

A FASCINATING WORLD
Annual Report 2012-2013



CANADA SCIENCE AND TECHNOLOGY
MUSEUMS CORPORATION

Canada





**CANADA AGRICULTURE
AND FOOD MUSEUM**



**CANADA AVIATION
AND SPACE MUSEUM**



**CANADA SCIENCE AND
TECHNOLOGY MUSEUM**

FASCINATING!

It is a word that captures the essence of the Corporation's collection, exhibitions and programs. It is also the word chosen this year by the Corporation to represent the experiences that await visitors onsite, online and at partner institutions, both in Canada and around the world.

Over the past year, with this new key concept in mind, the Corporation developed new visual identities for each of its Museums. This Annual Report, featuring the Corporation's new and modernized brand, presents all three Museums as fascinating places of discovery, education, inspiration and entertainment.

Reinforcing this new concept, each of the Corporation's Museums presented a full slate of exhibitions and programming that included live webcasts from the International Space Station, innovative uses of energy on Canadian farms, and an exciting initiative designed to encourage girls and young people to consider a career in science.

This report describes the achievements of the 2012–2013 fiscal year, including innovative programming, new collaborations, increased efficiencies and audience development. All aimed at presenting science and technology as they truly are: fascinating!

Thank you to the volunteer photographers:

Tom Aföldi
Richard Lawrence
Bill Upton



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MESSAGE

FROM THE CHAIR, DR GARY POLONSKY

It has been a fascinating year. Just as science and technology evolve to drive innovation—to say nothing of their importance to everyday life—the Corporation has also continued to evolve, making itself even more relevant to the story of Canadian scientific achievement.

As the national museum corporation tasked with promoting federal priorities in the areas of technological innovation and science literacy, the Canada Science and Technology Museums Corporation has continued its efforts to engage Canadians in the past, present and future of science and technology. By providing compelling visitor experiences and unique programming, all three of the Corporation's Museums make science both relevant and entertaining to young visitors in particular.

The national collection and our museum facilities are the cornerstones of our business. Capital projects at all three Museums over the past few years have allowed us to expand programming, while also increasing access to a national science and technology collection that is one of the finest in the world.

Ongoing efforts to promote the collection and make it more accessible have enhanced public awareness of the treasures in our care—as well as the central importance of science and technology to everyday life. We also remain committed to

finding solutions for the storage of the national collection to ensure that Canada's scientific and technological heritage and material history are preserved and continue to grow for the benefit of many generations to come.

The Corporation has created new relationships over the past year, while expanding others. By serving as a nexus where industry, education and pure science can meet, the Corporation has positioned itself to make science not only fascinating but fun—effectively touching the hearts and minds of thousands of children destined to become tomorrow's scientists. Outreach is a key part of this process. From distance-learning to online resources—and webcasts that are literally out of this world—the Corporation has been enhancing its ability to inspire, educate and attract new audiences across Canada and around the world.

Over the past year, the Corporation has diversified and increased its sources of revenue. We have enhanced ongoing efforts to ensure sound and efficient corporate governance and balanced fiscal management with our mandate as a national educational, historical and cultural institution. And we're confident that we're on the right track.

One of the most important assets in any enterprise is of course its people, and I am proud of the Corporation's ongoing efforts to strengthen and engage its workforce. Without the

dedication of our staff—as well as our Board of Trustees and volunteers—we would not have been able to accomplish so much with so little. My thanks to them all for a job well done.

As science and technology are the foundation of the tools and devices Canadians use in their daily lives, the Corporation and its Museums become ever more important. We give young visitors a place to dream big, provide families with opportunities to learn as they play, share with everyone the astonishing stories of Canadian scientific achievement, as well as inspire what is yet to come.



MESSAGE

FROM THE PRESIDENT AND CEO, DENISE AMYOT

The word “fascinating” underpins everything the Corporation and its Museums have accomplished in 2012–2013. From programming that made science and technology fun for children, to thought-provoking discussions for adults, the Corporation continued to demonstrate the importance and relevance of science to everyday life.

It was a year of outstanding achievement in many ways. For instance, we gave visitors a chance to interact with Commander Chris Hadfield who was aboard the International Space Station. We showed visitors how energy is produced, used and recycled on Canadian farms. We commemorated important dates such as the centennial of the *Titanic* disaster, the Battle of Britain and Remembrance Day.

Social responsibility was also part of the mix. We provided visitors with opportunities to recycle literally tonnes of electronic waste, collected hundreds of kilograms of food for local food banks, raised money that allowed disadvantaged children to attend our camps and other programs, and installed an electric car charger at the Canada Science and Technology Museum so that visitors can recharge their car batteries while touring the exhibitions.

We also presented cutting-edge technologies, while making full use of these same technologies ourselves. We continued to create **TechnoZones**, showcasing technology not seen

anywhere else. We now have an undeniable online presence through our websites, YouTube channels, Twitter feeds, and webcasts. We even used crowd-sourcing to brainstorm ideas for one of this year’s exhibitions.

Since innovation drives entrepreneurial activities, and vice-versa, the Corporation has taken on a clear entrepreneurial ethos. This past year, we encouraged employees to do the same, providing at all staff meetings a number of special seminars featuring outside experts in the field of entrepreneurship. This interest in encouraging and inspiring staff is just one of the things that continue to make the Corporation a top employer.

All this motivated us to adopt three priorities going forward: visitor experience, digitization and entrepreneurship. We’ve created internal teams to leverage staff interest and creativity for each. We believe they are important priorities, underpinning our future growth, outreach and relationships.

This is my final year as CEO of the Canada Science and Technology Museums Corporation. Over the past four and a half years, I have been privileged to work with a very dedicated team. Together we have accomplished a great deal. We launched a national energy initiative for which we received many awards, expanded our facilities at the CASM and CAFM, and enhanced our use of social media to promote

scientific literacy and broaden our audiences. With so much already underway, I know the future will continue to be bright at all three of the Corporation’s Museums.

It has been an exciting journey, setting the stage for even more interesting accomplishments in the years to come—and all designed to present science and technology as they truly are: fascinating!

BOARD OF TRUSTEES



A Board of Trustees, appointed by the Minister of Canadian Heritage and Official Languages with the approval of the Governor in Council, serves as the Corporation's governing body and is accountable to Parliament for the stewardship of the Corporation through the Minister of Canadian Heritage and Official Languages.

The Board consists of up to 11 Trustees including a Chairperson and a Vice-Chairperson, and is supported by three committees: the Executive Committee, the Governance Committee, and the Finance, Audit and Risk Management Committee. The Trustees, acting collectively as the Board, are responsible for strategic leadership and accountability, the management of the business activities and affairs of the Corporation and ensuring that all the duties conferred on the Corporation by the *Museums Act* and Part X of the *Financial Administration Act* are carried out.

In addition to meetings of the Board, Trustees participate in meetings with management and special activities on behalf of the Corporation. The Board also engages the public on an annual basis in a dialogue regarding the Corporation's activities, priorities and fiscal management at the Annual Public Meeting, normally held in November. The 2012–2013 meeting was held on November 22, 2012 at the Canada Science and Technology Museum.

Amiee Chan of Vancouver, British Columbia, finished her term on the Board in 2012–2013. The Board welcomed Helen Johns of Exeter, Ontario and Jane Hungerford of Vancouver, British Columbia as Trustees in 2012–2013.

COMMITTEE STRUCTURE

The Board of Trustees delegates certain responsibilities and assigns certain tasks to committees of the Board, which report on their activities to the full Board. A description of the subject matter, membership and meeting schedule of the Board's three committees are as follows:

Executive Committee

The Executive Committee (EC) consists of the Chairperson, the Vice-Chairperson and two additional Trustees designated by the Board as well as the President and Chief Executive Officer (CEO) who sits as a non-voting member. The Committee establishes the annual performance objectives for the President and CEO for Board approval. The Committee also exercises full authority under the exceptional circumstances where the full Board of Trustees is unable to meet in a timely fashion. The Executive Committee held three meetings during the 2012–2013 fiscal year.

Governance Committee

The Governance Committee (GC) monitors and reviews the governance of the Corporation regarding best practices and

recommends to the Board appropriate changes for enhancing the effectiveness of its operations to the Board. The GC also reviews the Board's committee structures and memberships, and ensures that a self-assessment process for the Board is in place. The Committee reviews and recommends nominations for trustee appointments and reappointments and is comprised of no less than four Trustees, plus the President and CEO as well as the Chairperson of the Board who are non-voting members of the Committee. The Committee held three meetings in 2012–2013.

Finance, Audit and Risk Management Committee

The Finance, Audit and Risk Management (FARM) Committee oversees the Corporation's financial management controls, its practices and its information systems. The Committee reviews and advises the Board of Trustees on the Corporation's five-year plans, as well as the annual and quarterly financial statements. In addition to providing oversight of the risk management policies and practices within the Corporation, the FARM Committee also selects the internal audits and reviews to be done and advises the Board of Trustees on results from internal and external audits. The Committee is composed of no less than four Trustees, plus the President and CEO as well as the Chairperson of the Board who are non-voting members of the Committee. The Committee held five meetings in 2012–2013.



Name, Region, Term—BOARD COMMITTEES (as of March 31, 2013)

Dr Gary Polonsky, Ontario, January 14, 2010–January 13, 2014—CHAIR, EC, FARM, GC

Jim Silye, Ontario, June 18, 2010–June 17, 2014—VICE-CHAIR, EC, FARM

Neil Russon, C.M.A., New Brunswick, March 1, 2012–February 29, 2016—EC, FARM

Eloise Opheim, O.C., Saskatchewan, June 27, 2009–June 26, 2013—EC, GC

Dr Ian McIlreath, Alberta, March 5, 2009–March 4, 2013—FARM, GC

Margaret E. Smith, Nova Scotia, March 5, 2009–March 4, 2013—FARM, GC

Dr Harold Bjarnason, Manitoba, April 23, 2009–April 22, 2013—GC

Virginia McLaughlin, Ontario, December 18, 2012–December 17, 2016—GC

Dr Marie-Claire Bélanger, Quebec, March 1, 2012–February 29, 2016

Helen Johns, Ontario, October 4, 2012–October 3, 2016

Jane Hungerford, British Columbia, March 7, 2013–March 6, 2017

The terms of Trustees Frédéric Dugré (Quebec) and Amiee Chan (British Columbia) ended in 2012–2013.

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

Trustees pose at the Canada Aviation and Space Museum with the Canadarm that flew aboard the Space Shuttle *Endeavour*.



OVER IEW



CANADA SCIENCE AND TECHNOLOGY MUSEUMS CORPORATION

The Canada Science and Technology Museums Corporation governs the Canada Science and Technology Museum, the Canada Agriculture and Food Museum, and the Canada Aviation and Space Museum, all located in Canada's Capital Region. Together, they are collectively responsible for preserving and protecting Canada's scientific and technological heritage, while also promoting, celebrating and sharing knowledge of that heritage and how it impacts Canadians' daily lives.

MANDATE

The Corporation was established as an autonomous Crown corporation on July 1, 1990, with passage of the *Museums Act*. As stated in the *Act*, the mandate of the Corporation is:

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

VISION

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

MISSION

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

EXECUTIVE MANAGEMENT

The President and Chief Executive Officer, supported by a senior management team, are responsible for the Corporation's daily operations. Each Museum's Director General, the Vice-President of Collection and Research, as well as the Chief Operating Officer, are assigned horizontal responsibilities across the Corporation. The senior team also includes an Executive Director, Corporate Secretariat, and Vice-Presidents for Public Affairs and Marketing, and for Human Resources, as well as a Director General currently on special assignment to lead the **Let's Talk Energy** initiative (see Figure 1).

Figure 1—Corporate Reporting Structure



6,458 active members

653,223 onsite visitors—second-highest of all national museum corporations

Received **3.3** million web visits

About **500,000** views on Flickr pages and YouTube channels

221 full-time employees

419 artifacts on loan at 54 venues across the country, viewed by 1,984,400 visitors

35 Memoranda of Understanding

\$1.163 million in sponsorship revenue

QUICK FACTS

\$4.863 million in revenue generation

108 new acquisition lots

5 professionals seconded to the Corporation

137 staff presentations across Canada and around the world

10 travelling products in 37 venues

61,458 school programming participants

4 local or national awards

2 international awards

435 kg of food collected for the Ottawa Food Bank and Moisson Outaouais

1 major renovation project underway: Learning Centre at the CAFM

\$715,000 in in-kind contributions

Reached nearly **10.5 million** Canadians, an increase of 1 million compared to last year

Attracted more than **13,000** Facebook likes, Twitter followers, and YouTube channel subscribers

369 volunteers contributed 34,444 hours



CANADA AGRICULTURE AND FOOD MUSEUM

We love visiting the Museum. The staff are so friendly and knowledgeable and make each visit a unique experience for my family. – Eric Nicholas

The Canada Agriculture and Food Museum (CAFM) is the national museum of agricultural science and technology. The Corporation received approval to add the word “Food” to the Museum’s name to make the strong and important link between the science and technology of agricultural food production and the food Canadians eat. The new official name was unveiled on May 2, 2013.

Located on the Central Experimental Farm, the Museum offers a wide range of exhibitions and programming on everything from rare animal breeds and food production, to farm equipment and renewable energy.

Throughout the year, the Museum offers educational programming, as well as special events that are family-oriented such as an annual sheep shearing festival during

the May long weekend, an ice cream festival in August, harvest events on Thanksgiving weekend, a Barnyard Halloween during the weekend before Halloween and Easter programming that celebrates the arrival of animal newborns.

Highlights of the past year include enhancements to the outdoor exhibition **Energy Park: Nature at Work**, a partnership with the Inter-American Institute for Cooperation on Agriculture to celebrate their 70th anniversary, the opening of the exhibition **What I Saw at the Calgary Stampede**, and the addition of alpaca and Lacombe pigs to the live exhibitions. Other, well-supported initiatives included a food drive that surpassed its goal by nearly 50%, and the annual *Baskets with Panache!* which raised nearly \$50,000 to allow disadvantaged children to attend Museum programs and camps.

During the year, the Museum also oversaw the major renovation of Building 94, which houses a new Learning Centre that will be open year-round for programs and exhibitions. Renovations were completed in May 2013. The new Learning Centre features learning labs, an exhibition gallery, a lecture hall and improved visitor and group amenities for new and returning audiences.

From tractors to nutrition and solar energy, the Canada Agriculture and Food Museum offers visitors a lively look at the fascinating experiences of agricultural science and technology from farm to fork.



CANADA AVIATION AND SPACE MUSEUM

The educator who facilitated the Living In Space workshop for my special education students was phenomenal! Although it is sometimes hard to read these students, they were absolutely thrilled with the whole experience. For some it was not just the highlight of their school year but also the highlight of their educational experiences to date. The kindness and respect that was offered to them throughout their visit, tour, and workshop was unparalleled. Thank you to all of your staff for such a memorable and empowering time for all of us! – Kay Stephen, Special Education Science Teacher

The Canada Aviation and Space Museum (CASM) is Canada's national museum of aerospace history and technology. Located next to a historical airfield that remains in operation, the Museum houses the largest heritage collection of aircraft in Canada, and one of the finest in the world.

Along with traditional museum programming such as exhibitions, workshops and demonstrations, the Museum offers less conventional fare that includes webcasts from Space, aircraft tours over Canada's Capital Region, a working flight simulator, and exciting new youth-oriented programming. From early flying machines to the latest in ultra light aircraft,

the Museum showcases the Canadian contributions to international aviation and aerospace.

Collaborations are also important at the Museum. In the past year, working with the Natural Sciences and Engineering Research Council of Canada led to the display of an ultra light Draganflyer X6. Closer collaboration with the Canadian Space Agency (CSA) has resulted in a wide range of initiatives, including the licensing of CSA merchandise for sale in the Museum boutique—currently the only outlet in Canada—as well as the long-term display at the Museum of the Canadarm that flew on the Space Shuttle *Endeavour*.

Special programming for children and families drew large crowds. From water rockets and workshops to magic shows

and storytelling, the Museum continued to fascinate and inspire thousands of visitors of all ages.

Visitors also enjoyed actual flight experiences at the Museum. The Museum's helicopter and biplane program offers rides over the city in actual aircraft and, during this year's Women Of Aviation Worldwide Week, 165 girls took their first flight. The Museum's Redbird flight simulator allows visitors to take the controls and "fly" in and out of two local airports.

The Museum is a key participant in a wide range of commemorations and special events as well. Over the past year, these have included extensive programming around Operation Manna, the Battle of Britain and Remembrance Day, as well as events associated with numerous charitable causes.

Whether visitors are looking for information on the history of human-powered flight, or the future of space travel, the Canada Aviation and Space Museum offers programming, activities and remarkable artifacts that help imagination take flight.



CANADA SCIENCE AND TECHNOLOGY MUSEUM

Our guide Jonathan worked on all the badges requested in our Brownie program. The girls really liked the demonstrations and making ice cream. They loved the tunnels and Crazy Kitchen. Jonathan was excellent, very interactive, respectful and patient with all the girls and he answered all their questions. He was very articulate, explained the exhibitions very well, and demonstrated everything the girls requested. – Roxanne Blow, 12th, Stittsville Brownies

For nearly 50 years, the Canada Science and Technology Museum (CSTM) has celebrated Canadian scientific and engineering achievements. It was the first interactive science and technology museum in the country, and is one of the oldest of its kind in the world.

In addition to showcasing Canadian science and technology developments, the Museum also sets the Canadian story within a broader international narrative. Today, the Museum houses some of the world's most rare and unusual scientific artifacts, from nanotechnology to a decommissioned lighthouse. Through exciting programming, exhibitions and activities—both onsite and online—the Museum shares the artifacts in the national collection, as well as the fascinating stories they tell, with audiences across Canada and around the world.

Over the past few years, the Museum has increased its focus on younger audiences, helping them to make connections between daily life and science, and encouraging them to think of themselves as potential scientists, engineers, inventors and science educators. This year, particular emphasis was placed on attracting girls and young women to this traditionally male-dominated field. Additional activities supporting the national **Let's Talk Energy** initiative involved learning opportunities about energy conservation, recycling and alternative energy.

The past year included highlights such as an exhibition on the science of sexuality, commemoration of the 100th anniversary of the *Titanic* disaster, enhancements to popular existing exhibitions, an update of the mobile communications section

of the **Connexions** exhibition and the installation of a potash exhibition in **TechnoZone**. The Museum's popular slate of entertaining and educational programs, activities and special events featured the annual *Science and Tech Soirée* in April which raised \$101,000 to benefit youth programs, the very popular *Cool Science Saturday* during Ottawa's Winterlude Festival, and the series of thought-provoking *Cafés Scientifiques* where experts and the public discussed recent and sometimes controversial developments in science and technology.

With its focus on the integral role of science and technology in every aspect of the lives of Canadians—from the use of electricity to the mobile devices that have become ubiquitous—the Canada Science and Technology Museum enhances understanding of the world, while also encouraging visitors to dream of the even greater scientific achievements and technological breakthroughs to come.

CORPORATE PLANNING FRAMEWORK

In order to meet its goals as Canada's premier national science and technology institution, the Corporation carries out its activities along the four programs below.

PROGRAM ALIGNMENT ARCHITECTURE			
<p>SHARING KNOWLEDGE (Education and Outreach)</p> <p>Disseminating knowledge related to the Corporation's collection through educational and community programs, exhibitions, websites, and artifact and archival loans.</p>	<p>HERITAGE PRESERVATION (Collection and Research)</p> <p>Researching, developing, managing, and conserving the collection.</p>	<p>INTERNAL SERVICES (Corporate Sustainability)</p> <p>Providing governance and central support services, such as human resources, procurement, and finance.</p>	<p>ACCOMMODATIONS</p> <p>Maintaining suitable facilities for the collection, for visitors and for administrative functions.</p>
<p>KRA 1 Share knowledge through our programs, collaborations, and compelling visitor experiences.</p> <p>OUTCOME Engaged Canadians with the past, present, and future of science, technology, and society through rich and compelling experiences. Created nationally recognized destinations for all Canadians.</p>	<p>KRA 3 Advance our internationally renowned collection.</p> <p>OUTCOME Enriched the collection and enhanced its national and international reputation.</p>	<p>KRA 4 Ensure corporate sustainability.</p> <p>OUTCOME Demonstrated responsible management and governance of finances and resources.</p>	<p>KRA 1 Share knowledge through our programs, collaborations, and compelling visitor experiences.</p> <p>OUTCOME Engaged Canadians with the past, present, and future of science, technology, and society through rich and compelling experiences. Created nationally recognized destinations for all Canadians.</p>
<p>KRA 2 National presence, participation and outreach.</p> <p>OUTCOME Increased our outreach in all provinces and territories, with a variety of stakeholders involved in science, technology, and culture.</p>		<p>KRA 5 Become an employer of choice.</p> <p>OUTCOME Attracted, developed, supported, and retained a highly skilled, dynamic, and diverse workforce.</p>	<p>KRA 4 Ensure corporate sustainability.</p> <p>OUTCOME Demonstrated responsible management and governance of finances and resources.</p>

KRA = KEY RESULT AREA

LET'S TALK ENERGY



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

Let's Talk Energy – Engaging Ideas for Canada's Future is a national six-year initiative spearheaded by the Canada Science and Technology Museums Corporation, and delivered in association with organizations across the country and internationally. Its primary purpose is to encourage national dialogue on the relationship between energy, the economy and the environment. Enhancing energy awareness and literacy among Canadians will contribute to a sustainable energy future for Canada.

Let's Talk Energy will continue to offer exhibitions, school programs, educational kits, web resources and products, events, activities and social media. Some of this year's highlights include, in association with museums, universities and local groups across the country, the screenings of the film *Switch* that explores our energy future; and the **SCEnaRios** initiative: a ten-month exploration of sustainable energy by students from around the world culminating in video presentations at the Rio+20 Conference in Rio de Janeiro in June 2012.

The Museum Affiliated Partners Program (or MAPP) is a national network of museums and science organizations that have partnered with the Corporation to collaborate and contribute to **Let's Talk Energy**. These organizations, along with the Corporation's three Museums, are presenting or developing complementary exhibitions or programs on the theme of energy. Together, these organizations offer Canadians the opportunity to explore their relationship with energy, to learn and understand about developments in new energy technologies, and to appreciate their role and the role of others in improving the environmental sustainability of energy production and use.

THE MUSEUM AFFILIATED PARTNERS PROGRAM



PARTNERS

- Biosphere, Environment Museum
- Canada Agriculture and Food Museum
- Canada Aviation and Space Museum
- Canada Science and Technology Museum
- Canadian Nuclear Safety Commission
- Discovery Centre
- Eptek Art & Culture Centre
- Glenbow Museum
- Heritage Park Historical Village
- Johnson GEO Centre
- La Cité de l'énergie
- Leduc #1 Energy Discovery Centre
- Maritime Museum of the Atlantic
- Montréal Science Centre
- Musée de la nature et des sciences de Sherbrooke
- Musée du Fjord
- Musée minéralogique et minier de Thetford Mines
- Museo Interactivo de Economía (MIDE)
(Interactive Museum of Economics)
- Museum of Industry
- North Cape Wind Energy Interpretive Centre

- Oil Museum of Canada
- Ontario Science Centre
- Science East
- Science North
- Science World
- TELUS Spark
- The Manitoba Museum
- THEMUSEUM
- Western Development Museum



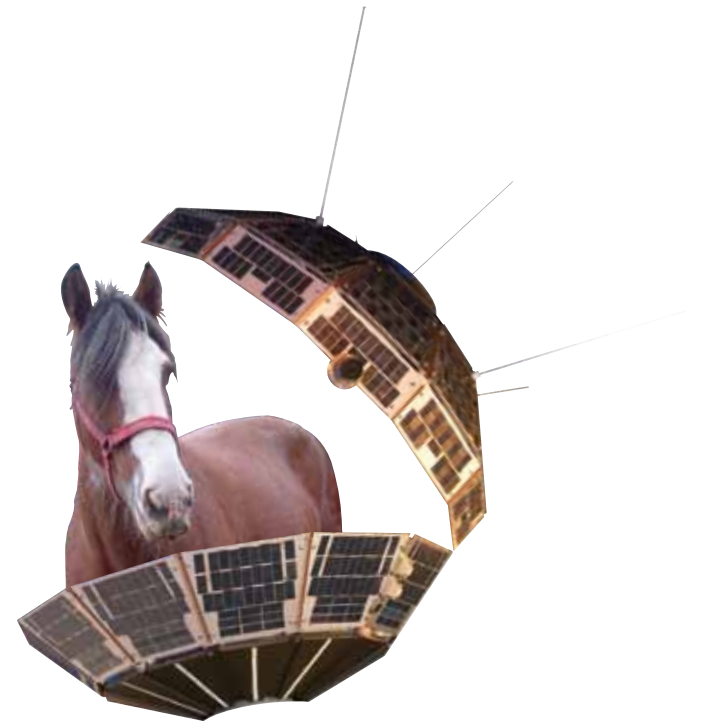
SHARING KNOWLEDGE

(Education and Outreach)

Sharing knowledge of the world of science and technology is one of the Corporation's most important activities. In 2012–2013, the Corporation accomplished this through a wide range of captivating programs and visitor experiences, engaging Canadians in the past, present and future of science and technology. Another important area involves enhancing the Corporation's national presence and expanding public participation and outreach. This was achieved in collaboration with a variety of stakeholders in all provinces and territories, particularly through expanded use of social media, online tools and other forms of outreach.

RESULTS BY NUMBERS

The tables below help the CSTMC describe its accomplishments and provide details on the results for 2012–2013 against indicators identified at the beginning of the fiscal year. Several new indicators, added in 2012–2013, will be used as baseline targets for future years.



KRA 1: SHARE KNOWLEDGE THROUGH OUR PROGRAMS AND COMPELLING VISITOR EXPERIENCES

Outcome: We engaged Canadians in the past, present and future of science, technology and society through rich and compelling experiences.

INDICATORS/TARGETS	RESULTS 2012-2013	RESULTS 2011-2012
<p>Attendance at all three Museums meet projected targets.</p> <p>Annual target: CAFM: 150,700 CASM: 190,000 CSTM: 330,000 CSTMC: 670,700</p>	<p>Target mostly met</p> <p>CAFM: 167,750 CASM: 190,289 CSTM: 295,184 CSTMC: 653,223</p> <p>Decrease in attendance is partly attributed to a drop in participation by school groups that should be temporary. The decrease in attendance at CSTM in the longer term is reflective of its aging facility.</p>	<p>CAFM: 163,833 CASM: 185,259 CSTM: 308,583 CSTMC: 657,675</p>
<p>Review visitor satisfaction rate from yearly visitor survey</p> <p>Target: visitor satisfaction = 90%</p>	<p>The Corporation is developing a new visitor survey tool that will provide more flexibility for conducting visitor satisfaction surveys in-house using mobile technologies, which will be a more cost-effective approach.</p>	
<p>Number of new exhibitions and displays at each Museum</p>	<p>6 exhibitions 20 displays</p>	<p>9 exhibitions 16 displays</p>
<p>Number of innovations enhancing the visitor experience at each Museum</p>	<p>CAFM: 7 programming innovations, including garden interpretation, special events and enhanced site animation. CASM: 6 programming innovations, including camps, interactives, workshops and concerts. CSTM: 14 programming innovations, including demonstrations, interactives and special events.</p>	<p>New indicator for 2012-2013</p>
<p>Number of new technologies on the floor</p>	<p>CAFM: 2 new technologies, including QR codes and a cow nose pump for the Harvesting Energy Weekend. CASM: 2 new technologies, including the Redbird flight simulator and Unpiloted Aerial Vehicle (UAV) rescue technology. CSTM: 9 new technologies, including the launch of free Wi-Fi for visitors and the renewing of the Connexions exhibition.</p>	<p>New indicator for 2012-2013</p>

– KRA 1 continued

KRA 1: SHARE KNOWLEDGE THROUGH OUR PROGRAMS AND COMPELLING VISITOR EXPERIENCES

Outcome: We engaged Canadians in the past, present and future of science, technology and society through rich and compelling experiences.

INDICATORS/TARGETS	RESULTS 2012–2013	RESULTS 2011–2012
Use of mobile devices on the floor	<p>CAFM: A digital video camera is being used to produce promotional videos and an iPad was used to facilitate the Harvesting Energy Garden Tour.</p> <p>CASM: iPads continue to be used by guides, and collection albums have been added to enhance iPad use.</p> <p>CSTM: iPads are used regularly during special events and school programming, and exhibitions are testing the use of iPads to facilitate visitor tracking.</p> <p>CSTMC Library and Archives: The CSTMC library collection was included in the Horizon Library System application for mobile devices.</p> <p>Membership: BlackBerry devices were introduced to scan registration to Members' activities.</p>	New indicator for 2012–2013

KRA 2: NATIONAL PRESENCE, PARTICIPATION AND OUTREACH

Outcome: We increased our outreach in all provinces and territories with a variety of stakeholders involved in science, technology and culture.

INDICATORS/TARGETS	RESULTS 2012–2013	RESULTS 2011–2012
<p>Web visits meet projected targets</p> <p>Target: 3% increase in web visits from 2011–2012</p>	<p>Log files: 3,335,218 (8% increase)</p> <p>Analytics: 1,384,305 (13% increase)</p> <p>Target exceeded</p>	<p>Log files: 3,095,852</p> <p>Analytics: 1,228,645</p>
<p>New social media connections (new Facebook Likes, Twitter followers, YouTube subscribers)</p> <p>Views (YouTube and Flickr)</p>	<p>TOTAL connections</p> <p>Facebook Likes: 6,086</p> <p>Twitter followers: 7,143</p> <p>YouTube subscribers: 505</p> <p>Flickr views: 281,536</p> <p>YouTube views: 217,169</p>	New indicators for 2012–2013

– KRA 2 continued

KRA 2: NATIONAL PRESENCE, PARTICIPATION AND OUTREACH

Outcome: We increased our outreach in all provinces and territories with a variety of stakeholders involved in science, technology and culture.

INDICATORS/TARGETS	RESULTS 2012–2013	RESULTS 2011–2012
Number of exhibitions travelling	10 travelling products	
Number of venues	37 venues	26 venues
Number of visitors	4,639,181 visitors	
Number of professional presentations/ participants	137 presentations/4,977 participants	New indicators for 2012–2013
Number of new Museum Affiliated Partners Program (MAPP) partners Target: 10 partners over 6 years	28 partners in 31 locations	21 partners in 27 locations
Level of satisfaction of new MAPP collaboration	100% of respondents were satisfied or very satisfied with the MAPP network and its activities.	New indicator for 2012–2013
Number of new Explore Energy Partners	REEVALUATED A user-generated Explore Energy map will be used in the future as the indicator to better assess the result of connections and collaborations amongst Let's Talk Energy partners.	New indicator for 2012–2013
Number of artifacts on loan	419 CSTMC artifacts on loan	443 artifacts on loan
Number of venues	54 venues in 8 provinces and 2 territories	67 venues in 8 provinces and 2 territories
Number of visitors	1,984,400 visitors viewed loaned artifacts	
Number of artifact records on the web	215,641 records are on the Canadian Heritage Information Network (CHIN)	New indicator for 2012–2013
Number of educational materials downloaded	REEVALUATED Recently, page tagging technology (Analytics) has proven to be a more accurate measurement for downloaded information. The CSTMC will reevaluate the method by which it gathers this information to provide a better picture of its success.	
Participate in/host/develop national/international conferences, workshops, and/or symposiums	Participated in/hosted/developed 40 national/international conferences, workshops and/or symposiums.	New indicators for 2012–2013



VIRTUAL MUSEUM

The Corporation is highly innovative in its use of online tools: from out-of-this-world webcasts to making material available online, distance education, social media, crowd-sourcing ideas for exhibitions such as a new kitchen appliance collection and exciting online content considered leading edge around the world in social media. Over the past few years, the Corporation has also analyzed, enhanced and expanded its online offerings to make the technomuses.ca websites valuable resources for educators, students and researchers.

Some exciting highlights from this past year include launching the **Canadian Women of Innovation** website on International Women's Day, linking up with Colonel Chris Hadfield while he was the Commander of the International Space Station and providing online ticketing for the first time for **STAR WARS™ Identities**.





ENGAGING EVENTS AND POPULAR PROGRAMS

Throughout the year, the Corporation's three Museums offer a wide range of programs, festivals, concerts, lectures, commemorations and more, sharing fascinating experiences of science and technology with visitors of all ages.

CANADA AGRICULTURE AND FOOD MUSEUM

The Canada Agriculture and Food Museum has a long standing tradition with its public programming, which continues to increase in popularity. Visitors of all ages came to experience sheep shearing, ice cream making, a weekend-long Halloween party and many more seasonal family friendly activities that delighted the senses.

CANADA AVIATION AND SPACE MUSEUM

The Canada Aviation and Space Museum continues to offer its outstanding programming. While attracting new visitors to the Museum with innovative programming such as the live interactive headphone concert with Kid Koala, the Museum also continues to commemorate important dates in

Canadian aviation history. To finish up the year, the March Break LEGO® competition was another sold out hit for the 22nd year in a row.

CANADA SCIENCE AND TECHNOLOGY MUSEUM

The Canada Science and Technology Museum's strong public programs continue to be popular with families and school groups. Astronomy-themed programming remains a strong draw with opportunities to watch the night sky through the telescope in the Helen Sawyer Hogg Observatory, sit in awe in the inflatable planetarium or be lucky enough to view a shooting star. The CSTM continues its commitment to the promotion of STEM with youth by leading National Science and Technology Week and hosting several activities such as the Sanofi BioGENEius Challenge Awards and *Cool Science Saturday* during this past year's Winterlude Festival.

SCHOOL PROGRAMS

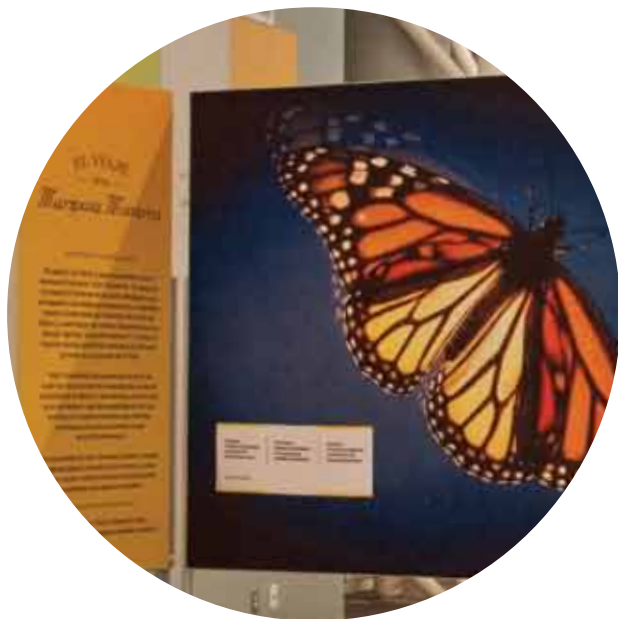
At the three Museums combined, a total of 61,458 students attended 2,316 inspiring educational programs and workshops designed to demonstrate just how fascinating science and technology can be.

SUMMER DAY CAMPS

Summer day camps at all three Museums are among the region's most popular summer activities. A total of 2,119 campers enjoyed the 93 camps offered in 2012-2013.



INNOVATIVE EXHIBITIONS



Each of the Corporation's three Museums is responsible for presenting a variety of fascinating exhibitions. For the next few years, the Museums will follow the Corporation's recently adopted Five-Year Exhibition Plan in addition to special anniversaries and collection highlights.

This past year saw some small, yet powerful exhibitions at each Museum. The Canada Agriculture and Food Museum commemorated the 100th anniversary of the Calgary Stampede with the small display **What I Saw at the Calgary Stampede**.

The Canada Aviation and Space Museum was the first venue to exhibit **On the Trail of the Monarch Butterfly** photography exhibition. This exhibition, which is travelling across the country with the help of the CASM, was presented in conjunction with the Embassy of Mexico in Canada. The Corporation continues to work with organizations to showcase new and developing technologies in special exhibitions named **TechnoZones**. The CASM opened a new **TechnoZone** in

partnership with the Natural Sciences and Engineering Research Council of Canada featuring the practical applications of unmanned aerial vehicles.

At the Canada Science and Technology Museum the popular **Connexions** exhibition, which traces the evolution of electronic communications, received a high-tech update with the generous support of Rogers Television. In efforts to get more of the national collection on the floor, **Your Collection** invites visitors to enjoy a behind-the-scenes look at the national collection and its fascinating artifacts—many of which have never been on public display before.



RECOGNIZING SCIENTIFIC AND TECHNOLOGICAL ACHIEVEMENT

The Corporation promotes the study and expansion of science and technology at every level of Canadian society, and is proud to participate in underlining the contributions of various individuals and groups. Three new members were inducted into the Canadian Science and Engineering Hall of Fame: J. A. D. McCurdy, Brenda Milner and Ursula Martius Franklin. The accomplishments of these inductees include advancing Canada's aviation industry and pioneering the fields of cognitive science and of archaeometry, the use of modern technologies to study ancient materials. The Corporation's three Museums also hosted in May the annual Canadian Association of Science Centres conference. The three-day conference, with the theme of *Energy @ the Centre*, was well attended with 120 delegates from across the country.

KEY STAKEHOLDERS: TEACHERS AND STUDENTS

The Corporation's educational programming strives to be relevant for both teachers and students, and be a partner in learning about science and technology. This strategy has proven successful. For example, during National Science and Technology

Week in October, teachers were invited to participate in a draw to win their school program at the Canada Agriculture and Food Museum. Across Canada this year, more than 85,000 people took part in 249 events, involving 753 different activities.

In mid-July, the CSTM's popular Summer Institute for Elementary Teachers welcomed teachers from Newfoundland and Labrador, New Brunswick, Quebec, Ontario, Manitoba, and the Northwest Territories. This second annual three-day professional learning workshop shared innovative teaching strategies for integrating science, technology, engineering and mathematics (STEM) into classroom lessons.

Finally, the equally popular Reading Artifacts Summer Institute welcomed 35 participants from the United States, Ireland, France and Canada. Over four days, scholars and people interested in teaching history through artifacts, or in expanding their research, used artifacts from the CSTMC's collection to learn about conservation, cataloguing and collection development.



J. A. D. McCurdy



Brenda Milner



Ursula Martius Franklin

Throughout the year, the Corporation met and welcomed dignitaries, officials and special guests from all walks of life.

1 The Banta family, in front of a showcase featuring items from Russell Banta's collection of family artifacts, photographs and documents relating to the early days of cattle ranching in Canada. The showcase was part of **What I Saw at the Calgary Stampede**, an exhibition on the centennial of the Calgary Stampede. **2** The stand-up ceremony marking Canada's new command, the Canadian Joint Operations Command, was held at the CASM on October 5. Seated, left to right: Lieutenant-General Stuart Beare and General Walt Natynczyk, Chief of the Defence Staff. **3** On November 2, His Excellency Hansjörg Walter, President of the National Council of Switzerland, His Excellency Ulrich Lehner, Swiss Ambassador to Canada, and their special guests enjoyed a VIP tour of the CAFM with the Museum's Director General. **4** In a successful collaboration between the CASM, Rideau Hall and the Canadian Space Agency, His Excellency the Right Honourable David Johnston, Governor General



of Canada, chatted with Commander Chris Hadfield during a live downlink from the International Space Station, with over 250 curious school-aged guests watching and listening in. **5** Speaking at the Public Service Engage Learning and Networking event at the CASM on November 27, the Honourable Tony Clement, President of the Treasury Board, spoke, as did CEO Denise Amyot, on the topic, "Innovation on a Shoestring". **6** The Honourable David Emerson, Head of the Aerospace Review, submitted the report *Beyond the Horizon: Canada's Interests and Future in Aerospace* to the Honourable Christian Paradis, Minister of Industry, at a November 29 event at the CASM. **7** While in Calgary in April, Denise Amyot met with entrepreneur Brett Wilson at his Prairie Merchant Corporation offices to hear his vision for a new national science museum, which includes showing how science and innovation are part of everyday life. Mr Wilson is widely known from appearing on CBC's "Dragons' Den" television show. **8** At a special ceremony at the CASM on March 15, Prime Minister Stephen Harper officially congratulated Commander Hadfield on assuming command of the International Space Station. **9** The Honourable Steven Fletcher, Minister of State (Transport) and the Honourable Peter Kent, Minister of the Environment, at the CASM on June 4 announcing as part of Environment Week the release of *Canada's Action Plan to Reduce Greenhouse Gas Emissions from Aviation*. **10** The Honourable Gary Goodyear, Minister of State (Science and Technology), at the opening of the Canadian Association of Science Centres conference, in May. **11** The Honourable Kelvin K. Ogilvie, Senator, opened the "Genomics: the Power and the Promise" public lecture series presented by Genome Canada and the Gairdner Foundation on November 28 at the CSTM.



7



8



11



6



9



10



EXPANDING OUR NATIONAL PRESENCE



The Corporation's exhibitions travel each year to venues across Canada and around the world. This year, 10 travelling exhibitions were featured at 37 venues, reaching 4.6 million visitors. In addition, the Corporation loans artifacts to other institutions, and engages in initiatives focused on sharing its collections and archives.

MAKING THE COLLECTION ACCESSIBLE: TRAVELLING EXHIBITIONS, ARTIFACT LOANS AND SHARED ACCESS

- **Food for Health**, produced by the CAFM, was presented at the Red Deer Museum + Art Gallery in Alberta and the Western Development Museums in Moose Jaw and Saskatoon, Saskatchewan. This popular exhibition is already booked at additional venues through January 2014—including requests from the United States.

- **Fire! Fire!**, featuring the CSTM's most iconic fire engines, ran throughout the summer of 2012 at Shawinigan's Cité de l'énergie. Due to the exhibition's popularity, the fire engines will remain on loan for the summers of 2013 and 2014.
- The **Canadian Science and Engineering Hall of Fame** travelling exhibition was on display at the Galt Museum & Archives in Lethbridge, Alberta.
- **Amazing Food Routes**, an exhibition produced by the CAFM in partnership with the Inter-American Institute for Cooperation on Agriculture, travelled to the University of Manitoba in January.
- The Corporation's popular **Edukits**, educational activity kits, provide fascinating science experiences to students and teachers across Canada. Based on the pan-Canadian science curriculum, four different **Edukits** topics were used by schools in Newfoundland and Labrador, New Brunswick, Alberta, Quebec and Ontario.



SHARING EXPERTISE

In addition to its exhibitions, programming and artifact loans, the Corporation shares its expertise through association with other museums, science centres and various organizations, institutions and communities.

Employees serve on professional committees and other groups around the world, exchanging knowledge in the fields of science, technology, education and leadership. Through publications, lectures, consultations and participation in various initiatives, staff engage in a vital public dialogue about the importance of science, technology and engineering in our daily lives, often bringing with virtual technology the programming right into classrooms across the country.





CMA



ASTC

AWARDS AND RECOGNITION

The Corporation is proud to have the work of its staff recognized internally and externally. Awards won in 2012–2013 include the Outstanding Acquisition Award from the Canadian Aeronautical Preservation Association (CAPA), the Companies for Conservation Award from Hydro Ottawa (HO), an honourable mention in the outstanding exhibitions category from the Canadian Museums Association (CMA), and the Roy L. Shafer Leading Edge Award for Leadership in the Field from the Association of Science-Technology Centers (ASTC) for **Let's Talk Energy**, the pan-Canadian energy literacy initiative.



HO

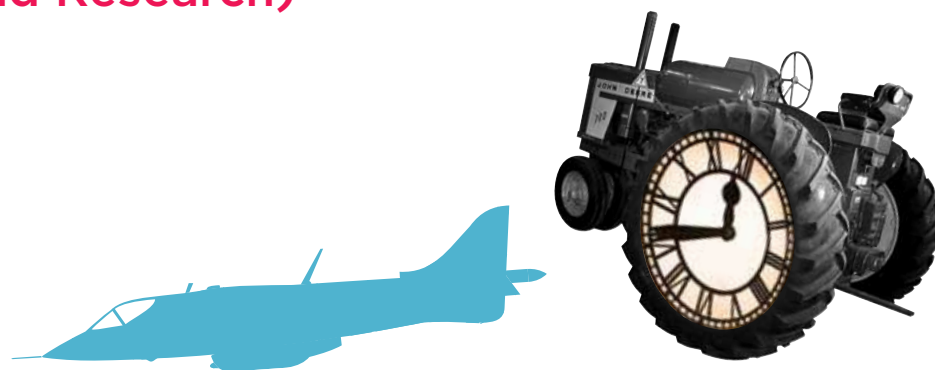


CAPA

HERITAGE PRESERVATION



(Collection and Research)



Given the speed of scientific and technological advances, the national collection must include representative artifacts ranging broadly from early scientific tools to the latest in electronic communications. One of the Corporation's key activities involves the creation and maintenance of an internationally renowned collection. To ensure the acquisition, preservation and study of a national collection representative of Canadian scientific and technological achievements, the Corporation's Collection and Research staff over the past year have worked to enrich the collection by identifying and acquiring objects of national importance, while also making the collection more accessible and enhancing its international reputation.

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



KRA 3: AN INTERNATIONALLY RENOWNED COLLECTION

Outcome: We enriched the collection and enhanced its national and international reputation.

INDICATORS	RESULTS 2012-2013	RESULTS 2011-2012
Percentage of artifacts catalogued according to Corporation standards	53.4%	52.9%
Number of new accessions	108	56
Number of deaccessions	201 artifacts deaccessioned resulting in a recovery of 930 m ² of storage space	809 artifacts deaccessioned
Number of new CSTMC artifacts with condition report (not previously documented)	302 artifacts newly documented	New indicator for 2012-2013
Number of artifacts acquired linked to new technologies	53 artifacts linked to new technology	New indicator for 2012-2013



PRESERVING CANADA'S HERITAGE

Conservation and Collection Services assesses the condition of artifacts to be acquired, and monitors the condition of all artifacts on an ongoing basis. The division is also responsible for the preservation and restoration of artifacts, and prepares artifacts for the Corporation's exhibitions, programs and loans. Conservation and Collection Services also establishes and maintains appropriate conditions for storing, displaying and accessing artifacts and archival materials. For instance, the division implements specialized conservation measures, including anoxic storage for prototype anti-gravity suits, long-term storage for internal combustion engines, and a survey of older plastics in the collection. In association with dedicated groups of volunteers, restoration continues on the North Star and Beaufighter aircraft at the CASM.





DOCUMENTING

CANADA'S SCIENCE AND TECHNOLOGY HISTORY



Good documentation is crucial to sharing information about the Corporation's fascinating national collection. The availability of digitized data in text and image forms is particularly important if the Corporation is to effectively provide information to institutions, researchers and educators around the world.

There are currently 46,070 database records for 3D artifacts that are part of the national collection, 96% of which are accessible online through the Canadian Heritage Information Network (CHIN). Furthermore, all of the items in the Library's collection of books and periodicals, as well as some of its trade literature collection—representing 54,634 records—are accessible through the Library's online catalogue.

Work also continued on the Collection Rationalization Project (CRP), which involves updating information on artifacts acquired before 1982, in addition to assessing collecting priorities. The CRP is based on the Collection Development

Strategy, which has earned praise around the world. In 2012–2013, 12% of the collection (5,240 artifacts) was reviewed under the CRP, and 201 artifacts were identified for deaccessioning, resulting in 930 m² of storage floor space being freed up.



BUILDING THE COLLECTION

Each year, the Corporation adds objects of national importance to its collection. These include everything from rare animal breeds to aircraft to scientific instruments, making the Corporation's collection one of the most diverse and fascinating among all national museum corporations.

The **most notable acquisitions** of 2012–2013 include a threshing machine from Prince Edward Island; the Pratt & Whitney Boeing 720 flying test bed; and the rich Domtar company archives, spanning more than 150 years in the history of an industry that shaped lumber-producing regions across the country.



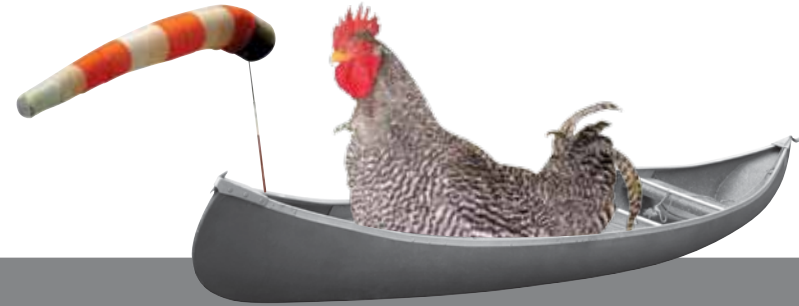
INTERNAL SERVICES

(Corporate Sustainability)



Corporate sustainability is an important part of everything the Corporation does. Managing its resources, services and infrastructure on behalf of all Canadians, the Corporation has continued to demonstrate responsible management of its finances and resources through a combination of internal economies and efficiencies, effective governance and best practices.

Knowing the key to its success is an active and dedicated workforce, the Corporation has worked toward becoming an employer of choice, and has been able to attract, develop, support and retain a highly skilled, dynamic and diverse workforce.



KRA 4: CORPORATE SUSTAINABILITY

Outcome: We demonstrated responsible management and governance of financial and other resources.

INDICATORS/TARGETS	RESULTS 2012-2013	RESULTS 2011-2012
Number of volunteers	369 active volunteers	377 volunteers
Number of new recruited	191 new recruits	
Number of volunteer hours	34,444 volunteer hours	32,000 hours
Donations, in-kind and sponsorship support Target: \$1,600,000	\$2,105,000 (\$227,000 Foundation + \$715,000 in-kind + \$1,163,000 sponsorships) Target exceeded	\$2,062,000 (\$321,000 Foundation + \$677,000 in-kind + \$1,064,000 sponsorships)
Revenue generation Target: \$4,525,000	\$4,863,000 Target exceeded	\$4,579,000

– KRA 4 continued

KRA 4: CORPORATE SUSTAINABILITY

Outcome: We demonstrated responsible management and governance of financial and other resources.

INDICATORS/TARGETS	RESULTS 2012–2013	RESULTS 2011–2012
Boutique sales (CASM/CSTM) Target: \$700,000	\$842,000 Target exceeded	\$965,000
Number of rentals/sales	160 rentals/\$213,000 in sales	\$227,000 in sales
Number of staff taken information management (IM) training Percentage of positive response to IM training (feedback forms)	100% of staff have taken IM training 14 migration sessions 53 staff have received IM coaching and training Satisfaction survey are being developed and will be conducted in a future quarter	New indicators for 2012–2013

KRA 5: BECOMING AN EMPLOYER OF CHOICE

Outcome: We attracted, developed, supported and retained a highly skilled, dynamic and diverse workforce.

INDICATORS	RESULTS 2012–2013	RESULTS 2011–2012
Training on entrepreneurship provided to all staff	Thematic Series sessions included two speakers on entrepreneurship. The entrepreneurship working group of non-management employees has developed an action plan and a definition of entrepreneurship for the Corporation.	New indicator for 2012–2013
Opportunities for management to engage staff in corporate priorities and direction	Across the Corporation: bilateral meetings, all-staff meetings, team meetings, brainstorming opportunities, 6–7 staff engagement sessions, 3 working groups established (Entrepreneurship, Digitization, Visitor Experience), Social Media Club established, Division meetings.	New indicator for 2012–2013
Number of training hours for staff across the Corporation	4,462 hours	3,811 hours



GENERATING REVENUES

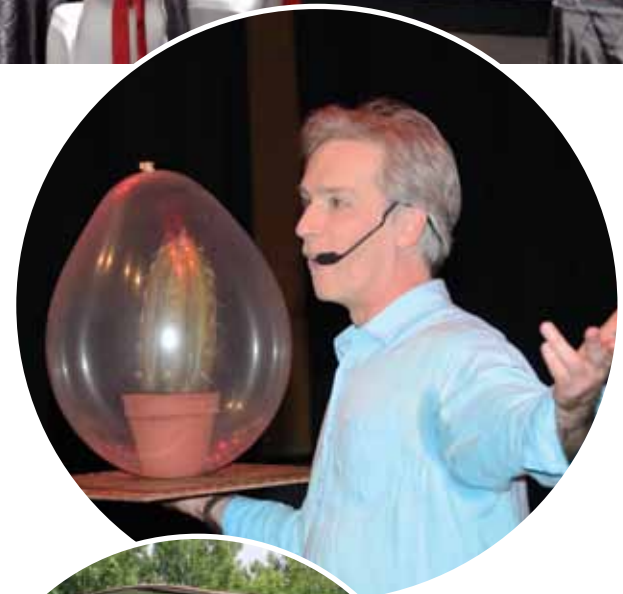
Each year, to supplement its yearly government allocation, the Corporation raises funds through admission fees, special programs, fundraising events, donations, sponsorships and collaborations.

Admission fees were raised at both the CSTM and CASM, bringing their fees more in line with those of other national museums and helping to meet required targets for revenue generation. In November, the CASM became the only authorized Canadian supplier of Canadian Space Agency products. The variety of rental facilities available at both the CASM and CSTM continue to provide revenue generating opportunities for the Corporation.

Some interesting revenue diversification initiatives from 2012–2013 include:

- The CAFM is a working farm and the sale of milk produced by its dairy herd resulted in revenues of \$255,000.

- The CASM's Flight Experience program offers visitors flights in two vintage Waco UPF-7 biplanes, as well as a Robinson R-44 helicopter. These flights generated \$23,718 in revenues.
- The CSTM charged a small fee for visitors to experience riding the Shay steam locomotive, generating \$12,181 in revenues.
- The Corporation earned almost \$20,000 from selling copies of images and drawings in its 2D collection to customers in North America, Europe and Asia.





NATIONAL MUSIC CENTRE



UNIVERSITY OF OTTAWA



RARE BREEDS CANADA

SPONSORSHIPS AND AGREEMENTS

The Corporation is active in generating revenues through collaborations and sponsorships. Through its Business Development Division and with the support of management, the Corporation signed a number of new multi-year cash and in-kind agreements with various private and public sector partners.

The following initiatives benefit from these collaborations:

- **Food: The Science You Eat Initiative** – Agriculture and Agri-Food Canada, Canadian Food Inspection Agency, Health Canada (Food Directorate), Public Health Agency of Canada and Nestlé Canada Inc.
- **Potash: Feeding the World** – Canadian Fertilizer Institute, Agrium Inc., Potash Corporation of Saskatchewan Inc. and The Mosaic Company.
- **Let's Talk Energy** – Canadian Natural Resources Limited, Cenovus Energy Inc., Canadian Nuclear Safety Commission and Natural Resources Canada.

- **TechnoZones** – Public Works and Government Services Canada—Canadian Innovation Commercialization Program (CICP).
- **Science, Technology, Engineering and Mathematics (STEM) Initiative** – ADM Science and Technology Integration Board, Canadian Nuclear Safety Commission, Industry Canada and Natural Resources Canada.

MEMORANDA OF UNDERSTANDING AND OTHER AGREEMENTS

Agreements signed with other organizations this year included collaborations, Memoranda of Understanding and other arrangements with the following:

- Algonquin College
- China Soong Ching Ling Foundation Research Centre
- Domtar Inc.
- Embassy of Mexico in Canada

- Inter-American Institute for Cooperation on Agriculture (IICA)
- National Museum of Emerging Science and Innovation (Miraikan) Japan
- National Music Centre
- Nutrients for Life Foundation Canada
- Polish Aviation Museum, Krakow
- Public Works and Government Services Canada—CICP
- Rare Breeds Canada
- University of Ottawa

THE CORPORATION WISHES TO ACKNOWLEDGE ITS CURRENT SPONSORS AND PARTNERS:

ADM S&T Integration Board
Agriculture and Agri-Food Canada
Agrium Inc.
Atomic Energy of Canada Limited
AUTO21
Bee Maid Honey
Big Ass Fans
Bombardier Aerospace
Canadian Association of Petroleum Producers
Canadian Fertilizer Institute
Canadian Food Inspection Agency
Canadian Gas Association
Canadian Natural Resources Limited
Canadian Nuclear Safety Commission
Canadian Wind Energy Association
Cenovus Energy Inc.
Centre for Energy
ConocoPhillips Canada
Curtiss-Wright
Encana Corporation

Green Aviation Research & Development Network
Health Canada
Imperial Oil Foundation
Industry Canada
Natural Resources Canada
Natural Sciences and Engineering Research Council of Canada
Nestlé Canada Inc.
OpenText Corporation
Parks Canada
Potash Corporation Inc.
Pratt & Whitney Canada Corp.
Public Health Agency of Canada
Public Works and Government Services Canada (CICP)
Rogers Television/Rogers Cable Inc.
Sustainable Development Technology Canada
The Mosaic Company
Toyota Canada Inc.
TV Rogers
University of Ottawa—School of Electrical
Engineering and Computer Science



CORPORATE SOCIAL RESPONSIBILITY

The Corporation works to raise awareness of many issues, while also sharing its expertise, programs and facilities with a wide range of communities and social sectors. The Corporation's staff is highly active in this regard, devoting considerable energy to the success of special initiatives at all three Museums.

In addition to initiatives specific to the Museums themselves, the Corporation has ongoing donation programs including the gifting of more than 500 museum passes and prizes, such as books and other corporate merchandise, provided for local and national fundraising events. All three Museums also run Youth Fund programs, which benefited 2,732 students from 71 schools and 6 community organizations this year.

The students were able to do hands-on experiments with equipment that the school could not afford.

– Anonymous visitor





A COLLABORATIVE AND ENGAGING WORKPLACE

Every aspect of the Corporation's work, whether public or behind-the-scenes, relies on the expertise, enthusiasm and dedication of everyone from curatorial to programming to administrative to visitor services staff. As a recognized top employer, the Corporation seeks to ensure that all employees are supported, energized and challenged.

The Corporation strongly believes in professional development and was very proud to be able to provide staff with a total of 203 hours of professional development training, 416 hours of internal language training, and 168 hours of internal first aid/WHMIS training. In addition, employees attended a number of personal and professional development conferences and seminars, both as presenters and participants.

One of the primary strengths of the Corporation is **its staff**.





MEMBERSHIP

MATTERS

The Membership Program flagship activities, including the Holiday Event and the CAFM Halloween Party, continue to be sold out events. At the end of the fiscal year, the Corporation had close to 6,500 membership households—an 11% increase compared to the previous year—generating a profit of more than \$125,000 for the Corporation.

One of the Corporation's most important and successful initiatives is its **Membership Program**, which offers members wide range of benefits and categories.



RECOGNIZING VOLUNTEERS

Over the years, the Corporation has attracted a wide range of skilled volunteers for everything from artifact restoration and conservation, to special events, interpretation and animal care. In April, the Corporation celebrated a major milestone, with 500,000 hours of volunteer services recorded.

A Youth Volunteer Group was founded in January 2013 with the goal of having volunteers offer special science activities to the public. It is comprised of 12 very engaged bilingual youth who received about 20 hours of training. They completed 256 hours of volunteering in the first three months of the program.

This year, 369 dedicated individuals contributed 34,444 hours to projects at all three Museums, an increase of 6.5% compared to last year.



- | | | |
|-------------------------|-------------------------|---------------------|
| Khadija Abdeddaim | Edmund Bowkett, Jr | Glenn Cook |
| Hodane Abdi | Edmund Bowkett, Sr | John Corby |
| Jonathan Aguilar | Leslie Bown | Michel Côté |
| Ahmed Ahmed | Paul Bown | Bernard Courtois |
| Omer Akaltin | Haris Box | Jamie Cousineau |
| Antonin Alain | David Boyd | Darin Cowan |
| Thomas Alföldi | Gary Boyle | Doug Dalziel |
| Farid Ali | Jane Bray | Attila Danko |
| Philippe Arsenault | Carl Broughton | Huwayda Darrat |
| Robert J. Austin | Richard Brugger | Shubhajeet Das |
| Bricette Ayite | Jacques Brunelle | Danica Davies |
| Mishaal Azahar | John Christopher Bryant | Robert Day |
| Shraddha Badaravada | Colin Buda | Frank Deehan |
| Vaishnavi Badaravada | Lisa Bui | Gilbert Desbecquets |
| Vedavaty Badaravada | David Burt | Robert Desjardins |
| Shayon Banerjee | Karine Cadieux | Patrick Devenish |
| Charles Barbeau | Andrew Cameron | Thomas Devey |
| Michel Barbeau | Brent Cameron | Sanjay Dhawan |
| Charles Baril | Douglas Campbell | Eliana Diamantstein |
| Martin Baroody | Grace Campbell | Éric Dicaire |
| Edmund Barrick | Aldo Campitelli | Robert Dick |
| Zachary Basanda | Alec Campo | Michael DiCola |
| Kevin Battista | Caterina Campo | Katelynn Dixon |
| Frank Bayerl | Pablo Cardona | Gabrielle Domingue |
| Murray Beaulieu | Cédrik Carrière | Jerry Dong |
| Bernadette Beckett | Doug Carswell | James Donner |
| Marwane Benkirane | Daniel Carter | Austin Douglas |
| Othmane Benkirane | Zoé Carty | John Douglas |
| Graham Bennett | Rachel Cavanagh | Pierre Drapeau |
| Amente Bexele | Rahul Chakravarthy | Claude Drisdale |
| Biman Bihari | Reg Chappel | Claudette Drisdale |
| Akshyn Biman-Telang | Guy Charron | Danielle Drisdale |
| Reg Blain | Ashley Chen | Stacy Dubois |
| Elizabeth Blais | Jason Chen | Benjamin Dudley |
| Gilles-Philippe Blouin | Stella Chen | Arielle Dufresne |
| Edward Bolton | Robert Cherry | Duncan duFresne |
| James Book | Alain Chouinard | John Duggan |
| Neven Bosiljic | Luella Christy-Antonin | Amanda Dunn |
| Asha-Maria Bost | Philip Chrysler | John Dunphy |
| Bernard Bouchard | Monique Clairoux | Garry Dupont |
| Jacques Bouchard | James Clark | Zoë Dworsky-Fried |
| René Bourassa | Geoffrey Cockhill | Oscar Echeverri |
| Emilie Bourguignon | Margaret Collins | Dave Elliott |
| Bonita (Bonnie) Bowkett | Gerry Conrad | Paul Ennis |

Hector Ewing	Robert Hobbs	Jennifer Latoche	David McGowran	Benjamin Paul	Jennifer Smith	Ana Vrzic
Ishan Fernando	Ed Hogan	Anne-Marie Lavallée	Stephen McIntyre	John Peacock	Nelson Smith	Bryan Wakeford
Shelani Fernando	Michael Hope	Richard Lawrence	Saskia Mckay	George Pearce	Norman Smith	Sunny Wang
François Fournier	Bill Hough	James Lawton	Campbell McNeil	Judith Peckham	Hafsa Souleiman-Abdillahi	Mark Ward
Hillard Francis	Richard Houle	Claude Le Blanc	Garrett McNeil	Caitlyn Pellerin	Shayda Spakowski	Steven Weaver
Bertram Frandsen	Erin Howard-Hoszko	Melissa Leclerc	Carlos Xavier Mendoza	Robert Pennett	Jean-Pierre Spénard	Beth Webster
Ghislaine Frappier	Kenny Hsu	Patrick Legault	Nadja Merali	Makusi Peter	Thomas Spencer	Bill Weiler
Christopher Fuchs	Paul Hughes	Pierre Legault	John Mercier	George Popadynec	Kent Spott	Alan Westland
Ronit Gandhi	Marwa Ibrahim	Pierre-Nicolas Legault	Robert Mercier	Andre Poulin	Cloé St-Amour	Eric Wetmore
Gerald Gaugl	Ian Jackson	Éric Lemay	Robert Merrick	Tommy Power	Ian Stewart	Mae Wilson
Rolf Geiger	Philip Jago	Joseph Lemieux	Andrew Merritt	Tony Raab	Ronald St-Martin	MaryAnn Wu
Bruce Gemmill	Den Jakupi	Terrence Leversedge	Julia Meyer	Superna Ramesh	William Stocker	Leon Xu
Charles Gendron	Allan Jamieson	Erin Li	Len Michaud	Greg Reynolds	Dave Stremes	Maxime Xu
Harvey Gillespie	Ralph Jean-Poix	Zelig Li	Pamela Middleton	Dennis Rice	Cecilia Su	Helen Yendall
Jason Gillespie	Malak Jebara	Eugene Lin	Vernon Miller	Peter Richer	Tina Su	Elizabeth Yeoh
Lynn Girard	May Jebara	Karen Louise Lochhead	Michael Moghadam	James Riddoch	David Tafel	Yoonsin Yoong
Paul Girard	Tony Jeong	Richard Lodge	Robert Moore	Katherine Riley	Casey Tanner	Tim Young
Bianca Go	Jennifer Jiang	James Lohnes	Christian Moreau	Alain Rioux	John Tasseron	William Young
William Goldney	Alexandre Jodoin	Jack Loucks	Gabriel Moreau	Orazio Rizzi	Bill Tate	Stephanie Youngdale
Laura Gong	Neil Johnstone	Daisy Lowdon	Colin Morehouse	Lee Robinson	David Tate	Giuseppe Zanetti
Alicea Grace	Terry Judge	David Lowdon	Patrick Morel-A-L'Huissier	Ross C. Robinson	Allen Taylor	Mahdi Zeghal
Bruce Grant	Ernest Jury	Felix Lu	Dave Moryas	John Rodney	David Taylor	Manel Zeghal
Don Gregory	Elisa Kazan	Maxwell Lucas	Bill Moulton	Michael Roy	James Taylor	Kevin Zhang
Yvan Guay	Bruce Kettles	Meghan Lundrigan	Bob Murray	Miville Roy	Maha Temkit	Yuhang Zhang
Don Gunawardena	Dylan Kettles	Zach Lunetta	Jessie Murray	Stephanie Roy	Christopher Teron	Lisa Zhong
Tammy-Lynn Haché	Minji Kim	Fanta Ly	Joe Murray	Tony Rybczynski	Jonathan Tessier	
Samuel Hadwen	Gatu Kirubi	James Lyon	Rebecca Murray	Ruba Safieddine	John Thibert	
D. A. (Sandy) Haggart	Shaun Klepko	Christi Lyttle	Milad Nabizada	Robert Sampson	David Thompson	
Victor Haggart	Melissa Knight	Claire MacArthur	Wilbert Neal	Dinara Sarybaeva	Srikar Thungathurti	
John Halpenny	Maryam Kotait	Robert MacDonald	Robert Alexander Nederlof	Celine Sayed	Tim Timmins	
Richard Harding	Wanda Kowalski	Taylor Mackie	Chafic Nehme	Al Schulte	Jacob Toohey	
Steve Hardy	Peter Krayner von Krauss	Donald MacNeil	Jérémy Noël	Stephanie Schultz	Mathieu Tousignant	
Stephen Harling	Norman Kummer	Natasha Maher	David Norenberg	Alan Scott	Martin Trépanier	
Isaac Harris	Paul Labranche	Jade Mak	Michael Nowell	Erin Scullion	Peter Trobridge	
Felicity Harrison	Michel Lacasse	Steven Maki	Dardell Numa	Aritra Sengupta	Joseph Trzcinski	
Rodney Hautot	Nicole Lacey	Bryon Mask	Laura Nunan	Navid Shafiyi Saruestani	Janet Tulloch	
Graeme Kevin Hay	Ron Lachance	Aavan Matharu	Charles Patrick O'Dale	William Shaw	Amy Turner	
Peter Hayman	Dennis Ladouceur	Jaipal Matharu	Jane O'Donovan	Reg Shevel	Jim Tyerman	
Allan J. Heffler	Hélène Laframboise	Vanessa Matta	Leo O'Donovan	Rui Shi	Bill Upton	
Breleene Hemmington Laskoski	James Laing	Anne Maurais	Sarah Olberg	Yemin Shou	Eric Vaz	
Tom Hewitt	Florian Lalonde	Shamus McCoy	Robert Olson	Nirmal Sinha	Irusha Vidanamadura	
Mark Heyendal	Maddie Lamirande	John McDermott	Gavin Osborne	George Skinner	Aramis Vigeant	
Colin Hine	Félix Lamontagne	Bryden McDonald	Samuel Ott	Stanton Smail	Maurice-André Vigneault	
Vivian Ho	Daniel Larose	Maddie McDougall	Parth Patel	Bob Smith	Jacob von Chorus	

A JOB WELL DONE

The staff at the Corporation is a highly motivated group, earning accolades both within the organization and from outside. Service awards were presented to 35 employees; 13 staff members received Muses Awards, where employees recognize their co-workers for outstanding efforts; and 23 staff were recognized for 10 different Management Awards.

Furthermore, the Corporation is very proud of employees Monique Horth and Jean-François LaBrosse who were awarded Queen Elizabeth II Diamond Jubilee Medals for their significant achievements and contributions to Canada.



25 YEARS OF SERVICE AWARD

Denise Amyot, **Michel Labrecque**, **Bryan Dewalt**, **Liz Barney**. Absent: Rénauld Fortier, Corey Stephen.



20 YEARS OF SERVICE AWARD

Fernand Proulx, Denise Amyot, **Gary Sanford**. Absent: Anna Adamek, Luke Bisson, Claude Faubert, Gerald Lynott, Patricia Montero.



15 YEARS OF SERVICE AWARD

Denise Amyot, **Kimberly Reynolds**, **Luc Fournier**, **Shelley Boudreau**, **Christina Lucas**. Absent: Ann Sian Jones.



10 YEARS OF SERVICE AWARD

Denise Amyot, **Julie Lacroix**, **Cédric St-Amour**, **Serge Farah**, **Monique Horth**, **Hugo Ouellette**. Absent: Roxanne Brunet, Marie-Sophie Desaulniers, Renée Gingras, Marc Ladouceur, Karoline Klug, Andrew Macdonald, Chris Morin.



5 YEARS OF SERVICE AWARD

Denise Amyot, **Louise Lafrenière**, **Marcia Rak**, **Kelly Ray**. Absent: Catherine Émond, Natalie Guénette, Sophie Penner.



EXCELLENCE AWARD

Luc Fournier, **Kristen Abraham**, Denise Amyot. Absent: Sandra Corbeil.



EXCELLENCE AND TEAM WORK

Elizabeth Marcotte-Mulders, **Sharon Huizinga-Latour**, **Martine Thériault**, Denise Amyot.



PARTICIPATION AND OUTREACH

Ellen Burack, **Jason Armstrong**, Denise Amyot.



CORPORATE SOCIAL RESPONSIBILITY

Kerry-Leigh Burchill, **Mireille Sauvé**, **Fraser McDonald**, Denise Amyot. Absent: Jennifer Parent.



ENTREPRENEURIAL SPIRIT AND CREATIVITY

Fernand Proulx, **Chris Morin**, Denise Amyot.



PRIDE AND TEAMWORK

Stephen Quick, **Bryan Dewalt**, **Erin Secord**, **Line Pivin**, **Sue Warren**, **Sean Tudor**, **Sharon Babaian**, Denise Amyot. Absent: Anna Adamek, Kevin Machan, Tony Missio, Pat Montero.



TEAMWORK

Fernand Proulx, **Joe Quinn**, Denise Amyot.



LEADERSHIP AND EXCELLENCE

Yves St-Onge, **Cédric St-Amour**, Denise Amyot.



LEADERSHIP

Monique Horth, **Gabrielle Trépanier**, Denise Amyot.



LEADERSHIP AND ENGAGEMENT

Stephen Quick, **Sue Warren**, Denise Amyot.

ACCOMMO ATIONS



Accommodations have a direct impact on the Corporation's ability to share knowledge through fascinating programs and visitor experiences. Over the past year, all three of the Corporation's Museums have remained nationally recognized cultural destinations. This attests to the Corporation's ability to maintain a safe and appropriate physical environment for public programming, collection storage and display, and administrative services.

The Corporation's approach to accommodations also reflects its commitment to corporate sustainability. By maintaining, improving and expanding its public and back-of-house facilities, the Corporation continues to demonstrate responsible management and governance of its finances and other resources.

ENHANCING CORPORATION SITES

The Corporation's physical infrastructure absorbs a considerable percentage of its operating costs. Over the past year, the Corporation continued to enhance energy efficiency, while streamlining some facilities and expanding others.

The biggest capital project of the year for the Corporation was the renovation at the CAFM of a historical building which was transformed into a dynamic new Learning Centre for year-round programming, exhibition gallery, learning labs, a lecture hall and improved visitor and group amenities. The facility was on schedule to open in May 2013.

Other projects completed this year include the relocation of the planetarium, renovation of the demonstration stage at the CSTM, and the re-lamping of exterior lights at an administration building resulting in energy cost savings.

KRA 1: SHARE KNOWLEDGE THROUGH OUR PROGRAMS AND COMPELLING VISITOR EXPERIENCES

Outcome 2: We created nationally recognized destinations for all Canadians.

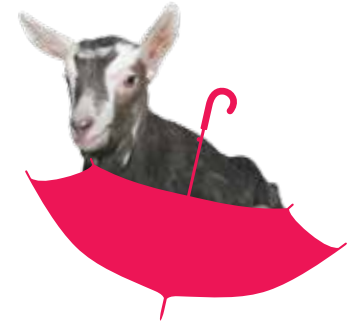
INDICATORS	RESULTS 2012-2013	RESULTS 2011-2012
Documentation complete for site selection of new museum, the thematic framework and for architect selection.	Postponed until planning funds become available.	Postponed until planning funds become available.

KRA 4: CORPORATE SUSTAINABILITY

Outcome: We demonstrated responsible management and governance of financial and other resources.

INDICATORS	RESULTS 2012-2013	RESULTS 2011-2012
Number of capital projects completed on time and on budget	4 capital projects completed	3 capital projects completed

MANAGEMENT DISCUSSION AND ANALYSIS



The Canada Science and Technology Museums Corporation (CSTMC) is committed to achieving the mandate established by the *Museums Act* while ensuring a strong financial and operational foundation required to support the delivery of its fascinating products.

STRATEGIC DIRECTION

The Board of Trustees established the current strategic direction in 2010–2011 over a five-year period. This Annual Report reflects the third year of this planning period. Using the Program Alignment Architecture, the Corporation established five Key Result Areas (KRAs), which serve as general goals. Each of the KRAs has performance indicators that can be monitored to assess the objectives and strategies established for each KRA.

The five Key Result Areas are:

1. Share knowledge through our programs, collaborations, and compelling visitor experiences. (Sharing Knowledge and Accommodations)
2. National presence, participation and outreach. (Sharing Knowledge)
3. Advance our internationally renowned collection. (Heritage Preservation)
4. Ensure corporate sustainability. (Internal Services and Accommodations)
5. Become an employer of choice. (Internal Services)

As the Annual Report demonstrates, on the whole the Corporation achieved most of the strategies and objectives it had set. However, to refocus its efforts and return to a balanced position in 2012–2013, some adjustments were required to constrain or reduce costs while diversifying and increasing revenues.

ENVIRONMENTAL SCAN

Like other cultural and tourist organizations in Canada's Capital Region (CCR), the CSTMC is affected by several noteworthy environmental pressures including: the ongoing global financial instability, workforce reductions negatively impacting spending, competition from other cultural and recreational attractions in the CCR, tourism deterred by increasing fuel prices and by the high Canadian dollar, and Canadians' expectations for digital content. In addition, attendance of school groups visiting all three Museums during the first half of the school year was affected by the Ontario teachers' labour disruption.

RISK ANALYSIS

The key risks to the Corporation's ability to achieve its mandate are financial pressures, as it does not have the means to create substantial new program offerings or to make the required investments for CSTM facilities in order to continue to attract and engage visitors on the scale of

the other national museums in Canada or national science museums abroad. The Corporation's inability to make these investments is constrained by inflation coupled with rising non-discretionary costs, such as utilities, taxes, rent and maintenance. These fixed costs absorb up to 40% of the Corporation's budget, which in addition to human resources costs, totals 85% of the Corporation's expenses, leaving 15% for program development. To balance these pressures, the CSTMC practices sound fiscal management, cost-reduction measures and diversified revenue generation internally, and reaches out externally to enhance relationships with key stakeholders and form new collaborative financial relationships to deliver programs.

For the CSTM, the Corporation will continue to explore options for a purpose-built Museum building and for proper accommodations of its collection reserve storage given the limitation of current facilities. In particular, the roof and HVAC units at the CSTM are in urgent need of replacement at a cost of \$3.345 million. The Corporation will invest in repairs to the extent possible while trying to secure funds required for replacements.

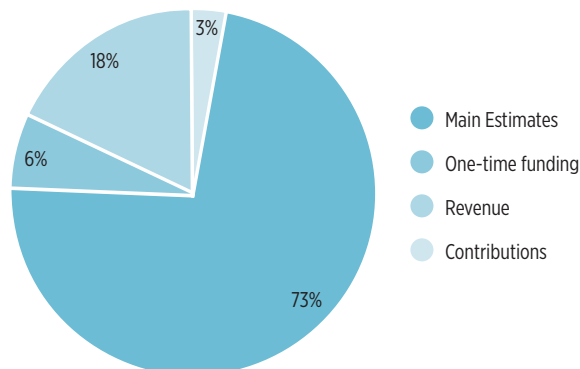
BUDGET OVERVIEW

The Corporation's budget for 2012-2013, reported on an accrual basis, totalled \$38.637 million—comprised of funds received from three different sources: parliamentary appropriation, self-generated and other revenue, and contributions from the CSTMC Foundation.

Parliamentary Appropriations

Total appropriation in the Corporation's statements is reported on an accrual basis in the amount of \$31.6 million in 2012-2013. The total voted appropriation was \$28.9 million on a cash basis, which included a final contribution of \$2.4 million from Budget 2008 for specific capital projects (mainly at the CAFM and CASM). Later in the year, the Corporation received a supplementary amount of \$2.6 million for severance adjustments and retroactive wage settlements.

Source of Funds



Self-Generated Revenues

The Corporation recorded an increase of \$374,000 in revenues generated compared with fiscal year 2011-2012, mainly from the increase in admission prices at the CSTM and CASM. The price of an adult ticket at the CSTM went up \$3 and \$4 at the CASM, making admission prices more in line with other national museums in the CCR.

Corporate development revenues continue to increase with the growth of sponsorships obtained for the successful **Let's Talk Energy** initiative, as well as rising interest from third parties in the **TechnoZone** and **Potash: Feeding the World** exhibition. The \$1.163 million in sponsorship revenue for 2012-2013 represents an increase of almost 10% compared to last year. Membership sales increased by 38% in 2012-2013 compared to the previous year. This significant increase was achieved by increasing membership privileges, such as early registration for summer camps. Important contributions from the Canada Science and Technology Museums Corporation Foundation totalled \$227,000 in 2012-2013.

Boutique sales and other revenues are areas where the most significant decreases have been observed. "Other" revenues include travelling exhibitions and various non-recurring activities. The decrease in boutique sales is mainly related

to the drop in attendance to the Museums, partly due to the Ontario teachers' labour dispute.

OPERATING EXPENDITURES: YEAR-END POSITION

The Corporation's total expenses for 2012-2013 amounted to \$35.9 million, compared to \$38.6 million in 2011-2012. Personnel and accommodation costs required to manage and safeguard the collection continue to be the largest use of funds, amounting to \$19.3 million and \$11.6 million respectively. Of the remaining amount, \$6 million allowed the Corporation to deliver on its programs with a focus on showcasing the collection.

Total operating costs have decreased by \$2.7 million when compared to 2011-2012. The Corporation has implemented many cost reduction strategies including reduced building maintenance and decreased exhibition activity. The strategy is to limit new exhibitions unless they are funded by sponsorships or have a high return on investment. Significant human resources changes at the end of 2011 contributed to the significant decrease in personnel costs in 2012-2013. These were made after a strategic review of its program and service offerings, and helped the Corporation to return to a positive budget position after the pay-out of a legal settlement of \$500,000 recorded under professional services in 2011-2012. The combination of these reduction measures permitted the Corporation to address its 2011-2012 deficit.

The budget surplus recorded for 2012-2013 is mainly attributed to the timing of payments stemming from the severance buy-out option negotiated in a collective agreement ratified on May 9, 2012, with the Corporations' employees represented by the Public Service Alliance of Canada (PSAC). This severance option was made to align with the Treasury Board's agreements with its employees. Some of the payments had been expensed in 2011-2012 for which appropriations had been received later in 2012-2013. This contributed to the deficit in 2011-2012 and the surplus in 2012-2013. The \$2.8 million operating surplus will be used to

absorb any accumulated deficit not addressed through the reduction measures cited above and remaining funds will be re-invested in capital.

Capital

The most significant capital project for the Corporation in 2012–2013 was the renovation of the new learning center at the Canada Agriculture and Food Museum, which opened in May 2013, permitting it to offer programs and services year-round. The project was funded through Budget 2008 at an expense of \$5.0 million in total since construction began in 2011–2012. Other minor capital projects were implemented using operational efficiencies from energy saving initiatives in previous years. The Corporation completed four of the capital projects planned for 2012–2013, for a total investment of \$4.4 million in capital assets in 2012–2013.

OUTLOOK

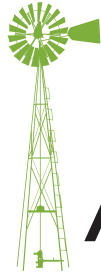
The Corporation continues to make progress in regards to its strategic objectives. The admission pricing adjustments had a positive impact on revenues in 2012–2013, and improvements at the Canada Agriculture and Food Museum should continue to encourage revenue growth. Creative product lines and thematic exhibition additions such as the simulators at the Canada Aviation and Space Museum, are also expected to contribute to new revenue generation.

The Corporation understands that in order to remain relevant to all Canadians, it must reach out beyond Canada's Capital Region. The focus continues to leverage electronic media, rebuilding the Corporation's websites and using social media such as Flickr, Twitter, YouTube, Pinterest and Facebook. The Corporation's web sites are in the process of being entirely revitalized, using the most modern tools to ensure the websites are kept current with ease. The 2013–2014 Corporate Plan Summary outlines the importance of digital and virtual offerings in expanding outreach.

While virtual tools provide Canadians with access to the national collection, such tools cannot replace the visitor experience of being in the presence of the actual artifacts. The Corporation will continue to expand its efforts to preserve its rich collection and share the country's scientific and technological heritage with Canadians and the world. By continuing to promote artifact loans and expanding its inventory of travelling products, the Corporation further fosters scientific and technological literacy throughout Canada—a mandate that becomes increasingly relevant with society and the economy's deepening dependence on science and technology in areas such as manufacturing, travel, agriculture and communications.

A suitable solution regarding funding and facilities will be required for the Corporation to ensure it is able to continue to fulfill its mandate. Science and innovation has helped define who we are as Canadians, and the CSTMC will continue to preserve this rich heritage which facilitates the discussions that help Canadians cultivate their place in the future.

FINANCIAL STATEMENTS



MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS



The financial statements contained in this Annual Report have been prepared by Management in accordance with Canadian public sector accounting standards for Government not-for-profit organizations, and the integrity and objectivity of the data in these financial statements are Management's responsibility. Management is also responsible for all other information in 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 Part X of the *Financial Administration Act* and regulations, as well as the *Museums Act* and the by-laws of the Corporation.

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

Fernand Proulx
Chief Operating Officer and interim President and CEO

Yannick Brazeau
Controller

June 18, 2013



Auditor General of Canada
Vérificateur général du Canada

INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage and Official Languages

Report on the Financial Statements

I have audited the accompanying financial statements of the National Museum of Science and Technology, which comprise the statement of financial position as at 31 March 2013, and the statement of operations, statement of changes in net assets 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 public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my 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 2013, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

110 rue Sparks Street, Ottawa, Ontario K1A 0S1

Report on Other Legal and Regulatory Requirements

As required by the *Financial Administration Act*, I report that, in my opinion, the accounting principles in Canadian public sector accounting standards have been applied 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 regulations and the by-laws of the National Museum of Science and Technology.

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

18 June 2013
Ottawa, Canada

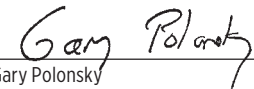
STATEMENT OF FINANCIAL POSITION

As at

<i>(in thousands of dollars)</i>	March 31 2013	March 31 2012
ASSETS		
Current		
Cash and cash equivalents (Note 3)	\$11,195	\$10,264
Accounts receivable		
Government departments	1,315	1,638
Trade	494	409
Inventories	470	465
Prepaid expenses	50	104
	<u>13,524</u>	<u>12,880</u>
Collection (Note 4)	1	1
Capital Assets (Note 5)	65,770	64,415
	<u>\$79,295</u>	<u>\$77,296</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities		
Government departments	\$814	\$988
Accrued salaries and other	3,072	2,617
Current portion of employee future benefits (Note 6)	293	2,246
Deferred contributions and deferred revenues (Note 7)	6,554	6,755
	<u>10,733</u>	<u>12,606</u>
Employee future benefits (Note 6)	224	581
Long-term advance (Note 8)	4,533	4,533
Deferred contributions related to capital assets (Note 9)	51,684	50,223
	<u>67,174</u>	<u>67,943</u>
NET ASSETS		
Unrestricted	2,019	(749)
Investment in capital assets	10,102	10,102
	<u>12,121</u>	<u>9,353</u>
	<u>\$79,295</u>	<u>\$77,296</u>

Contractual obligations and contingencies (Notes 14 and 16)
The accompanying notes and schedules form an integral part of these financial statements.

Approved by the Board of Trustees



Gary Polonsky
Chairman



Neil Russon
Chairman, Finance, Audit and Risk Management Committee

STATEMENT OF OPERATIONS

For the year ended March 31

<i>(in thousands of dollars)</i>	2013	2012
REVENUES		
Operating (Schedule 1)	\$5,858	\$5,491
Contributions	1,109	1,118
Interest	168	152
Total revenues	7,135	6,761
EXPENSES (Schedule 2)		
Heritage preservation	4,340	5,160
Sharing knowledge	12,983	13,477
Internal services	7,019	7,703
Accommodation	11,580	12,306
Total expenses	35,922	38,646
Deficit before parliamentary appropriations	(28,787)	(31,885)
Parliamentary appropriations (Note 10)	31,555	31,346
Surplus (deficit) for the year	\$2,768	\$(539)

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

STATEMENT OF CHANGES IN NET ASSETS

For the year ended March 31

<i>(in thousands of dollars)</i>	2013	2012
INVESTMENT IN CAPITAL ASSETS		
Investment in capital assets, beginning of year	\$10,102	\$10,102
Change in investment in capital assets for the year	-	-
Investment in capital assets, end of year	10,102	10,102
UNRESTRICTED NET ASSETS		
Unrestricted net deficit, beginning of year	(749)	(210)
Surplus (deficit) for the year	2,768	(539)
Unrestricted net surplus (deficit), end of year	2,019	(749)
NET ASSETS, END OF THE YEAR	\$12,121	\$9,353

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

STATEMENT OF CASH FLOWS

For the year ended March 31

(in thousands of dollars)	2013	2012
Operating activities:		
Cash received (clients)	\$7,573	\$5,721
Parliamentary appropriations received for operations	28,663	27,262
Cash paid (employees and suppliers)	(34,119)	(36,202)
Cash received for restricted contributions	227	321
Interest received	101	143
Net cash generated (used) through operating activities	2,445	(2,755)
Capital activities:		
Acquisition of capital assets	(4,422)	(2,428)
Net cash used through capital activities	(4,422)	(2,428)
Financing activities:		
Appropriations received for the acquisition of capital assets	2,908	2,093
Net cash generated through financing activities	2,908	2,093
Increase (decrease) in cash and cash equivalents	931	(3,090)
Cash and equivalents, beginning of year	10,264	13,354
Cash and cash equivalents, end of year	\$11,195	\$10,264
Consisting of:		
Cash	\$2,592	\$ 1,178
Cash equivalents	8,603	9,086
	\$11,195	\$10,264

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

NOTES TO FINANCIAL STATEMENTS

March 31, 2013

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 and Food Museum. The Corporation's operations are organized by functionality as follows:

Heritage Preservation

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

Sharing Knowledge

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

Internal Services

This includes services such as human resources, finance and facilities management, 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. It also includes a significant portion of the amortization expense since the main capital acquisitions relate to the Corporation facilities.

2. ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian Public Sector Accounting standards. The significant accounting policies are:

(a) Basis of presentation

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

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

(b) Cash and cash equivalents

The Corporation's investments are highly liquid as they are redeemable on demand without prior notice or penalty and limited to fixed income securities in reputable financial institutions that are members of the Canadian Payment Association, government backed paper and commercial paper rated A++ by the Canadian Bond Rating Services (CBRS).

(c) Accounts receivable

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

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

(d) Inventories

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

(e) Collection

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

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

(f) Capital assets

Capital assets are recorded on the following basis. Acquired property and equipment owned by the Corporation are recorded at cost and amortized over their estimated useful life. Land and buildings owned by the Government of Canada and under the control of the Corporation are recorded at their estimated historical cost for land and at their estimated historical cost less accumulated amortization for buildings. The estimated historical net costs of the buildings have been credited to deferred contributions related to capital assets and the estimated historical cost of the land has been credited to net assets under the heading of investments of capital assets on the Statement of Financial Position. Land for which the historical cost cannot be reasonably determined is recorded at a nominal value with a corresponding amount credited to net assets. Improvements that extend the useful life or service potential of buildings are capitalized and 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.

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

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

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

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

(g) Employee future benefits

i) Pension benefits

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

ii) Severance benefits

Employees are entitled to severance benefits, as provided for under labour contracts and conditions of employment. The cost of these benefits is accrued as the employees render the services necessary to earn them. The Corporation has modified this benefit as of May 11, 2012, for all employees that retire or voluntarily leave the Corporation. Consequently, employees had the choice to receive their severance benefit payment immediately, defer the payment until retirement, or a combination of the two options, based on their continuous years of service with the Corporation as of May 11, 2012. The cost of benefits is actuarially determined as at March 31 of each year using the projected benefit method prorated on services. The obligation is unfunded. The valuation of the liability is based upon assumptions and best estimates relating to factors such as discount rate, inflation, anticipated turnover and employment retirements, and mortality rates. These benefits represent an obligation of the Corporation that entails settlement by future payment. Actuarial gains (losses) on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. Actuarial gains (losses) are recognized in the Statement of Operations on a systematic basis over the remaining service life of active employees covered by these post-employment benefits, which is 11 years (2012 – 11 years).

iii) Sick leave benefits

The Corporation provides sick leave benefits for employees that accumulate but do not vest. The cost of the accrued benefit obligations related to sick leave entitlement earned by employees is actuarially determined using the projected benefit method prorated on services and management's best estimate of inflation, discount rate, employee demographics and sick leave usage by active employees. Actuarial gains (losses) on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. Actuarial gains (losses) are recognized in the Statement of Operations on a systematic basis over the remaining service life of active employees covered by these post-employment benefits, which is 11 years (2012 – 11 years).

(h) Revenue recognition

i) Parliamentary appropriations

The Government of Canada provides funding to the Corporation.

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

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

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

ii) Operating

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

iii) Contributions

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

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

Contributions in kind that can be reasonably estimated are recorded at their estimated fair value when they are received. Because of the difficulty in determining their fair value, contributed services from volunteers and contributed services from the Rockcliffe Flying Club (Note 12), lease from Agriculture and Agri-Food Canada (Note 15), and donated objects for the collection (Note 4) are not recognized in these financial statements.

iv) Interest revenues

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

(i) Foreign currency translation

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

Gains and losses resulting from foreign currency translation are reported on the Statement of Operations. Gains are reported as Other revenues in the Schedule of Operating Revenues and losses are reported as Miscellaneous expenses on the Schedule of Expenses.

(j) Financial assets and liabilities

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

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

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

(k) Contingent liabilities

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

(l) Measurement uncertainty

The preparation of financial statements in accordance with Canadian public sector accounting standards applicable to government not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses for the year.

Accrued liabilities, allowance for doubtful accounts, employee future benefits and estimated useful lives of capital assets are the most significant items for which estimates are used.

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

i) Estimated useful lives of assets

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

ii) Severance and sick leave benefits

The cost of defined benefit severance plan and sick leave as well as the present value of the obligation is determined using an actuarial valuation. The actuarial valuation involves making assumptions about discount rates, usage rates, future salary increases, and departure rates. All assumptions are reviewed annually as at March 31. In determining the appropriate discount rate, management considers the interest rates of Government of

Canada bonds. Departure rates are based on experience from the public service of Canada and include mortality, disability, termination and retirement. Future salary increases are based on expected future inflation rates in Canada. Further details about the assumptions used are given in Note 6(b).

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

3. CASH AND CASH EQUIVALENTS

The overall portfolio yield as at March 31, 2013, was 1.44% (2012 – 1.37%) and the average term to maturity is 32 days (2012 – 184 days), redeemable on demand.

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, air and Space

During the year ended March 31, 2013, the Corporation deaccessioned 201 objects (2012 – 809 objects) for a total amount of \$709 (2012 – \$2,970) and accessioned 108 objects (2012 – 58 objects) to its collections through the accessioning/deaccessioning process for artifacts. Proceeds of sales of artifacts were used to acquire new objects for the collection.

5. CAPITAL ASSETS

<i>(In thousands of dollars)</i>	March 31, 2013			March 31, 2012		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Land	\$10,102	\$-	\$10,102	\$10,102	\$-	\$10,102
Buildings	69,503	27,978	41,525	68,726	26,403	42,323
Building improvements	22,489	14,719	7,770	22,048	13,495	8,553
Office furniture	773	509	264	773	425	348
Equipment	2,350	1,945	405	2,328	1,792	536
Computer software	1,275	1,122	153	1,276	1,091	185
Easement rights	147	-	147	147	-	147
Capital projects in progress	5,404	-	5,404	2,221	-	2,221
	<u>\$112,043</u>	<u>\$46,273</u>	<u>\$65,770</u>	<u>\$107,621</u>	<u>\$43,206</u>	<u>\$64,415</u>

6. EMPLOYEE FUTURE BENEFITS

(a) Pension benefits

The President of the Treasury Board of Canada sets the required employer contributions based on a multiple of the employees' required contribution. The general contribution rate effective at year end was 11.23% (2012 – 10.79%). Total contributions of \$1.63 million (2012 – \$1.63 million) were recognized as expense in the current year.

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

(b) Severance and sick leave benefits

The Corporation has modified severance benefits and ceased the accumulation of severance benefits as of May 11, 2012, for all employees that retire or voluntarily leave the Corporation. Consequently, employees had the choice to receive their severance benefit payment immediately, defer the payment until retirement, or a combination of the two options, based on their continuous years of service with the Corporation as of May 11, 2012. The Corporation continues to provide severance benefits to employees that are being laid-off. Severance benefits are not pre-funded and thus have no assets. Severance benefits will be paid from future appropriations.

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

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

<i>(in thousands of dollars)</i>	2013	2012
Accrued benefit obligation, beginning of year	\$2,827	\$2,984
Cost for the year	44	759
Benefits paid during the year	(2,426)	(1,149)
Interest costs	56	105
(Gain)/loss arising from plan settlement	141	-
Other (gain)/loss on accrued benefit obligation	132	128
Accrued benefit obligation, end of year	<u>774</u>	<u>2,827</u>
Unamortized actuarial gains and (losses)	(257)	-
Accrued benefit liability, end of year	<u>\$517</u>	<u>\$2,827</u>
Short-term portion	\$293	\$2,246
Long-term portion	224	581
	<u>\$517</u>	<u>\$2,827</u>

The significant actuarial assumption adopted in measuring the Corporation's accrued benefit obligation is a discount rate of 1.98% (2012 – 2.20%). For measurement purposes, management's best estimate for the general salary increases to estimate the current service cost and the accrued benefit obligation as at March 31, 2013, is an annual salary increase of 1% for the first ten years of employment (2012 – 1%) and 2% inflation rate increase (2012 – 2%). The average remaining service period of active employees covered by the benefit is 11 years (2012 – 11 years).

The most recent actuarial valuation made by the Corporation's actuary for the severance and sick leave benefits was performed as at March 31, 2013. The next valuation will be carried out as at March 31, 2015, or before, if the effect of any change on the plan obligation is significant.

7. DEFERRED CONTRIBUTIONS AND DEFERRED REVENUES

Deferred revenues represent amounts received in advance of services rendered. Deferred parliamentary appropriations represent approved parliamentary appropriations received for work not yet completed or received in advance. Deferred contributions represent funds received for a specified purpose and for which the related expenses have not yet been incurred.

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

<i>(in thousands of dollars)</i>	2013	2012
Balance at the beginning of the year	\$6,755	\$7,468
Add:		
Restricted contributions from non-government sources	227	321
Restricted appropriations received	1,890	2,271
Funds (used) received for the provision of goods and services	1,313	(378)
Less:		
Restricted contributions from non-government sources recognized	(227)	(321)
Restricted appropriations spent	(3,404)	(2,606)
Balance at the end of the year	\$6,554	\$6,755

8. LONG-TERM ADVANCE

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

<i>(in thousands of dollars)</i>	2013	2012
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.

9. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS

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

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

<i>(in thousands of dollars)</i>	2013	2012
Balance at the beginning of the year	\$50,223	\$50,930
Appropriations used to purchase capital assets	4,423	2,428
Amortization of deferred contributions related to capital assets	(2,962)	(3,135)
Balance at the end of the year	\$51,684	\$50,223

10. PARLIAMENTARY APPROPRIATIONS

(in thousands of dollars)	2013	2012
Main estimates amount provided for operating and capital expenditures	\$28,931	\$29,041
Supplementary estimates:		
Severance adjustments and retroactive wage settlements	2,571	1,263
	31,502	30,304
Deferred appropriation used in current year to purchase capital assets	1,514	335
Amounts used to purchase depreciable capital assets	(4,423)	(2,428)
Amortization of deferred contribution related to capital assets	2,962	3,135
Parliamentary appropriations	\$31,555	\$31,346

11. 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 Contributions in the Corporation’s Statement of Operations. For the fiscal year 2012–2013, the Foundation made a contribution of \$227,000 (2012 – \$321,000) to the Corporation. These funds were spent in accordance with donors’ wishes.

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

In 2012–2013, direct expenses related to fundraising costs and disbursed by the Corporation were:

- in part, charged to the Foundation and recorded as an “account receivable from the Foundation” by the Corporation for the amount of \$113,000 (2011–2012 – \$82,000);
- in the other part, absorbed by the Corporation to recognize the Foundation’s efforts to bring in sponsorships that have been recorded directly in the Corporation’s financial statements in the amount of \$148,000 (2011–2012 – \$199,000).

As at March 31, 2013, the amount due by the Foundation to the Corporation was \$531,000 (2012 – \$464,000).

It is the Corporation’s policy not to allocate the costs relating to building and equipment maintenance, administration services, and information technology to other functions of the Corporation and to the Foundation. These administrative support costs provided without charge to the Foundation are estimated at \$100,000 (2012 – \$90,000).

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

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

13. FINANCIAL INSTRUMENTS AND EXPOSURE TO RISK

The Corporation has identified and assessed its exposure as follows:

(a) Fair value

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

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

	March 31, 2013		March 31, 2012	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Long-term advance	\$4,533	\$2,957	\$4,533	\$2,804

(b) Credit risk

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

i) Cash

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

ii) Cash equivalents

The Corporation manages its exposure to credit risk arising from cash equivalents \$8,603,000 (2012 – \$9,086,000) 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.

iii) Accounts receivable

The Corporation is exposed to credit risk from customers in the normal course of business. At March 31, 2013, accounts receivable totalled \$1,809,191 (2012 – \$2,047,000). These figures are reported net of an allowance for doubtful accounts of \$319,533 (2012 – \$280,194), 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, 2013, was an increase of \$39,000 (2012 – decrease of \$9,000) relating to past due balances.

As at March 31, 2013, \$227,000 (2012 – \$388,000) of accounts receivable were past due (over 30 days), but not impaired.

(c) Market risk

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

i) Foreign currency risk

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

The Corporation operates primarily within Canada. Foreign currency risk is very limited, due to the small value of transactions in currencies other than Canadian dollar.

At March 31, 2013, cash and cash equivalents, and current liabilities include US \$30,139 (2012 – US \$29,973), and US \$10,716 (2012 – US \$703) respectively, which are exposed to changes in the US–Canadian dollar exchange rate.

The approximate impact of a 10% rise in the Canadian dollar compared to the US dollar on these exposed balances at March 31, 2013, is a \$1,942 (March 31, 2012 – \$2,927) decrease in surplus. The approximate impact of a 10% decline is a \$1,942 (2012 – \$2,927) increase in surplus.

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

ii) Interest rate risk

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

(d) Liquidity risk

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

The Corporation manages liquidity risk through the management of its cash and cash equivalents (Note 3). The Corporation has determined that the risk is not significant.

As at March 31, 2013, the entire Corporation's accounts payable and liabilities are due within 365 days (2012 – within 365 days). The Corporation's long-term advance is due within 2 years for the portion related to the implementation of the Canada Science and Technology Museums Foundation, and within 21 years for the portion related to the new revenue generating facilities.

14. CONTRACTUAL OBLIGATIONS

As at March 31, 2013, the Corporation had entered into various agreements for accommodation, protection services, facilities management services and exhibition rentals, for a total of \$6,533,000. The future minimum payments for the next five years are as follows:

<i>(in thousands of dollars)</i>	
2013–2014	\$4,303
2014–2015	1,633
2015–2016	211
2016–2017	183
2017–2018 and subsequent years	203
	<u>\$6,533</u>

As at March 31, 2012, the future minimum payments for the next five years were as follows:

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

15. RELATED PARTY TRANSACTIONS

The Corporation is related as a result of common ownership to all Government of Canada departments, agencies and Crown Corporations. The Corporation enters into transactions with these entities in the normal course of operations, under the same terms and conditions that 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 presented in part (a).

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

SCHEDULE OF EXPENSES

<i>(in thousands of dollars)</i>	2013	2012
Personnel costs – Salary and associated expenditures for the assignment of employees from Government organizations to the Corporation	\$715	\$677
Professional services – Audit services provided by the Office of the Auditor General of Canada	167	120
Total services received without charge	<u>\$882</u>	<u>\$797</u>

STATEMENT OF OPERATIONS

<i>(in thousands of dollars)</i>	2013	2012
REVENUES		
Contributions	\$882	\$797
EXPENSES		
Heritage Preservation	47	121
Sharing Knowledge	632	429
Internal Services	203	247

Also, during the year, the Corporation received services which were obtained without charge from Agriculture and Agri-Food Canada. Lease of buildings for the Canada Agriculture and Food Museum buildings located on the Central Experimental Farm site were provided without charge and are not presented in the Corporation's Statement of Operations because of the difficulty in determining the fair value of this contribution.

(b) **Internal Transactions** – In addition to related party transactions disclosed elsewhere in these financial statements, the cost of services provided by other federal departments, agencies, and Crown corporations, which are reflected in the Statement of Operations and the Statement of Changes in Net Assets, totalled \$4,911,000 (2012 – \$4,666,000). The Corporation incurred expenses such as property taxes, building rentals and employee benefits with related parties. Sales to related parties for the year ended March 31, 2013, were \$805,000 (2012 – \$575,000).

16. 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, 2013, there has been no provision recorded (2012 – no provision recorded). The effect, if any, of ultimate resolution of these matters will be accounted for when determinable.

17. COMPARATIVE INFORMATION

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

SCHEDULE OF OPERATING REVENUES

for the year ended March 31

<i>(in thousands of dollars)</i>	2013	2012
General admissions and programs		
Science and Technology	\$1,340	\$1,157
Aviation and Space	645	526
Agriculture and Food	605	498
Boutique sales	842	965
Facility rental	213	227
Membership	380	325
Grants and sponsorship	1,163	1,064
Farm operations	275	276
Thematic experiences	123	99
Other	272	354
TOTAL	\$5,858	\$5,491

SCHEDULE OF EXPENSES

for the year ended March 31

<i>(in thousands of dollars)</i>	2013	2012
Personnel costs	\$19,341	\$20,910
Amortization of property and equipment	3,067	3,231
Leases of buildings	1,916	1,928
Professional and special services	2,000	2,528
Property taxes	1,705	1,790
Property management services	1,176	1,174
Utilities	1,115	1,282
Material and supplies	982	1,018
Repairs and upkeep of buildings	827	878
Design and display	824	1,095
Protection services	738	713
Gift shops and product marketing	425	461
Advertising	327	218
Repair and upkeep of equipment	242	249
Communications	239	255
Publications	233	242
Travel	226	213
Office supplies and equipment	128	114
Miscellaneous	121	34
Rentals of equipment	92	94
Freight, express and cartage	78	88
Purchase of objects for the collection	76	80
Books	44	51
Total expenses	\$35,922	\$38,646