The Corporation received the funding on the basis that a repayment mechanism be established. However, repayment of the funding for the construction of revenue-generating facilities was not expected before 25 years after the project commences. As of March 31, 2022, a repayment mechanism has yet to be established. The Corporation is not subject to paying interest on this funding.

10. Deferred contributions related to capital assets

Deferred contributions related to capital assets represent the unamortized appropriation and sponsorships used to acquire amortizable capital assets. Deferred contributions related to capital assets are recognized as appropriation and sponsorship 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>	2022	2021
Balance, beginning of year	\$242,544	\$251,257
Amounts used to purchase capital assets	4,062	2,685
Amortization of deferred contributions related to capital assets	(11,318)	(11,398)
Balance, end of year	\$235,288	\$242,544

For the year ended March 31, 2022, amounts used to purchase capital assets funded by appropriations totaled \$3,452,000 (2021 - \$1,763,000) and sponsorships totaled \$610,000 (2021 - \$922,000). As at March 31, 2022, amortization of deferred contributions related to capital assets – portion appropriations totaled \$10,615,000 (2021 - \$10,804,000) and amortization of deferred contributions related to capital assets – portion sponsorships totaled \$703,000 (2021 - \$594,000).

11. Investment in capital assets

Investment in capital assets represents the estimated historical cost of the land credited to investments in net assets on the Statement of Financial Position and consists of the following:

<i>(in thousands of dollars)</i>	2022	2021
Capital assets (Note 5)	\$ 248,427	\$ 255,788
LESS amounts financed by:		
Long-term advance (Note 9)	(4,208)	(4,208)
Deferred contributions related to capital assets (Note 10)	(235,288)	(242,544)
ADD:		
Accumulated amortization on the facilities at the Canada Aviation and Space Museum financed by the long-term advance (Note 9) as at March 31	1,171	1,066
Balance, end of year	\$ 10,102	\$ 10,102

12. Parliamentary appropriations

<i>(in thousands of dollars)</i>	2022	2021
Main estimates amount provided for operating and capital expenditures	\$28,514	\$30,567
SUPPLEMENTARY ESTIMATES:		
Severance adjustments and retroactive wage settlements	56	2,639
Funding for the completion of the Ingenium Centre	7,000	-
Statutory vote for government assistance related to COVID-19	7,603	5,339
	<hr/>	<hr/>
	43,173	38,545
Deferred appropriation used in current year	4,780	2,545
Appropriations approved in current year for expenses and purchases of capital assets in future years	(7,000)	(3,250)
Amounts used to purchase depreciable capital assets	(3,452)	(1,763)
Amortization of deferred contributions related to capital assets	10,615	10,804
Parliamentary appropriations	<hr/> \$48,116	<hr/> \$46,881

13. 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 National Museum of Science and Technology, and all funds that will be raised by the Foundation will be for projects determined by the Foundation.

The Foundation raises funds from patrons, corporations, associations and the community. The amounts granted to the Corporation by the Foundation are recorded as contributions in the Corporation's Statement of Operations. For the fiscal year 2021-22, the Foundation made a contribution of \$91,000 (2021 - \$186,000) to the Corporation. These funds were spent in accordance with donors' wishes.

The Corporation and the Foundation are related by virtue of the Corporation's economic interest in the Foundation. The Corporation is considered to have significant influence based on the Foundation's purpose being integrated with that of the 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 the Corporation.

In 2021-22, direct expenses related to fundraising costs and disbursed by the Corporation were 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 \$209,000 (2021 - \$211,000). No amount was recorded as an "account receivable from the Foundation" by the Corporation (2021 - \$0).

As at March 31, 2022, the amount due by the Foundation to the Corporation was \$15,000 (2021 - \$212,000).

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 and to the Foundation. These administrative support costs provided without charge to the Foundation are estimated at \$65,000 (2021 - \$70,000).

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

14. Rockcliffe Flying Club

The Rockcliffe Flying Club ("RFC") is a non-profit organization which has for objective to both conduct a Department of Transport Flying Training Course for club members and provide aircraft to club members for recreational flying. The RFC operates the Rockcliffe Airport that is owned by the National Museum of Science and Technology 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 transactions are not recognized in these financial statements.

15. Financial instruments and exposure to risk

The Corporation has identified and assessed its exposure as follows:

(a) Fair value

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

The fair value related to the Corporation's long-term advance was determined using the expected future cash flows and was discounted using government bond rates with similar terms and characteristics:

<i>(in thousands of dollars)</i>	2022		2021	
	Carrying value	Fair value	Carrying value	Fair value
Long-term advance	\$4,208	\$3,252	\$4,208	\$3,330

(b) 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 cash and cash equivalents (including restricted portion) and accounts receivable net of tax receivable. The Corporation has determined that the risk is not significant.

i) Cash

The Corporation has deposited cash with reputable financial institutions that are members of the Payments Canada. The Corporation has determined that the risk of loss is not significant.

ii) Cash equivalents

The Corporation manages its exposure to credit risk arising from cash equivalents of \$6,648,000 (2021 - \$6,628,000) by limiting the investment to short-term fixed income securities. Per the Corporation's Investment and Banking policy, corporate bonds must be rated good quality (A-1, A or better) by DBRS.

iii) Accounts receivable

The Corporation is exposed to credit risk from customers in the normal course of business. As at March 31, 2022, accounts receivable net of tax receivable totaled \$423,000 (2021 - \$905,000). These figures are reported net of an allowance for doubtful accounts of \$16,000 (2021 - \$18,000), which are established based on specific credit risk associated with individual clients and other relevant information. Concentration of credit risk with respect to receivables is limited, due to the small value of transactions with clients other than government departments.

The change in the allowance for doubtful accounts receivable during the year ended March 31, 2022 was a decrease of \$2,000 (2021 - decrease of \$10,000) relating to past due balances.

As at March 31, 2022, \$18,000 (2021 - \$46,000) of accounts receivable were past due (over 30 days), but not impaired.

(c) 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 future cash flows or the fair value of its holdings of financial instruments. The Corporation has determined that the risk is not significant.

i) Foreign currency risk

The Corporation is exposed to foreign currency risk on its cash and cash equivalents, prepaid expenses, and accounts payable principally denominated in US dollars.

The Corporation operates primarily within Canada. Foreign currency risk is limited, due to the small value of transactions in currencies other than the Canadian dollar. As at March 31, 2022, cash and cash equivalents and current liabilities include US \$62,000 (2021 - US \$70,000) and US \$4,000 (2021 - US \$7,000), 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 as at March 31, 2022 is a \$7,000 (2021 - \$8,000) decrease in surplus. The approximate impact of a 10% decline is a \$7,000 (2021 - \$8,000) increase in surplus.

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

ii) Interest rate risk

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

(d) Liquidity risk

Liquidity risk is the risk that the Corporation will not be able to meet its financial obligations as they fall due. Financial obligations include accounts payable and accrued liabilities, and repayment of the long-term advance.

The Corporation manages liquidity risk through the management of its cash and cash equivalents (Note 3). The Corporation's objective for managing liquidity risk is to manage operations and cash expenditures within the appropriation authorized by Parliament and the Corporation's self-generated revenues. Due to the COVID-19 pandemic (Note 20),

the Museums have been temporarily closed and accordingly, the self-generated revenues have been affected considerably. The Corporation has been fortunate to receive federal government assistance for the fiscal years 2020-21 and 2021-22. In the event that the unrestricted net assets do not cover future revenue losses, the Corporation is assessing appropriate budget cuts to meet its financial obligations.

As at March 31, 2022, the entire balance of the Corporation's accounts payable and accrued liabilities is due within 365 days (2021 - within 365 days). No repayment mechanism has been established yet for the Corporation's long-term advance.

The Corporation's objectives, policies and processes for managing the risks and methods used to measure the risks are consistent with those in place as at March 31, 2021, apart from the fact that the Corporation is presently looking at potential measures for the return to work and the reopening of its museum facilities. The Corporation is actively monitoring the recommendations of public health agencies and will adapt its strategies accordingly.

16. Contractual obligations

As at March 31, 2022, the Corporation had entered into various agreements for building construction, accommodations, protection services, facilities management services, advertising services and system licenses, for a total of \$9,398,000. The future minimum payments for the next five years and subsequent years are as follows:

<i>(in thousands of dollars)</i>	2022
2022-23	\$4,878
2023-24	3,425
2024-25	971
2025-26	67
2026-27	57
2027-28 and subsequent years	-
	\$9,398

17. Contractual rights

As of the end of March 2022, the Corporation has entered into various agreements for sponsorship of exhibits and programs and facility leases for a total of \$1,437,000. The future expected minimum amount to be collected for the next five years are as follows:

<i>(in thousands of dollars)</i>	2022
2022-23	911
2023-24	352
2024-25	139
2025-26	24
2026-27	11
	<hr/>
	\$1,437

The Corporation has also entered into various agreements for which the total future amount cannot be determined. These agreements are for periods of up to 5 years and include visitor parking operations, milk production, banking investments and food service revenues.

18. Related party transactions

The Corporation is related as a result of common ownership to all Government of Canada departments, agencies and Crown corporations. Related party also includes key management personnel having authority and responsibility for planning, directing and controlling the activities of the Corporation. This includes the Senior Management Team, all members of the Board of Trustees and immediate family members thereof. With the exception of transactions described below, 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. These transactions are recorded at the exchange amount.

During the year, the Corporation received services that were obtained without charge from Agriculture and Agri-Food Canada and from the Office of the Auditor General of Canada. Lease of buildings for the Canada Agriculture and Food Museum buildings located on the Central Experimental Farm site and auditing services were provided without charge. These services are not significant to the overall operations and therefore have not been recorded in the Corporation's Statement of Operations.

The Corporation is also related to other entities by virtue of the Corporation's significant influence over these organizations. Related party transactions with the Foundation (Note 13) and the Rockcliffe Flying Club (Note 14) are disclosed elsewhere in these financial statements.

19. Contingencies

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense is recorded in the Corporation's financial statements. As at March 31, 2022, no provision has been recorded based on the Corporation's and external legal firm assessment of potential liability (2021 - no provision). The effect, if any, of ultimate resolution of these matters will be accounted for when determinable. As at March 31, 2022, the Corporation had no contingent assets to disclose.

20. Covid-19 Pandemic and subsequent events

On March 11, 2020, the World Health Organization officially declared the coronavirus outbreak (COVID-19) a global pandemic. The COVID-19 pandemic severely disrupted life globally in 2020, and will continue to have long-term impacts. Canada began implementing significant public health measures in March 2020 such as the closure of the physical sites for the majority of businesses and public institutions, including Ingenium's museums.

The Corporation received funding of \$7,603,000 (2021 - \$5,339,000) that helped alleviate some of the financial pressures the Corporation experienced in the current fiscal year. No funding has been allocated to the national museums for fiscal year 2022-2023 to address financial pressures caused by COVID-19 and program integrity issues.

21. Comparative figures

Certain 2021 comparative figures have been reclassified to conform to the presentation adopted in 2022.

SCHEDULE 1: SCHEDULE OF OPERATING REVENUES AND CONTRIBUTIONS

For the year ended March 31

Operating Revenues

<i>(in thousands of dollars)</i>	2022	2021
General admissions and programs		
Science and Technology	\$845	\$221
Aviation and Space	560	186
Agriculture and Food	325	142
Membership	360	320
Boutique sales	725	280
Parking	373	171
Facility rental and concessions	45	58
Farm operations	393	355
Travelling Exhibitions	205	99
Other	228	205
TOTAL	\$4,059	\$2,037

Contributions

<i>(in thousands of dollars)</i>	2022	2021
Grants and sponsorships	\$1,192	\$1,053
Other contributions from individuals and corporations	507	344
Contributions from the Foundation	82	169
TOTAL	\$1,781	\$1,566

SCHEDULE 2: SCHEDULE OF EXPENSES

For the year ended March 31

<i>(in thousands of dollars)</i>	2022	2021
Personnel costs	\$23,111	\$22,317
Amortization and write-downs of capital assets	11,423	11,357
Property taxes	3,229	3,452
Property management services	2,725	2,587
Professional and special services	2,276	2,017
Utilities	2,120	2,430
Material and supplies	1,876	1,751
Protection services	996	976
Design and display	639	219
Repair and upkeep of equipment	531	425
Leases of buildings	436	1,825
Gift shops and product marketing	460	151
Repairs and upkeep of buildings	402	1,031
Advertising	345	91
Communications	243	236
Publications	132	109
Miscellaneous	116	135
Freight, express and cartage	88	63
Rentals of equipment	65	85
Office supplies and equipment	55	32
Books	29	24
Travel	28	4
Purchase of objects for the collection	6	16
TOTAL	\$51,331	\$51,333