

AVIATION
CANADA
CELEBRATES
PROJECT
FARM



EXPLORE
AVIATION

CANADA ENGAGING
AGRICULTURE MUSEUM

LIVING AGRICULTURE CURRENT SCIENTIFIC MUSEUM CANADA
PRESERVE CANADA SCIENCE AND TECHNOLOGY MUSEUMS CORPORATION EXPLORE

COLLECTIONS
HERITAGE
ENGAGING
SCIENCE
SHOW



REACHING OUT

TECHNOLOGY

EXHIBITIONS PROGRAMMING ANNUAL REPORT 2010-2011
CANADA SCIENCE AND TECHNOLOGY MUSEUM

SCIENCE

CANADA AVIATION
AND SPACE MUSEUM
TRAVELLING



DEMONSTRATION
LEARN HERITAGE
PROJECT





Photographs by Robert Bean,
CSTMC artist in residence, 2010.
Images courtesy of the artist.



Printed on Rolland Enviro100
Satin. This paper contains 100%
post-consumer fibre, is EcoLogo
and Processed Chlorine Free
accredited, and is manufactured
using biogas energy.



THE CORPORATION REACHES OUT

Building on a series of nation-wide consultations during the 2009–2010 fiscal year, the Canada Science and Technology Museums Corporation (CSTMC) and its three Museums—the Canada Science and Technology Museum (CSTM), the Canada Agriculture Museum (CAgM), and the Canada Aviation and Space Museum (CASM)—have dramatically expanded their presence and “outreach” across the country. It has been an exceptional year for forging new partnerships, working with new sponsors, creating collaborative national initiatives, and reaching



out to new constituencies. By the scope of their offerings and the extent of their reach to all parts of the country, Canada’s science and technology museums are truly national institutions.

This report details the achievements of the 2010–2011 fiscal year, from engaging and popular programming to successful special events, cutting-edge collaborations, important new acquisitions, and new facilities such as the new wing for the Canada Aviation and Space Museum.

MANAGEMENT DISCUSSION
 SHARING AND ANALYSIS
 KNOWLEDGE AUDITOR'S
 NOTES TO FINANCIAL STATEMENTS
 PROGRAMMING
 BOARD OF TRUSTEES
 HERITAGE PRESERVATION
 SPONSORS INTERNAL SERVICES

CANADA SCIENCE AND TECHNOLOGY MUSEUMS CORPORATION
REACHING OUT
 ANNUAL REPORT 2010–2011
 VOLUNTEERS
 SPONSORS

CONTENTS

1990

The National Museum of Science and Technology, now operating as the Canada Science and Technology Museums Corporation (CSTMC), is established on July 1st as an autonomous Crown corporation with the passage of the *Museums Act*.

For the first time, a Canadian scientific instrument is launched beyond Earth's orbit. It is the High Flux Telescope (HFT), designed by the National Research Council's Herzberg Institute of Astrophysics.



INTRODUCTION

- Message from the Chair 2
- Message from the President and CEO 3

OVERVIEW

- Canada Science and Technology Museums Corporation 4
- Quick Facts 5
- Canada Agriculture Museum 6
- Canada Aviation and Space Museum 7
- Canada Science and Technology Museum 8
- Corporate Planning Framework 9

SHARING KNOWLEDGE

- Targets and Performance Measures for 2010–2011 11
- Virtual Museum 13
- National Profile 16
- Engaging Events and Popular Programmes 16
- Innovative Exhibitions—Sharing Collections, Ideas and Experiences 22
- Reaching Out Nationally and Internationally 23

HERITAGE PRESERVATION

- Targets and Performance Measures for 2010–2011 26
- Preserving Canada's Heritage 27
- Documenting Canada's History 27
- Recognizing Our Efforts 27
- Building the Collections 28
- Displaying Canada's Heritage 29

INTERNAL SERVICES

- Targets and Performance Measures for 2010–2011 30
- Improving the Museum Sites 32
- Generating Revenues 33
- Growing Membership 34
- Building Sponsorships and Partnerships 34
- Fostering Patronage 35
- Recognizing Volunteers 36
- Creating a Collaborative and Engaging Workplace 38
- Acknowledging Staff Milestones 38
- Fulfilling Corporate Social Responsibility 41

ACCOMMODATIONS

- Targets and Performance Measures for 2010–2011 42
- Key Result Area 2 – National Presence, Participation and Linkages 43
- Key Result Area 3 – Internationally Renowned Collection 43
- Key Result Area 4 – Corporate Sustainability 43

FINANCIAL STATEMENTS

- INDEPENDENT AUDITOR'S REPORT 44
- NOTES TO FINANCIAL STATEMENTS 45
- MANAGEMENT DISCUSSION AND ANALYSIS 48
- BOARD OF TRUSTEES 56



technomuses.ca

How to use the QR Codes in this annual report

This is a QR code – short for Quick Response Code – in which data are encoded in black modules arranged in a square pattern on a white background. They were created by Toyota in the mid-1990s, and are becoming more common worldwide for accessing information. Anyone with a mobile phone equipped with a camera and a reader can access more texts and multimedia content. Look for QR codes throughout this document.

PRESIDENT TRANSFORMATION WEBSITES INNOVATION
INTRODUCTION
MUSEUMS SCIENTIFIC CORPORATION
GOAL TECHNOLOGICAL CHAIR COMING YEAR



MESSAGE FROM THE CHAIR

The goal of our work—the purpose for our very existence—is not only to preserve and make known the immense and impressive scientific and technological heritage of this country. It is also to engage with individual Canadians, and particularly with today’s youth, to ensure that budding scientists and engineers find the inspiration and support they need to transform an interest into a career, and curiosity into solid research. Ensuring that the intellectual wealth of the nation expands into the future is one of our most important tasks. Canada is the country that developed insulin, Imax, the Canadarm, and the Blackberry®. Canada has everything it needs to become a leading Nation of Innovation.

I am proud to report that this has been another exceptional year for the Corporation and its three Museums—the Canada Science and Technology

Museum, the Canada Agriculture Museum, and the newly-expanded Canada Aviation and Space Museum. Our goal is to reach out and inspire all Canadians to engage with their scientific and technological past, present, and future. We have seen stable visitor numbers at our Museums, a massive increase in off-site visits with well over five million contacts, and over three million visits to our websites. We are clearly doing something right, with 91% of visitors to our Museums recommending them to others.

However, recent studies examining the state of science education and science literacy in Canada have yielded disturbing results. A 2010 survey of Canadian youth ages 12 to 18 years by the Canadian Foundation for Innovation and Ipsos–Reid indicated that 78% of respondents considered an understanding of science to be important. However, 53% of high school students interviewed reported that they had no interest in

a career in the sciences. This figure may explain, at least partially, why Canada ranks a poor 24th out of 35 nations in the percentage of students graduating in the sciences. This is a call to action. It tells us that much work is needed to make the acts of inquiry and discovery meaningful again for young Canadians.

And so this is our task and our promise in the coming year—to continue to engage and inspire, to seek out and share knowledge and ideas, to establish collaborations and partnerships that will enhance our programmes and collections, and to reach out to new communities and audiences. The Corporation and its Museums are committed to achieving these goals, and to ensuring Canada’s current and future strength as a leading nation in research and innovation.

1991

Donation of artifact and archival collections from Ontario Hydro, Teleglobe, and the CBC.

The first issue of "Transformation," CSTMC's research series, is published.

Acquisition of the Robb Wave Organ, an early Canadian electronic organ.



MESSAGE FROM THE PRESIDENT AND CEO

The Canada Science and Technology Museums Corporation has had an exceptional year of growth, transformation, and innovation. New partnerships have been forged, unique and creative ideas have been presented in innovative exhibitions and programmes, and we have engaged with 9,000,000 real-space and virtual visitors—a full 1,000,000 more than last year! We have been honoured to receive the patronage of the new Governor General of Canada (a first for the Corporation), to welcome the Prime Minister of Canada to one of our Museums, and to present our collections to cabinet ministers, such as Ministers Clement, McKay, and Goodyear, diplomats, Governors General Michaëlle Jean and David Johnston, museum colleagues from around the world, and several VIPs, including Nobel Laureate and Holocaust survivor Elie Wiesel.

We are very proud of our achievements, of the exceptional connections we have made with Canadians, and of our vision for a future where all Canadians share an interest in and commitment to science, technology, and engineering. The Corporation's staff have shown a remarkable dedication to sharing their expertise with colleagues and with the community at large, they are committed to generating new ideas and initiatives for reaching out ever further into this country and beyond.

There is still much work to be done, more communities to reach, more knowledge and ideas to share. The Corporation will soon launch a major national initiative devoted to an exploration of issues around the production, consumption, and conservation of energy, **Let's Talk Energy: Engaging Ideas for Canada's Future**. During the six-year run of the initiative, which will conclude in 2017, Canada's 150th birthday, it is our intention to create a national real-space and virtual network that will engage in a challenging and innovative conversation about energy. It is our hope and commitment that every province and territory will have partner venues contributing to this critical national dialogue.

In 2010, the Corporation celebrated its 20th anniversary. It was also the year in which the Corporation took the main stage, establishing itself in a leadership position not only amongst science and technology centres, but as part of the national dialogue on the critical role of science, technology, and engineering in Canadian society. In tandem with this, we established successful partnerships with many sectors of the Canadian community. These partnerships with businesses, academic organizations, and local groups have enriched the Corporation's programmes and activities, and our profile across the country. These relationships expand our access to knowledge, resources, and new energies and perspectives, all of which combine to invigorate and enable our primary duties: reaching out to Canadians, sharing our collections and knowledge, and reinforcing the importance of science, technology, and engineering in the lives of every individual.

"You must take great pride in your stewardship of the extraordinary collection housed at the Canada Science and Technology Museum. I know that through your various programs and exhibitions you engage Canadians in the past, present and future of Canadian innovation."

The Rt. Hon.
Stephen Harper, P.C., M.P.
Prime Minister of Canada



REACHING OUT

ANNUAL REPORT 2010–2011

ECONOMIC

OVERVIEW

MANDATE CROWN

LITERACY

INNOVATION

NEXUS TECHNOLOGICAL

CORPORATION

MUSEMS ACT
DEVELOPING

NATIONAL

SCIENTIFIC

PROGRAMMING

CANADA SCIENCE AND TECHNOLOGY MUSEUMS CORPORATION

Vision

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

Mission

To discover and share knowledge about Canada's scientific and technological heritage and to understand and appreciate the role that science and technology play in the transformation of Canada.

On June 30, 2010, employees marked the 20th anniversary of the Corporation.



The Canada Science and Technology Museums Corporation governs the Canada Science and Technology Museum, the Canada Agriculture Museum, and the Canada Aviation and Space Museum, which are collectively responsible for preserving and protecting Canada's scientific and technological

heritage while also promoting, celebrating, and sharing knowledge of that heritage.

The Corporation was established as an autonomous Crown corporation on July 1, 1990, with the passage of the *Museums Act*.

1992

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

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

The Corporation and its three Museums are located in the National Capital Region and report to Parliament through the Department of Canadian Heritage.

The Corporation, which celebrated its 20th anniversary in 2010, continues to offer exceptional and unique

programming and exhibitions, popular and accessible websites, and the expertise and enthusiasm of an engaged and active staff. A new initiative is underway that will create a six-year national dialogue about Canada's relationship with energy in the past, the present, and the future. This is intended to explore key issues in Canadian culture and also to elevate the profile and importance of science and technology within the general population. The goal is to make science, technology, and engineering relevant to all Canadians so that they will be seen as priorities for the country's future advancement as a nation and its future stability.

Acquisition of the Hawker Siddley Canada archival collections, which includes the Avro Canada photographic archives.

The first Airflight aviation art competition is held at the CASM.

Astronaut Roberta Bondar becomes the second Canadian, and first Canadian woman, in space when she flies aboard the NASA Space Shuttle *Discovery* (STS-42).

QUICK FACTS

The Corporation's offerings reached over **9,000,000** Canadians, both on- and off-line.

Total attendance: **643,000**, the second highest amongst national museums

CAGM: **140,000**
CASM: **177,000**
CSTM: **326,000**

240 employees

5,300,000 visitors off-site

3,197,894 web visits

Close to **1,000,000** people reached through social media initiatives

885 media mentions

6,000 memberships, the highest of all national museums

Nearly **14 million** visitors over the past 20 years

414 artifacts on loan at **61** venues across the country, viewed by **497,380** visitors across Canada

336 volunteers

Online educational offerings downloaded close to **193,000** times

93.2% visitor satisfaction rating

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

6 professionals seconded to the Corporation

475,081 items in the collection including artifacts, trade literature, monographs, engineering drawings, journals, and rare books and serial titles

155 presentations were made by staff, across Canada and around the world

Over **64,000** students participated in school programming at the three Museums





The Small Animal Barn, CAgM.

CANADA AGRICULTURE MUSEUM

Located just minutes from downtown Ottawa within the rolling landscape of the Central Experimental Farm and adjacent to a renowned arboretum and ornamental gardens, the Canada Agriculture Museum is a showcase for Canada's agricultural heritage, as well as for present innovations. Visitors to the Museum can experience a demonstration farm while interacting with informative exhibitions and programmes exploring Canada's scientific and technological contributions within the agricultural sphere.

The Museum is a recognized authority on presenting and interpreting agricultural science and technology, and it reaches out to audiences ranging from families to school groups. It is a popular and accessible resource on the historical development of agriculture in Canada, as well as on current and future trends within this



agriculture.technomuses.ca



The live beehive, part of **Taking Care of Beesness**, CAgM.



Piglets with sow in a farrowing crate, CAgM.



The annual *Sheep Shearing Festival*, Victoria Day weekend, CAgM.

“The Museum not only exhibits the history of Canada’s unique agricultural heritage, it is also a wonderful place to see, hear, and smell the workings of a real farm [...]. What I like about this is that they are not petting zoo animals, and aren’t clambering to get little pellets of food from you. They mosey, they munch on their hay, they come to you if they so desire.”

Local Tourist Ottawa Blog

essential industry. Learning-based exhibitions and programming are combined with more light-hearted fare, such as an annual Easter Egg Hunt, sheep-shearing demonstrations, and harvest events.

Taking advantage of its natural setting and easy access to the out-of-doors, the CAgM provides visitors with opportunities for guided or self-directed explorations of the ways in which agricultural science and technology affect the everyday lives of Canadians. For over 28 years, the Museum’s distinctive programmes and exhibitions—as well as its outstanding populations of livestock, many of rare and heritage breeds, including dairy and beef cattle, horses, and a variety of small animals—have reached out to and attracted thousands of urban families, as well as visitors from across Canada and around the world.

A highlight of this year’s activities at the CAgM was the introduction in May 2010 of a “live hive,” complete with a specially-identified queen bee, as an enhancement to a new exhibition, **Taking Care of Beesness**. This exhibition complements the virtual exhibition that was launched in February 2010. Another major success this year was the re-opening in February 2011 of the Small Animal Barn, which had been closed to the public for three years. A wide variety of pigs, sheep, and goats, some of them rare breeds, are housed in this barn and are now on view for enthusiastic visitors.



aviation.technomuses.ca

A Tutor aircraft installed in the new lobby, CASM.

CANADA AVIATION AND SPACE MUSEUM

Located next to an historic but still active airfield, the Canada Aviation and Space Museum houses the most extensive aircraft collection in the country, and one of the finest in the world. The Museum, in its newly expanded facility, presents Canada's aeronautical history in an innovative and compelling way by tracing how aviation has contributed to the exploration and expansion of this country. While it has been said that the train opened Canada to the West, it was the airplane that opened Canada to the North.

The Museum offers regular programming in combination with special events that commemorate milestones in various threads of Canadian history. The 2010–2011 fiscal year, for example, saw the repeat of a successful summer camp programme, as well as a unique celebration of the 60th anniversary of the Battle of Britain, in which roughly 200 aircraft participated. The Museum's outstanding programmes, activities, and special events celebrate the role that aviation has played in Canada, and in the lives of individual Canadians, since the earliest days of powered flight. These offerings will soon reach out to Canadians across the country, and to aviation enthusiasts around the world, as the Museum's newly-installed distance-learning

technologies are activated in the coming months. With a recently expanded mandate emerging from the Corporation's new association with the Canadian Space Agency, the Museum is now responsible for developing, preserving, interpreting, and displaying artifacts related to Canada's contributions to the space industry.

The most important achievement among many this year at CASM was the completion and opening of a \$7-million new wing which includes a grand hall, a new auditorium, a multi-purpose room, and new food service and retail spaces. Also featured in the new spaces are two state-of-the-art classrooms fitted with the latest in distance-learning technologies. The Museum's programmes and learning activities can now be shared with an even greater audience, in all parts of the globe.

"One of the most beautiful aviation museums in the world, the Canada Aviation and Space Museum is a must-see attraction during your visit to Canada's National Capital Region. Only 10 minutes from Parliament Hill, the Museum presents the entire history of Canada's aeronautical legacy, from the pioneer era to the jet age. Over 130 aircraft bear witness to the dream of flying and to the important role played by Canadians in the development of aviation."

Outaouais Tourism



Anthony Smyth, the Honourable Madeleine Meilleur, MPP (Ottawa–Vanier), Denise Amyot, Stephen Quick, Robert W. Bradford, and Francine Poirier at CASM's 50th Anniversary celebrations, October 23, 2010.



Snowbird pilots joined Claude Lajeunesse, President and CEO of the Aerospace Industries Association of Canada (AIAC), Denise Amyot, Gary Polonsky, and Stephen Quick, for the inauguration of the new wing, CASM, February 23, 2011.



A mock-up of a Lockheed Martin F-35 Lightning, CASM.

1993

University of British Columbia biochemist Michael Smith wins the Nobel Prize (Chemistry) for developing the technique of site-directed mutagenesis, which allows the DNA sequence of any gene to be altered in a designated manner.



www.science.ubc.ca/about/history

Agriculture and Agri-Food Canada and the Canada Science and Technology Museums Corporation agree to share responsibility for Public Programmes at the Central Experimental Farm.



sciencetech.technomuses.ca



A 1961 Mercury *Montcalm* on display in the exhibition **In Search of the Canadian Car**, CSTM.



The *Fénix Capsula 1*, used in the rescue of trapped miners in the San José Mine in Copiapó, Chile, on display at the CSTM, March 30, 2011.

CANADA SCIENCE AND TECHNOLOGY MUSEUM

The Canada Science and Technology Museum, Canada's oldest interactive science and technology museum, is committed to celebrating and "making known" Canada's rich scientific and technological heritage, as well as the extraordinary innovations for which Canadians are responsible. Encouraging youth to enjoy and appreciate science, and to consider science as a viable career option, is an increasing priority for the Museum.

The Museum collection holds some of the rarest and most unusual artifacts in the world. By presenting these and other objects in engaging exhibitions, offering relevant and innovative programming and an accessible and distinctive web presence, the Museum helps visitors understand the connections that can be made between science and technology and how we live our daily lives. Science and technology are involved in virtually everything we do. The Museum's goal is to make this connection obvious and to show that the study of science is an important and desirable activity for today's youth.

By showcasing and interpreting the many exceptional treasures in its collection, the Museum increases scientific literacy, inspires pride in Canadian achievements, and points to the limitless possibilities that lie ahead. Today, the Museum's programmes reach hundreds of thousands of students each year, putting it in a unique position to support federal policy aimed at making present and future Canadian scientists world leaders in scientific and technological innovation.

In 2010–2011, the Museum opened an important and unique exhibition, **In Search of the Canadian Car**, which explores and celebrates Canada's contribution to the automobile industry. Beginning with Canada's earliest motorised vehicle, the 1867 *Taylor Steam Buggy* from Stanstead, Quebec, the exhibition asks visitors to examine what makes a car Canadian. It also includes a section on the future that is regularly updated. Soon to be added to the exhibition will be a mint-condition 1965 *Thunderbird*, donated to the Museum by Randy Bachman, member of the legendary Canadian bands The Guess Who and Bachman-Turner Overdrive, and formerly owned by another great Canadian musician, Burton Cummings.

CSTM was honoured to be the first museum in North America, and the only one in Canada, to exhibit the *Fénix Capsula 1*, the rescue capsule used to support the 33 miners who had been trapped for 69 days in a collapsed gold and copper mine in Copiapó, Chile. The Ambassador of Chile, His Excellency Roberto Ibarra, was a special guest at the opening event, attesting to the international profile of the Museum's activities and programmes.

"When I was little, there wasn't much that I enjoyed more than a trip to the Canada Museum of Science and Technology. I loved teetering through the Crazy Kitchen, exploring the locomotives and peering through the windows of the various train cars and playing with the telephone switchboard. And oh, my goodness, the buttons you could press. This was a museum where not only were you allowed to touch things, it was encouraged!... Today, an outing to the Museum brings me as much joy as ever, but for different reasons. I'm introducing my one-year-old son, 'Moe,' to this amazing Museum."

Kids in the Capital Blog

1994

CORPORATE PLANNING FRAMEWORK

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

Key Programme Activity Architecture

Sharing Knowledge (Education and Outreach):

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

Heritage Preservation (Collections and Research):

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

Internal Services (Corporate Management):

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

Accommodations:

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

Key Result Areas (KRA)

1. Share knowledge through our programmes, partnerships, and compelling visitor experiences.
2. Increase national presence, participation, and linkages.
3. Advance our internationally-renowned collection.
4. Ensure corporate sustainability.
5. Be a top employer.

Key Corporate Strategic Objectives

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

The programming language Java, created by Calgary native James Gosling, is launched. Java is currently one of the most popular programming languages in use for everything from software to web applications.

The CSTMC begins to use e-mail.

Donation of a dosimeter used on the Russian space station *Mir* in 1993–1994 to measure a cosmonaut's exposure to radiation.





SHARING KNOWLEDGE

(EDUCATION AND OUTREACH)

INTERACTIVES OFF-SITE VISITS

PUBLISHED WORK

EXHIBITS

VIRTUAL VISITS

SCIENTIFIC PARTNERSHIPS

RESEARCHERS

TRAVELLING EXHIBITIONS



INTERPRETING THE COLLECTION AND PRESENTING SCIENTIFIC AND TECHNOLOGICAL PRODUCTS AND PROCESSES TO CANADIANS

The Corporation continues to reach out to Canadians from coast to coast to coast through a variety of real-space and virtual products and experiences. The Corporation is a popular presence within the National Capital Region, offering exceptional events and innovative programming to a wide range of audiences.

Children participating in the Ice Cream Festival, CAgM, summer 2010.



Targets and Performance Measures for 2010–2011:

Target – Key Result Area 1	Results	Information
Two new public- or private-sector partnerships per Museum	Target surpassed	22 newly-signed partnerships across the Corporation. These partnerships and MOUs will help contribute to and promote Canadians’ achievements and a culture of science and technology across Canada.
Achieve 3.5 million virtual visits	Target surpassed: 4,122,530	<p>3,197,894 virtual visits recorded, plus close to one million people reached through social media initiatives.</p> <p>While the websites are being refurbished, we have been able to reach out through social media such as Flickr, Facebook, Twitter, etc.</p> <p>Facebook 1,182 “likes,” an increase of 225%. 2,505 referrals to websites, an increase of 413%.</p> <p>Twitter 1,730 followers. 26 staff actively using Twitter on behalf of the three Museums. 663 referrals to websites, an increase of 208%.</p> <p>YouTube 206,785 video views, an increase of 166%.</p> <p>Flickr 711,771 views, an increase of 40%.</p>
Achieve 1.5 million off-site visits (i.e., visitors attending workshops and demonstrations outside the Museums or viewing travelling exhibitions and artifacts on loan from the Museums, not including website visits)	Target surpassed: 5.3 million off-site visits	An installation of panels from the CASM exhibition, Canadian Wings , at Pierre Elliot Trudeau International Airport, Dorval, has reached more than 3.5 million visitors.

University of British Columbia’s Murray Goldberg develops a distributed, Internet-based learning tool for his computer science students: WebCT. Today, the software is used by more than 10 million students at over 2,500 universities and colleges in 80 countries.

Acquisition of the radio communication artifact collection from Marconi Co.

The CASM publishes a CD-ROM *Flypast—Envol* based on its collection.



Targets and Performance Measures for 2010–2011:

Target – Key Result Area 2	Results	Information
85% of visitors surveyed “agree” or “strongly agree” that they would recommend the Museum to a friend	Target surpassed: 91.4%	CSTM: 87.4% CASM: 94.0% CAgM: 92.9%
10% of exhibits to include new interactives or hands-on activities	Target surpassed: 25%	141 new interpretive units and interactives on display.
25% of collection on display representing new technologies	6% of collection on display represents new technologies	This target was not achieved due to limited acquisition funds and fewer donations/loans received from potential partners than originally anticipated. A number of negotiations are under way.

Targets and Performance Measures for 2010–2011:

Performance Measures Key Result Area 1	Results	Information
Number and location by province of off-site programs, workshops, and demonstrations	46 off-site programmes, workshops, and demonstrations reaching close to 16,000 participants in six provinces and one territory	
Number of online educational offerings downloaded	Online educational offerings from all three Museums were downloaded close to 10,000 times	
Number of website visits and page views	3,197,894 website visits 9,926,425 page views	
Number of artifacts on loan/ Number of venues/Number of locations by province/ Number of visits	414 artifacts on loan at 61 venues viewed by 497,380 visitors Number of venues, by province/territory: British Columbia: 2 Alberta: 1 Manitoba: 1 Ontario: 29 Quebec: 19 New Brunswick: 1 Nova Scotia: 4 Newfoundland and Labrador: 1 Northwest Territories: 2 Yukon: 1	The number of artifacts on loan across the country rose from 2009–2010 figures. The Corporation’s collections were represented in British Columbia, Alberta, Manitoba, Ontario, Quebec, Nova Scotia, New Brunswick, Newfoundland and Labrador, Yukon, and the Northwest Territories.
Number of researchers using the collection	620 researchers used the collection	The researchers come from a wide range of backgrounds including students, engineers, historians, and lawyers, to name but a few.

Targets and Performance Measures for 2010–2011:

Performance Measures Key Result Area 1 (cont.)	Results	Information
Number of media mentions	885 media mentions	Media mentions were recorded in British Columbia, Alberta, Manitoba, Ontario, and Quebec.
Number of staff members holding elected positions in affiliate organizations	40 staff members held positions in affiliated associations and/or professional organizations	A significant increase from last year.
Number of published works	22 articles, book reviews, and other publications were produced	An increase from 2009–2010 with articles in the <i>CMA Journal</i> , <i>Arc Poetry</i> , <i>Chez l'antiquaire</i> , and <i>Public History News</i> , to name a few.
Number of presentations at conferences or other events / Number of locations by province and/or country	155 presentations were made in seven provinces and four countries by staff members: Ontario: 102 Quebec: 28 Alberta: 10 Newfoundland and Labrador: 5 Saskatchewan: 3 British Columbia: 2 Nova Scotia: 1 United States: 2 China: 1 United Kingdom: 1 Indonesia: 1	

VIRTUAL MUSEUM

The Corporation continues to reach out to diverse and dispersed audiences through improved access to its virtual collections, programmes, and learning components. With the completion of an extensive analysis of virtual visitors' interests, needs, and expectations, innovative and distinctive changes that will improve the overall visitor experience will be made to the Corporation's websites during the coming fiscal year. The beginning stages of developing a hub for science and technology that links generations, stories, innovation, artifacts, institutions, and opportunities to work and learn were completed. Unfortunately, this project had to be put on hold due to budgetary constraints.



public.delivr.com/17dsn?qr=1

The Horse and Cattle Barn at the Canada Agriculture Museum is destroyed by fire.

The Canadian Science and Engineering Hall of Fame finds a new home at the CSTM.

All three Museums launch World Wide Web sites.

First summer day camp offered to children 6 to 10 years old at the CAgM.



Targets and Performance Measures for 2010–2011:

Performance Measures	Results	Information
Key Result Area 2		
Visitor satisfaction	93.2% visitor satisfaction rating	Results from visitor satisfaction surveys in 2010 clearly indicate that visitors are highly satisfied with their experiences at each of the Corporation’s three Museums.
Attendance for all three Museums remained stable in 2010–2011	CAgM: 139,655 CASM: 176,917 CSTM: 325,961 TOTAL: 642,533	Attendance, while still strong, is slightly less than in 2009–2010. In general, science centres and museums across Canada saw a 17% decrease in attendance in 2010–2011, while the Corporation’s Museums experienced a decrease of about 5%. The opening of the renovated Canadian Museum of Nature and of Calypso Theme Waterpark had an impact on visitation to all three Museums.
Number of new interactives	60 new interactives	This is new benchmark.
Number of new technologies on display	40 new technologies on display	Some of the new technologies on display include artificial corneas, holograms, an electric snowmobile, and two solar cars.

Targets and Performance Measures for 2010–2011:

Performance Measures	Results	Information
Key Result Area 2 (cont.)		
National Outreach through travelling exhibitions	3,653,629 people viewed Corporation exhibitions	<p>Beyond the Trees Musée de la civilisation, Quebec City, Quebec.</p> <p>Karsh: Image Maker Art Gallery of Alberta, Edmonton, Alberta.</p> <p>Food for Health Pier 21, Halifax, Nova Scotia, and Musée du Fjord, Saguenay, Quebec.</p> <p>Canadian Science and Engineering Hall of Fame National Research Council’s Herzberg Institute of Astrophysics, Penticton, British Columbia.</p> <p>Canadian Wings Pierre Elliot Trudeau International Airport, Dorval, Quebec.</p> <p>Edukits were enjoyed by students in British Columbia, Saskatchewan, the Northwest Territories, Nunavut, Ontario, Quebec, and New Brunswick.</p>

Key web-based accomplishments during 2010–2011 include:

- The addition of in-depth historical information to the individual aircraft pages on the CASM website.
- The introduction of new artifact spotlights on the CSTM and CAgM websites, as well as on YouTube and Flickr.
- A collaboration between Knowledge and Information staff and Carleton University students to create a website featuring items from the Corporation's extensive collection of trade literature.
- The launch of a virtual cross-curricular lesson plan on the International Space Station intended for grades 6 to 9.
- The CAgM launched a virtual education activity programme on biosecurity.
- A new virtual programme for high schools exploring the environmental impact of vehicle use in Canada, created in partnership with Transport Canada.
- The ongoing use of social media such as Twitter, Facebook, YouTube, and Flickr to disseminate Corporation programmes and events. Available online this year are three new “Do Try This at Home” experiment guides, and over 70 new YouTube videos.
- Opening in August 2011 of the virtual exhibition, **In Search of the Canadian Car**, in conjunction with the Virtual Museum of Canada.
- The CAgM virtual exhibition **Bees: A Honey of an Idea** continued to be popular.



public.delivr.com/17dsy?qr=1



sciencetech.technomuses.ca/english/schoolzone/try-this-out.cfm

The CSTMC takes over stewardship of the Canada Agriculture Museum.

Some 16,000 CP Rail drawings are made accessible to researchers.

Donation of the archival collection of Kenneth M. Molson, Canadian aviation historian and the CASM's first curator.

A giant solar storm is suspected of having caused the loss of Telstar 401, an American communications satellite. The solar radiation surge is recorded on Earth by the 13 observatories belonging to the Canadian Space Agency's Earth-Sun Physics Programme.



NATIONAL PROFILE

The Corporation supports and participates in national initiatives that promote the study and expansion of science and technology in our country, our communities, and our homes. Particular emphasis was placed in 2010-2011 on creating networks and linkages for sharing science- and technology-based information, resources, and initiatives across the country.

Notable successes during 2010–2011 include:

- The Honourable Christian Paradis, Minister of Natural Resources, and the Honourable Gary Goodyear, Minister of State (Science and Technology), announced the launch of **Let's Talk Energy**, (<http://energy.technomuses.ca/english/index.html>) the Corporation's pan-Canadian initiative, at the World Energy Congress (WEC) held in Montreal, Quebec, in September 2010. Over 5,000 delegates were in attendance from all parts of the globe.

The CSTM is the lead institution for National Science and Technology Week (NSTW), held every October. NSTW celebrates the significance of Canada's science and technology history, the importance of science and technology in today's world, and Canada's ongoing role as a world leader in innovation. In 2010, the challenge was for individual Canadians to submit a video to the CSTM YouTube channel describing what they would do to become NSTW champions. Over 100 organizations participated in 330 activities across Canada, an increase of 30% compared to last year.

Participating organizations included the NRC Herzberg Institute of Astrophysics in Victoria, British Columbia; Salish Sea Expeditions in Victoria, British Columbia; the Department of Fisheries and Oceans; Telus World of Science in



The Honourable Gary Goodyear, Denise Amyot, and the Honourable Christian Paradis at the World Energy Congress, Montreal, September 2010.



Locations where 2010 National Science and Technology Week activities took place.

Calgary and Edmonton, Alberta; Canadian Light Source (Synchrotron) in Saskatoon, Saskatchewan; and the Hugh John Flemming Forestry Centre in Fredericton, New Brunswick.

- The Corporation led the development of an interdepartmental and cross-sectoral proposal for the Canadian Council of Academics that will seek an expert assessment of the state of Canada's science culture.
- The Corporation's new e-bulletin was distributed regularly to over 4,000 recipients across the country, and has received tremendously positive feedback.

"What an exciting series of events. Thank you for keeping me informed!"

Gail Dexter Lord
Co-President, Lord Cultural Resources

"I do like receiving these newsletters which certainly publicize the considerable number and wide variety of activities at the Museums."

John Edwards
former CEO, National Museums of Canada

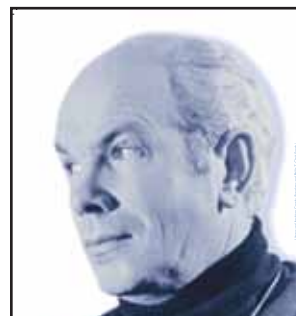
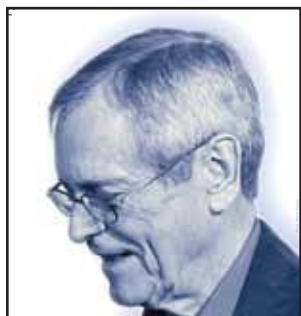
ENGAGING EVENTS AND POPULAR PROGRAMMES

The Museums offered many of their most popular programmes and events including Canada Day celebrations, Halloween events, and camps during the March Break and the summer. Highlights of this year's programmes and special events include some perennial favourites as well as new and inspiring events:

Canada Science and Technology Museum

- *Doors Open Ottawa* was held on June 5, 2010, with more than 830 people visiting the Conservation and Collections facilities at CSTM.
- Dr Norman Bethune was inducted into the Canadian Science and Engineering Hall of Fame

1998



http://www.sciencetech.technomuses.ca/english/about/hallfame/u_main_e.cfm

Donation of CN photographic archives.

Donation of the Karsh studio equipment.

during a ceremony on October 14, 2010. Opening remarks were delivered by the Chinese Ambassador, His Excellency Lan Lijun, and 25 Chinese delegates to the Canada–China Cultural Dialogue were in attendance. Other new inductees into the Hall of Fame included Drs James Till, Ernest McCullough, and George C. Laurence.

- On February 19, 2011, the CSTM led the first *Cool Science Saturday* event, with the National Capital Commission, Parks Canada, and other federal departments and agencies such as Natural Resources Canada, the Canadian Space Agency, and the National Research Council Canada. Over 4,500 visitors participated in engaging and entertaining science activities and experiments

“Winterlude was an immense success. [...] This success would not have happened without you and your team’s support and cooperation [in setting up Cool Science]. Thank you! We look forward to working together on future Winterludes.”

Marie Lemay, P.Eng.
CEO, National Capital Commission

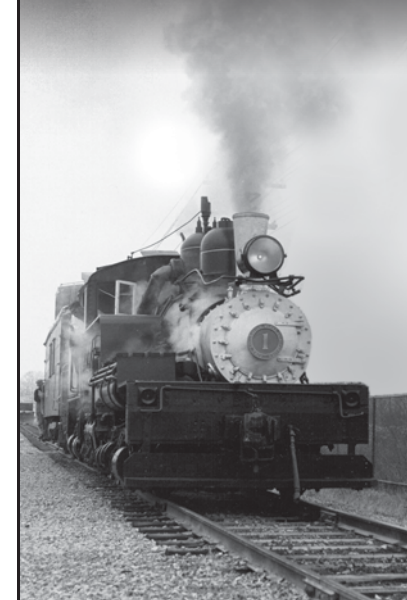
From left to right: Dr James Till, Dr Ernest McCullough, Dr George C. Laurence, Dr Norman Bethune.

inspired by Canada’s cold climate and by the lost Franklin expedition of 1845.

- The CSTM hosted the *Science and Engineering Olympics* during the week of February 23, 2011. Over 110 students in grades 7 to 12 were challenged to build a fun machine, bionic arm, or trebuchet, or to design a website.
- The *Engineering Challenge* was held at the CSTM on February 24, 2011. This event, geared towards grades 4 to 6, attracted over 230 students from 30 schools, and was organized in partnership with the National Research Council Canada.
- March Break activities were very popular at all three Museums. The CASM hosted a LEGO® contest in which over 200 children participated, the largest group to date.



Cool Science Saturday event, CSTM.



- A new school programme, *What Museums Do: Behind the Scenes*, was offered twice at CSTM. Close to 100 eager students participated in this special programme on Museums Day and during National Science and Technology Week.
- The CSTM was the site of the first North American presentation in a capital city of the *Fénix Capsula 1*, used during the rescue, in October 2010, of 33 miners from the San José gold and copper mine in Copiapó, Chile. The capsule was on display from March 31 to May 1, 2011.

Canada Aviation and Space Museum

- More than 3,000 visitors from 13 countries, including the Honourable Peter McKay, Minister of National Defence, attended the Battle of Britain event on September 19, 2010, at the CASM. The highlight of the event was a parade of approximately 200 aircraft.
- The CASM's 50th anniversary was celebrated on October 23, 2010, with a range of events and products, including the official launch of the *Voices from the Canada Aviation and Space Museum* documentary film series (<http://bit.ly/mhQRax>). These short films bring the stories of eight of the CASM's volunteers, ages 84 to 92, to life. Six different bookmarks featuring aircraft from the collection were also produced to commemorate the anniversary. Six thousand of these bookmarks were distributed to the CASM visitors between May and October 2010.

On February 23, 2011, the CASM opened its new wing with the second annual Aviation Career Day and the Green Aviation Research and Development Network



Battle of Britain ceremony, CASM.



CASM, participants in the films series, *Voices from the Canada Aviation and Space Museum*. Standing, from left to right: Rayne D. Schultz, David H. Tate, George Neal, Glenn Cook, Ken Castle, Bob Murray, Stephen Quick. Seated, from left to right: John Duggan, Ginette Petit (Producer Les Films Outsiders Inc.), the late Bill McRae.



A Curtiss P-40 Kittyhawk.

(GARDN) Conference. The new wing includes a 250-seat auditorium, a multi-purpose room, and two classrooms fitted up to offer distance-learning programmes. A new food services area and a large retail space are also included in the new wing.

“First, bravo for organizing this first conference in a prestigious location (who would have believed it was only delivered the day before?)”

Jacques Gatard, Onera (Toulouse, France)
Attendee at the GARDN Conference at the CASM

- The CASM and Vintage Wings of Canada offered a *Warbird University Ground School* on the Curtiss P-40 Kittyhawk and the North American NA-122 Mustang. These two-day events offered technical and operational information on two classic fighter aircraft flown by RCAF pilots in the Second World War.



Batisse, the mascot of the Royal 22nd Regiment, visiting the CAgM.

Canada Agriculture Museum

- The CAgM launched a new family program called *Chews Wisely*. This programme helps families to make informed food choices and provides information about how to decipher food labels to ensure that healthy selections are made.
- During Queen Elizabeth's visit to Ottawa on Canada Day 2010, the Royal 22nd Regiment's mascot, a goat named Batisse, was housed at the CAgM. The goat is a descendant of the original regimental mascot, presented to the "Van Doos" by the Queen in 1955.
- In November 2010, the CAgM hosted the 4-H "Show Your Colours" event, which is the kick-off to the National 4-H Month. The day's theme was "The Cow", and more than 200 participants enjoyed activities at the Museum.

Participants in the Junior Farmer Camp at the CAgM.



A participant in *Chews Wisely*, CAgM.

"I really appreciate . . . all the wonderful things the Farm does for our city and community . . . teaching our kids care, compassion and respect for the animals who feed us, this place is awesome. Your counsellors at your camp are enthusiastic and caring, paying special attention to every parent's concern and request. Keep up the great work and we will continue to promote and support this wonderful asset to our capital city."

Tammy Hum

- On November 9, 150 people participated in the *TEDxKids @ The Hill* event. This independently organized TED event brought children and adults together to help develop an educational movement that brings TED Talks into the schools and encourages experimentation with practical projects through exposure to big ideas.

Café scientifique monthly evenings, which are open to the general public, remain popular. More than 350 people participated in discussions on subjects ranging from the relationship between science and religion, to genetically modified organisms, to healthcare.

Science Talks, a monthly free public lecture series, continued in 2010–2011 and featured specialists in science, engineering, and medicine discussing topics such as "Communication Technology: Bringing us Closer Together or Pushing Us Further Apart?" and "Genetically Modified Organisms: A Question of Ethics, Survival or Health?" More than 1,000 people have attended these talks to date.

Research in Motion revolutionizes the mobile industry with the introduction of the BlackBerry®.

Downlink transmission at the CSTM with Canadian astronaut Julie Payette.

Acquisition of a 3-D periodic table model designed by Canadian Fernando Dufour.

The new Horse and Cattle Barn at the CAgM opens to the public, replacing the barn that was destroyed by fire in 1996.





Denise Amyot and Lt. Col. Maryse Carmichael attend the inauguration of the new wing at the CASM, February 23, 2010.



Dr. Ryan Harris (Parks Canada), Denise Amyot, Governor General, His Excellency the Right Honourable David Johnston, and Tom Perlmutter (National Film Board) attend the opening of **Echoes in the Ice**, and the launch of National Science and Technology Week at the CSTM, October 15, 2010.



Senator Pamela Wallin at the commemoration of the Battle of Britain, CASM, September 19, 2010.



Guests, along with the Chilean Ambassador, His Excellency Roberto Ibarra, and Claude Faubert, Director General of the CSTM, attend the opening of the *Fénix Capsula 1* exhibition, March 30, 2011.



Chilean Ambassador, His Excellency Roberto Ibarra, welcomes two guests to the opening of the *Fénix Capsula 1* exhibition at the CSTM, March 30, 2011.



The Honourable Jason Kenney, Minister of Citizenship, Immigration and Multiculturalism, attends a citizenship ceremony at the CSTM, April 12, 2010.



The Honourable Jean-Pierre Blackburn, Minister of Veterans Affairs, and Chief of the Air Staff, André Deschamps, attend the commemoration of the Battle of Britain at the CASM, September 19, 2010.

2000



The Right Honourable Stephen Harper and Denise Amyot attend a citizenship ceremony at the CASM, October 19, 2010.



Lois Steinhardt, exhibition curator, Governor General, His Excellency the Right Honourable David Johnston, and Denise Amyot, attend the opening of *Echoes in the Ice*, and the launch of National Science and Technology Week at the CSTM, October 15, 2010.



The Honourable Gary Goodyear, Minister of State (Science and Technology), seated in a mock-up of an F-35 jet.



The Honourable Peter McKay, Minister of National Defence, and the Governor General, Her Excellency the Right Honourable Michaëlle Jean, attend the commemoration of the Battle of Britain, CASM, September 19, 2010.



Governor General, His Excellency the Right Honourable David Johnston, speaks at the opening of *Echoes in the Ice* and the launch of National Science and Technology Week at the CSTM, October 15, 2010.



British High Commissioner Anthony Cary places a wreath during the commemoration of the Battle of Britain, CASM, September 19, 2010.



Chief of the Air Staff, André Deschamps, and Stephen Quick, Director General of the CASM, attend the inauguration of the new wing of the CASM, February 23, 2010.



Chinese Ambassador, His Excellency Lan Lijun, speaks at the induction of Dr Norman Bethune into the Canadian Science and Engineering Hall of Fame, October 14, 2010.

To mark 160 years of research on the northern lights, a 20-metre, 4-stage Black Brant 12 Canadian sounding rocket carries a detection mission 1,000 km into the heart of an aurora borealis.

The Honourable John Manley hosts a direct downlink transmission at the CSTM from the space shuttle *Endeavour*.

Inauguration of the CN Images of Canada virtual gallery.





Randall Brooks, Vice-President, Collection and Research, with participants of the Summer Institute 2010, CSTM.

Summer Camps

The CAGM's Summer Camp programme was once again a major success. Selling out in less than 24 hours, these camps are certainly some of the most popular summer activities in the National Capital Region. Over 900 children enjoyed fun learning activities in four different camps. The CSTM's summer camp programme was as popular as ever, more than 1,000 children enjoyed an exciting and educational summer experience.

Summer Institute

The Corporation's national award-winning Annual Summer Institute was held for a second time from August 16 to 20, 2010, and welcomed 25 participants, including students, museum staff, and academics from across the country, the United States, and China. This annual event brings together students, post-doctoral researchers, and museum staff to investigate how to make better use of artifacts in research and other ongoing work. The programme is unique amongst major museological institutions around the world and has been replicated in other parts of the world.

"The Summer Institute took me out of my comfort zone in a very positive and productive way."

2010 participant

INNOVATIVE EXHIBITIONS— SHARING COLLECTIONS, IDEAS, AND EXPERIENCES

Reaching out to Canadians through innovative, relevant, and engaging exhibitions is one of the greatest achievements of the Corporations' three Museums. Highlights of the 2010–2011 exhibition programme include:

- The CAGM exhibition, **Taking Care of Beesness**, which opened in March 2010, is still drawing visitors of all ages. A "live hive" with a specially-identified queen bee was added to the exhibition in May 2010. The Museum's programme kitchen, which produces a variety of foods featuring honey, has proven to be a tremendous success, with standing room only for most of the sessions.
- In April and May 2010, the CSTM was honoured to host the photographic exhibition, **Water for Life: An African Photo Exhibition**, produced by WaterCan/EauVive, a Canadian charitable organization supporting access to clean water and basic sanitation in eastern Africa. Through the exhibition and international programming, Canadians were given a candid glimpse into a world where access to basic needs like clean water and sanitation is a daily struggle.

"Our partnership with the Canada Science and Technology Museum marked our first opportunity to show the exhibition publicly after its official unveiling on Parliament Hill... This partnership far exceeded our expectations."

Gary H. J. Pluim
Executive Director, WaterCan/EauVive

- The CSTM's new permanent exhibition, **In Search of the Canadian Car**, opened in June 2010. The exhibition has proven popular with a wide range of audiences and continues to engage new visitors. It will be refreshed every six months with new artifacts representing emerging automobile technologies—including the most recent hybrid from Toyota and the most recent addition of all, an electric car, the Tesla *Roadster*. Moreover, from August 3 to September 12, the *Esteban V* solar race car built by students at the École Polytechnique de Montreal was on display. The virtual version of this exhibition will be launched in August 2011.
- From September 2010 to January 2011, the CSTM hosted an incoming travelling exhibition, **Arresting Images**, prepared by the Ontario Provincial Police Museum. The exhibition presented reproductions of criminal photo cards (mug shots) dating from 1886 to 1908. It offered a unique perspective on the practices of early policing in Ontario, as well as the emerging use of photographic portraits as a police identification tool.
- On October 15, 2010, the Governor General of Canada, His Excellency the Right Honourable David Johnston, opened the CSTM exhibition **Echoes in the Ice: History, Mystery and Frozen Corpses**. This exhibition, created in partnership with Natural Resources Canada and Parks Canada, profiled the explorers involved in the search for the Northwest Passage and decoded the mysteries of the lost Franklin Expedition of 1845.
- On February 26, 2011, the Small Animal Barn at the CAGM reopened to the public after being closed for over three years. The building now houses examples of a wide variety of pigs, sheep, and goats that can be found on farms across Canada, several of them rare breeds.

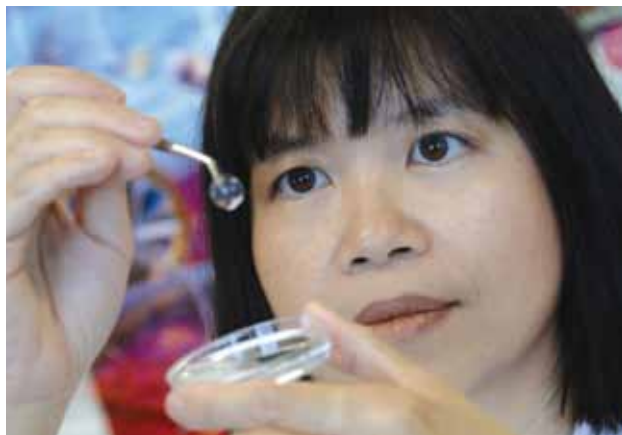


Image from an exhibition on artificial corneas, CSTM.



An angora goat, CAgM.

- The CSTM was the site of the first North American presentation of the *Fénix Capsula 1*, used during the rescue, in October 2010, of 33 miners from the San José gold and copper mine in Copiapó, Chile. The capsule was on display from March 31 to May 1, 2011.
- The Corporation is pursuing partnerships with post-secondary and other institutions to provide venues in which to showcase research into emerging technologies. The CSTM has created **TechnoZone**, exhibition spaces dedicated to the display of new technologies. Recent exhibitions include artificial corneas from the University of Ottawa, new hologram technology from Rabbitholes®, and the Tesla *Roadster Super Car*, a battery-powered electric car from Transport Canada.

Canadian Forces donate their first CF-18, which once flew over Ottawa with Prime Minister Pierre Elliot Trudeau on board.

For the first time, the CSTMC totals 5,000 active membership accounts.

Canadian Space Agency astronaut, Chris Hadfield, travels aboard the NASA Space Shuttle *Endeavour* (STS 100) to deliver Canadarm2 to the International Space Station. Chris Hadfield becomes the first Canadian to perform a spacewalk.



The **Echoes in the Ice** exhibition, CSTM.



The *Esteban V* solar car, built by students at the École Polytechnique de Montréal, was on display at CSTM.

REACHING OUT NATIONALLY AND INTERNATIONALLY

Travelling Exhibitions and Loans

The Corporation circulated five exhibitions to five provinces and reached 3,650,500 visitors in 2010–2011.

- **Beyond the Trees** completed its national tour in Quebec City, Quebec: 103,000 visitors.
- **Karsh: Image Maker**, a collaboration with Library and Archives Canada, presented at the Art Gallery of Alberta in Edmonton, Alberta: 40,000 visitors.
- **Food for Health**, a collaboration amongst five federal partners linked to agriculture and health, toured Nova Scotia and Quebec: 7,000 visitors.
- **The Canadian Science and Engineering Hall of Fame** was presented at the National Research Council's Herzberg Institute of Astrophysics in Penticton, British Columbia: 500 visitors.
- **Canadian Wings**, CASM's special installation at Pierre Elliot Trudeau International Airport, Dorval, Quebec: 3,500,000 visitors.



The Tesla *Roadster Super Car*, on display at the CSTM.



The live beehive, part of **Taking Care of Beesness**, CAgM.





Karsh: Image Maker at the Art Gallery of Alberta, Edmonton, Alberta



Food for Health at the Pier 1 Museum, Halifax, Nova Scotia and at the Musée du Fjord, Saguenay, Quebec



The Canadian Science and Engineering Hall of Fame at the Herzberg Institute of Astrophysics, Penticton, British Columbia



Canadian Wings at the Pierre Elliot Trudeau International Airport, Dorval, Quebec



Beyond the Trees at the Musée de la civilisation, Quebec City, Quebec

LOAN MILESTONES

- 56 new loans
- 357 renewed loans
- Loans in six provinces and two territories



ARTIFACTS ON LOAN AND TRAVELLING

- Canada Agriculture Museum
- Canada Aviation and Space Museum
- Canada Science and Technology Museum
- TRAVELLING EXHIBITIONS



The CSTMC's **Food for Health** exhibition at the Musée du Fjord, Saguenay, Quebec.

In addition to touring exhibitions, the Corporation was active in lending individual artifacts to sister institutions across the country. During this year, 414 artifacts were lent to 61 venues nation-wide where they were viewed by 497,380 visitors.

Edukits

Edukits bring museum-calibre science experiences to students and teachers across the country. Based on the pan-Canadian science curriculum, each Edukit provides classrooms with exciting hands-on activities. In 2010–2011, a total of 11 kits were used by 3,725 students in British Columbia, Saskatchewan, the Northwest Territories, Nunavut, Ontario, Quebec, and New Brunswick.

Sharing our Expertise Nationally and Internationally

The vast experience and knowledge within the Corporation are shared through close collaboration with other museums, science centres, academia,

scientific, technological, and engineering organizations, and communities nationally and internationally.

Staff are continuously called on as speakers and hold positions on a wide variety of professional bodies, both nationally and internationally, especially to share and exchange in their fields of science, education, and leadership expertise.

The Corporation's staff continuously undertake collaborations through public talks, publications, individual consultations, and participation in educational initiatives, sharing their enthusiasm and knowledge to engage Canadians and global citizens in the vital public dialogue about the importance of science, technology, and engineering in everyone's daily life.

The President and CEO of the Corporation was invited to share her extensive knowledge in corporate leadership on several occasions nationally and internationally, including Expo 2010 Shanghai, China; International Institute of Administrative Sciences (IIAS) Conference in Indonesia; the CISCO Public Services Summit in Stockholm, Sweden; the Johnson-Shoyama Graduate School of Public Policy in Regina; CANADA 3.0 in Waterloo; the Canadian Science Policy Centre Conference in Montreal; the World Energy Congress, Montreal; the Association of Canadian Community Colleges in Niagara Falls; and the Government of Canada Collaborative Management Conference in Ottawa. She also held meetings with key stakeholders in Calgary, Montreal, Moncton, Toronto, and Regina.

Management has also met to share ideas, experiences, and best practices with representatives from the Republic of Indonesia's Finance and Development Supervisory Agency, Afrique Conseil, and the China National Tourism Administration, as well as the United Kingdom, the United States of America, and Australia.

"I have met [with] Mr. Fern Proulx and Mr. Ian [MacLean]. They are very nice persons who gave us excellent explanations about performance measurement. We [have been] very happy in Ottawa, Canada [and] especially thank you and your colleagues [for] helping us."

Iskandar Novianto,
Ak., N.Si
Finance and Development
Supervisory Agency,
Republic of Indonesia

The official name of the Special Purpose Dexterous Manipulator or "Dextre" is announced. This Canadian advanced technology robot is the third and last component of the Mobile Servicing System, Canada's contribution to the International Space Station.

Donation of the "Tokamak," an experimental medium-scale thermonuclear fusion reactor.

Donation of the DeBonds collection of 10,000 automotive advertisements.

Acquisition of the *Borel-Morane*, the oldest existing airplane known to have flown in Canada.



REACHING OUT

ANNUAL REPORT 2010-2011

DISPLAYING

HERITAGE PRESERVATION (COLLECTIONS AND RESEARCH)

ASSESSMENTS PRESERVATION CONSERVATION WORKSHOP
DOCUMENTATION
ARTIFACT ACQUISITIONS HISTORICAL COLLECTION
PUBLISHED WORK EXHIBITS RESEARCHERS
DIGITAL COLLECTION

DEDICATED TO DEVELOPING AND PRESERVING THE COLLECTION

As the fields of science, technology, and engineering continue to evolve and expand, the Corporation prioritizes the acquisition of new artifacts and objects representing emerging technologies. The Corporation preserves its collection for future generations by establishing and maintaining appropriate conditions for storing, displaying, and accessing artifacts and archival materials. Conservation staff assess the condition of individual objects and perform treatments that will ensure the ongoing preservation of Canada's scientific and technological heritage.

The collection includes three-dimensional objects, trade literature, rare books and journals, engineering drawings, archival materials, and photographs. It is organized into distinct curatorial areas:

- Communications
- Non-Renewable Resources and Industrial Design
- Physical Sciences and Medicine
- Renewable Resources, including Agriculture and Forestry
- Transportation: Land, Marine, Aviation, and Space.

Targets and Performance Measures for 2010-2011:

Targets – Key Result Area 3	Results
Complete 78.0% of the Collection Development Strategy	Target achieved: 78.0% of the Collection Development Strategy completed
53.5% of the Corporation's 3-D collection documented to the current Corporation standard	Target achieved: 53.5% of Corporation's 3-D collection documented to Corporation standard
Review 350 artifacts under the Documentation Project	Target achieved: 350 artifacts reviewed

Key Result Area 3 – An internationally recognized collection

Performance Measures	Results
Percentage of Historical Assessments completed	78% of Historical Assessments completed
Percentage of Collection Assessments completed	78% of Collection Assessments completed
Produce Conservation Reports for new acquisitions	300 Conservation Reports completed for new acquisitions
Number of artifacts reviewed under the Collections Rationalization Project	502 artifacts reviewed under the Collections Rationalization Project
New acquisitions	1,219 artifacts acquired
Deaccessions	11 artifacts deaccessioned

PRESERVING CANADA'S HERITAGE

The Conservation Division is responsible for preserving and restoring artifacts in the collection, and supports the Corporation's outreach programme by preparing artifacts for exhibition and loan and for touring exhibitions. In addition to these ongoing tasks, other major conservation accomplishments include:

- A workshop on the care and preservation of plastics was held at the CSTM in June 2010. The event, presented by the Canadian Association for Conservation, the Canadian Conservation Institute, and the Corporation, included information sessions followed by practical workshops in the CSTM Conservation labs.
- The ongoing restoration of several large artifacts in the collection, including the CSTM's CN 40 locomotive, the Cape North Lighthouse, and the CASM's *North Star* aircraft.

DOCUMENTING CANADA'S HISTORY

In the age of digitization and social media, accurate and standardized documentation of collections is increasingly important. As more collections are shared digitally, the availability of up-to-date artifact data is critical to guarantee access and ensure effective outreach. The highlight of this year's activity is the ongoing work on the Collections Rationalization Project (CRP). This project combines updated cataloguing of the collections with an assessment of the areas where collecting emphasis should be placed. The Project includes the Collection Development Strategy (CDS), which is the guiding framework for all collection activities. The CDS, praised as a model of rigour and efficiency around the world, defines the way in which the Corporation approaches the development of its collection. The products of historical research are

Historical Assessments (HAs) that identify and analyze important concepts, ideas, objects, and issues key to the historical development of each main subject area. Collection Assessments (CAs) compare a profile of the existing collection with an ideal collection, informing recommendations for the acquisition and deaccession of artifacts. This extensive project has revealed that there is a need for more contemporary artifacts, especially in the agricultural collection. There is also a need to develop the space artifact collection to reflect the newly expanded mandate of the CASM.

RECOGNIZING OUR EFFORTS

Corporation Museums and staff were recognized for their exceptional contributions to the study of science and technology in Canada:

- Dr David Pantalony, Curator, Physical Science and Medicine, received the Canadian Association of Science Centres national "Making a Difference" award. Among his other contributions, he initiated the Museum's first-ever "Reading Artifacts" Summer Institute, which brought together students, curators, and other experts to discover the stories behind scientific instruments in the collection. His vision and collaborative approach have made the museum artifact collection even more relevant to visitors, staff, and researchers alike.
- During its Annual Conference on May 13, 2010, the Canadian Museums Association awarded the Award of Outstanding Achievement to **Karsh: Image Maker**. This exhibition presenting the life, influence, and work of legendary Canadian photographer Yousuf Karsh and his equipment was developed in partnership with Library and Archives Canada.



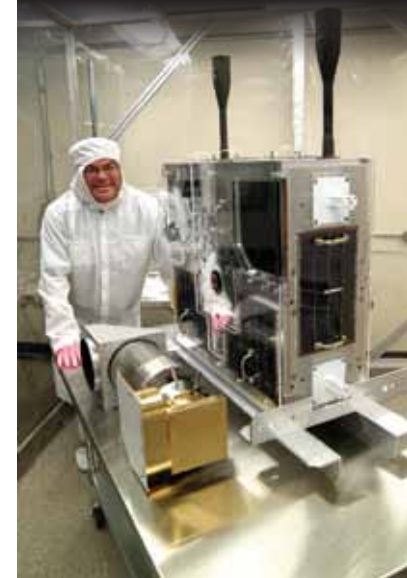
Denise Amyot accepts the national Award of Outstanding Achievement from the Canadian Museums Association for **Karsh: Image Maker**.



David Pantalony, Curator, Physical Sciences and Medicine (right), accepts the "Making a Difference" national award from the Canadian Association of Science Centres.

Canada's first space telescope, the Micro-variability and Oscillations of Stars (MOST) telescope, is built by a team led by Jaymie Matthews of the University of British Columbia. The suitcase-sized instrument is quickly dubbed the "Humble" telescope for its diminutive proportions and relatively small (\$10 million) cost.

The Canada Agriculture Museum celebrates its 20th anniversary.



- The Dairy Farmers of Ontario awarded a Certificate of Merit to the CAgM in recognition of its Grade A farm premises and of the fact that it shipped milk of above-average quality in 2010.
- Several of the Corporation's videos on CHIN's Canada's Got Treasures website were among the site's Top 10 favourites. They include the Canadienne cow, the Sackbut synthesizer, and the DHC *Beaver* float plane. <http://bit.ly/cIC5GP>.



public.delivr.com/17dto?qr=1



BUILDING THE COLLECTIONS

Acquisitions guarantee the richness of the national science and technology collection, while at the same time providing new artifacts and stories for outreach and programming opportunities. Notable new acquisitions in 2010–2011 include:

- Two important artifacts acquired by the CSTM from the British Antarctic Expedition of 1910–1913, headed by Robert Scott: a theodolite and a polar sundial.
- A 1965 Ford *Thunderbird* acquired by the CSTM from Randy Bachman of The Guess Who. The car was originally owned by Burton Cummings.
- A Sagem *CU-161 Sperwer* acquired by the CASM from the Canadian Forces. This French-designed uninhabited aerial vehicle (UAV) was used in Afghanistan between 2003 and 2009, for reconnaissance purposes.



A drone aircraft, CASM.

Randy Bachman and his 1965 *Thunderbird*.

Interior of Randy Bachman's 1965 *Thunderbird*.





"We write to express our great pleasure at the warmth with which you and your colleagues greeted members of our expanding Artefacts community."

Barney Finn, Smithsonian Institution
Helmuth Trischler, Deutsches Museum



A sundial, used during the British Antarctic Expedition of 1910–1913 and acquired by the CSTM.



A theodolite, used during the British Antarctic Expedition of 1910–1913 and acquired by the CSTM.

DISPLAYING CANADA'S HERITAGE

Access to collections can be achieved in many and varied ways: presenting engaging and innovative exhibitions, sharing unique collections through touring exhibitions and loans, ensuring virtual access through digitization projects, and providing the opportunity for behind-the-scenes tours.

- The Corporation maintained its commitment to improved access to the collection for all Canadians by continuing to offer specialized tours of the collection storage facilities at the CSTM, as well as of the hangar at the CASM. More than 5,500 visitors had participated in over 370 tours of the collections as of November 2010.
- Access to the collections was enhanced by digitizing artifacts for virtual outreach activities.
- The Corporation actively supported the exhibition activities of 61 sister museums in eight provinces and two territories through its extensive lending programme. Over 400 Corporation artifacts were on loan to other institutions, and these were seen by 497,380 visitors.
- All three Museums collaborated with sister institutions by exhibiting artifacts borrowed from across Canada. This gave other museums an opportunity to share Canada's treasures with National Capital Region audiences. In 2010–2011, over 1,000 artifacts from other institutions were displayed at the three Corporation Museums.
- The Corporation's Library joined the Capital Smart Libraries programme, which allows researchers to search library catalogues from across the National Capital Region using one search engine.

Donation of Dr Bertram Brockhouse's (1994 Nobel Prize in Physics) medals and papers.

The new storage hangar and administrative wing are completed at the CASM.



SUSTAINABILITY SPONSORSHIP STEWARDSHIP
INTERNAL SERVICES

TOP (CORPORATE MANAGEMENT) FOUNDATION PARTNERSHIP
 EMPLOYER PATRONAGE RENOVATION OPERATIONS
 CORPORATE GOVERNANCE VOLUNTEERS
 MEMBERSHIP

STEWARDSHIP AND MANAGING THE CORPORATION'S INFRASTRUCTURE, RESOURCES, AND SERVICES

Key to the Corporation's ability to achieve its mandate is its success in managing its resources with a view to long-term corporate sustainability. The Corporation continues to maintain its highly effective stewardship of resources in combination with sound corporate governance.

Targets and Performance Measures for 2010–2011:

Targets – Key Result Area 4	Results
\$4.98 million in total gross revenue, including \$1 million from contributions including sponsored activities.	\$4.5 million in total gross revenue, including \$815,000 in revenue from contributed income. In addition, the Corporation also received close to \$1 million in in-kind services in 2010–2011, substantially all from related parties. The Corporation generated \$3.7 million in earned income during 2010–2011. Revenues from commercial operations have decreased this fiscal year due to the relocation of the boutique at the CASM to a small temporary location during construction of the new revenue generating facilities at the CASM.
15% of CSTMC policies, directives, and guidelines annually reviewed, updated or newly developed.	Target surpassed with 25% of Corporation documents reviewed.
One initiative per year aimed at improvements to meet "greening" objectives.	Target achieved. Implementation of corporate-wide policies, such as double-sided printing as the default setting for all Corporation printers, use of green cleaning products in cleaning contracts, and time-sensors to shut off the lights automatically.

Targets – Key Result Area 5		Results
To be named a Top Employer within a five-year period.		In progress. The Corporation researched the criteria to be recognized as a Top Employer and is applying for the yearly Top Employer award in May 2011.
100% of employee performance evaluations completed annually.		Target achieved. 100% of employee performance evaluations completed.

Key Result Area 4 – Corporate Sustainability

Performance Measures Key Result Area 4	Results	Details
Revenue generated from contributed income.	\$815,000 in revenue from contributed income.	
Percentage of projects identified in the operational plans that are directly linked to the strategic objectives of the Corporation.	A concerted effort was made to ensure that all projects and activities planned for the 2010-2011 year were directly linked to the objectives of the Corporation. A new monthly Progress Report has been developed which will be completed by all VPs and DGs.	
Employee and internal services satisfaction rating.	Two surveys were conducted this fiscal year which resulted in a 76% satisfaction surveys rating with the way in which internal services are provided to employees and 70.2% overall employee satisfaction rating towards the Corporation.	

Performance Measures Key Result Area 5	Results	Details
Employee satisfaction and internal customer satisfaction with corporate services (these ratings are assessed in alternate years).	71% employee satisfaction rating (based on a 75% response rate).	
Percentage of critical positions that have an approved succession plan.	Succession plans have been developed for 100% of critical and at risk positions.	Succession plans have been developed for 82 critical positions, five of which have already been implemented.
Number of employees with a learning and development plan.	147 of 194 full-time permanent employees have a learning and development plan in place.	
Percentage of the learning and development activities carried out according to plans.	85% of the learning and development plans were carried out.	68 employees took recommended training and 57 others took Health and Safety training.

A multidisciplinary scientific team from the Maurice Lamontagne Institute (Fisheries and Oceans Canada) develops technology to capture undersea sounds at depths. The technology is of particular significance to the protection of marine mammals and the chronicling of the effects of global warming.

Canadian Forces donates a CH-113 *Labrador* Rescue Helicopter.

Bombardier donates a *Challenger* aircraft.



IMPROVING THE MUSEUM SITES

- Improvements to the physical plant result in renewed staff energies, and in enhanced interest from visitors and the community at large.
- In February 2011, the CASM completed a much-needed \$7-million renovation. New facilities include two distance-learning classrooms, space for programme preparation, a grand hall with expanded retail space, a multi-purpose room, and a 250-seat auditorium. The Museum can now increase and improve its revenue-generating activities, outreach programmes, and enhanced learning initiatives.
 - Construction of the Event Pavilion at the CAgM was postponed to 2011–2012, pending further discussions with Agriculture and Agri-Food Canada and the National Capital Commission. This new timeline will also allow for the Pavilion to be integrated more effectively into the overall site development plan for 2011–2013, resulting in cost efficiencies.

Biplane rides, CASM.





GENERATING REVENUES

A number of successful initiatives were undertaken towards increasing revenues at each of the Corporation's Museums. Highlights of these include:

- The general admission fee for the CAgM was increased slightly.
- A coin-operated ride was installed at the CAgM and generated a small profit, while also becoming a popular photo op feature for visitors. The CAgM is also exploring the installation of a souvenir vending machine and new refreshment machines.
- The CASM helicopter and biplane offered rides to over 3,000 visitors and generated in excess of \$25,000 in revenue. *Ottawa Magazine* listed the biplane rides as one of the top ten "Thrill Seeker" pursuits for the summer of 2010.
- The e-boutique was refreshed, resulting in a 10% increase in sales compared to last year.



Helicopter rides, CASM.



CASM prepared for facility rental.

Publication of *Canadian Wings: A Remarkable Century of Flight*.

Donation of rare books by the Canadian Institute of Mining, Metallurgy and Petroleum.



- The Corporation's facilities rental programme has enjoyed another successful year with more than 100 rental contracts and 19,000 attendees. The Corporation continues to find innovative ways to increase awareness of its rental facilities among various community groups, local businesses, and embassies. As a result of these efforts, Corporation facilities have been used for citizenship ceremonies involving the Prime Minister, for twenty embassy events, and for programmes organized by, for example, Big Brothers and Sisters, the Boys and Girls Club, and local colleges.
- Considerable work went into completing an integrated marketing plan for the Corporation. The Corporation is now taking a more synergistic approach to enhance cross-promotion among all three Museums.

GROWING MEMBERSHIP

The Membership Programme, one of the Corporation's most important and successful initiatives, continues to be a remarkable success. With over 6,000 active members, the Corporation has the largest membership of all national museums.

Highlights of 2010–2011 include:

- The Membership team used the popular social media deal finder, *Groupon*, to sell memberships. This pilot project was a great success, with more than 1,000 memberships, equal to 10% of annual sales, sold in 24 hours.
- The Members' Holiday Party was a tremendous success. Over 1,000 participants donated more than 454 kg (1,000 lb) of non-perishable food for the CAgM food drive for local food banks.



Members' Holiday Party.



First prize: childrens' category, CAgM members' photo contest.

BUILDING SPONSORSHIPS AND PARTNERSHIPS

Sponsorship continues to be a vital aspect of the Corporation's financial success and stability. Total contributed income for the year, including sponsorship revenues and contributions from the Foundation, was \$815,000.

By entering into partnerships and collaborations with other organizations and institutions, the Corporation expands its available knowledge base and provides enhanced learning opportunities and experiences for colleagues and visitors. As part of a concerted effort to reach out to and collaborate with new partners and sponsors, the Corporation achieved the following results:

- Over 25 partnerships and sponsorships were established with key organizations such as:
 - Canadian 4-H Council
 - Algonquin College, Ottawa
 - Canadian National Institute for the Blind
 - Canadian Aeronautical Preservation Association
 - Carleton University, Ottawa
 - OpenText Corporation
 - Royal Canadian Geographical Society
 - Science Media Centre of Canada
 - TEDxKids
 - Toyota Canada
 - University of Ottawa



Anna Adamek, Curator, Natural Resources and Industrial Design, and Denise Amyot give reproductions of historic Imperial Oil documents to Susan Swan, President, Imperial Oil Foundation, April 15, 2011.



Denise Amyot and André Préfontaine, Executive Director, Royal Canadian Geographical Society, sign an MOU and partnership certificate, March 24, 2011.

- Close to 20 partnerships with federal government departments and agencies have been leveraged to provide a public space for research and innovations in science and technology. These include, but are not limited to:
 - Canadian Heritage Information Network
 - Canadian Space Agency
 - Library and Archives Canada
 - National Capital Commission
 - National Film Board of Canada
 - Natural Resources Canada
 - Parks Canada
 - Public Health Agency of Canada
 - Transport Canada
- The Corporation continues to expand its network of funding sources, including but not limited to:

- Imperial Oil Foundation
- Canadian Centre for Energy Information
- Canadian Gas Association
- Canadian Nuclear Safety Commission
- Daro Technology

- A MOU between the CAgM and Agriculture and Agri-Food Canada has now been finalized. Joint development of the Central Experimental Farm will benefit both organizations, maximizing the educational potential of agricultural science and technology and underlining the importance of agriculture on a national and international scale.

The Corporation also obtained services without charge from other government organizations as follows:

- salary and associated expenditures for employees from government organizations assigned to the Corporation;
- audit services provided by the Office of the Auditor General of Canada;
- lease of buildings and associated utilities for the CAgM buildings located on the Central Experimental Farm site provided by Agriculture and Agri-Food Canada.

These services provided without charge are neither included in the \$4.5 million total gross revenue nor presented in the Corporation's audited Statement of Operations and Comprehensive Income.

FOSTERING PATRONAGE

In December 2010, the Corporation was honoured to receive the Patronage of His Excellency The Right Honourable David Johnston, C.C., C.M.M., C.O.M., C.D., Governor General of Canada.



Denise Amyot and Dr Steve MacLean, President, Canadian Space Agency, sign an MOU, April 6, 2010.



Tom Perlmutter, Commissioner of the National Film Board of Canada, and Denise Amyot sign a partnership certificate, October 15, 2010.



Denise Amyot, Mike Nowosad, Chief Executive Officer of the Canadian 4-H Council, and Kerry-Leigh Burchill, Director General of the CAgM, sign an MOU and a partnership certificate, January 26, 2011.

The CSTM celebrates its 40th anniversary.

Acquisition of the 1968 International Harvester Company Loadstar Grain Truck built in Hamilton, Ontario, and its box and lift manufactured in Rosetown, Saskatchewan.

The first mobile Magnetic Resonance Imaging (MRI) system saves lives while reducing postsurgical complications, patient wait times, and overall healthcare costs.

Developed by the National Research Council's Institute for Biodiagnostics at its internationally recognized biomedical technology cluster in Winnipeg. Surgeons can now determine the extent of a tumour, for example, to ensure its accurate removal.



RECOGNIZING VOLUNTEERS

The Corporation has a well-established volunteer programme. In 2010–2011, 336 dedicated individuals contributed over 30,200 hours to projects at all three Museums, an increase of 14% in the number of volunteer hours over 2009–2010.

The contributions of volunteers provide immense value to the Corporation's employees, who benefit from the expertise of volunteers in fields such as research, archival practice, conservation, and restoration.

The visitor experience is also enriched by the presence of volunteers. At the CSTM, visitors learn from volunteer animators about shortwave radio or enjoy a ride in the Shay locomotive. At the CASM, volunteer interpretation station, visitors obtain information about basic principles of flight and the components of a Cessna airplane. Other volunteers, some of them veterans, engineers, and pilots, share their knowledge and experiences with the public in special presentations and lectures. At the CAGM, volunteer animal keepers apply basic care to the animals and engage visitors during special events.

VOLUNTEER STATS

- 40 volunteers have contributed 8,500 hours into the restoration of the Canadair *North Star* at the CASM.
- Over 16,000 visitors took a ride aboard the Shay locomotive at the CSTM, which is run with the help of a partnership with the Bytown Railway Society.
- Youth volunteers contributed over 2,500 hours to summer camps in the three Museums.



Volunteers work on an aircraft engine, CASM.



Volunteers from the Ottawa Valley Mobile Radio Club, CSTM.



Volunteers working on the restoration of a Canadair *North Star*, CASM.

Abdimagid Abdi
Ilhan Abdi
Nicole Adamek
Omer Akaltin
Leena Al Bakri
Thomas Alföldi
Joan Babstock
Charles Barbeau
Michel Barbeau
Charles Baril
Edmund Barrick
David Bascelli
Murray Beaulieu
Jacqueline Bédard
Graham Bennett
Douglas Biesenthal
Biman Bihari
Shivanagouda Biradar
Elizabeth Blais
Karen E. Blais
Devon Bobowski
Connor Bogart
Edward Bolton
Yves Bordeleau
Neven Bosiljic
Asha-Maria Bost
Rodolfo Botelho
Jacques Bouchard
Zachary Bourgeois
Bonita Bowkett
Edmund Bowkett Jr.
Edmund Bowkett Sr.
Leslie Bown
Paul Bown
David Boyd
Trent Bradford
Heather Bradley
Jamie Brar
Richard Brugger
Jacques Brunelle
John Christopher Bryant
James Buck
Kristie Burhunduli

Patricia Burhunduli
Rob Burns
Ryan Burns
David Burt
Karl Butler
Andrew Cameron
Brent Cameron
Shana Cameron
Douglas Campbell
Elizabeth Campbell
Brenda Campos
Michael Cano
Julia Cappelli
Doug Carswell
Kenneth Castle
Rahul Chandan
Garnet Chapman
Reg Chappel
Guy Charron
Brian Chen
Carolyn Chen
Joan Chen
Justin Chen
Melody Chen
Robert Cherry
Alain Chouinard
Corrina Chow
Maël Chow-Cloutier
Zoé Chow-Cloutier
Philip Chrysler
Philip Chrysler
Maria Suk-Men Chung
Veronica Cisowski
Bill Clark
Glenn Cook
John Corby
Andrée-Anne Côté
Jean-François Côté
Michel Côté
Antoine Courchesne-Normandin
Bernard Courtois
Darin Cowan
Don Craig

Amy Marie Deeb
Madeleine Denis
Zachary Desai
Robert Desjardins
Thomas Devey
Lena Diabira
Fatima Diallo Alvarenga
John Dickie
Austin Douglas
Pierre Drapeau
Filsan Dualeh
Duncan duFresne
Micah Dufresne
John Duggan
Garry Dupont
Paul Ennis
Mélanie Evans
Mira Fayad
Denis Feldman
Robert Ferguson
Alexandre Ferland
Art Ferri
Ramona Filip
Brian Foo
Brandon Antonio Fortes
Chris Furman
Emery Gal
Marie Garbutt
Fea Garson
Gerald Gaugl
Rolf Geiger
Bruce Gemmill
Charles Gendron
Harvey Gillespie
Laura Gong
Stéphane Gosselin
Kevin Goyette
Baptiste Grandcolas
Don Gregory
Elisabeth Gussow
Ginette Guy
Samuel Hadwen
D. A. (Sandy) Haggart

John Halpenny
 Donald Hamlett
 Margaret Hamlett
 Samantha Harb
 Sharmin Hares
 Stephen Harling
 Isaac Harris
 Felicity Harrison
 Zoë Hart
 Allan J. Heffler
 Hans Heick
 Phong Hoang
 Robert Hobbs
 Ed Hogan
 George Hopp
 Bill Hough
 Peter Houston
 Rebecca Hussien
 Ian Jackson
 Philip Jago
 Victoria Jean-Louis
 Ralph Jean-Poix
 Malak Jebara
 Jennifer Jiang
 Ian Johnston
 Neil Johnstone
 Lyness Jones
 Larry Joyce
 Michael Joyce
 Terry Judge
 Ernest Jury
 Bruce Kettles
 Tasnia Khan
 Gregory Khoeo
 Kiseong Kim
 Joshua Kiramathypathy
 Larry Klein
 Sarah Maria Kleineidam
 Shaun Klepko
 Mélissa Knight
 Stéphanie Knight
 Anona Kosmack
 Robert Kostecka

Isabelle Kosteniuk
 Olivier La Fontaine
 Michel Lacasse
 Eric Lacey
 Ron Lachance
 Janie Lafrenière
 James Laing
 Jessie Laing
 Nathan Lam
 Maurice Lamontagne
 Alexandra Laplante
 Daniel Larose
 John Larsen
 Richard Lawrence
 Claude Le Blanc
 Kyung Joo (June) Lee
 Sungju (Daniel) Lee
 Pierre Legault
 Pierre-Nicolas Legault
 Joseph Lemieux
 Ronald Lemieux
 Shaun Liu
 Karen Louise Lochhead
 Richard Lodge
 James Lohnes
 Jack Loucks
 Donald MacNeil
 Zachary Major
 Niki Manolikakis
 Rian Manson
 Tracy Mapendere
 Gregory Marchand
 Linda Mardiros
 Sarah Masson
 John McDermott
 Danielle McEachern
 Campbell McNeil
 William McRae
 Alexander Mendes
 John Mercier
 Robert Mercier
 Robert Merrick
 Vernon Miller

Sara Mohamed
 Haidar Mohammad
 Vanessa Montpetit
 Robert Moore
 Patrick Morel-A-L'Huissier
 Dave Moryas
 Krista Murchison
 Bob Murray
 Jessie Murray
 Joe Murray
 Milad Nabizada
 Michael Najm
 Jihan Nassrallah
 Wissam Nassrallah
 Wilbert Neal
 Art Newton
 Emily Ngo
 Michael Nituch
 Jérémy Noël
 Michael Nowell
 Manuel Ocabazgi
 Jane O'Donovan
 Leo O'Donovan
 Julia Pankova
 Angela Pasco
 Hansley Pataroo
 Shivani Patel
 Ed Patten
 Thomas Patterson
 Christopher Payne
 George Pearce
 Eric Pelot
 Renaud Perrault
 Marie-Hélène Piché
 George Popadyne
 Andre Poulin
 Laura Presley
 Richard Presley
 Ryan Proulx
 Tezmen Fatima Qazi
 Tony Raab
 Thomas G. Ray
 Francis Reardon

Jean René de Cotret
 Greg Reynolds
 James Riddoch
 Stanley Rideout
 Katherine Riley
 Alain Rioux
 Ross C. Robinson
 John Rodney
 Janyce Roy
 Michael Roy
 Miville Roy
 Clayton Sanford
 Genevieve Savone
 Janine Schultz
 Eric Sell
 Aayush Shah
 Reg Shevell
 Tera Shewchenko
 Markel Simard
 Charles Jr. Sincennes
 Nirmal Sinha
 George Skinner
 Edward Slack
 Daria Sleiman
 Stanton Smail
 Bob Smith
 Evan Smith
 Iain Smith
 Nelson Smith
 Matt Stambaugh
 Caitlyn Start
 Ian Stewart
 Dave Stremes
 Andrea Stuhlec-Leonard
 Sonya Stuhlec-Leonard
 David Tafel
 Stu Tait
 Elizabeth Tarzwell
 John Tasseron
 Bill Tate
 David Tate
 Maha Temkit
 Kevin Theriault

Thivija Thevarajah
 Jack Thorpe
 Tim Timmins
 Samer Tohme
 Louis Tremblay
 Patrick Tunney
 Caleb Turcotte
 Ian Umbach
 Bill Upton
 Rositsa Valkova
 Sid van Dyck
 Martin Van Sickle
 John Venner
 Maurice-André Vigneault
 Manveen Virdee
 Matthew Visser
 Bryan Wakeford
 Dylan Wang
 Jiankai Wang
 Shelly Wang
 Steven Weaver
 Beth Webster
 Bill Weiler
 Alan Westland
 George White
 Lawrence Wilcox
 Gerald Willis
 Mae Wilson
 Samara Wright
 Mouna Yassine
 Helen Yendall
 Giuseppe Zanetti
 Manel Zeghal
 Nan Zhang
 Nova Zhao
 Lianglin (Audrina) Zhou

The CSTMC library catalogue goes online.

The CAGM celebrates its 25th anniversary.

New virtual exhibition, **Brushstrokes and Wingtips: Painting Canada's Skies** at the CASM.

A new exhibition at the CSTM, **Beyond the Trees**, is developed in a unique partnership with Musée de la civilisation in Quebec and Montreal's Centre des sciences.



CREATING A COLLABORATIVE AND ENGAGING WORKPLACE

The success of any institution depends upon the quality of the employee experience. Staff members who feel respected and heard are more likely, in turn, to feel engaged with their work and with the institution. It is the Corporation's goal that all employees be excited and challenged by their individual work assignments and invested in the plans and initiatives developed for the Corporation as a whole. Key human resource successes in 2010–2011 included:

- Completing and implementing a succession plan for all positions where vacancies are anticipated in the next five years.
- Improving the availability of opportunities for career and professional development for all staff, including an “All-Staff Professional Development Day” that focused on social media and managing change.
- Organizing the first Extended Management Retreat since the establishment of the Corporation.
- Developing human resource policies, procedures, and initiatives building on a framework for strategic management of human resources.
- Establishing a Corporation-wide orientation programme.
- Performing mid-year performance evaluation and work plan reviews.
- Working on obtaining a classification as a Top Employer in the National Capital Region.
- Continuing to provide all services in both official languages and promoting bilingualism in the workplace, while offering official language training on site.

ACKNOWLEDGING STAFF MILESTONES

- Staff milestones are acknowledged through the Corporation's Awards Programme. The following awards were handed out between April and December 2010:
 - 10 Retirement Awards
 - 47 Service Awards
 - 4 Muses Awards
 - Management Awards (28 staff recognized for 8 different awards)
 - 2 Emeritus Awards
 - 15 President's Pen Awards
- The Corporation maintains its commitment to leadership at every level by empowering all employees to share their knowledge, skills, and expertise, both internally and externally. Over 50 presentations were given across the country by members of staff in 2010–2011.
- Three staff members have obtained their Project Management Professional (PMP) accreditation, which is recognized around the world.



Denise Amyot presenting certificates to Louise Lévesque, Bill Manning, and Ginette Burns for 35 years of service, December 13, 2010.



Denise Amyot (left) presenting certificates to Jean-François Masson, André Dessaint, Lynn Wilson, Sylvie Bertrand, and Christine Laframboise for 20 years of service, December 13, 2010.



Denise Amyot (left) presenting certificates to Sonia Hamelin, Solange Claude, H el ene Sirois, Sandra Corbeil, Lucie Robillard, Erik Bisson, and Jean-Fran ois LaBrosse for ten years of service.



Denise Amyot (second from left) presenting certificates to Julian Lana-Sarrate, Serge Farah, Jennifer Keeney, and Gabrielle Tr epanier for five years of service.



Denise Amyot (left) presenting certificates to Tom Saunders, Joe Quinn, and Robert Lavall ee for 25 years of service.



Denise Amyot presenting certificate to Johic Nicolas for 15 years of service.

The CSTMC Foundation is created to support the Corporation's fundraising endeavours through donations and partnerships.

A new exhibition, **Karsh: Image Maker** at the CSTM.

A new exhibition, **Canadian Wings: a Remarkable Century of Flight**, at the CASM.

A new virtual exhibition, **Canadian Aviation through Time**, at the CASM.



Awards given by management, December 13, 2010

Awards given by management are presented in recognition of an action, achievement, service delivery, or incident which demonstrates a Corporate value: Pride, Leadership, Excellence, or Team Work, or for an outstanding contribution to the achievement of Corporate priorities: National Outreach, Creating Synergies among Museums, or Revenue Generation. (Recipients' names in photo captions are bolded.)

Excellence — Ice Cream Festival and
CNIB Gardening Workshop

Anne Lemieux-Mitchell

Excellence — Continued Valuable Contribution

Gerry Nadon

Muses Awards – 2010-2011

Muses Awards are presented:

- To provide employees the opportunity to recognize peers and co-worker for actions which embody Corporate Values;
- To recognize special achievements outside the workplace;
- To recognize the achievements of retiring or retired employees who have made an outstanding contribution to both the Corporation and to the employee's own discipline.

Muses Awards were presented to:

Bryan Casey on June 10, 2010

Fern Proulx on August 15, 2010

Serge Ouellette on January 13, 2011



Teamwork — Science and Tech Soirée

Denise Amyot, **Anna Adamek**, **Bryan Dewalt**, **Michel Labrecque**, **Sean Tudor**, **Jason Armstrong**, **Bryan Casey**, Claude Faubert. Absent: **Suzanne Beauvais**, **Isabelle Kingsley**, **Molly McCullough**, **Tony Missio**, **David Pantalony**.



Leadership — Government of
Canada Workplace Charitable
Campaign (United Way)
Julie Leclair, Denise Amyot.



Teamwork — **In Search of the Canadian Car** exhibition

Denise Amyot, **Sandy Lynch on behalf of her late partner
Garth Wilson**, Erin Poulton, Randall Brooks. Absent: **Suzanne
Beauvais**.



Pride — Awards given by management

Robert Lavallée, **Diane Veilleux**, **Lynn Wilson**, **Louise Lafrenière**,
Suzanne Dumont, **Gordon Perrault**, Denise Amyot.
Absent: **Pierre Martin**.



Leadership — Aviation Career Day
Stephen Quick, **Johic Nicolas**, **Marc Ducharme**, Denise Amyot.



A participant at Earth Hour celebrations, CSTM, March 26, 2011.



Ice Cream Festival activities, CAgM, 2010.



Teamwork — *Baskets with Panache!*
Denise Amyot, **Kelly Ray**, Yves St-Onge.



Excellence — Canada Aviation and Space Museum Construction Project
Denise Amyot, **Ian MacLean**, Fern Proulx. Absent: **Yvan Bourgeois**.

FULFILLING CORPORATE SOCIAL RESPONSIBILITY

The Corporation has a responsibility to share the wealth of its facilities, expertise, and programmes with all sectors of the community. Reaching out to community groups, some of which might not otherwise have the opportunity to visit the Museums, enriches everyone involved. Highlights of this year's activities in 2010–2011 are detailed below:

- On June 9, 2010, a group of 37 deaf students from Belleville, Ontario, came to the CAgM for a very successful day of sign language-facilitated educational programming. This activity was funded through the CAgM Youth Fund donations.
- On August 7, 2010, 600 underprivileged children from over 30 community organizations came to the CAgM to participate in the Ice Cream Festival. The special event was funded in part through a grant from TELUS.
- The CASM hosted a citizenship ceremony for new Canadians on October 19, 2010. Prime Minister Stephen Harper was the special guest.

- The CASM held special programmes for more than 528 families from the Military Families Resource Center for National Child Day on November 20, 2010.
- In honour of Earth Hour, the CSTM hosted a star party on March 26, 2011. More than 850 people, including the Mayor of Ottawa, Jim Watson, marvelled at the night sky through Canada's largest refracting telescope in the Museum's Helen Sawyer Hogg Observatory.
- The CAgM developed popular tours and programmes for FSL/ESL groups to introduce new Canadians to the Museum. The FSL/ESL groups reciprocated by teaching the educational staff how to say or write animal names in their first language.
- The CAgM first annual food drive was a great success, collecting over 700 kg of food for local food banks. The target was 600 kg, equivalent to the weight of the Museum's Canadienne breed cow, Précieuse.
- The Corporation provided close to 200 museum passes to staff who were preparing holiday baskets for a variety of local charities.
- The CSTM was a drop-off location for electronic waste and car batteries to celebrate Energy Day 2010, on May 15, 2010. Over 10 tonnes of electronic waste and 40 car batteries were dropped off by staff and visitors. Visitors also enjoyed the sounds of Junkyard Symphony and a display of the electric car and the human-powered vehicle from the Electric Vehicle Council of Ottawa.



agriculture.technomuses.ca/english/activities-events/cagm-food-drive-2010.cfm

The Canada Aviation Museum becomes the Canada Aviation and Space Museum.

His Excellency the Right Honourable David Johnston, Governor General of Canada, becomes the CSTMC's patron.

The Membership Programme exceeds 6,000 active memberships.

New exhibitions, **Taking Care of Beesness** and its on-line complement, **Bees, A Honey of an Idea**, at the CAgM.

A new exhibition, **In Search of the Canadian Car**, at the CSTM.



ACCOMMODATIONS

(CORPORATE MANAGEMENT)

PRESERVE

COLLECTION FACILITIES RENOVATION OPERATIONS

STORAGE NATIONAL PRESENCE VOLUNTEERS
MEMBERSHIP

PROVIDING AND MAINTAINING THE PHYSICAL ENVIRONMENT REQUIRED TO HOUSE, PROTECT, AND DISPLAY THE COLLECTION, THE PUBLIC FACILITIES WHERE HUNDREDS OF THOUSANDS OF ONSITE VISITORS ARE WELCOMED EACH YEAR, AND OFFICE AND ADMINISTRATION SPACE FOR STAFF

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

Targets and Performance Measures for 2010–2011:

Targets – Key Result Area 2		Results
Implementation of a national communications campaign and a fundraising campaign for a new CSTM.		Target achieved. Implementation of a national communications campaign and a fundraising campaign for a new CSTM is in progress.
Progress on securing an MOU with Agriculture and Agri-Food Canada.		Target achieved. An MOU with Agriculture and Agri-Food Canada is complete.
Targets – Key Result Area 3		Results
Secure a business case for private-sector partner(s) for a new collection storage facility.		Financial and market analysis completed. Securing a business case for private-sector partnerships in a new storage facility is in progress.
Targets – Key Result Area 4		Results
Completion of the Canada Aviation and Space Museum main building.		Target achieved. Completed February 2011.
Progress on the CAgM site plan.		Target achieved. Completed March 2011.

KEY RESULT AREA 2 – NATIONAL PRESENCE, PARTICIPATION AND LINKAGES

A New Home for the Canada Science and Technology Museum

- Further to the cross-Canada consultations held in 2009–2010, the Corporation continues to garner support, from both the public and the private sectors, for a new CSTM building. The Corporation has now completed several studies, including one that found that the currently unused Domtar site on the Ottawa River would be a suitable location for the new building. The Corporation also initiated the development of a business case for the new Museum.

Establishing a Network

- The Corporation has developed a new Communications and Marketing policy. An e-bulletin has also been created and is currently sent out weekly to approximately 4,000 people. This bulletin provides the Corporation the opportunity to showcase activities and events at all three Museums.

Creating Connections

- An impressive and diversified network of supporters from across the country connected with our operations in 2010–2011, mainly related to the upcoming **Let's Talk Energy** initiative. These supporters include:
 - Atomic Energy of Canada Limited
 - Canadian Association of Petroleum Producers
 - Canadian Honey Council
 - Canadian Nuclear Safety Commission
 - Canadian Wind Energy Association
 - Green Aviation Research and Development Network
 - Imperial Oil Foundation

KEY RESULT AREA 3 – INTERNATIONALLY RENOWNED COLLECTION

An Improved Storage Facility

- With storage facilities at 130% capacity, the Corporation continues to work towards acquiring a new collection reserve facility which meets international standards. A financial and market analysis has been undertaken to advance to the next step of securing project approval.

“...I am pleased to see that several Alberta-based participants have expressed interest in becoming involved in the EverGreening of Energy project...”

Rob Liepert
Minister of Energy, Alberta

KEY RESULT AREA 4 – CORPORATE SUSTAINABILITY

- All capital projects identified for the 2010–2011 fiscal year will be completed on time and on budget (anticipated result at the time of writing).
- The CASM capital project for the new wing won second prize from the General Contractors Association of Ottawa in the category of Advancement of Social Objectives in the Community.
- Imperial Oil Foundation has become a major sponsor for the **Let's Talk Energy** initiative, with a donation of \$600,000 over the next six years.

FINANCIAL STATEMENTS

ACCOUNTS RECEIVABLE INVENTORY
 CAPITAL FUNDING LONG TERM ASSETS COLLECTION
 AGENDA EARNINGS SHAREHOLDER EQUITY
 INTANGIBLE ASSETS SCIENCE COLLECTION

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

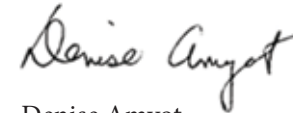
The financial statements contained in this annual report have been prepared by Management in accordance with Canadian generally accepted accounting principles, and the integrity and objectivity of the data in these financial statements are Management's responsibility. Management is also responsible for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

In support of its responsibility, Management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the reliability of financial information, that assets are safeguarded and

controlled, and that transactions are in accordance with the Financial Administration Act and regulations, as well as the Museums Act and the by-laws of the Corporation.

The Board of Trustees is responsible for ensuring that Management fulfils its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the 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 these groups are performing their responsibilities and to discuss auditing, internal controls, and other relevant financial matters. The Finance, Audit and Risk Management Committee has reviewed the financial statements and has submitted its report to the Board of Trustees. The Board of Trustees has reviewed and approved the financial statements.

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



Denise Amyot
 President and Chief Executive Officer



Fernand Proulx
 Chief Operating Officer
 June 10, 2011



INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage and
Official Languages

Report on the Financial Statements

I have audited the accompanying financial statements of the National Museum of Science and Technology, which comprise the balance sheet as at 31 March 2011, and the statement of changes in shareholder's equity, statement of operations and comprehensive income and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the National Museum of Science and Technology as at 31 March 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Report on Other Legal and Regulatory Requirements

As required by the *Financial Administration Act*, I report that, in my opinion, Canadian generally accepted accounting principles have been applied on a basis consistent with that of the preceding year.

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

John Rossetti, CA
Assistant Auditor General
for the Interim Auditor General of Canada

10 June 2011
Ottawa, Canada

BALANCE SHEET

As at March 31

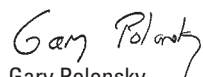
(in thousands of dollars)

	2011	2010
ASSETS		
Current		
Cash and cash equivalents (Note 3)	\$13,354	\$15,626
Accounts receivable		
Government departments	1,330	2,514
Trade	368	312
Inventories	409	349
Prepaid expenses	200	236
	15,661	19,037
Collection (Note 4)	1	1
Property and equipment (Note 5)	64,865	57,370
Intangible assets (Note 6)	352	147
	\$80,879	\$76,555
LIABILITIES AND SHAREHOLDER'S EQUITY		
Current		
Accounts payable and accrued liabilities		
Government departments	\$806	\$984
Accrued salaries and other	4,266	2,630
Current portion of employee future benefits (Note 7)	614	724
Deferred revenues and parliamentary appropriations (Note 8)	1,045	653
	6,731	4,991
Employee future benefits (Note 7)	1,956	2,007
Long-term advance (Note 9)	4,533	4,533
Deferred capital funding (Note 10)	57,353	55,162
	70,573	66,693
SHAREHOLDER'S EQUITY		
Contributed surplus	10,102	10,102
Retained earnings (deficit)	204	(240)
	10,306	9,862
	\$80,879	\$76,555

Commitments and contingencies (Notes 16 and 18)

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

Approved by the Board of Trustees



Gary Polonsky
Chairman



Neil Russon
Chairman, Finance, Audit and Risk Management Committee

STATEMENT OF CHANGES IN SHAREHOLDER'S EQUITY

For the year ended March 31

(in thousands of dollars)

	2011	2010
CONTRIBUTED SURPLUS		
Contributed surplus, beginning of year	\$10,102	\$10,102
Contributed surplus for the year	-	-
Contributed surplus, end of year	10,102	10,102
RETAINED EARNINGS		
Deficit, beginning of year	(240)	(413)
Net earnings for the year	444	173
Retained earnings (deficit), end of year	204	(240)
ACCUMULATED OTHER COMPREHENSIVE INCOME		
Accumulated other comprehensive income, beginning of year	-	321
Other comprehensive income (loss) for the year	-	(321)
Accumulated other comprehensive income (loss), end of year	-	-
SHAREHOLDER'S EQUITY AT THE END OF THE YEAR	\$10,306	\$9,862

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

STATEMENT OF OPERATIONS AND COMPREHENSIVE INCOME

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

	2011	2010
REVENUES		
Admission		
Science and Technology	\$1,197	\$1,228
Aviation	440	468
Agriculture	466	413
Commercial operations	757	954
Corporate development	815	753
Interest	128	74
Other	708	838
Total revenues	4,511	4,728
EXPENSES (Schedule)		
Heritage preservation	4,891	4,609
Sharing knowledge	13,090	12,715
Internal services	6,398	6,530
Accommodation	9,480	8,953
Amortization of property and equipment, and Intangible assets	3,387	2,191
Total expenses	37,246	34,998
Excess of expenses over revenues	(32,735)	(30,270)
Parliamentary appropriations (Note 11)	33,179	30,443
Net earnings for the year	444	173
OTHER COMPREHENSIVE INCOME		
Restricted contributions received during the year	65	12
Contributions spent during the year	(65)	(80)
Contribution to Canada Science and Technology Museums Corporation Foundation	-	(253)
Other comprehensive Income (loss) for the year	-	(321)
Comprehensive Income (loss) for the year	\$444	\$(148)

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

STATEMENT OF CASH FLOWS

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

	2011	2010
REVENUES		
Cash flows from/(used in) operations		
Cash received (clients)	\$3,925	\$4,462
Parliamentary appropriations received	31,718	27,684
Cash paid (employees and suppliers)	(32,587)	(33,467)
Interest received	130	82
Total cash flows used in operating activities	3,186	(1,239)
Cash flows from/(used in) investing activities		
Acquisition of property and equipment	(11,088)	(4,759)
Decrease in restricted cash	-	321
Total cash flows used in investing activities	(11,088)	(4,438)
Cash flows from financing activities		
Appropriations received for the acquisition of property and equipment	5,565	8,352
Cash received for restricted contributions	65	12
Increase in long-term advance	-	125
Total cash flows from financing activities	5,630	8,489
Increase (decrease) in cash and cash equivalents	(2,272)	2,812
Cash and cash equivalents, beginning of the year	15,626	12,814
Cash and cash equivalents, end of the year	\$13,354	\$15,626
Consisting of:		
Cash	\$321	\$120
Cash equivalents	13,033	15,506
	\$13,354	\$15,626

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

NOTES TO FINANCIAL STATEMENTS

March 31, 2011

1. Authority, mandate and operations

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

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

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

Heritage Preservation

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

Sharing Knowledge

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

Internal Services

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

Accommodation

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

2. Accounting policies

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

(a) Cash equivalents

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

(b) Accounts receivable

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

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

(c) Inventories

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

(d) Collection

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

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

(e) Property and equipment

Property and equipment are recorded on the following basis. Acquired property and equipment owned by the Corporation are recorded at cost and amortized over their estimated useful life. Land and buildings owned by the Government of Canada and under the control of the Corporation are recorded at their estimated historical cost, less accumulated amortization for buildings. The estimated historical net costs of the

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

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

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

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

(f) Intangible assets

Acquired computer software is recorded at cost and amortized on a straight-line basis over an expected life of five years, using a half year-rule in the year of acquisition. Amortization begins when the computer software is ready for its intended use and placed in service.

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

(g) Employee future benefits

i) Pension benefits

Substantially all of the employees of the Corporation are covered by the public service pension plan (the "Plan"), a contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the Corporation to cover current service cost. Pursuant to legislation currently in place, the Corporation has no legal or

constructive obligation to pay further contributions with respect to any past service or funding deficiencies of the Plan. Consequently, contributions are recognized as an expense in the year when employees have rendered service and represent the total pension obligation of the Corporation.

ii) Severance benefits

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

(h) Revenue recognition

i) Parliamentary appropriations

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

ii) Corporate development

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

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

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

iii) Admission, commercial operations and other revenues

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

iv) Interest revenues

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

(i) Financial instruments

The Corporation's financial assets and financial liabilities are classified and measured as follows:

Asset/Liability	Category	Measurement
Assets:		
Cash	Held-for-trading	Fair value
Cash equivalents	Held-for-trading	Fair value
Accounts receivable	Loans/Receivables	Amortized cost
Liabilities:		
Accounts payable & accrued liabilities	Other financial liabilities	Amortized cost

(j) Measurement uncertainty

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

(k) Future accounting standards

Currently, the Corporation is classified as a Government Business-Type Organization (GBTO). In December 2009, the Public Sector Accounting Board (PSAB) amended the Introduction to Public Sector Accounting Standards, eliminating the GBTO classification effective for fiscal years beginning on or after January 1, 2011. Government organizations previously classified as a GBTO are required to reclassify themselves as a Government Not-For-Profit Organization (GNPO) or Other Government Organization (OGO), and adopt the applicable accounting standards for years beginning on or after January 1, 2011.

Effective for its 2011-12 fiscal year, the Corporation will be classified as a GNPO and will implement Public Sector Accounting Standards including the 4200 series of accounting standards applicable for government not-for-profit organizations. The Corporation has developed, and is implementing, a plan for the transition to the new accounting standards on a retrospective basis for the year ending March 31, 2012.

3. Cash and cash equivalents

The overall portfolio yield as at March 31, 2011 was 1.33% (2010 - 0.4%) and the average term to maturity is 118 days (2010 - 18 days) redeemable on demand.

The fair value of the cash equivalents is approximately \$13,033,000 (2010 - \$15,511,000) and consists of Government secured bonds in accordance with the Corporation's *Investment and Banking policy* disclosed in note 14.

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 Aviation

5. Property and equipment

(in thousands of dollars)		2011	2010	
	Cost	Accumulated amortization	Net book value	Net book value
Land	\$10,102	\$ -	\$10,102	\$10,102
Buildings	68,728	24,845	43,883	32,622
Building improvements	20,075	12,317	7,758	6,876
Office furniture	1,009	699	310	1,592
Equipment	2,998	2,269	729	1,337
Capital projects in progress	2,083	-	2,083	4,841
	\$104,995	\$40,130	\$64,865	\$57,370

Cost and accumulated amortization of property and equipment as at March 31, 2010 amounted to \$102,762,000 and \$45,392,000 respectively.

6. Intangible assets

(in thousands of dollars)		2011	2010	
	Cost	Accumulated amortization	Net book value	Net book value
Computer software	\$1,276	\$1,071	\$205	\$ -
Easement right	147	-	147	147
	\$1,423	\$1,071	\$352	\$147

Intangible assets for an amount of \$228,000 were acquired in the current year. Total amortization of intangible assets for the current year amounted to \$23,000.

7. Employee future benefits

(a) 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. The President of the Treasury

Board of Canada sets the required employer contributions based on a multiple of the employees' required contribution. The general contribution rate effective at year end was 10.79% (10.67% for the prior year). Total contributions of \$1.67 million (\$1.63 million in prior year) were recognized as expense in the current year.

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

(b) Severance benefits

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

(in thousands of dollars)	2011	2010
Accrued benefit obligation, beginning of year	\$2,731	\$2,567
Cost for the year	315	419
Benefits paid during the year	(476)	(255)
Accrued benefit obligation, end of year	\$2,570	\$2,731
Short-term portion	\$ 614	\$ 724
Long-term portion	1,956	2,007
	\$2,570	\$2,731

8. Deferred revenues and parliamentary appropriations

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

(in thousands of dollars)	2011	2010
Revenues from sponsorships	\$437	\$89
Revenues from programs and other	582	538
Unused appropriations received for specific purposes	26	26
	\$1,045	\$653

9. Long-term advance

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

(in thousands of dollars)	2011	2010
Funding for construction of revenue generating facilities	\$4,208	\$4,208
Funding to establish a Foundation	325	325
	\$4,533	\$4,533

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

10. Deferred capital funding

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

Changes in the deferred capital funding balance are as follows:

(in thousands of dollars)	2011	2010
Balance at the beginning of the year	\$55,162	\$49,006
Appropriations used in the current year		
to purchase depreciable property and equipment	9,423	2,624
Appropriations received in the current year to acquire property and equipment in future years	-	5,723
Deferred appropriations used in current year	(3,858)	-
Amortization	(3,374)	(2,191)
Balance at the end of the year	\$57,353	\$55,162

11. Parliamentary appropriations

(in thousands of dollars)	2011	2010
Main Estimates amount provided for operating and capital expenditures	\$30,684	\$34,479
Supplementary estimates:		
Capital and operating pressures	3,696	-
Severance adjustments and retroactive wage settlements	990	2,090
	35,370	36,569
Deferred appropriation used in current year for specific projects	-	30
Deferred appropriation used in current year to purchase depreciable property and equipment	3,858	-
Appropriations received in the current year to acquire property and equipment in future years	-	(5,723)
Amounts used to purchase depreciable property and equipment	(9,423)	(2,624)
Amortization of deferred capital funding	3,374	2,191
Parliamentary appropriations	\$33,179	\$30,443

12. Canada Science and Technology Museums Corporation Foundation

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

The Foundation will raise funds from patrons, corporations, associations and from the community. The amounts granted to the Corporation by the Foundation will be recorded as Corporate Development revenue in the Corporation's statement of operations and comprehensive income.

In 2010-2011, direct expenses related to fundraising costs and disbursed by the Corporation, in the amount of \$261,000, were charged to the Foundation and recorded as an account receivable from the Foundation by the Corporation. 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. The administrative support costs provided without charge to the Foundation are estimated at \$120,000.

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

13. Rockcliffe Flying Club

The Rockcliffe Flying Club (RFC) is a Transport Canada approved flight training school. The RFC operates the Rockcliffe Airport that is owned by the Canada Science and Technology Museums Corporation and located on the grounds of the Canada Aviation and Space Museum. The Corporation provides the RFC with the airport at no cost in exchange for the operation and maintenance of the airport runways, taxiways, aprons, grounds, parking lots and access roadway. Because of the difficulty in determining the fair value of the services received or the services given, the transaction is not recognized in these financial statements.

14. Financial instruments

(a) Fair value

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

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

The carrying amounts of the Corporation's cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities approximate their fair values due to their short term to maturity, which corresponds to the level 1 fair value hierarchy classification.

(b) Financial risk management

The Corporation has identified and assessed its exposure as follows:

(i) Credit risk

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

a) Investments in marketable securities

The Corporation manages its exposure to credit risk arising from investments in marketable securities \$13,033,000 (2010 – \$15,511,000) by limiting the investment to short-term bonds. Per the Corporation's Investment and Banking policy, corporate bonds must have a minimum credit rating of A++ by CBRS. The Corporation does not have any investments in non-bank asset-backed commercial paper.

b) Accounts receivable

The Corporation is exposed to credit risk from customers \$1,698,000 (2010 – \$2,826,000) in the normal course of business. The accounts receivable are net of applicable allowance for doubtful accounts, which are established based on specific credit risk associated with individual clients and other relevant information. Concentration of credit risk with respect to receivables is limited, due to the small value of transactions with clients other than Government departments.

The change in the allowance for doubtful accounts receivable during the year ended March 31, 2011 was an increase of \$158,000 (2010 – \$129,000) relating to past due balances.

As at March 31, 2011, \$284,000 (2010 – \$301,000) of accounts receivable were past due (over 30 days), but not impaired.

(ii) Market risk

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

a) Foreign currency risk

The Corporation is exposed to foreign currency risk on revenue, cash and cash equivalents and accounts payable principally denominated in U.S. dollars. At

March 31, 2011, cash and cash equivalents, and current liabilities include US \$58,873 (March 31, 2010 – US \$9,840), and US \$17,314 (March 31, 2010 – US \$7,766) respectively, which are exposed to changes in the U.S. – Canadian dollar exchange rate.

The approximate impact of a 10% rise in the Canadian dollar compared to the US dollar on these exposed balances at March 31, 2011 is a \$4,156 (March 31, 2010 – \$211) decrease in net income. The approximate impact of a 10% decline is a \$4,156 (March 31, 2010 – \$211) increase in net income.

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.

b) 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.

(iii) Liquidity risk

Liquidity risk is the risk that the Corporation will not be able to meet its financial obligations as they fall due. The Corporation manages liquidity risk through the management of its cash and cash equivalents (Note 3) and capital (Note 15). The Corporation has determined that the risk is not significant.

As at March 31, 2011, the entire Corporation’s accounts payable and liabilities are due within 365 days (March 31, 2010 – within 365 days).

15. Capital Management

In accordance with Section 1535 “Capital Disclosures” of the CICA Handbook, the Corporation’s capital is defined as including its contributed surplus, retained earnings and accumulated other comprehensive income. The Corporation’s primary objective includes maintaining sufficient capital for operations and protecting its ability to meet its on-going obligations. As at March 31, 2011, the Corporation’s Shareholder’s equity was \$10,306,000 and the Corporation met its objective with regards to capital management.

The Corporation is not subject to externally imposed capital requirements and its overall strategy with respect to capital management remains unchanged from the year ended March 31, 2010.

16. Commitments

As at March 31, 2011, the Corporation had entered into various agreements for accommodation, protection services, facilities management services and exhibition rentals, for a total of \$10,132,000. The future minimum payments for the next five years are as follows:

(in thousands of dollars)	
2011-2012	\$4,159
2012-2013	3,195
2013-2014	1,880
2014-2015	898
2015-2016	0
	\$10,132

17. Related party transactions

In addition to related party transactions disclosed elsewhere in these financial statements, the cost of services provided by other federal departments, agencies, and Crown corporations which are reflected in the Statement of Operations and Comprehensive Income and the Statement of Changes in Shareholder’s Equity, totalled \$4,673,440 (2010 - \$4,692,360). The Corporation incurred expenses such as property taxes, building rentals and employee benefits with related parties. Sales to related parties for the year ended March 31, 2011 were \$530,780 (2010 - \$466,561). These transactions were conducted in the normal course of operations, under the same terms and conditions that applied to outside parties and are recorded at the exchange amount.

Also, during the year, the Corporation received services which were obtained without charge from other Government organizations as follows:

- Salary and associated expenditures for the assignment of employees from Government organizations to the Corporation;
- Audit services provided by the Office of the Auditor General of Canada;
- Lease of buildings and associated utilities for the Canada Agriculture Museum buildings located on the Central Experimental Farm site provided by the Agriculture and Agri-Food Canada.

These services provided without charge are not presented in the Corporation's Statement of Operations and Comprehensive Income.

18. Contingencies

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur, or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the Corporation's financial statements. As at March 31, 2011, there has been no provision recorded. The effect, if any, of ultimate resolution of these matters will be accounted for when determinable.

19. Comparative information

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

SCHEDULE OF EXPENSES

for the year ended March 31

(in thousands of dollars)	2011	2010
Personnel costs	\$19,200	\$19,008
Amortization of property and equipment	3,387	2,191
Professional and special services	2,254	1,996
Leases of buildings	1,911	1,813
Property taxes	1,822	1,915
Property management services	1,363	1,253
Material and supplies	1,115	766
Utilities	1,019	1,051
Repair and upkeep of buildings	936	909
Design and display	848	580
Protection services	712	749
Gift shops and product marketing	422	410
Publications	329	360
Communications	298	292
Advertising	293	340
Miscellaneous	292	382
Travel	280	256
Repair and upkeep of equipment	228	254
Office supplies and equipment	140	139
Freight, express and cartage	125	136
Purchase of objects for the collection	111	34
Rentals of equipment	97	92
Books	64	72
Total expenses	\$37,246	\$34,998

MANAGEMENT DISCUSSION AND ANALYSIS

CANADA CORPORATION
FUNDING NATIONAL EXHIBITION PROGRESS EXPENSES
MUSEUM COLLECTION AGENDA MUSEUM ISSUES
TECHNOLOGY FUNDS INVESTMENTS

OVERVIEW

The Corporation had a great year and with the injection of an additional \$3.7 million in government funding, it was able to achieve a greater profile as a national institution and rebuild its equity. Following best practices, the Corporation's first priority was to address previous years' shortfalls. It then used the balance to implement the corporate plan priorities. The remaining funds did allow for some room to breathe and be more creative by delivering on projects such as National Science and Technology Week, and by taking the lead as a national institution on an energy literacy project. Regrettably, however, restraint was necessary in the latter part of the year to ensure a positive bottom line, which will allow the rebuilding of equity and create flexibility in dealing with ongoing financial challenges.

There was great progress in improving the Museums' infrastructure using funds received in 2006 and 2008. Heritage preservation progressed through the Collections Rationalization Project with emphasis placed on enhanced documentation, according to the collection development strategy. Sharing

knowledge was enhanced through using social media, improvements to the websites, travelling exhibitions, and new education packages made available to a growing user community.

Improving the financial situation has been, and will continue to be, one of the main focuses of the Corporation. The issues of rising facility costs and the identification of a permanent resolution for the operating cost of the collection storage hangar and administration facilities remain unresolved. An appropriate solution regarding financial pressures is required to stabilize program delivery and the sharing of knowledge and of the collections with all Canadians.

The Corporation is well positioned with a world class collection and exceptional personnel who have, year after year, delivered quality programs with very limited resources. In a knowledge economy, recognition of the importance of science and innovation is critical for success. The Corporation will continue to contribute by sharing knowledge, and by helping Canadians to discover the past and understand the present in order to influence the future. Site improvements and positive messages have invigorated staff, providing a source

of new energy. A sustained investment is required to leverage the value of the institution in today's economic climate.

OUR BUSINESS

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

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

FINANCIAL PERSPECTIVE

The base appropriation originally voted by the Federal Government for 2010–2011 was \$25.6 million. This was supplemented by one-time funding from Government in the amount of \$6 million to address health and safety issues and revenue generation initiatives. Funds, in the amount of \$3.7 million, were also received to contend with operational pressures. The total appropriation in our statements is reported on an accrual basis in the amount of \$35.3 million. This figure was supplemented by revenue-generating activities which added \$4.5 million, and allowed us to make significant progress in delivering the Corporation’s mandate.

	2010/11 \$000 Planned	2010/11 \$000 Actual	2009/10 \$000 Actual	2008/09 \$000 Actual
REVENUES				
Parliamentary Appropriation	\$33,595	\$33,040	\$30,443	\$29,393
General Revenues	4,980	4,511	4,728	4,831
Total Revenues	38,575	37,551	35,171	34,224
EXPENSES				
Personnel	18,877	19,200	19,008	18,483
Accommodations	8,573	7,763	7,690	7,932
Depreciation	3,069	3,248	2,191	2,528
Operations	7,173	6,848	6,109	6,198
Total Expenses	37,692	37,059	34,998	35,141
Net Income (Loss)	883	492	173	(917)

SOURCES OF FUNDS AND REVENUES

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

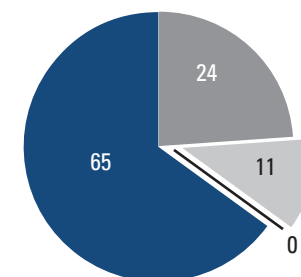
Revenue generation continues to be a priority for the Corporation as we make every effort to counter escalating operating costs. The focus continues to be on net revenue, being more selective in areas which will contribute to operations rather than simply increasing gross income.

There was a 5% decline in attendance over last year which can be attributed to the aging CSTM facility,

the temporary closure of the CASM and the attraction created by the opening of the renewed Canadian Museum of Nature. Price adjustments have reduced the impact of declining attendance on revenues. The construction at the CASM required moving the retail operations to a smaller temporary location. This, combined with the temporary closure of the site, resulted in a decrease in facility rentals.

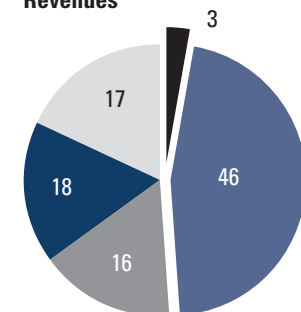
Corporate Development revenue includes a membership program and sponsorship. This year’s sponsorship revenues were mainly for the forthcoming **Let’s Talk Energy** exhibition, recognizing \$360,000 of the \$1,000,000 pledged for the project. Additional sponsorship funds were received from the corporate sponsor, Toyota Canada, for the exhibition **In Search of the Canadian Car**.

Source of funds



- Base appropriation
- One time government funding
- Revenue
- Contributions

Revenues



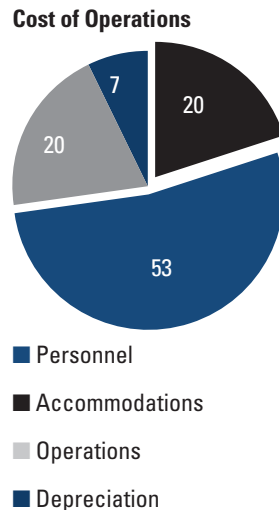
- Admission
- Interest
- Commercial operations
- Corporate development
- Other

Membership program revenues totalled \$203,000, a slight decline compared to the previous year's record revenues. Corporation members continue to be strong supporters, providing a healthy source of revenue as well as information and guidance in helping the Corporation to develop strong new products.

Interest income of \$128,000 rounds out the sources of revenue, the results of short-term investments while implementing the capital infrastructure projects.

COST OF OPERATIONS

The Corporation's total expenses were \$36.0 million. The two main uses of funds were personnel and accommodations costs required to safeguard the collection, amounting to \$19.2 million and \$9.7 million respectively. Of the remaining funds, \$7.1 million allowed the Corporation to deliver on its programs and make progress on the Collections Rationalization Project. Additional operating flexibility resulted from the injection of \$3.7 million, received in the 2010 budget.



PERSONNEL

As this category accounts for more than 50% of the corporation's total expenses, senior management have paid particular attention to this area. The high ratio of personnel to total cost is common in museums and other knowledge-based institutions. In 2010–2011, the proportion was slightly amplified by three factors:

- The hiring of short-term employees for projects such as the energy exhibition and other programs financed through the \$3.7 million one-time investment, which offset the reduction in permanent staff of a year ago. The cost increase of 1% is less than the collective agreement increases, indicating that restraints have been undertaken in this area.
- Compliance with employment equity legislation has increased the salary envelope by approximately \$1 million.
- The cost containment measures of the 2010 budget with regard to the funding of salary increases.

In compliance with the recommendations of the Auditor General's Special Examination report, succession planning is now complete and will be updated annually to reduce the overall risk to the Corporation. Museums have a diverse and unique labour pool which is not always readily available. The funding injection in 2010–2011 did allow us to make some progress in training for positions in high risk areas.

FACILITIES MANAGEMENT

Protecting and caring for a national collection is an expensive venture. The effects of inflation on the Corporation's second-largest financial commitment have been growing at the expense of programs. The Government of Canada has recognized

the condition of the Corporation's current facilities and provided a much needed injection of funds to address many of the more critical issues.

Year four of the funding addressed base infrastructure such as much-needed parking upgrades and accommodations for fragile archival materials. The construction of the CASM auditorium and retail space was a highlight for the institution and will finally place this internationally-known collection in the top echelon of aviation-related destinations. Accommodations will also assist in generating revenue with unique facility rental spaces and an enhanced retail venue.

The focus has now turned to the CAgM with the beginning of a Concept Master Plan to alter the site in an effort to meet growing demand and highlight the importance of agriculture and technology on the health of Canadians.

Inflationary pressures from rising operating expenses such as utilities, service contracts, and property taxes continue to erode the Corporation's tenuous financial footing. This situation remains a priority.

The building portfolio of the Corporation includes Crown-owned properties at different stages in their useful lives:

- A 44-year-old repurposed bakery distribution centre in an industrial park, which was converted in 1967 for temporary use as the Canada Science and Technology Museum. Recent investments have been limited to health and safety, legislative requirements, and energy efficiencies.
- The Canada Aviation and Space Museum, situated at the Rockcliffe Airport, includes a main purpose-built museum, now 23 years old, which serves mainly as a public display and interpretive facility, and provides administrative spaces. The collection is accommodated in a new storage hangar built

in 2005, while the small artifact storage and conservation labs are housed on site in repurposed buildings from the original airport operations in the 1960s. Operating funds for the hangar have not been secured, resulting in ongoing financial pressure.

- The Canada Agriculture Museum operates from five leased buildings on Ottawa's Central Experimental Farm, which are owned by Agriculture and Agri-Food Canada. These heritage buildings provide an excellent backdrop for the display of agricultural technology. A new long-term collaborative agreement has been signed recognizing the positive impact on the operations of both organizations. Enhancements to meet client demands and to raise the awareness of the importance of agriculture are underway.

As stated in the 2009 Auditor General's Special Examination report, the Corporation continues to experience challenges related to collection storage. The collection is, in fact, stored in industrial grade warehouses, which have exceeded their physical capacity. Over 98% of the collection associated with the Canada Science and Technology Museum and the Canada Agriculture Museum is stored in three warehouses, as it cannot be accommodated in the current public display spaces. These three overcrowded (currently at 130% of their physical capacity), leased buildings without environmental controls make up the balance of the facility management portfolio. Efforts to improve this situation are underway through the study of options such as purpose-built buildings, transfer to available spaces, and public-private partnerships.

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

SUMMARY

The Corporation is making great progress on its strategic priorities, particularly in engaging Canadians, cultivating national recognition, and delivering innovative products and programmes.

The Corporation's energy literacy initiative, **Let's Talk Energy: Engaging Ideas for Canada's Future**, began in 2010 and is intended to involve Canadians in meaningful discussions that will raise awareness and, it is hoped, change the behaviour, of citizens in relation to their energy use. This major initiative involves all staff, either directly or indirectly, in the preparation of three new exhibitions that opened in June 2011. The project, which has raised the Corporation's profile with the energy sector, has involved industry leaders in a national advisory committee. Industry partnerships have been established, providing both content and funding to ensure the success of the initiative.

In 2007, the Government of Canada announced *Mobilizing Science and Technology to Canada's Advantages*, which sets out a comprehensive, multi-year science and technology agenda. The CSTMC is also well positioned to contribute to a component of that agenda—the Knowledge Advantage—by advancing knowledge and research in key areas such as natural resources and energy. This, however, would require a sustained investment beyond the funds currently available to the Corporation.

The Corporation understands that, in order to remain relevant to all Canadians while also taking its place as a national leader in the field of science and technology, it must reach out beyond the National Capital Region. The focus continues to be on electronic media: rebuilding the Corporation's websites and using social media such as Flickr, Twitter, YouTube, and Facebook. The Virtual Museums of Canada (VMC) programme also continues to provide excellent opportunities for reaching Canadians. A virtual exhibition on bees,

developed with funding from VMC, was launched in 2010, and a web version of the exhibition, **In Search of the Canadian Car**, will be available in the summer of 2011. In addition, the Corporation's websites are in the process of being entirely revitalized, using the most modern tools, to allow the Corporation to more easily keep the site up to date and current.

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

COMMITTEES AUDIT ACTIVITIES
BOARD OF TRUSTEES
RISK BOARD EXECUTIVE DEVELOPMENT MANDATE
FACILITIES FINANCE
GOVERNANCE



The Canadian Science and Technology Museums Corporation is governed by a Board of Trustees representing all regions of the country. Trustees, acting collectively as the Board, are responsible for strategic leadership and overall accountability of the Corporation, ensuring that all the duties conferred on the Corporation by the *Museums Act* and Part X of the *Financial Administration Act* are carried out.

Appointed by a Governor-in-Council, the members of the Board reflect the scope and diversity of the Corporation's mandate. This year saw the appointment of the new Vice-Chair of the Board, Jim Silye of Arnprior, Ontario.

Board of trustees, front row, left to right: Neil Russon, Gary Polonsky, Denise Amyot, Ian McIlreath.

Second row, left to right: Jim Silye, Margaret E. Smith, Amiee Chan, Eloise Opheim, Virginia McLaughlin, Frédéric Dugré.

Back row:
Harold Bjarnason.

COMMITTEE STRUCTURE

The Board Committees usually meet before each Board meeting or by teleconference, and report on their activities at each Board meeting. The Board reduced its number of committees to three:

Executive Committee (EC)

This Committee carries out the duties of the Board between Board meetings. The Committee held one meeting during the year.

Finance, Audit, and Risk Management Committee (FARM)

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

Governance Committee (GC)

This Committee's mandate is to assist with Board oversight of governance issues affecting the Corporation by monitoring, reviewing, and recommending appropriate systems and practices for effective direction and oversight. It also reviews and recommends nominations for Trustee appointments and reappointments, reviews the Board's committee structure and membership, and ensures that a Board self-assessment process is in place. The Committee held three meetings during the year.

It should be noted that the Major Facilities Committee (MFC) and Corporate Development Committee (CDC) were abolished after the April 2010 Board meeting. Discussions previously held at the MFC and CDC meetings are now held at the full Board meeting.

Name / Region	Title	Board Committees
Dr Gary Polonsky Ontario	Retired Founding President, University of Ontario Institute of Technology	Chair, EC, FARM, GC
Jim Silye Ontario	President and CEO, Eagle Rock Exploration Ltd., and President, Tyme Holdings Inc.	Vice-Chair, EC
Neil Russon, CMA New Brunswick	Partner, Accreon Inc.	EC, FARM
Eloise Opheim, O.C. Saskatchewan	Founder, Parents Resources Institute for Drug Education (PRIDE)	EC, GC, CDC
Frédéric Dugré Quebec	President and Chief Officer of Operations, H2O Innovation	FARM, MFC
Dr Ian McIlreath Alberta	Geoscience Discipline Manager and Chief Geoscientist, Talisman Energy	FARM, GC
Aimee Chan British Columbia	President and CEO, Norsat International Inc.	MFC, CDC, FARM
Margaret E. Smith Nova Scotia	Former Director of Health Records, Highland View Regional Hospital	FARM, GC
Harold Bjarnason Manitoba	Retired Dean, Faculty of Agriculture and Food Sciences, University of Manitoba	GC, CDC
Virginia McLaughlin Ontario	President, Helmhorst Investments Ltd.	GC
Walter R. Parsons Ontario	Retired Senior Vice-President and General Manager, Neilson Dairy (Ottawa)	Vice-Chair, EC, MFC, GC, CDC



Gary Polonsky at the inauguration of the new wing, CASM, February 23, 2011.

BOARD OF TRUSTEES ACTIVITIES

For the performance of their duties, Board members are paid an annual retainer and per diem amounts for committee meetings, set by the Governor-in-Council. The Chairperson receives an annual retainer of \$8,400; the Vice-Chairperson, \$7,400; and Board members, \$4,200. In addition, all Board members receive an amount of \$325 per day for Board-related activities.

In addition to the meetings of the Board and Board Committees, members participate in meetings with management and special activities for the Corporation.

Activities from April 1, 2010, to March 31, 2011.

Board Member	Board Meetings Attended ¹	Committee Meetings Attended ²					Retainers + Per Diem Range
		EC	FARM	GC	MFC	CDC	
Dr Gary Polonsky (Chair)	4	1	4	2	1	1	\$8,400 + \$13,500
Jim Silye (Vice-Chair)*	2		2	2			\$3,000 + \$6,000
Neil Russon	4	1	4				\$2,500 + \$4,500
Eloise Opheim	3			2		1	\$2,500 + \$4,500
Frédéric Dugré	4		4		1		\$2,000 + \$4,500
Ian McIlreath	4		3	3			\$2,000 + \$4,500
Amiee Chan	4		2		1	1	\$4,000 + \$4,500
Margaret E. Smith	4		4	3			\$4,000 + \$4,500
Harold Bjarnason	4			3		1	\$3,500 + \$4,500
Virginia McLaughlin	4		1	3	1		\$2,000 + \$4,500
Walter R. Parsons*, (Vice- Chair)	2	1		1		1	\$1,500 + \$7,200
Jean Saint-Cyr**	1				1	1	\$950 + \$1,100

* Walter R. Parsons: term expired during the year. Jim Silye was appointed to the Board in June 2010.

** Jean Saint-Cyr: term expired during the year and has not been replaced.

1 Board: four meetings were held.

2 EC: Executive Committee, one meeting was held.

FARM: Finance, Audit, and Risk Management, four meetings were held.

GC: Governance Committee, three meetings were held.

MFC: Major Facilities Committee, one meeting was held.

CDC: Corporate Development Committee, 1 meeting was held (dissolved in 2010).

from 2010

from 2000