

3 FASCINATING MUSEUMS



CANADA SCIENCE AND TECHNOLOGY MUSEUMS CORPORATION
ANNUAL REPORT 2013-2014



CANADA AGRICULTURE
AND FOOD MUSEUM



CANADA AVIATION
AND SPACE MUSEUM



CANADA SCIENCE AND
TECHNOLOGY MUSEUM

3 FASCINATING MUSEUMS

Over the past year, the Canada Science and Technology Museums Corporation and its three fascinating Museums have continued to offer visitors the finest in science and technology programming, from nanoscience to *Star Wars*™, and rare animals to vintage vehicles.

In addition to providing onsite exhibitions and programs, the Corporation continued to reach far beyond its physical sites via social media, distance learning and travelling exhibitions, interacting with Canadians across the country, as well as virtual visitors around the world. It has also spearheaded a nationwide conversation on energy-related issues, has challenged people to ponder topics related to new horizons in medicine and computer science, and has demonstrated how integral Canadian scientific achievements are to everything from crop yields and medical science to mining and Space exploration.



In 2013–2014, the Corporation completed the implementation of its new visual branding, which now appears on websites, signage and other forms of public identity. This cohesive cross-platform look makes it clear that all three Museums are hip, fun and fascinating places to learn more about the science and technology that pervades our everyday lives.

As in previous years, the Corporation has maintained its emphasis on sparking the interest of young Canadians in science and technology careers. By making science interesting, keeping its programs accessible, and daring students to dream, the Corporation and its three Museums are preparing a new generation for future achievement.

This Report describes highlights of the 2013–2014 fiscal year, including innovative programming, new collaborations, improved efficiencies, and audience development.



CANADA SCIENCE AND TECHNOLOGY
MUSEUMS CORPORATION

A FASCINATING WORLD

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THANK YOU

to our volunteer photographers: Tom Alföldi, Richard Lawrence, André Lévesque, Robert MacDonald, Dave Moryas, Norman Smith, Bill Upton



FOLLOWING THE SPIRIT OF INNOVATION

FROM CHAIR,
DR GARY POLONSKY

As we reflect on the past year and our ongoing efforts to encourage young Canadians to pursue careers in science and technology, it is clear to me that the best is yet to come. Due to programs and events such as Science and Engineering Olympics competitions for school children, fascinating Space-themed summer day camps, and a celebration of 4-H Clubs and this country's agricultural heritage, we are attracting more young visitors than ever before.

This is important to any institution with an eye on the future—but even more so for an institution like ours,

which focuses on the scientific achievements and innovations of Canadians. And Canada is indeed a country of innovators.

As the Board of Trustees begins to develop the Corporation's next five-year strategic plan, the theme of innovation finds itself at the core of our discussions. It connects with the theme of transformation, which thus far has been the underpinning narrative of our collection, as well as of our exhibitions and interpretation plans. Our audiences are of course interested in understanding how Canadian technological heritage and historical achievements have led to the making of our country, but they also look to this Corporation's Museums to spark new ideas, dreams and desires that will one day—like the innovations of so many Canadians who have gone before—transform the world.

As part of the five-year strategic plan renewal, the Board will explore how innovations will be part of the continuation of our three current priorities:

1- Our commitment toward excellence in delivering **fascinating visitor experiences** will continue as we invite families and students to engage with our outstanding collections of artifacts and archival material, and to take part in scientific demonstrations showing that science is, in fact, one of the coolest things around. And through exhibitions, artifact loans, and distance-learning initiatives, we stay in touch with Canadians across the country and with a wider audience around the world.

2- Through completing the renewal of our websites, digitizing our collections, delivering a vibrant social media presence, and using every new digital tool and channel available to us, we will pursue our development of **digital technologies** as an efficient way of engaging with new audiences.

3- The **entrepreneurial spirit** seen in our dedicated staff was eloquently demonstrated with the presentation of the **STAR WARS™ Identities** exhibition. They also have spearheaded innovations

in everything from programming to exhibitions to social engagement, and have continued to strengthen our balance sheet by finding new ways to increase revenue while cutting costs.

And as we complete our five-year strategic plan, we will inevitably capture the highly anticipated celebrations of this country's 150th birthday in 2017, which will coincide with the 50th anniversary of the Canada Science and Technology Museum. We have already begun discussions with federal and other partners and institutions on how to best celebrate Canada's spirit of innovation.

As we approach the 150-year mark as a nation, we not only look back on a century and a half of outstanding technological achievement, but also look forward to the future, which no doubt will feature the innovations of some of the fresh young faces we see at our Museums each and every day.

This past year we said goodbye to President and CEO Denise Amyot, who took up a new position as President of the Association of Canadian Community Colleges on June 1, 2013. We wish Denise the best in all her future endeavours.

Shortly before publication of this Report, we were excited that Alex Benay has been appointed as the Corporation's President and CEO beginning July 2, 2014. I would like to take this opportunity publicly to welcome Alex as well as to thank Fernand Proulx for his year-long tenure and steady stewardship as Interim President and CEO.



IT'S BEEN QUITE A YEAR!

FROM INTERIM PRESIDENT
AND CEO,
FERNAND PROULX

This past year has seen the Corporation rise above many challenges to realize accomplishments that are tributes to each and every one of my colleagues' sense of purpose and commitment to goals. Supporting every expertly presented exhibition and underlying the three Museums' informative programs and websites are the hard work and diverse skills and talents of employees throughout the Corporation whose combined efforts are responsible for these achievements.

While **STAR WARS™ Identities** was perhaps the most public of our many successes this year—attracting

more than 100,000 visitors—there were many others of equal value. We opened the new Learning Centre at the Canada Agriculture and Food Museum three weeks early. The Learning Centre's new classrooms, learning labs and exhibition spaces allow the Museum to offer a wider variety of both public and school programs, and to embark on its multifaceted five-year food literacy initiative. We also surpassed the \$500,000 mark in membership revenues—making our membership program the most successful among all national museum corporations.

It was also a year of exciting new artifacts and exhibitions, from Canadarm 1 installed at the Canada Aviation and Space Museum and an innovative Clean Current tidal turbine on display in Technology Park at the Canada Science and Technology Museum, to the opening of **Potash: Feeding the World** exhibition and of **From Prototype to Market** in TechnoZone, both at the Canada Science and Technology Museum. This Museum welcomed its 20-millionth visitor this year as well—a major milestone by any standard.

We were equally fortunate in our volunteers. Hundreds demonstrated their knowledge and expertise behind the scenes and on the museum floor, giving thousands of hours of their time to projects and activities that could not have been done without them.

The Council of CEOs, representing Canada's national museums, met four times this past year to find ways to work collaboratively to increase efficiencies and to maximize strategic opportunities. The Corporation took the lead in Council discussions in several areas of interest to all national museums, such as reducing costs through shared procurement and sharing facility operations information.

To me, it appears that our staff took a page out of Yoda's playbook from *Star Wars V*, when he famously says: "Do... or do not. There is no try." I am proud to have been given the chance to lead such a strong group of professionals in achieving what amounts to a record year in many ways. There was a job well done in every way.

BOARD OF TRUSTEES

The Corporation is governed by a Board of Trustees, appointed by the Minister of Canadian Heritage and Official Languages, with the approval of the Governor-in-Council. The Board is accountable to Parliament, through the Minister of Canadian Heritage and Official Languages.

The Board is composed of up to 11 trustees, including a Chairperson and a Vice-Chairperson. The work of the Board is supported by three committees: the Executive Committee; the Governance Committee; and the Finance, Audit and Risk Management Committee. Acting collectively as the Board, trustees are responsible for strategic guidance and oversight, and for carrying out all the duties conferred upon the Corporation by the *Museums Act* and Part X of the *Financial Administration Act*.

In addition to meetings of the Board and Board Committees, trustees take part in meetings with management, as well as special activities on behalf of the Corporation. The Board also engages with the public at its Annual Public Meeting, during which it shares the Corporation's achievements and fiscal management over the last year, and the priorities for the coming year.

During the past fiscal year, Dr Ian McIlreath of Calgary, Alberta completed his term as a Board member, and Glen Schmidt, President, CEO and Director of Laricina Energy Ltd. joined the Board of Trustees.

In November 2013, the Honourable Shelly Glover, Minister of Canadian Heritage and Official Languages, announced the re-appointment of Dr Gary Polonsky as Chair of the Board of Trustees of the Corporation, for an additional four-year term, effective January 14, 2014.

COMMITTEE STRUCTURE

Board Committees usually meet before each Board of Trustees meeting, or via teleconference, and report on their activities at Board meetings. There are currently three Board Committees.

Executive Committee

The Executive Committee (EC) consists of the Chair, the Vice-Chair, two additional trustees designated by the Board, and the President and CEO, who sits as a non-voting member. This Committee establishes annual performance objectives and evaluation of the President and CEO, recommending both to the Board for approval. The Committee also has the authority to act when the full Board of Trustees is unable to meet in a timely fashion. The Executive Committee held three meetings during the 2013–2014 fiscal year.

Finance, Audit and Risk Management Committee

The Finance, Audit and Risk Management (FARM) Committee oversees the Corporation's financial management, its practices, and its information systems. This Committee reviews and advises the Board of Trustees on the Corporation's five-year

operating capital plans, as well as annual and quarterly financial statements. The FARM Committee also selects internal audits, reviews and advises the Board of Trustees on plans and reports from auditors, and oversees risk management policies and practices within the Corporation. The Committee is composed of no less than four trustees, as well as the President and CEO and the Chair, who are non-voting members of the Committee. The Committee held five meetings during the 2013–2014 fiscal year.

Governance Committee

The Governance Committee (GC) monitors and reviews governance of the Corporation in relation to best practices, and recommends changes aimed at enhancing operational effectiveness. The GC also reviews the Board's committee structures and memberships, and ensures that a Board self-assessment process is in place. The Committee reviews and recommends nominations for trustee appointments and reappointments, and is comprised of no less than four trustees, as well as the President and CEO and the Chair, who are non-voting members of the Committee. The Committee held two meetings during the 2013–2014 fiscal year.

CSTMC BOARD OF TRUSTEES—APRIL 24, 2014

Front row, left to right: Helen Johns, Dr Gary Polonsky, Fernand Proulx, Virginia McLaughlin
Back row, left to right: Dr Marie-Claire Bélanger, Neil Russon, Glen Schmidt, Jim Silye, Jane Hungerford

Absent: Eloise Opheim, Margaret E. Smith, Dr Harold Bjarnason



Trustees pose at the Canada Aviation and Space Museum with the Curtiss JN-4 "Canuck".

Name, Region

Term—BOARD COMMITTEES (as of March 31, 2014)

Dr Gary Polonsky, Ontario
January 14, 2014–January 13, 2018—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

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

Dr Harold Bjarnason, Manitoba
October 1, 2013–September 30, 2017—FARM

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

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

Helen Johns, Ontario
October 4, 2013–October 3, 2016—FARM

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

Glen Schmidt, Alberta
December 17, 2013–December 16, 2017

The term of Trustee Dr Ian McIlreath (Alberta) ended in 2013–2014.

*In accordance with the *Museums Act*, the incumbent trustee continues in office until a successor is appointed.



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.

OVERVIEW OF THE CORPORATION

The Canada Science and Technology Museums Corporation includes the Canada Agriculture and Food Museum, the Canada Aviation and Space Museum, and the Canada Science and Technology Museum, all located in the National Capital Region. Together, the three Museums are responsible for preserving Canada’s scientific and technological heritage, while also promoting, celebrating and sharing knowledge of that heritage.

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.”

EXECUTIVE MANAGEMENT

The Corporation’s daily operations are managed by its President and Chief Executive Officer (CEO), who is supported by a senior executive team. The senior managers include the Chief Operating Officer, the directors general of the Museums, who are also assigned a horizontal responsibility as vice-presidents, the Vice-President Collection and Research, Vice-President Human Resources, Vice-President Public Affairs and Marketing, and the Executive Director, Corporate Secretariat (see Corporate Reporting Structure). The Director General, Canada Science and Technology Museum, Vice-President Exhibitions was staffed on an interim basis, as was the position of President and CEO.

Corporate Reporting Structure



\$12.6 million
in revenue generation

387 artifacts
on loan at 57 venues
across the country,
viewed by 2,833,256
visitors

66,343 school
programming
participants

789,563
onsite visitors,
including visitors to
STAR WARS™ Identities,
a 21% increase from
last year

7,332
memberships,
representing
approximately 30,000
individuals, the highest
among all national
museums

149 artifacts added
to our collection

1 million views
on Flickr pages and
YouTube channels, a
30% increase

369 volunteers
contributed
36,427 hours, among
the highest of all
national museums

10.2 million
Canadians reached

\$200,000 in in-kind
sponsorships

3 local or
national awards
and 1 international
award

45 staff presentations
around the world

21 travelling
products in
23 venues reaching
5,700,000 people
across Canada

20 Let's Talk Energy
kiosks in 20 locations
across Canada

\$1.98 million in
sponsorship revenue

6 new Memoranda
of Understanding
(MOUs) signed

5.2 million page views
on our websites

225 full-time
employees

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

\$140,000 raised for
youth at risk



“ [The museum guide] was excellent with keeping the kids’ attention and speaking to them at their level. Several parents also commented on how good she was with them.
 – H. Ellis, Stonecrest Elementary School, Ottawa

CANADA AGRICULTURE AND FOOD MUSEUM

The Canada Agriculture and Food Museum is Canada’s national museum of agricultural science and technology. Located at the Central Experimental Farm in Ottawa, the Museum presents exhibitions on Canada’s agricultural heritage, as well as educational programming on everything from renewable energy to beekeeping.

The Museum is unique among national museums, in that it cares for a wide range of animals, including rare breeds of cattle, pigs and goats, as well as more conventional farm animals such as dairy cows, sheep and chickens. Many of these feature in special events such as an annual sheep-shearing weekend.

Highlights of the past year included the Museum’s official name change on May 2, 2013 from “Canada Agriculture Museum” to “Canada Agriculture and

Food Museum.” This change coincides with the Museum’s new five-year focus on food literacy and the journey of food from farm to plate.

Also on May 2, the Museum opened its highly anticipated new Learning Centre. This extensive renovation and retrofit of a former machine shop and storage facility offers a new year-round venue for educational programming and interpretation. It includes three learning labs, a lecture hall, an exhibition gallery and indoor gathering spaces for large groups, allowing the Museum to attract new audiences and new partnerships.

In addition to the Learning Centre, in October 2013, the Museum’s open-air Event Pavilion was completed, replicating the shape and footprint of a cattle barn destroyed by fire in 1996. This new structure allows Museum staff to give sheltered outdoor demonstrations to 200 spectators at a time.

National outreach remained a strong priority as well. Working with a national teacher advisory group, partners and schools, the Museum developed an educational program encouraging healthy, active living for children in grades 1 through 3. The Healthy Kids Quest program has been officially launched in April 2014.



A second outreach initiative was the Corporation’s first-ever webinar. During National Science and Technology Week in October, more than 80 people logged in to participate in the Agriwebinar, “Innovations in Water Monitoring and Treatment—A Panel Discussion and Webinar.”

Another signal success was the Museum’s dairy operation. In 2013, the Museum’s onsite dairy updated its operating procedures, protocols and training to qualify for the Canadian Quality Milk program. As a result, it earned Gold-level certification in the Raw Milk Quality Recognition Program from the Dairy Farmers of Ontario, along with increased revenues from the sale of milk.

From bees and heritage breeds to food preservation and renewable energy, the Canada Agriculture and Food Museum remains one of the most fascinating museums in Canada’s Capital Region, offering visitors a vibrant look at Canada’s remarkable agri-food past, present and future.



“ I visited the Museum, today, with my junior/senior kindergarten class for the Big Blue Balloon Workshop and just wanted to drop you a quick line to say how impressed I was with our whole experience. From the moment we walked through the door to our departure at the end of the day, we had the most amazing visit. You should be so proud of your staff and volunteers. We were nothing but impressed with everyone we met along our visit.

– Dawna Ferguson, JK/SK Teacher

CANADA AVIATION AND SPACE MUSEUM

The Canada Aviation and Space Museum is Canada’s national museum of aerospace technology. Located beside a working heritage airfield, it houses the largest collection of historical aircraft in Canada, and one of the finest in the world.

The Museum believes that the sky is just the beginning, pushing the boundaries of the imagination through innovative exhibitions, programming and special events. Key visitor experiences have included webcasts from Space, LEGO®-building contests, concerts and outstanding exhibitions.

One of the Museum’s greatest successes this year was its presentation of **STAR WARS™ Identities**, one of the region’s most



popular summer attractions. The exhibition went on to win Event of the Year at the 2013 Ottawa Tourism Awards for its ability to draw visitors to the National Capital Region. More information about **STAR WARS™ Identities** can be found on page 18.

Given its mandate, the Museum is also a key participant in a wide range of commemorations. Over the past year, these have included a moving tribute to the airmen of Bomber Command, as well as commemorations of Operation Manna, the Battle of Britain, and Remembrance Week. In addition, Canada Day programming featured the iconic Snowbirds Demonstration Team.

The Museum also continues to acknowledge famous Canadian airmen such as Inuk bush pilot, Johnny May, who has served the people of Nunavik for close to 50 years. May was celebrated in special holiday programming that included a screening of the National Film Board documentary, *The Wings of Johnny May*.

The Museum unveiled the iconic Canadarm 1 this year—arguably one of the world’s most important pieces of Space technology. This presentation is the result of an important collaboration with the Canadian Space Agency (CSA) that includes the exclusive sale of CSA merchandise in the Museum’s boutique.

This was a year of milestones for the Museum as well. On June 18, 2013, the Museum building marked its 25th anniversary and, since opening, it has welcomed more than 4.3 million visitors to its Rockcliffe Airport site. It was also named one of the world’s top ten aviation museums by CNN—the only Canadian institution on the list.

Special programming for children and families once again drew large crowds. Workshops, concerts, contests, lectures and demonstrations, including the Zoom to the Moon program, made the Canada Aviation and Space Museum one of the region’s most fascinating museums for visitors of all ages.

Flight experiences remain a popular draw at the Museum. The Redbird flight simulator allows visitors to “fly” in and out of almost any airport in the world. The helicopter and biplane program offers rides over the city in vintage and modern aircraft.

From early aircraft to Space technologies, the Canada Aviation and Space Museum helps imaginations take flight and offers experiences that are truly out of this world.



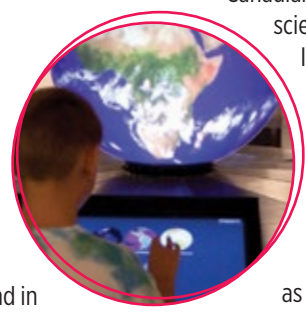
This is the third time we have done this sleepover with our Brownies. This was the best one. The guide was wonderful and the program was perfect. I liked that you were willing to work our needs into the program. – Christine Dalglish, Brownies, 119th Ottawa

CANADA SCIENCE AND TECHNOLOGY MUSEUM

The Canada Science and Technology Museum was the first interactive science and technology museum in the country, and is one of the oldest of its kind in the world. For the past 47 years, it has celebrated Canadian scientific and technological achievement, and remains Canada’s largest science and technology museum to this day.

One of the year’s highlights was the welcoming of the Museum’s 20-millionth visitor on August 6. Asokan Thurairajah and his family were greeted with appropriate fanfare and gifts, including a one-year membership.

In addition to sharing and interpreting Canada’s science and technology heritage, the Museum also preserves some of the world’s most rare technological



artifacts. This past year, for example, the Museum acquired a Clean Current tidal turbine, which generates electricity with minimal ecological impact. The massive turbine joins other large and memorable objects in the Museum’s outdoor Technology Park.

Over the years, the Museum has increased its youth-oriented programming, further encouraging Canadian students to consider careers in science, technology and engineering.

In addition, it continues to play its part in the Corporation’s Let’s Talk Energy initiative, which engages a broad cross-section of Canadians in a national dialogue on energy-related issues.

Exhibitions remained front and centre as well. In June, the Museum opened the highly anticipated exhibition, **Potash: Feeding the World** in partnership with the Canadian Fertilizer Institute. The year’s other fascinating exhibitions included **From Prototype to Market** in partnership with the Canadian Innovation Commercialization Program; **In the Money** with the Bank of Canada; and **Hunting Aurora Northern Lights** with the Embassy of Norway.

Fascinating programs, demonstrations, workshops and other activities remained a high priority, as did special events such as the annual Science and Tech Soirée, which raised \$108,000 to benefit youth. Cool Science Saturday was back during Ottawa’s

Winterlude Festival, and thought-provoking topics were on the menu yet again in the Museum’s Café Scientifique series of informal discussions of controversial developments in science and technology. The Museum also hosted its first Mini Maker Faire, showcasing entertaining and sometimes eccentric DIY inventions and innovations.

As a leader in science and technology conservation and interpretation, the Museum takes part in national and international conferences, including this year’s Big Stuff conference held at the Canada Science and Technology Museum and Canada Aviation and Space Museum in September. This triennial conference, which welcomed 70 delegates from 10 countries, looks at the challenges inherent in preserving large objects.

From the appliances we use to the cars we drive, the Canada Science and Technology Museum explores the science and technology of everyday life. The Museum promotes understanding of our technological heritage, while encouraging young Canadians to dream of the contributions they could make to Canada’s long history of scientific and technological achievement and innovation.

CORPORATE PLANNING FRAMEWORK

In order to meet its goals as Canada's national science and technology collecting institution, the Corporation works within the framework described below. Using the Program Alignment Architecture (PAA) framework, the Corporation established five Key Result Areas (KRAs), which serve as goals for the Corporation's programs. Each of the KRAs has performance indicators that can be monitored to assess performance. The Table below presents the five KRAs and their strategic objectives, aligned with the PAA framework.

PROGRAM ALIGNMENT ARCHITECTURE			
SHARING KNOWLEDGE (Education and Outreach)	HERITAGE PRESERVATION (Collection and Research)	INTERNAL SERVICES (Corporate Sustainability)	ACCOMMODATIONS
Disseminating knowledge related to the Corporation's collection through educational and community programs, exhibitions, websites, and artifact and archival loans.	Researching, developing, managing, and conserving the collection.	Providing governance and central support services, such as human resources, procurement, and finance.	Maintaining suitable facilities for the collection, for visitors, and for administrative functions.
<p>KRA 1 Sharing knowledge through our programs 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.</p>	<p>KRA 3 An internationally renowned collection.</p> <p>Outcome Enriched the collection and enhanced its national and international reputation.</p>	<p>KRA 4 Corporate sustainability.</p> <p>Outcome Demonstrated responsible management and governance of financial and other resources.</p>	<p>KRA 1 Sharing knowledge through our programs 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.</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 An employer of choice.</p> <p>Outcome Attracted, developed, supported, and retained a highly skilled, dynamic, and diverse workforce.</p>	<p>KRA 4 Corporate sustainability.</p> <p>Outcome Demonstrated responsible management and governance of financial and other resources.</p>

SHARING KNOWLEDGE

At each of the Corporation's fascinating Museums, knowledge is shared through a wide range of exciting programs and visitor experiences. In 2013-2014, the Corporation successfully engaged Canadians with the past, present and future of science, technology, and society through compelling programs, innovative exhibitions, and the sharing of expertise across Canada and around the world.



KRA 1

SHARING KNOWLEDGE THROUGH OUR PROGRAMS AND COMPELLING VISITOR EXPERIENCES

INDICATORS/TARGETS	RESULTS 2013–2014	RESULTS 2012–2013
<p>Attendance at all three Museums meets projected targets.</p> <p>Annual targets: CAFM: 155,700 CASM: 184,110 CSTM: 304,000 Corporation: 643,810</p>	<p>CAFM: 145,076 CASM: 359,224 CSTM: 285,263 Corporation: 789,563 (+21% from previous year)</p> <p>The dramatic increase in attendance at the CASM is due to STAR WARS™ Identities: The Exhibition. The decrease in attendance at the CAFM is largely due to the absence of an Easter weekend in the fiscal year.</p>	<p>CAFM: 167,750 CASM: 190,289 CSTM: 295,184 Corporation: 653,223</p>
<p>Review visitor satisfaction rate from yearly visitor survey</p> <p>Target: visitor satisfaction = 90%</p>	<p>Following an audit of client knowledge, which noted that results on visitor satisfaction (although they are very high) had not varied significantly in many years, data collection was temporarily paused, enabling the Corporation to improve and update the survey and redesign data collection to make it more efficient, flexible, and less costly.</p> <p>Throughout the summer of 2013, interviewers collected information about visitors' perceptions of what made for a good museum outing. From these, a new satisfaction instrument with 22 "attributes of satisfaction" was generated.</p> <p>Demographic and satisfaction data collected in 2014–2015 will be used to create new benchmarks and new targets for the three Museums.</p>	<p>In development</p>
<p>Number of new exhibitions and displays at each Museum</p>	<p>19 new exhibitions and displays</p> <p>Examples are exhibitions and displays at the CAFM on topics such as cake, 4H, and kitchen memories; CASM exhibitions and displays, such as STAR WARS™ Identities and the Canadarm 1; and, CSTM exhibitions and displays on topics such as how money or potash is made.</p> <p>A new display of trade literature from the national collection was installed in the Corporation's Library.</p>	<p>26 new exhibitions and displays</p>
<p>Number of new technologies on the floor from collection and interpretation perspectives</p>	<p>8 new technologies</p>	<p>22 new technologies</p>



ENGAGING EVENTS AND POPULAR PROGRAMS

Because science and technology inform every aspect of our daily lives, the Corporation's three Museums offer a wide range of events and programs for visitors of all ages. From close encounters with food and farming to day camps, star parties, flight simulators and locomotives, the Canada Science and Technology Museums Corporation brings science and technology to life, and demonstrates their impact on everything from the clothes we wear to the cars we drive.

CANADA AGRICULTURE AND FOOD MUSEUM

For the first time in its history, the Canada Agriculture and Food Museum was able to offer its popular family-friendly programming throughout all four seasons, while also attracting new audiences. With its unique setting and collection of farm animals, the Museum

is able to offer a wide range of agriculture-themed events, including a yearly ice cream festival, A Barnyard Halloween, and this year's inaugural A Pioneer Winter holiday programming. The Museum also presents numerous food-literacy activities, such as canning and cooking workshops, and demonstrations on making taffy, butter and bread.

CANADA AVIATION AND SPACE MUSEUM

The Canada Aviation and Space Museum maintained its focus on innovative programming that makes the most of its outstanding aerospace collection and its location next to a working airfield. Its popular Family Fly Days were back, as were special flights for girls and women during Women of Aviation Worldwide Week. In addition to providing visitors with opportunities to take to the skies, the Museum presented Big Band concerts, commemorative events, demonstrations of skydiving and aeronautics, a sold-out 23rd annual LEGO® contest, and even an interactive Mars Space Colony for younger visitors.

CANADA SCIENCE AND TECHNOLOGY MUSEUM

Throughout the year, the Canada Science and Technology Museum provides programming designed to encourage an interest in science and technology, and their application to everyday life. With large-scale working artifacts such as an observatory, locomotives,

vehicles, and even a lighthouse, the Museum is able to offer exceptional activities unavailable anywhere else. Over the past year, these have included astronomy programs, Lighthouse Days, eco-friendly events, science demonstrations and contests, lectures, and adult-oriented discussions on controversial science-themed topics.

SCHOOL PROGRAMS

At the three Museums, a total of 66,343 students attended 2,100 inspiring educational programs and workshops, demonstrating how fascinating science and technology can be, and how important they are to everyday life. The number of students is an 8% increase over the prior year's total of 61,458.

DAY CAMPS

Summer day camps at all three Museums are some of the region's most popular summer activities. This year, the Canada Science and Technology Museum introduced day camps in June, November and January for children aged 6 to 12 not attending school due to teacher Professional Activity Days. More than 2,300 campers enjoyed the camps offered in 2013-2014: an increase of 10% over the previous year.





INNOVATIVE EXHIBITIONS

Each year, the Corporation's Museums present exhibitions on an array of fascinating topics, from earth sciences to food production to Space exploration, as well as commemorative displays and collection highlights. The Corporation is currently in the second year of its most recent Five-Year Exhibition Plan.

In early May, the Canada Agriculture and Food Museum opened its new Learning Centre with the inaugural exhibition **A Piece of Cake!**, demonstrating what it means to bake a cake when you have to actually produce all the ingredients. Other highlights this year included **Learn to Do By Doing**, the display **Memories Are Made in the Kitchen**, featuring kitchen appliances and developed with public input; **4-H Canada**, celebrating the 100th anniversary

of Canada's 4-H agricultural clubs for boys and girls; and **On the Trail of the Monarch Butterfly**, a photographic display profiling the flight of an ultralight aircraft as it follows the annual migration of monarch butterflies from Canada to Mexico.

At the Canada Aviation and Space Museum, the year's highlight was the blockbuster exhibition **STAR WARS™ Identities** (please see following page). In addition, the Museum continued work on its permanent exhibitions in anticipation of upcoming commemorations of the centenary of the First World War. Rounding out this year's exhibitions, the Museum featured a moving display during Remembrance Week in November, inscribed with the names of members of Royal Canadian Air Force bomber crews who perished during Bomber Command operations of the Second World War.

This year's major exhibition at the Canada Science and Technology Museum was **Potash: Feeding the World**, which profiles the crucial role played by potash in global food production. A number of other exhibitions showcased the Museum's outstanding artifact collection, including **From Prototype to Market**, a new TechnoZone exhibition on Canadian innovation; **Out of the Vault**, presenting more than 120 favourite artifacts from the national collection; and a new **Curator's Corner**, displaying artifacts related to 3-D imaging. The Museum also welcomed



two borrowed exhibitions—**In the Money** and **Hunting Aurora Northern Lights**—from the Bank of Canada and the Royal Norwegian Embassy, respectively.



STAR WARS™ IDENTITIES: THE EXHIBITION

In autumn 2012, the Corporation was offered an opportunity to present **STAR WARS™ Identities: The Exhibition**—developed by Montréal’s X3 Productions in partnership with Lucasfilm. This would be the last North American stop before the exhibition continued on its tour across Europe and around the world. With a timeline of less than six months, the Corporation needed to mobilize staff from all branches to help plan and open the exhibition at the Canada Aviation and Space Museum. This made it crucial that as many corporate resources as possible be brought to bear, and ultimately involved more than 150 employees.

The Corporation gained valuable experience on many levels. In true blockbuster fashion, **STAR WARS™ Identities** was wildly popular, attracting 130,000 visitors over a five-month period. This, in

turn, required new online ticketing initiatives and new ways of managing crowds.

In addition to the Canada Aviation and Space Museum, the Corporation’s two other Museums also benefited from **STAR WARS™ Identities**. An innovative cross-promotion offering visitors to the exhibition a 50% discount on admission to the other two sites resulted in a spike in attendance across the board.

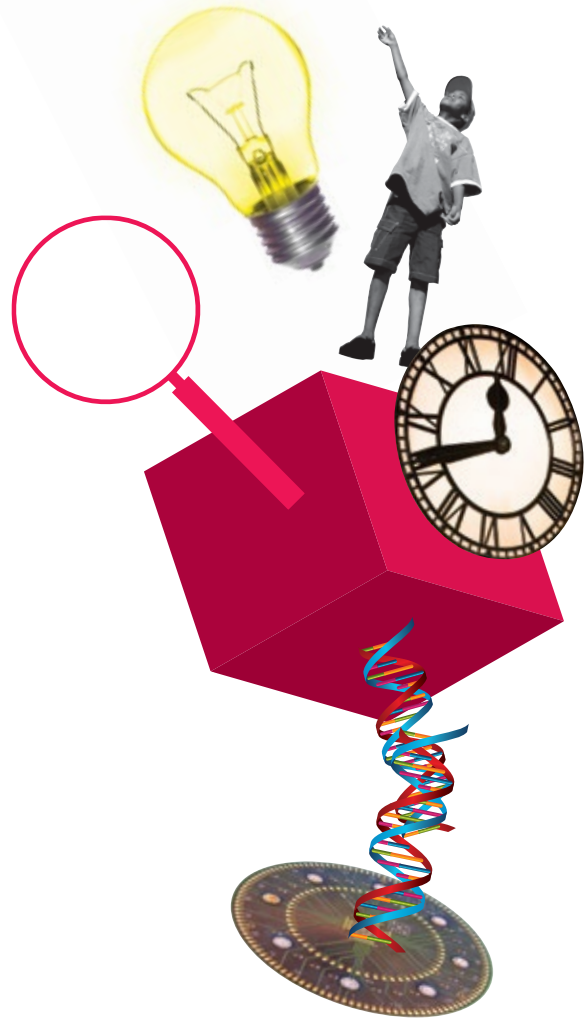
Because of the ongoing popularity of the *Star Wars™* franchise, the exhibition enjoyed significant media coverage, with more than 80 unpaid mentions. Local charities also shared in the excitement through the Corporation’s partnership with the 501st Canadian Garrison Imperial *Star Wars™* costuming club, whose appearances at various events resulted in increased donations of cash and museum passes.



In addition to serving as Canada’s Capital Region’s must-see exhibition of summer 2013, **STAR WARS™ Identities** ably showcased two of the Corporation’s most important priorities: entrepreneurship, in its willingness to expand its business parameters; and the provision of a quality visitor experience in everything it does.



NATIONAL PRESENCE, PARTICIPATION AND OUTREACH



Throughout the year, the Corporation continued to expand into new markets from coast to coast. Through exciting initiatives such as Let's Talk Energy and a strong online presence across all social media, the Corporation successfully increased its outreach in all provinces and territories in the fields of science, technology and culture.

KRA 2

NATIONAL PRESENCE, PARTICIPATION AND OUTREACH

INDICATORS/TARGETS	RESULTS 2013–2014	RESULTS 2012–2013
Virtual visitors meet projected targets. Target: 3% increase in web visits from 2012–2013	1,652,060 web visits (+19% from previous year)	1,384,305 web visits
Number of travelling exhibitions	8 travelling products + 20 Let's Talk Energy kiosks	10 travelling products
Number of venues	25 venues for travelling products + 20 locations for the Let's Talk Energy kiosks	37 venues
Number of visitors	More than 5,700,000 visitors	4,600,000 visitors
Number of artifacts on loan	387 artifacts on loan	419 artifacts on loan
Number of venues	57 venues	54 venues
Number of visitors	2,833,256 visitors for the year	1,984,400 visitors
Number of conferences, workshops, and/or symposia participated in	A cross-section of staff attended and/or presented at 46 conferences, workshops, and/or symposia. Several of these were attended virtually through webcast as well as some of the presentations done by the Corporation's staff.	40 conferences, workshops, and/or symposia



Sylvia Fedoruk



Mildred Vera Peters



Arthur Porter

NATIONAL AND INTERNATIONAL OUTREACH

The Corporation's products travel each year to venues across Canada and around the world. This year, 8 travelling products were featured at 25 venues, reaching 2.8 million visitors. In addition, the Corporation loaned 387 artifacts to other institutions, and engaged in initiatives designed to share its collections and archives as widely as possible.

The Corporation's exhibitions often travel. Highlights for this year include **Food for Health**, produced by the Canada Agriculture and Food Museum, which was presented at two regional museums in Ontario; and the **Canadian Science and Engineering Hall of Fame** travelling exhibition, which was presented in Peterborough, Ontario, and began a two-year run at the J.-Armand Bombardier Museum in Valcourt, Quebec in April 2014.

The Corporation has also initiated a number of educational initiatives, including a museum-high school collaboration; workshops as part of broader international conferences; and various outreach activities at air shows, agricultural fairs, festivals and parks.

The Corporation's popular Educational Activity Kits bring fascinating science experiences to students and teachers across Canada as well. Available as free online downloads, the kits are based on the pan-Canadian science curriculum. A new activity kit—The Ince-Edible School Program—was produced this year, with food as its theme.

RECOGNIZING SCIENTIFIC AND TECHNOLOGICAL ACHIEVEMENT

The Corporation celebrates the scientific and technological achievements of Canadians across the country. In 2013–2014, three new members were inducted into the **Canadian Science and Engineering Hall of Fame**: physicist Sylvia Fedoruk (1927–2012), member of the Cobalt-60 cancer therapy team; medical researcher Mildred Vera Peters (1911–1993), developer of new and less invasive treatments

for different forms of cancers; and cyberneticist Arthur Porter (1910–2010), computer and information technology pioneer.

The Corporation and its Museums also ensure that they remain relevant for educators and students alike by tying school programs and other learning opportunities into provincial curricula and other courses of study.

Two popular summer study sessions—the Summer Institute for Elementary Teachers, and the Reading Artifacts Summer Institute—continued to welcome participants from across Canada and around the world. The third annual Summer Institute for Elementary Teachers shared innovative teaching strategies for integrating science, technology, engineering, and mathematics into classroom lessons. The Reading Artifacts Summer Institute discovers alternative historical perspectives and methods drawing on Canada's largest collection in science, medicine and technology.



SHARING EXPERTISE

As part of its mandate, the Corporation shares its expertise with numerous museums, science centres, and other organizations.

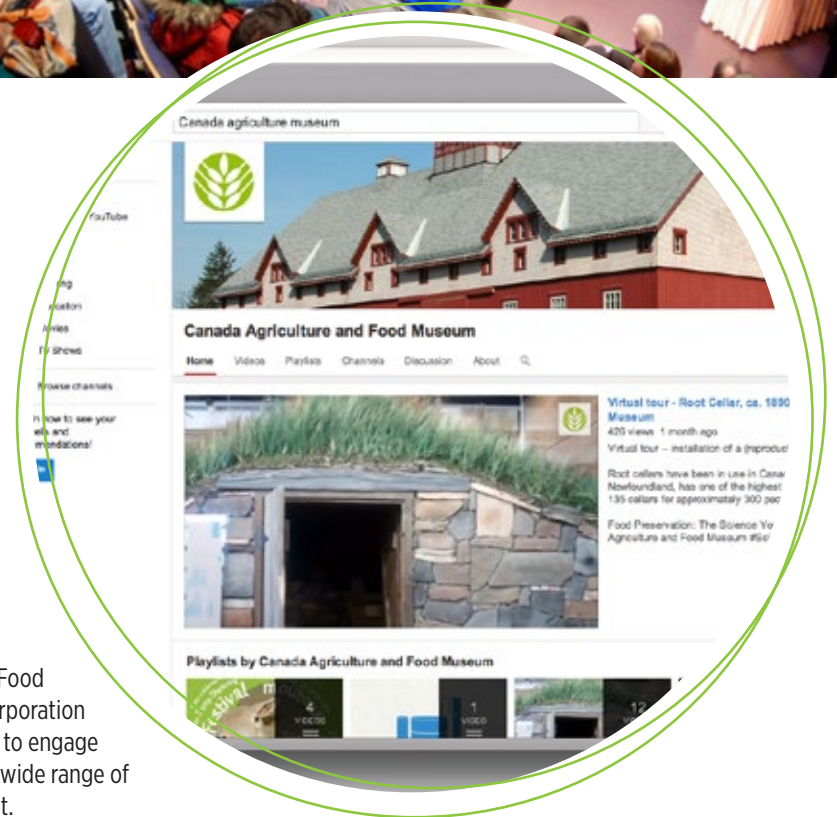
Employees serve on committees and other professional bodies across Canada and around the world, exchanging knowledge in the fields of science, technology, education and leadership. Through lectures, publications, and participation in a wide range of initiatives, staff engage in a vital public dialogue about the importance of science and technology to daily life.

A VIRTUAL AND ONLINE PRESENCE

The Corporation excels in its use of online tools and social media, including webinars, web-based resources, distance education,

crowdsourcing for exhibitions, and other fascinating online content.

Highlights of the past year include new YouTube videos and the Corporation's first webinar, hosted by the Canada Agriculture and Food Museum. As well, the Corporation also continues its efforts to engage cyber-visitors through a wide range of interactive online content.





LET'S TALK ENERGY



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

This national six-year initiative, launched in 2011 with the opening of the exhibitions **Energy: Power to Choose** at the Canada Science and Technology Museum, **Green Skies Ahead** at the Canada Aviation and Space Museum, and **Energy Park: Nature at Work** at the Canada Agriculture and Food Museum, was spearheaded by the Corporation and is being delivered in association with organizations across the country. Its primary purpose is to encourage national dialogue on the relationship between energy, the economy, and the environment.

This year's highlight was the first annual Let's Talk Energy Week, held in late February 2014. It was the first energy awareness week of its kind in Canada, and proved an outstanding success—including a mention in the House of Commons.

Throughout the week, Canadians from coast to coast took part in discussions on the vital role that energy plays in our lives, and visited Let's Talk Energy-themed kiosks in various locations ranging from malls to museums, as well as special events such as film screenings.

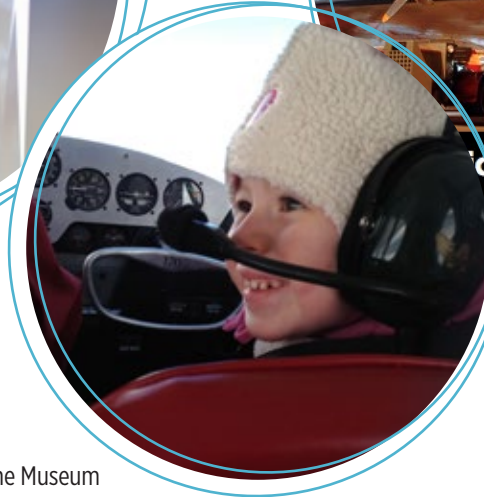
One of the most innovative projects was a special installation at Toronto Eaton Centre. Energy awareness was promoted at the Centre with an entertaining ten-question quiz and energy-generating floor tiles, making for a highly interactive experience that was clearly enjoyed by visitors of all ages.

Other highlights included the launch of a new Let's Talk Energy website, and a partnership with builder Cadillac Fairview to extend Let's Talk Energy promotional activities across the country, while raising awareness of energy issues, particularly in relation to energy-efficient buildings.

Let's Talk Energy's Museum Affiliated Partners Program consisted of 29 museums and science organizations that have partnered with the Corporation to collaborate and contribute to Let's Talk Energy.

The Canada Science and Technology Museum also acquired an innovative piece of green technology: a Clean Current tidal turbine from Victoria, British Columbia. The turbine generates power as tides pass through the blades, and each turbine can generate enough electricity each year to power 10 houses, with minimal impact on marine life and the surrounding environment.

AWARDS AND RECOGNITION



The Corporation and its staff frequently receive external recognition for the work they do. This year's awards included the inaugural Builders Room Award from Pollution Probe for Let's Talk Energy; a Certificate of Excellence from TripAdvisor for the Canada Aviation and Space Museum; and a CNN mention of the Canada Aviation and Space Museum as one of the world's top ten aviation museums. In addition, **STAR WARS™ Identities** won Ottawa Tourism's Event of the Year Award for 2013.

For International Women's Day in March 2014, the Canada Aviation and Space Museum celebrated Women of Aviation Worldwide Week by providing 212 women and girls their first flight in a small aircraft. Presented in partnership with the Rockcliffe Flying Club and the Ottawa Chapter of the Ninety-Nines, the

event earned the Museum and its partners a Women of Aviation Award as first runner-up in the category Most Female-Pilot-Friendly Training Center Worldwide that was awarded in early May.

Corporation employee Isabelle D'Amour-Tanguay took the first place in the 2014 Chefs de file 3.0 Leadership Program at the annual gala of the Regroupement des gens d'affaires.

The Corporation's new logos and branding system won the Best in Category Award for the Quebec Region at the 2013–2104 Canadian Regional Design Awards (the "Redgees").

AN INTERNATIONALLY RENOWNED COLLECTION

The Corporation houses some of the most fascinating scientific and technological artifacts in the world, ranging in size from locomotives to nanotechnology, and in scope from unmanned aerial vehicles to farm equipment.

The Corporation holds this national collection in trust for all Canadians and, over the past year, has enriched the collection and enhanced its national and international reputation.

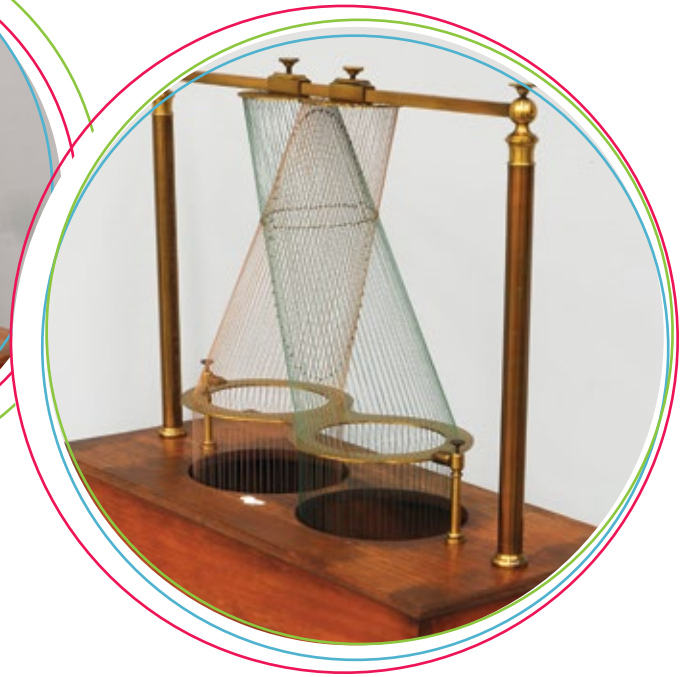
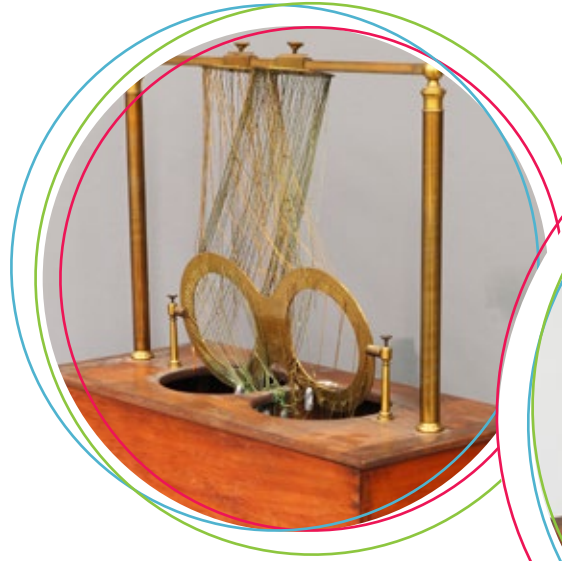


KRA 3

AN INTERNATIONALLY RENOWNED COLLECTION

INDICATORS/TARGETS	RESULTS 2013-2014	RESULTS 2012-2013
Number of acquisitions	149	108
Percentage of artifacts catalogued according to Corporation standards	54%	53%
Number of deaccessions	48 deaccessions, recovery of 753 m ² of storage space	201 deaccessions, recovery of 930 m ² of storage space
Number of publications	12 publications	New measure for 2013-2014

PRESERVING CANADA'S HERITAGE



Staff of the Corporation's Conservation and Collection Services Division assess the condition of artifacts being considered for acquisition, and monitor the condition of all Corporation's artifacts on an ongoing basis.

The Division is responsible for the preservation and restoration of artifacts—from aircraft to antique scientific instruments—as well as the preparation of artifacts for exhibitions, programs and loans.

The breadth of the national science and technology collection is immense, encompassing artifacts related to agriculture, aerospace and virtually all scientific



and technological disciplines. Maintaining the collection requires considerable expertise and attention, whether that involves keeping a steam locomotive running, or stopping a fragile piece of trade literature from falling apart.

DOCUMENTING CANADA'S SCIENCE AND TECHNOLOGY HISTORY

For artifacts to be useful to researchers and future generations, proper documentation of their life histories (design, fabrication, use, and modification) is crucial. Digitized data is particularly important in sharing information with institutions, researchers and educators around the world, and new electronic

management systems will soon be implemented for digital assets such as photographs and information.

Over the past year, the Corporation has continued to expand its documentation of the collection and of library and archival material, while also enhancing its efforts to make a large portion of its collection available for online consultation.



BUILDING THE COLLECTION

The best museum collections are dynamic, with curatorial staff actively working to improve holdings through selective acquisitions in priority areas, and strategic deaccessions of objects that do not meet minimum standards.

The Corporation adds objects of national importance to the collection each year. This year's key acquisitions included agricultural implements, a mining vehicle and the Canadarm 1, making the Corporation's holdings among the most diverse and fascinating of all national museum collections.

NOTABLE ACQUISITIONS

Canada Agriculture and Food Museum

- A tuber-unit potato planter designed and built in Prince Edward Island, which represents Canadian agricultural innovation and helps to complete the collection related to modern potato farming technology.

Canada Aviation and Space Museum

- The Canadarm 1—Canada's most iconic contribution to the exploration of Space—is now on long-term display at the Museum.
- A Bombardier CL-327 Guardian surveillance unpiloted aerial vehicle (UAV). This vertical take-off and landing UAV was test-flown from a US Coast Guard ship in the fall of 1999.

Canada Science and Technology Museum

- A snow study kit from Rogers Pass National Historic Site of Canada, used in avalanche studies during construction of the Trans-Canada Highway through the pass. The kit was designed by George Klein, one of Canada's most prolific inventors, at the National Research Council of Canada.
- A Toyota Land Cruiser, used in underground potash mining, donated by the Mosaic Company. The vehicle transported personnel and equipment from the mine shaft to the face at the Esterhazy mines in Saskatchewan—the world's largest potash-mining site. The vehicle was assembled underground but was brought to the surface without disassembling, to preserve its integrity.
- A collection of 70 objects documenting research in satellite communications, wireless and broadband technologies, 3-D environments and photonics from the Communications Research Centre.

CORPORATE SUSTAINABILITY

Internal services such as revenue generation and human resources initiatives are key to ensuring an organization's ongoing success. Over the past year, the Corporation continued to demonstrate responsible management and governance of the financial and other resources entrusted to it.

In 2013–2014, the Corporation continued employee training on its recently adopted electronic document and records management system called Enterprise Connect. This system from OpenText streamlines information sharing across the board.



KRA 4

CORPORATE SUSTAINABILITY

INDICATORS/TARGETS	RESULTS 2013-2014	RESULTS 2012-2013
Revenue generation Target: \$6,400,000	\$12,600,000	\$7,100,000
In-kind, donations and sponsorships Target: \$600,000	\$3,100,000	\$2,300,000
Number of capital projects finished on time and on budget	3 capital projects finished on time and on budget, the largest being completion of the Event Pavilion at the Canada Agriculture and Food Museum	New measure for 2013-2014
Number of greening initiatives and efficiencies Target: 1 greening initiative	2 greening initiatives, including new LED lighting at the Canada Science and Technology Museum and in administrative buildings	New measure for 2013-2014



GENERATING REVENUES

The Corporation raises additional funds each year through, among other things, admission fees, parking fees, special programs, fundraising events, donations and sponsorships to supplement its annual government appropriations.

HIGHLIGHTS OF THE PAST YEAR INCLUDE:

- In May 2013, paid parking was instituted at all three of the Corporation's Museums. Parking fees, which generated \$540,000, will be reinvested in the Museums to support programming.
- Facilities rentals maintained close to the same level as last year, despite a weak economy. Overall rental revenues were \$244,670 for 171 contracts. Meetings are now being booked at Corporation venues on days when the Museums are closed to

the public. Local companies and organizations are also being encouraged to book parties. Staff is further developing related programming for children, which may provide an additional revenue stream.

- Almost \$14,000 was earned by the Corporation from the sale of images and drawings from the 2-D collection to customers around the world.
- At the Canada Aviation and Space Museum, the Redbird flight simulator actually took off this year and offered visitors an opportunity to "fly" in and out of two local airports. Passes for simulator sessions were often purchased as gifts, contributing to the total revenues of \$16,032 earned by this popular activity.
- Significant contributions were made to the CSTMC Foundation, totalling \$576,220 this fiscal year.





SPONSORSHIPS AND PARTNERSHIP AGREEMENTS

The Corporation is active in generating revenues through sponsorships and partnerships. Through its Business Development Division and the support of management, fiscal year 2013–2014 saw the successful signing of new and renewing multi-year cash and in-kind agreements with various private- and public-sector partners related to the following properties.

- **Food Preservation: The Science You Eat**
Agriculture and Agri-Food Canada
Bernardin Ltd.
Canadian Food Inspection Agency
Health Canada (Food Directorate)
Nestlé Canada Inc.
Public Health Agency of Canada

- **Let's Talk Energy**

- Canadian Association of Petroleum Producers
- Canadian Electricity Association
- Canadian Energy Pipeline Association
- Canadian Fuels Association
- Canadian Gas Association
- Canadian Natural Resources Limited
- Canadian Nuclear Association
- Canadian Nuclear Safety Commission
- Cenovus Energy Incorporated
- Encana
- Environment Canada
- Imperial Oil Foundation
- Natural Resources Canada
- Suncor Energy Foundation
- Sustainable Development Technology Canada
- University of Ottawa—School of Electrical Engineering and Computer

- **Potash: Feeding the World**

- Agrium Inc.
- Canadian Fertilizer Institute
- Potash Corporation of Saskatchewan Inc.
- The Mosaic Company

- **Webinar on innovations in water monitoring and treatment**

- Foreign Affairs, Trade and Development Canada

- **Biodigester display**

- Canadian Gas Association
- Saskatchewan Research Council

- **Lecture series**

- Kenneth M. Molson Foundation

- **Summer Institute for Elementary Teachers**

- FLUOR Canada Ltd.

MEMORANDA OF UNDERSTANDING AND OTHER AGREEMENTS

During the year, the Corporation has signed Memoranda of Understanding* (MOUs) or collaborated with the following organizations. Memoranda of Understanding with external partners support collaboration and the pooling of knowledge, services and financial resources toward the development of programs and exhibitions that meet common goals.

- Algonquin College*
- ASM Materials Education Foundation
- Bytown Railway Society Inc.
- Canadian 4-H Council
- Canadian Conservation Institute
- Canadian Council of Technicians and Technologists
- Canadian Food Inspection Agency*

- Canadian Space Agency
- Canadian Warplane Heritage Museum
- CANARIE*
- Carleton University
- China Soong Ching Ling Foundation Research Centre
- Cité de l'énergie (Shawinigan, Quebec)*
- Domtar Inc.
- Embassy of Mexico in Canada
- Engineers Canada
- Foreign Affairs, Trade and Development Canada*
- Health Canada (Health Products and Food Branch)*
- Inter-American Institute for Cooperation on Agriculture (IICA)
- International Pilot Academy
- Le Groupe Molior
- NACE Foundation of Canada
- National Film Board of Canada
- National Museum of Emerging Science and Innovation (Miraikan), Tokyo, Japan

- National Music Centre
- National Research Council Canada
- Nutrients for Life Foundation Canada
- Polish Aviation Museum, Krakow
- Public Works and Government Services Canada—Canadian Innovation Commercialization Program (CICP)
- Rare Breeds Canada
- Rockcliffe Flying Club
- Royal Canadian Geographical Society
- Université du Québec en Outaouais
- University of Ottawa
- Vigyan Prasar/India's Department of Science and Technology



IN ADDITION, THE CORPORATION WISHES TO ACKNOWLEDGE LONG-TIME SPONSORS AND PARTNERS ASSOCIATED IN SUPPORTING VARIOUS OTHER PROGRAMS, EXHIBITION OR INITIATIVES THROUGHOUT THE CORPORATION:

Agriculture and Agri-Food Canada
Agrium Inc.
Atomic Energy of Canada Limited
AUTO21
Bee Maid Honey
Big Ass Fans
Bordner Ladner Gervais LLP
Bombardier Aerospace
Canadian Association of Petroleum Producers
Canadian Fertilizer Institute
Canadian Food Inspection Agency
Canadian Gas Association
Canadian Nuclear Safety Commission
Cenovus Energy Inc.
Curtiss-Wright

Environment Canada (ADM S&T)
Green Aviation Research & Development Network
Health Canada
Industry Canada
Natural Resources Canada
Natural Sciences and Engineering Research
 Council of Canada
OpenText Corporation
Parks Canada
Pratt & Whitney Canada Corp.
Public Works and Government Services Canada (CIPC)
Rogers Television/Rogers Cable Inc.
Toyota Canada Inc.
TV Rogers



MEMBERSHIP MATTERS

The Corporation's Membership Program, which offers members a wide range of benefits and categories, is one of the most successful among all national museum corporations.

This year, the Membership Program sales amounted to \$545,000, exceeding both its revenue target and projected profits, and marks the first time in the Corporation's history that annual membership sales have surpassed the \$500,000 mark.

At the end of the fiscal year, the Corporation had more than 7,300 active memberships, representing approximately 30,000 individuals. This is an all-time high, and is a 12% increase over the previous year. All proceeds from membership fees help fund exhibitions, artifact acquisitions, and programs.



ACCOMMODATIONS

Maintaining a safe physical environment for public programming, collection storage and display have a direct impact on the Corporation's ability to share knowledge through its exhibitions and programs.

During the past year, the Canada Agriculture and Food Museum was the site of two of the Corporation's most extensive capital projects: the opening of its new Learning Centre in May 2013 and its new Event Pavilion in October 2013. At the Canada Aviation and Space Museum, major modifications of the permanent exhibition are underway, in order to make room for new artifacts and displays, and planning continues for a solar panel project for the Museum's roof. At the Canada Science and Technology Museum, roof repair work has begun.





The Corporation has long attracted skilled volunteers for everything from animal care and special events to artifact restoration and conservation.

Over the past year, **369 dedicated individuals** contributed **36,427 hours** to projects at all three Museums, an increase of 5.8% over last year. This includes 16 youth volunteers between the ages of 14 and 18, who contributed more than 100 career volunteer hours.

RECOGNIZING VOLUNTEERS

Anwar Aden
Kyra Ahier
Ahmeda Ahmed
Imran Ahmed
Sereen Akel
Thomas Alfoldi
Farid Ali
Khalid Al-Nassan
Adam Arakelian
Tyler Arruda
Shraddha Badaravada
Vaishnavi Badaravada
Vedavaty Badaravada
Chelsey Bagherian
Morgan Bakelmun
Charles Barbeau
Julia Barbeau
Michel Barbeau
Nicolas Barbera
Charles Baril
Martin Baroody
Edmund Barrick
Aiden Barsony
Lou Barsony
Jamie Bastien
Frank Bayerl

Murray Beaulieu
Jeremy Bell
Marwane Benkirane
Othmane Benkirane
Graham Bennett
Isaac Bergeron
Harshul Bhanjana
Reg Blain
Elizabeth Blais
Rachel Bleskie
Gilles-Philippe Blouin
Peter Bobko
Edward Bolton
Marielle Bonneville
Neven Bosiljic
Bernard Bouchard
Jacques Bouchard
Catherine Bourdeau
Kayla Bourdon
Bonita (Bonnie) Bowkett
Edmund Bowkett Sr
Leslie Bown
Paul Bown
Haris Box
David Boyd
Céline Brant

Jane Bray
Nicholas Brodeur
Cédric Brosseau
Carl Broughton
Richard Brugger
John Christopher Bryant
Colin Buda
Lisa Bui
Rohit Bulusu
John Burroughs
David Burt
Andrew Cameron
Brent Cameron
Shana Cameron
Grace Campbell
Caterina Campo
Pablo Cardona
Cédrik Carrière
Doug Carswell
Ben Cejvan
Stephan Chagnon
Rahul Chakravarthy
Matthew Chan
Guy Charron
Rebecca Chedid
Ashley Chen

Stella Chen
Robert Cherry
Yahong Chi
Yaying Chi
Alain Chouinard
Philip Chrysler
Monique Clairoux
James Clark
Geoffrey Cockhill
Catrina Cole
Chaili Coll
Margaret Collins
Glenn Cook
John Corby
Michel Côté
Vincent Côté-Larouche
Lauren Courvette
Jamie Cousineau
Darin Cowan
Doug Dalziel
Ayushi Dave
Robert Day

Frank Deehan
Robert Desjardins
Thomas Devey
Megan Dewey
Christopher Dey
Susma Dhakal
Sanjay Dhawan
Eric Dicaire
Michael DiCola
Jerry Dong
James Donner
Austin Douglas
John Douglas
Pierre Drapeau
Kayla Drew
Claude Drisdale
Claudette Drisdale
Danielle Drisdale
Benjamin Dudley
Peter Dudley
Julianne Dufresne
Nicholas Dufresne-Martin

John Duggan
John Dunphy
Garry Dupont
Krishan Easparan
Paul Ennis
Hector Ewing
Fatima Fakh
Marie-Lyne Farley
Ishan Fernando
Jean-François Ferrary
Hillard Francis
Bertram Frandsen
Ghislaine Frappier
Christopher Fuchs
Ronit Gandhi
Jennifer Gann
Gerald Gaugl
Rolf Geiger
Bruce Gemmill
Charles Gendron
Nathalie Gesnot-Dimic
Tarek Ghanem
Harvey Gillespie
Lynn Girard
Bianca Go
Keshav Goel
William Goldney
Leslie Goodwin
Bruce Grant
Nick Gray
Don Gregory
Spencer Griffin
Ellen Grove

Liam Grove
Rohini Gupta
D.A. (Sandy) Haggart
Victor Haggart
Callum Hale
John Halpenny
Madison Hamilton
Steve Hardy
Stephen Harling
Brissa Harris-Rivera
Felicity Harrison
Zoë Hart
Aidan Hassell
Peter Hayman
Allan J. Heffler
Brelene Hemington Laskoski
Liam Henderson
Mark Heyendal
Amanda Higginson
Colin Hine
Vivian Ho
Matthew Hobbs
Robert Hobbs
Ed Hogan
Michael Hope
Bill Hough
Richard Houle
Kannika Hour
Erin Howard-Hoszko
Paul Hughes
Grace Ingraham
Philipp Jago
Stan Jaknunas



Allan Jamieson
 Ralph Jean-Poix
 Malak Jebara
 Tony Jeong
 Victoria Jeong
 Neil Johnstone
 Terry Judge
 Ernest Jury
 Gerry Kanter
 Elisa Kazan
 Tyler Kent
 Bruce Kettles
 Dylan Kettles
 Nishat Khondaker
 Khorina Khov
 Greg Kimball
 Peter Krayner von Krauss
 Norman Kummer
 Paul Labbé
 Paul Labranche
 Michel Lacasse
 Ron Lachance
 Douglas (Doug) Lackey
 Maurice Lamontagne
 Daniel Larose
 Robert Lauder
 Sarah Lawless-Ajibade
 Richard Lawrence
 Adam Lawson
 Claude Le Blanc
 David Lee
 Jennifer Lee
 Michael Lee

Michel Legault
 Patrick Legault
 Patrique Legault
 Pierre Legault
 Pierre-Nicolas Legault
 Joseph Lemieux
 Terrence Leversedge
 André Levesque
 Erin Li
 Graham Littlewood
 Flora Liu
 Karen Louise Lochhead
 Lilia Lockwood
 Richard Lodge
 James Lohnes
 Ben Loisselle
 Jack Loucks
 Daisy Lowdon
 David Lowdon
 Susan Lu
 Wolfram Lunscher
 Claire MacArthur
 Robert MacDonald
 Carolyn MacIsaac
 Taylor Mackie
 Donald MacNeil
 Utham Madhu
 Natasha Maher
 Steven Maki
 Laura Mardiros
 Noeline Martin
 Bryon Mask
 Alaa Matar

Vanessa Matta
 Anne Maurais
 John McDermott
 Bryden McDonald
 Maddie McDougall
 Eric McGlashan
 Kurt McIver
 Saskia Mckay
 Campbell McNeil
 Garrett McNeil
 Dave Melville
 Eshan Merati
 Robert Mercier
 Robert Merrick
 Len Michaud
 Pamela Middleton
 Vernon Miller
 David Milne
 Sean Moger
 Abyan Mohamed Abdillahi
 Robert Moore
 Christian Moreau
 Gabriel Moreau
 Colin Morehouse
 Patrick Morel-A-L'Huissier
 Dave Moryas
 Bill Moulton
 Hrishikesh Murkute
 Bob Murray
 Jessie Murray
 Joe Murray
 Rebecca Murray
 Vana Nahhas

Wilbert Neal
 Alexandra Nederlof
 Chafic Nehme
 Loris Neufeld
 Charles Patrick O'Dale
 Jane O'Donovan
 Leo O'Donovan
 Gavin Osborne
 Samuel Ott
 Lily Ou
 Michael Pantano
 Jack Paradis
 Parth Patel
 John Peacock
 Judith Peckham
 Caitlyn Pellerin
 Émélie Pellerin
 Terrie Pereira
 Samuel Perron
 Alexandra Phan
 Guy Poirier
 George Popadyne
 Cayley Potter
 Maddie Potter
 Andre Poulin
 Kaveeswava (Bobby)
 Prematunga
 Heather Purcell
 Tony Raab
 Elizabeth Reid
 Greg Reynolds
 Peter Richer
 James Riddoch

Katherine Riley
 Alain Rioux
 Orazio Rizzi
 Earl Roberts
 John Rodney
 Miville Roy
 William Rumfeldt
 André Russo
 Tony Rybczynski
 Reem Safieddine
 Robert Sampson
 Al Schulte
 Stephanie Schultz
 Alan Scott
 Erin Scullion
 Kimberley Séguin
 Annie Sénécal
 Robson Senior
 Deniz Sevnic
 Navid Shafiyi Saruestani
 William Shaw
 Reg Shevel
 Amir Shukayev
 Nirmal Sinha
 Simon Sinn
 George Skinner
 Bob Smith
 Jennifer Smith
 Jody Smith
 Nelson Smith
 Norman Smith
 Patricia Smith
 Anthony Smyth

Karen Sops
 Hafsa Souleiman-Abdillahi
 Jean-Pierre Spénard
 Thomas Spencer
 Bill St-Arnaud
 Joel St-Jacques
 Ronald St-Martin
 William St-Yves
 Ian Stewart
 William Stocker
 Dave Stremes
 Jonathan Strong
 Laura Stuart
 Bill Sundman
 Giancarlo Talarico
 Jeremy Tardioli
 Stephanie Tardioli
 John Tasseron
 Bill Tate
 David Taylor
 James Taylor
 Qingrui (Richard) Teng
 Christopher Teron
 John Thibert
 John Thompson
 Srikar Thungathurti
 Jacob Toohey
 Peter Trobridge
 Joseph Trzcinski
 Janet Tulloch
 Jim Tyerman
 Bill Upton
 Maurice-André Vigneault

Jacob von Chorus
 Ana Vrzic
 Zac Wagman
 Melissa Wang
 Beth Webster
 Bill Weiler
 Jessica Weir
 Alexis White
 Douglas Wilson
 Mae Wilson
 MaryAnn Wu
 Joy Xu
 CC Yanes Faya
 Alanah Yazbeck
 Josh Yazbeck
 Helen Yendall
 Elizabeth Yeoh
 Brittany Young
 Tim Young
 Stephanie Youngdale
 Rachel Yuan
 Emma Zacharias
 Giuseppe Zanetti
 Mahdi Zeghal
 Eric Zhang
 Howard Zhang
 Kevin Zhang
 Lisa Zhong

AN EMPLOYER OF CHOICE



An organization is only as good as the people who work for it. As a recognized top employer, the Corporation seeks to ensure that all employees are supported, energized and challenged.

Through a wide range of proactive and innovative initiatives, the Corporation has been successful in attracting, developing, supporting, and retaining a highly skilled, dynamic, and diverse workforce. The Corporation provides training and coaching in skills ranging from leadership to first aid, and enjoys a high rate of employee satisfaction.

Over the past year, the Corporation has engaged its staff in promoting such corporate mandates as entrepreneurship and a quality visitor experience. The success of this engagement was particularly evident during planning and presentation of the **STAR WARS™ Identities** experience, which required the involvement of more than 150 staff members.

In addition to displaying high levels of expertise, the Corporation's workforce is strongly mobilized through its commitment to community outreach, raising funds for food banks, educational support, and other forms of social responsibility. The Corporation is particularly fortunate to have an expert, dedicated staff.

KRA 5

AN EMPLOYER OF CHOICE

INDICATORS/TARGETS	RESULTS 2013–2014	RESULTS 2012–2013
Number of training opportunities on entrepreneurship provided to all staff	4 training opportunities on entrepreneurship provided to staff	New measure in 2013–2014
Number and type of activities demonstrating entrepreneurship	12 activities demonstrating entrepreneurship, including a new summer camp at the Canada Agriculture and Food Museum and finding a partner to get Let's Talk Energy Week programming out in non-traditional locations such as shopping malls across Canada	1 activity
Number of opportunities for management to engage staff in Corporation priorities and directions	10 opportunities for management to engage staff in Corporation priorities and directions, including all-staff meetings and a thematic series of lectures for all management staff	Readjustment of measure in 2013–2014
Number of training hours for staff Corporation-wide	494 training opportunities resulting in 2,635 hours of professional development	4,462 hours of professional development
Number of communities of practice	3 internal (Entrepreneurship, Digitization, Social Media) 11 external (Procurement, Public Affairs, Corporate Secretariat, Chief Executive Officer, Chief Operating Officer, Museum Membership, Noyce Leadership Institute Alumni, Museum Affiliated Partners Program, Food Science National Advisory Committee, Let's Talk Energy National Advisory Committee, Canada 150)	4 internal communities

A JOB WELL DONE

The Corporation's staff is highly motivated, frequently earning accolades both within the organization and from outside.

The Emeritus Award, presented to former employees making significant contributions to the Corporation, was given to Louise Trottier, former curator of Energy and Natural Resources, who retired in 2008. During her 20 years with the Corporation, Louise's contributions included collecting more than 7,000 artifacts and 364 pieces of trade literature, as

well as the preparation of 38 publications and papers, 10 Historical Assessments, serving as curator for 8 exhibitions, and 5 Collection Assessments.

Nineteen awards for Years of Service were presented to employees. Fourteen staff members received Muses Awards, by which employees recognize co-workers for actions that reflect corporate values, or achievements outside the workplace. Muses Awards also recognize the outstanding achievements of retired or retiring employees.

Twenty-three staff were recognized for six different Management Awards, recognizing actions, achievements, services or incidents demonstrating key corporate values such as teamwork, creativity, leadership and outstanding contributions to the Corporation's priorities.

Four President's Pens Awards were presented, in recognition of dedication and extra effort on behalf of the Corporation.



35 YEARS OF SERVICE AWARD
Carmen Desjardins



30 YEARS OF SERVICE AWARD
Sue Boileau



MANAGEMENT AWARD FOR LEADERSHIP
Gillian Desnoyers



25 YEARS OF SERVICE AWARD
Sharon Babaian, David Nixon, Sue Warren





20 YEARS OF SERVICE AWARD

Tom Dillabough, Yvan Tessier

ABSENT: Pierre Blondin, Roxanne Longpré, Tony Missio, Suzanne Walsh

MANAGEMENT AWARD FOR LEADERSHIP

Simon Aubin, and Alexandru (Andi) Hristoforov (absent)



15 YEARS OF SERVICE AWARD

Isabelle Dufault, Pierre Martin, Stacy Wakeford

ABSENT: Pat Hilborn



10 YEARS OF SERVICE AWARD

Suzanne Lévesque, Yvon Renaud

ABSENT: Annie Jacques, Kevin Machan



5 YEARS OF SERVICE AWARD

Stephanie Brind'Amour, Erin Poulton, Christina Tessier, Emily Gann, Anouk Adam, David McGee

ABSENT: Lynda Beaudoin, Jonathan Boutin, Trevor Dupré, Bryn Johnson, Gisèle Leblond, Mindy Parent



CORPORATE SOCIAL RESPONSIBILITY

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

The Corporation also has ongoing donation programs, including the deaccession and possible donation to smaller museums of 8 artifacts, and the donation of more than 960 museum passes to local and national fundraising events. All three Museums also run Youth Fund programs, which benefitted



2,732 students from 71 schools and 6 community organizations.

HIGHLIGHTS

Canada Agriculture and Food Museum

- On June 19, the Museum presented its annual *Baskets with Panache!* fundraising event. This popular activity, now in its seventh year, has raised more than \$255,000 to date, allowing the equivalent of 17,500 children with physical or financial challenges to participate in the Museum's educational programming. This year's event raised a further \$32,000.
- In July, Sodexo Canada held its annual barbecue for disadvantaged children at the Museum, in collaboration with the Ottawa Food Bank. More than 200 children participated in the fun, which included an ice cream-making demonstration.
- In late July, the Museum celebrated National Ice Cream Day, welcoming a record 3,000 visitors.

The event, presented by Nestlé Skinny Cow, featured hands-on demonstrations of ice cream-making and dairying.

- The Museum's fourth annual food drive, held in December, collected 105 kilograms (231 pounds) of food for two local food banks.

Canada Aviation and Space Museum

- In November, the Museum offered special programs to more than 1,000 visitors from the Military Families Resource Centre for Universal Children's Day.
- The Museum's Wheels Up program provides funding for museum visits to schools with a high population of at-risk students. In 2013–2014, 816 students visited the Museum through this program.
- The annual Ride for Dad began its one-day motorcycle ride using the Museum's large grounds as its starting point as 1,600 riders raised \$375,000.
- In June, members and families of 51 CASM Air Cadet Squadron were honoured by MP and former Canadian astronaut, the Honourable Marc Garneau, as part of their Annual Ceremonial Review. Two of the cadets excelled during the summer at their summer camps.
- During the summer of 2013, three students from the Youth Futures Program were provided with six-week placements—one at each of the Museums. The Youth Futures Program is a partnership between the University of Ottawa, the City of Ottawa, and Ottawa Community Housing, and creates post-secondary employment opportunities for low-income secondary school students.
- To help support Canadian Forces personnel in their transition to civilian life, the Corporation is providing a participant in the Canadian Forces



Return to Work Program with a work assignment at the Canada Aviation and Space Museum.

- In September, more than 300 Scouts and family members kicked off their 2013 fundraising initiative at the Museum, with a visit to the Museum and **STAR WARS™ Identities: The Exhibition.**

The Exhibition.

- On March 9, as part of Women of Aviation Worldwide Week, 212 girls and women who had never flown in a small airplane were offered a free flight over Canada's Capital Region in partnership with the Eastern Ontario Chapter of the Ninety-Nines and the Rockcliffe Flying Club. In addition, about 60 Girl Guides were expected to participate in a joint activity between the Ninety-Nines and the Museum to earn their Aerospace badge.

Canada Science and Technology Museum

- On April 18, the fourth annual Science and Tech Soirée welcomed more than 400 guests, and raised more than \$108,000 to support science and technology programming at the Museum, for underprivileged children. The evening included cocktails, a gourmet dinner, rarely seen treasures from the collection, a silent auction and science

demonstrations among the Museum's fascinating artifacts and exhibitions.

- On April 20, the Museum celebrated International Astronomy Day with a free star party. More than 1,600 visitors of all ages enjoyed viewing the moon and planets through a range of telescopes that included the world's largest refracting telescope.
- In July, the Museum held its fourth annual Great Recycling Event, as part of its Energy Days weekend. This year, more than 1 tonne of electronic waste was diverted from landfills.
- On September 7, in partnership with the Historical Automobile Society of Canada, 25 vintage vehicles were displayed on the grounds of the Museum. This fundraiser for the United Way raised over \$500.
- In September, the Corporation kicked off its United Way campaign with a picnic, raising \$1,791 at the launch event.
- In November, the Museum hosted Ottawa's fourth edition of CANstruction, a charity event committed to ending hunger. Competing teams built dazzling structures out of cans of food, which were donated to the Ottawa Food Bank following the event.
- In March, the Museum once again observed Earth Hour with a free star party and family activities, presented in association with the Royal Astronomical Society of Canada.

- The Corporation's Media Relations Officer, Olivier Bouffard, travelled twice to Mauritania to volunteer on youth-oriented political projects. In November 2013, he partnered with Citoyens, Citoyennes Debout (CCD) to help a team of CCD youth develop a tool to help compare political platforms. In March 2014, in the lead-up to Presidential elections, he helped CCD youth groups develop action plans aimed at improving political awareness, thereby encouraging greater youth involvement and representation in the political process.

Throughout the year, the Corporation's three Museums welcomed dignitaries, officials and special guests.

1 Royal Galipeau, Member of Parliament for Ottawa–Orleans, at the Canadian Innovation Commercialization Program (CICP) announcement in TechnoZone on April 23. **2** His Excellency the Right Honourable David Johnston, Governor General of Canada, addressed the Canada School of Public Service Assistant Deputy Minister Forum on January 21 at the Canada Aviation and Space Museum. **3** Delegates from the International Civil Aviation Organization, meeting at the Canada Aviation and Space Museum on February 19, were welcomed and given a tour of the Museum by Director General Stephen Quick. **4** Lauren Harper attended the grand opening of the Learning Centre at the Canada Agriculture and Food Museum on May 2. **5** The Honourable Gary Goodyear, Minister of State (Science and Technology), announced the launch of Genome Canada's Genomic Applications Partnership Program at the Canada Science and Technology Museum on June 3.



6 At the Canada Aviation and Space Museum on February 7, the Honourable James Moore, Minister of Industry, and Walter Natynczyk, Canadian Space Agency President, top right from left to right, joined Canadian astronauts David Saint-Jacques and Jeremy Hansen, second row from left to right, and school children to unveil *Canada's Space Policy Framework*. **7** On August 6, the Honourable Shelly Glover, Minister of Canadian Heritage and Official Languages, visited the Canada Science and Technology Museum and the collection storage facilities accompanied by Corporation officials. **8** The Honourable James Moore, former Minister of Canadian Heritage and Official Languages, joined Canadian Space Agency and Corporation officials at the Canada Aviation and Space Museum on May 2 for the unveiling for public display of the Canadarm 1 that flew 90 missions aboard the space shuttle *Endeavour*. **9** Attending the unveiling of a Clean Current tidal turbine on February 26 in Technology Park at the Canada Science and Technology Museum were, from left to right, Mike Cleland, National Energy Advisory Committee Co-Chair, Let's Talk Energy; Luc Fournier, Director General, Canada Science and Technology Museum; Fernand Proulx, Interim President and CEO, Canada Science and Technology Museums Corporation; Kelly Block, Parliamentary Secretary to the Minister of Natural Resources; Vicky Sharpe, President and CEO, Sustainable Development Technology Canada; and Chris Gora, President, Clean Current.



MANAGEMENT DISCUSSION AND ANALYSIS

The Canada Science and Technology Museums Corporation (the Corporation) is committed to achieving the mandate established by the *Museums Act* while ensuring a 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 fourth 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. Sharing knowledge through our programs and compelling visitor experiences.
(Sharing Knowledge and Accommodations)
2. National presence, participation and outreach.
(Sharing Knowledge)
3. An internationally renowned collection.
(Heritage Preservation)
4. Corporate sustainability.
(Internal Services and Accommodations)
5. An employer of choice.
(Internal Services)

As the Annual Report demonstrates, this past year the Corporation made progress towards achieving its strategic objectives and priorities.

ENVIRONMENTAL SCAN

Economic Climate

While the Canadian economy is recovering modestly from the recent downturn, with a healthy economic outlook for 2014, discretionary income of Canadian families continues to be restrained, which impacts tourism numbers.

Alternative Funding

Alternative funding methods are growing in popularity. Crowdfunding platforms, like Kickstarter and Indiegogo, reach both national and international communities and allows donors to help fund special projects submitted by individuals or organisations. The Corporation must explore possible projects that could be funded using these methods.

Demographics

To remain relevant to the citizens they serve, the Museums must be aware of changing demographics in Canadian society. Most notably, Canada is experiencing an aging and increasingly diversified population, with Aboriginal people being one of the fastest growing segments.

The face of the museum visitor is changing and enriched with these demographic trends.

The Corporation continues to examine ways in which it can adjust its programming and services to account for an aging and increasingly diverse population and emerging communities.

The Digital Environment and Outreach

National outreach remains a top priority for the Corporation. Virtual connections and conversations will continue to be a primary way of engaging Canadians in discussions on science, technology, engineering and mathematics. Social media is an increasingly popular engagement tool for communicating with Canadians and promoting museum events through tools such as Facebook, Twitter, Snapchat or LinkedIn. Social media connections can benefit Museums in terms of growing community engagement by inviting the community to participate in the decision-making process. The Corporation must build on its current social media strategy and engage with Canadians across the country and abroad, and tap into online communities for ideas related to exhibitions and programming.

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 Canada Science and Technology Museum 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 approximately 35% of the Corporation's budget, which in addition to human resources costs, totals close to 85% of the Corporation's expenses, leaving 15% for program development. To balance these pressures, the Corporation 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 Canada Science and Technology Museum, the Corporation will continue to explore options for accommodations of the Museum and the collection reserve storage given the limitation of current facilities. In particular, the roof and HVAC units at the Museum are in urgent need of replacement. The Corporation will invest in repairs to the extent possible while trying to secure funds required for replacements.

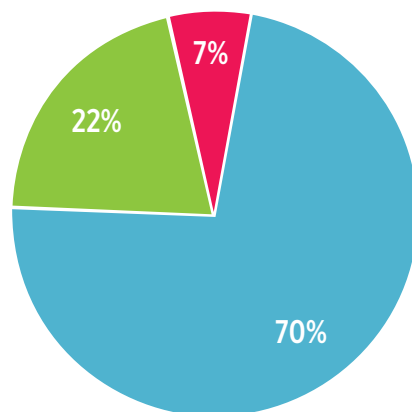
BUDGET OVERVIEW

The Corporation's budget for 2013–2014, reported on an accrual basis, totalled \$42.3 million, comprised of funds received from three different sources: parliamentary appropriations, operating revenues and contributions.

Parliamentary Appropriations

On an accrual basis, parliamentary appropriations decreased to \$29.8 million in 2013–2014 from \$31.6 million in 2012–2013. On a cash basis, total voted appropriations decreased to \$27.0 million from \$31.5 million reported in 2012–2013. In 2012–2013, the Corporation received a final contribution of \$2.4 million from Budget 2008 as well as a one-time supplementary amount of \$2.6 million for severance adjustments and retroactive wage settlements.

SOURCE OF FUNDS



- PARLIAMENTARY APPROPRIATIONS
- OPERATING REVENUES
- CONTRIBUTIONS

Operating Revenues

Operating revenues increased to \$9.3 million in 2013–2014, an increase of \$4.6 million from the amount reported in 2012–2013. This is mainly due to the presentation of the *STAR WARS™ Identities* exhibition that boosted admission revenues at the Canada Aviation and Space Museum and increased boutique sales with the addition of a *STAR WARS™ Identities* gift shop adjacent to this unique exhibition. In May 2013, the Corporation also implemented paid parking at its three museum sites with the intent to re-invest parking fees collected in Museums to support programming. The significant increase in operating revenues during 2013–2014 can also be attributed to facility rental and concessions, and membership revenues. Facility rental and concessions revenues increased by 59% and membership sales by 30% compared to previous year. These relatively significant increases were achieved due to the important influx of new visitors who came to visit the *STAR WARS™ Identities* exhibition.

Contributions

Contributions recognized as revenues vary from year to year based upon the revenues required to fund specific programs and install new exhibitions. Contributions increased by \$0.9 million to \$3.1 million in 2013–2014 from the amount reported in 2012–2013 mainly due to relatively important sponsorships received combined with exhibition activity related to food sciences, Let's Talk Energy and TechnoZone.

OPERATING EXPENDITURES

The Corporation's total expenses for 2013–2014 amounted to \$42.4 million, compared to \$35.9 million in 2012–2013. Personnel and accommodations costs required to manage and safeguard the collection continue to be the largest use of funds, amounting to \$20.5 million and \$14.1 million respectively.

Sharing Knowledge

Sharing Knowledge increased to \$16.1 million in 2013–2014 from \$13.0 million in 2012–2013. Major disbursements have been made in 2013–2014 to

operate, maintain and advertise the **STAR WARS™ Identities** exhibition. Other significant expenses have been incurred to design and fabricate exhibitions funded by sponsorships.

Heritage Preservation and Internal Services

Heritage Preservation remained stable at \$4.3 million when compared to previous year while Internal Services increased to \$7.9 million from \$7.0 million reported in 2012–2013. For Internal Services, the year-over-year increase is mainly due to the operation of the **STAR WARS™ Identities** gift shop.

Accommodations

Accommodations increased to \$14.1 million in 2013–2014 from \$11.6 million in 2012–2013. Amortization of accommodations related to capital assets represents \$3.3 million of the total in 2013–2014 and \$3.1 million in 2012–2013. The Corporation undertook major repair work on the roof of the Canada Science and Technology Museum building in 2013–2014 (\$1.1 million). The expenses have been recorded as Repairs and Upkeep of Buildings and account for the larger portion of the year-over-year increase in Accommodations.

NET RESULTS OF OPERATIONS AND YEAR-END POSITION

The net results of operations resulted in a deficit of \$0.1 million in 2013–2014. The profits generated from the revenue generating activities combined with expense reduction strategies have given the Corporation some flexibility to address temporarily urgent capital issues without realizing a relatively significant loss in 2013–2014. At the end of March 2014, the Corporation had an accumulated surplus of \$1.9 million that will be reserved for urgent operating and capital needs and in anticipation of certain cost increases.

Capital

Tangible capital assets decreased to \$64.7 million in 2013–2014 from the \$65.8 million reported in

2012–2013 due to amortization expense of \$3.3 million offset by acquisition of tangible assets of \$2.3 million. The most significant capital project for the Corporation in 2013–2014 was the construction of the new Events Pavilion during the summer 2013 and the completion 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. These construction projects, which began in 2011–2012, were funded through Budget 2008 and totalled \$5.4 million. Other minor capital projects were implemented using operational efficiencies from energy saving initiatives in previous years.

OUTLOOK

The Corporation continues to make progress in regards to its strategic objectives. The implementation of paid parking had a positive impact on revenues in 2013–2014 (\$0.5 million), and improvements at the Canada Agriculture and Food Museum should continue to encourage revenue growth. Creative product lines and thematic exhibit additions, such as the simulators at Canada Aviation and Space Museum, are also contributing to new revenue generation.

The Corporation understands that in order to remain relevant to all Canadians, it must reach out beyond the National Capital Region. The focus therefore continues to be on leveraging electronic media, rebuilding the Corporation's websites and using social media such as Flickr, Twitter, YouTube, Pinterest and Facebook. The Corporation's websites are in the process of being entirely revitalized, using the most modern tools to ensure they are kept current with ease.

While virtual tools provide Canadians with access to the national collection, such tools cannot replace the visitor experience of being in the presence of the 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 Canada Science and Technology Museums Corporation will continue to preserve this rich heritage which facilitates the discussions that help Canadians cultivate their place in the future. On the road to 2017, instilling pride in Canadians through these diverse holdings of scientific and technological wonders is of prime importance.

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 regulations and the by-laws of the Corporation.

The Board of Trustees is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Finance, Audit and Risk Management Committee, which includes a majority

of members who are not officers of the Corporation. The Committee meets with management and the independent external auditor to review the manner in which management is performing its responsibilities and to discuss auditing, internal controls, and other relevant financial matters. The Finance, Audit and Risk Management Committee has reviewed the financial statements and has submitted its report to the Board of Trustees. The Board of Trustees has reviewed and approved the financial statements.

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



Fernand Proulx
Chief Operating Officer



Yannick Brazeau
Controller
June 19, 2014



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 2014, 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 2014, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

240 rue Sparks Street, Ottawa, Ontario K1A 0G4

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, CPA, CA
Assistant Auditor General
for the Auditor General of Canada

19 June 2014
Ottawa, Canada

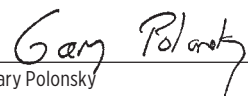
STATEMENT OF FINANCIAL POSITION

As at March 31


<i>(in thousands of dollars)</i>	2014	2013
ASSETS		
Current		
Cash and cash equivalents (Note 3)	\$10,568	\$11,195
Accounts receivable		
Government departments	1,021	1,315
Trade	502	494
Inventories	470	470
Prepaid expenses	36	50
	12,597	13,524
Collection (Note 4)	1	1
Capital Assets (Note 5)	64,718	65,770
	\$77,316	\$79,295
LIABILITIES		
Current		
Accounts payable and accrued liabilities		
Government departments	\$1,210	\$814
Accrued salaries and other	3,301	3,072
Current portion of employee future benefits (Note 6)	375	293
Deferred contributions and deferred revenues (Note 7)	4,891	6,554
	9,777	10,733
Employee future benefits (Note 6)	237	224
Long-term advance (Note 8)	4,533	4,533
Deferred contributions related to capital assets (Note 9)	50,737	51,684
	65,284	67,174
NET ASSETS		
Unrestricted	1,930	2,019
Investment in capital assets	10,102	10,102
	12,032	12,121
	\$77,316	\$79,295

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>	2014	2013
REVENUES		
Operating (Schedule 1)	\$9,270	\$4,695
Contributions (Schedule 1)	3,138	2,272
Interest	169	168
Total revenues	12,577	7,135
EXPENSES (Schedule 2)		
Heritage Preservation	4,327	4,340
Sharing Knowledge	16,126	12,983
Internal Services	7,859	7,019
Accommodations	14,117	11,580
Total expenses	42,429	35,922
Deficit before parliamentary appropriations	(29,852)	(28,787)
Parliamentary appropriations (Note 10)	29,763	31,555
Surplus (deficit) for the year	(\$89)	\$2,768

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>	2014	2013
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 assets (deficit), beginning of year	2,019	(749)
Surplus (deficit) for the year	(89)	2,768
Unrestricted net assets, end of year	1,930	2,019
NET ASSETS, END OF THE YEAR	\$12,032	\$12,121

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

STATEMENT OF CASH FLOWS

For the year ended March 31

<i>(in thousands of dollars)</i>	2014	2013
Operating activities:		
Cash received (clients)	\$11,115	\$7,573
Parliamentary appropriations received for operations	27,394	28,663
Cash paid to suppliers	(17,431)	(13,270)
Cash paid to employees	(20,362)	(20,849)
Cash received from the Foundation	231	227
Interest received	238	101
Net cash generated (used) through operating activities	1,185	2,445
Capital activities:		
Acquisition of capital assets	(2,259)	(4,422)
Net cash used through capital activities	(2,259)	(4,422)
Financing activities:		
Appropriations received for the acquisition of capital assets	447	2,908
Net cash generated through financing activities	447	2,908
Increase (decrease) in cash and cash equivalents	(627)	931
Cash and cash equivalents, beginning of year	11,195	10,264
Cash and cash equivalents, end of year	\$10,568	\$11,195

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

NOTES TO FINANCIAL STATEMENTS

March 31, 2014

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.

Accommodations

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

The significant accounting policies are:

(a) Basis of presentation

These financial statements have been prepared in accordance with Canadian Public Sector Accounting standards (PSAS) applicable to government not-for-profit organizations. The Corporation has prepared the financial statements applying the Section 4200 series of PSAS. 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).

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

(c) Accounts receivable

Accounts receivable are stated at amounts expected to be ultimately realized. The Corporation establishes an allowance for doubtful accounts that reflects the estimated impairment of accounts receivable. The allowance is based on specific accounts and is determined by considering the Corporation's knowledge of the financial condition of its customers, the aging of accounts receivable, current business 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 in capital assets on the Statement of Financial Position. Land for which the historical cost cannot be reasonably determined is recorded at a nominal value with a corresponding amount credited to net assets. Improvements that extend the useful life or service potential of buildings are capitalized and recorded at cost. Building improvements are amortized over 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

Prior to May 11, 2012, employees were entitled to severance benefits, as provided for under labour contracts and conditions of employment. The cost of these benefits was 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. The severance benefit ceased to accumulate as of May 11, 2012. Consequently, employees had the choice to receive their severance benefit payment earned to that date 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. As at March 31, the outstanding payments due have been accrued and are remeasured on a yearly basis to take into consideration salary increases. Actuarial gains (losses) are recognized in the Statement of Operations on a systematic basis as severance payments are being made to employees who are leaving the Corporation.

iii) Sick leave benefits

The Corporation provides to employees sick leave benefits that accumulate but do not vest. The Corporation recognizes the cost of future sick leave benefits over the periods in which the employees render services to the Corporation. The valuation of the liability is based on management's best estimate of inflation, discount rate, employee demographics and sick leave usage of active employees.

(h) Revenue recognition

i) Parliamentary appropriations

The Government of Canada provides funding to the Corporation.

Parliamentary appropriations received for the purchase of amortizable capital assets are initially recorded as deferred contributions on the Statement of Financial Position. When a purchase is made, the portion of parliamentary appropriation used to make the purchase is recorded as deferred contributions related to capital assets and is recognized as revenue on the same basis and over the same periods as the related capital assets acquired.

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

Parliamentary appropriations that are not restricted to a specific purpose are recognized as revenue 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, 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 and requirements are met.

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.

Realized 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 Contributions, and losses are reported as Miscellaneous Expenses on the Schedule of Expenses.

(j) Financial assets and liabilities

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

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

Financial assets and financial liabilities are measured at cost or amortized cost. Financial assets consist of cash and cash equivalents, and accounts receivable. 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.

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 Corporation makes short term, low risk investments in guaranteed fixed income securities. The overall portfolio yield as at March 31, 2014 was 1.31% (2013 – 1.44%) and the average term to maturity is 19 days (2013 – 32 days) redeemable on demand.

<i>(in thousands of dollars)</i>	2014	2013
Cash	\$1,838	\$2,592
Short term investments	8,730	8,603
	10,568	11,195
Less amounts allocated for restricted purposes	4,219	5,851
Unrestricted cash and cash equivalents	\$6,349	\$5,344

4. COLLECTION

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

- Communications
- Non-renewable resources and industrial design
- Natural resources
- Physical sciences and medicine
- Renewable resources, including agriculture and forestry
- Instruments, tools and systems with direct application to mathematics, chemistry, physics, as well as astronomy, astrophysics, meteorology, surveying and mapping, and information technology
- Transportation: land, marine, and air and space

During the year ended March 31, 2014, the Corporation de-accessioned 48 objects (2013 – 201 objects) for a total amount of \$2,000 (2013 – \$1,000) and accessioned 149 objects (2013 – 108 objects) to its collections through the accessioning/de-accessioning 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, 2014			March 31, 2013		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Land	\$10,102	\$-	\$10,102	\$10,102	\$-	\$10,102
Buildings	74,804	29,671	45,133	69,503	27,978	41,525
Building improvements	24,203	16,034	8,169	22,489	14,719	7,770
Office furniture	816	584	232	773	509	264
Equipment	2,518	2,097	421	2,350	1,945	405
Computer software	1,276	1,160	116	1,275	1,122	153
Easement rights	147	-	147	147	-	147
Capital projects in progress	398	-	398	5,404	-	5,404
	\$114,264	\$49,546	\$64,718	\$112,043	\$46,273	\$65,770

Capital assets with a net book value of \$38,000 were written off during the fiscal year (2013 – no write-off). The write-off amount has been presented under amortization expense in the Schedule of Expenses.

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 required employer contribution rate for 2013–2014 was dependent on the employee's employment start date. For employment start dates before January 1, 2013, the Corporation's general contribution rate effective at year end was 10.88% (2013 – 11.23%) and for employment start dates after December 31, 2012, the Corporation's general contribution rate effective at year end was 9.47% (2013 – 9.84%). Total contributions of \$1.76 million (2013 – \$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>	2014	2013
Accrued benefit obligation, beginning of year	\$774	\$2,827
Cost for the year	205	44
Benefits paid during the year	(138)	(2,426)
Interest costs	-	56
(Gain) loss arising from plan settlement	-	141
Other (gain) loss on accrued benefit obligation	-	132
Accrued benefit obligation, end of year	841	774
Unamortized actuarial gains and (losses)	(229)	(257)
Accrued benefit liability, end of year	\$612	\$517
Short-term portion	\$375	\$293
Long-term portion	237	224
Accrued benefit liability	\$612	\$517

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>	2014	2013
Balance at the beginning of the year	\$6,554	\$6,755
Plus:		
Restricted contributions from non-government sources	231	227
Restricted appropriations received	-	1,890
Sponsorships received	2,160	1,981
Less:		
Restricted contributions from non-government sources recognized	(231)	(227)
Restricted appropriations spent	(1,812)	(3,404)
Sponsorships recognized	(1,980)	(1,163)
Funds (used) received for the provision of goods and services	(31)	495
Balance at the end of the year	\$4,891	\$6,554

As of March 31, 2014, unused deferred parliamentary appropriations totalled \$2,761,000 (2013 – \$4,573,000), deferred grants and sponsorships totalled \$1,458,000 (2013 – \$1,278,000) and other deferred revenues totalled \$672,000 (2013 – \$703,000).

8. LONG-TERM ADVANCE

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

<i>(in thousands of dollars)</i>	2014	2013
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 a repayment mechanism be established. However repayment of the funding for the construction of revenue generating facilities was not expected before 25 years after the project commences and the repayment of the funding received to establish the Foundation was not anticipated before 6 years of the date the Foundation starts its operations. As of March 31, 2014, a repayment mechanism has yet to be established. The Corporation is not subject 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>	2014	2013
Balance at the beginning of the year	\$51,684	\$50,223
Appropriations used to purchase capital assets	2,259	4,423
Amortization of deferred contributions related to capital assets	(3,206)	(2,962)
Balance at the end of the year	\$50,737	\$51,684

10. PARLIAMENTARY APPROPRIATIONS

<i>(in thousands of dollars)</i>	2014	2013
Main estimates amount provided for operating and capital expenditures	\$26,491	\$28,931
Supplementary estimates: Severance adjustments and retroactive wage settlements	512	2,571
	27,003	31,502
Deferred appropriation used in current year to purchase capital assets	1,813	1,514
Amounts used to purchase depreciable capital assets	(2,259)	(4,423)
Amortization of deferred contribution related to capital assets	3,206	2,962
Parliamentary appropriations	\$29,763	\$31,555

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 raises 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 2013–2014, the Foundation made a contribution of \$231,000 (2013 – \$227,000) to the Corporation. These funds were spent in accordance with donors' wishes.

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

In 2013–2014, 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 \$45,000 (2013 – \$113,000).
- In the other part, absorbed by the Corporation to recognize Foundation's efforts to bring in sponsorships that have been recorded directly in the Corporation's financial statements in the amount of \$184,000 (2013 – \$148,000).

As at March 31, 2014, the amount due by the Foundation to the Corporation was \$321,000 (2013 – \$531,000).

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 \$105,000 (2013 – \$100,000).

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 was determined using the expected future cash flows and was discounted using Government bond rates with similar terms and characteristics:

<i>(in thousands of dollars)</i>	March 31, 2014		March 31, 2013	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Long-term advance	\$4,533	\$3,023	\$4,533	\$2,957

(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, restricted 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 of \$8,730,000 (2013 – \$8,603,000) by limiting the investment to short-term fixed income securities. Per the Corporation's Investment and Banking policy, corporate bonds must have a minimum credit rating of A++ by CBRS.

iii) Accounts receivable

The Corporation is exposed to credit risk from customers in the normal course of business. At March 31, 2014, accounts receivable totaled \$1,523,000 (2013 – \$1,809,000). These figures are reported net of an allowance for doubtful accounts of \$127,000 (2013 – \$320,000), which are established based on specific credit risk associated with individual clients and other relevant information. Concentration of credit risk with respect to receivables is limited, due to the small value of transactions with clients other than Government departments.

The change in the allowance for doubtful accounts receivable during the year ended March 31, 2014 was a decrease of \$193,000 (2013 – increase of \$39,000) relating to past due balances.

As at March 31, 2014, \$151,000 (2013 – \$227,000) of accounts receivable were past due (over 30 days), but not impaired.

(c) Market risk

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

i) Foreign currency risk

The Corporation is exposed to foreign currency risk on its cash and cash equivalents 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, 2014, cash and cash equivalents, and current liabilities include US \$45,000 (2013 – US \$30,000), and US \$12,000 (2013 – US \$11,000) respectively, which are exposed to changes in the US–Canadian dollar exchange rate.

The approximate impact of a 10% rise in the Canadian dollar compared to the US dollar on these exposed balances at March 31, 2014 is a \$3,000 (2013 – \$1,942) increase in deficit. The approximate impact of a 10% decline is a \$3,000 (2013 – \$1,942) decrease in deficit.

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's objective for managing liquidity risk is to manage operations and cash expenditures within the appropriations authorized by Parliament and our self-generated revenues. The Corporation has determined that the risk is not significant.

As at March 31, 2014, the entire Corporation's accounts payable and liabilities are due within 365 days (2013 – within 365 days). No repayment mechanism has been established yet for the Corporation's long-term advance.

14. CONTRACTUAL OBLIGATIONS

As at March 31, 2014, the Corporation had entered into various agreements for accommodations, protection services, facilities management services and exhibition rentals, for a total of \$9,072,000. The future minimum payments for the next five years are as follows:

<i>(in thousands of dollars)</i>	
2014–2015	\$4,515
2015–2016	1,630
2016–2017	1,001
2017–2018	900
2018–2019 and subsequent years	1,026
	<u>\$9,072</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. Related party also includes key management personnel having authority and responsibility for planning, directing and controlling the activities of the Corporation. This includes the senior management team, all members of the Board of Trustees and immediate family members thereof. The Corporation enters into transactions with these entities in the normal course of operations, under the same terms and conditions that apply to outside parties and are recorded at the exchange amount.

The following transactions were carried out with related parties. The Corporation has transactions with related party including but not limited to sales and purchases of goods and rendering and receiving of services. The most significant transactions with related parties include the property taxes, building rentals and employee benefits expenses.

<i>(in thousands of dollars)</i>	March 31, 2014		March 31, 2013	
	Revenues	Expenses	Revenues	Expenses
Related party transactions	\$1,658	\$4,857	\$805	\$4,911

In addition, during the year, the Corporation received services which were obtained without charge from other government organizations such as 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:

Statement of Operations

<i>(in thousands of dollars)</i>	2014	2013
REVENUES		
Contributions	\$591	\$882
EXPENSES		
Heritage Preservation	-	47
Sharing Knowledge	591	632
Internal Services	-	203

Also, during the year, the Corporation received services which were obtained without charge from Agriculture and Agri-Food Canada, and from the Office of the Auditor General of Canada. Lease of buildings for the Canada Agriculture and Food Museum buildings located on the Central Experimental Farm site, and auditing services were provided without charge and are not presented in the Corporation's Statement of Operations.

16. CONTINGENCIES

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the Corporation's financial statements. As at March 31, 2014, a provision of \$70,000 has been recorded (2013 – no provision recorded). The effect, if any, of ultimate resolution of these matters will be accounted for when determinable.

As at March 31, 2014, the Corporation was subject to a property tax review by the City of Ottawa that could possibly represent a significant liability for the Corporation. Since no reasonable estimate of the amount can be made, at this time, the contingency has only been disclosed in the notes to the financial statements.

17. COMPARATIVE INFORMATION

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

SCHEDULE 1: SCHEDULE OF OPERATING REVENUES AND CONTRIBUTIONS

for the year ended March 31

Operating Revenues

<i>(in thousands of dollars)</i>	2014	2013
General admissions and programs		
Science and Technology	\$1,340	\$1,340
Aviation and Space	3,327	645
Agriculture and Food	611	605
Boutique sales	1,722	842
Facility rental and concessions	339	213
Parking	540	-
Membership	494	380
Farm operations	306	275
Thematic experiences	131	123
Other	460	272
TOTAL	\$9,270	\$4,695

Contributions

<i>(in thousands of dollars)</i>	2014	2013
Grants and sponsorships	1,980	1,163
Contributed services	591	882
Other contributions from individuals and corporations	336	-
Contributions from the Foundation	231	227
TOTAL	\$3,138	\$2,272

SCHEDULE 2: SCHEDULE OF EXPENSES

for the year ended March 31

<i>(in thousands of dollars)</i>	2014	2013
Personnel costs	\$20,488	\$19,341
Amortization of property and equipment	3,312	3,067
Design and display	2,585	824
Professional and special services	2,117	2,000
Repairs and upkeep of buildings	2,039	827
Leases of buildings	1,931	1,916
Property taxes	1,720	1,705
Property management services	1,434	1,176
Utilities	1,426	1,115
Material and supplies	1,151	982
Gift shops and product marketing	949	425
Protection services	893	738
Advertising	797	327
Repair and upkeep of equipment	300	242
Communications	259	239
Publications	256	233
Travel	191	226
Freight, express and cartage	127	78
Office supplies and equipment	122	128
Miscellaneous	175	121
Rentals of equipment	101	92
Books	37	44
Purchase of objects for the collection	19	76
TOTAL	\$42,429	\$35,922