

Ingenium – Canada’s Museums of Science and Innovation

Annual Report 2017-2018



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Message from the Chair of Ingenium – Canada’s Museums of Science and Innovation, Dr Gary Polonsky

It has been a busy year.

First up, we changed our name to Ingenium. Combining the notions of human ingenuity and museology, our new brand’s full name is: Ingenium – Canada’s Museums of Science and Innovation. And we think it says it all.

Under this new brand, we are moving forward with our **five long term objectives**. We are making great progress on them, as you will see elaborated in this report. Ingenium’s **collection** continues to be one of the best of its kind anywhere. Our **educational programs** connect Canada’s youth to the exciting world of science and technology with the goal of encouraging studies and careers in STEM. We are actively engaged across Canada and around the world, **reaching out** through many means, everything from travelling exhibitions to the latest in digital and mobile game technologies. Ingenium is fiscally **sustainable and accountable**. It is important to emphasize here that many of our successes and accomplishments are supported financially by our sponsors and partners. The extensive list later in this report shows how vital they are to our successes, and we are sincerely grateful for their support through the years. The success of achieving our fifth objective – a **renewed and innovative infrastructure** – is shown by the reinvented Canada Science and Technology Museum and by the Collections Conservation Centre, which is currently under construction adjacent to the Museum.

I am extremely proud of everyone involved in the renewal of the Museum. It opened on time, on budget, to rave reviews, and it is strategically important to Canada’s science and technology ecosystem.

Working toward accomplishing these priorities on behalf of Canadians brought well-deserved honours to Ingenium and to its employees: three Outstanding Achievement Awards from the Canadian Museums Association for successes in Research, in Conservation, and in Exhibitions. The Outstanding Achievement Award for Exhibitions recognizes how the renewed Museum’s 11 new permanent exhibitions effectively and distinctively contribute to increase public understanding.

The creative and innovative employees at Ingenium focused on universal accessibility for the new Canada Science and Technology Museum. The Accessibility Certified Gold rating from the Rick Hansen Foundation in Accessibility Certification™ program for the Museum – the first public institution in Canada to receive it – shows we are reaching our goal of being as welcoming and accessible as possible to all Canadians. Improving accessibility will be a focus across Ingenium in the years ahead.

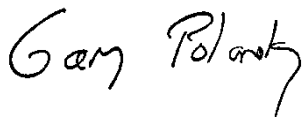
Canada’s 150th in 2017 was an opportunity for all of us to look back through the decades at our country’s successes, many made possible by achievements and innovations in science, technology, and engineering.

With Canada's accomplished past represented so well today at our three Museums, we look forward to a hopeful and confident future for all Canadians in every corner of Canada. Our future will be made even brighter by individuals such as the seven outstanding young Canadians from across Canada who in May received STEAM Horizon Awards for their academic accomplishments and who will use science, technology, engineering, arts, and math, or STEAM, to promote positive change in their communities.

Before closing this message, it is important to recognize that the federal government understands the relevance of science and technology to daily life and it is willing to embrace the work of institutions such as ours. On behalf of Ingenium's board of trustees and employees, I want to thank the federal government for its ongoing support.

Shortly before publication of this annual report, we were excited that Christina Tessier, Director General of the new Canada Science and Technology Museum, was appointed as Ingenium's President and CEO, beginning June 11, 2018. Christina led the fast-tracked renewal of the Museum's exhibition galleries and visitor experience elements that is discussed elsewhere in this Report. I would like to take this opportunity to publicly congratulate Christina on her new position. As well, I would like to thank Fernand Proulx for his tenure and steady stewardship as Ingenium's Interim President and CEO through the 2017-2018 reporting year.

It is a continued honour to serve as Chair of this wonderful organization. With gratitude and best wishes to all,

A handwritten signature in black ink that reads "Gary Polonsky". The signature is written in a cursive, slightly slanted style.

Dr Gary Polonsky,
Chair, Ingenium – Canada's Museums of Science and Innovation

Message from the Interim President and CEO, Fernand Proulx

This has been an outstanding year for Canada's national museums of science and innovation.

Key among this year's achievements was the new Canada Science and Technology Museum. Following more than three years of development, construction, and installation, the Museum reopened to considerable public fanfare on November 17, 2017.

Beyond its stunning new exterior, this 21st-century facility features major upgrades in infrastructure and health and safety. There are new galleries, along with refreshed versions of perennial favourites such as the Crazy Kitchen.

We have also made accessibility a priority throughout the Museum. This, in turn, has led to a review of accessibility across the entire Ingenium portfolio. I am also proud to note that the Canada Science and Technology Museum is the first national public institution in Canada to earn the Accessibility Certified Gold rating under the Rick Hansen Foundation Accessibility Certification™ (RHFAC) program.

My sincere thanks to everyone involved in the Museum's renewal. This, of course, includes staff at our two other Museums, who took on the challenge of keeping the entire Ingenium family front and centre while the Canada Science and Technology Museum was closed.

This is not our only major capital project. Our new Collections Conservation Centre is currently under construction. Located right next to the Canada Science and Technology Museum, it will provide much-needed stable environmental storage for our national collection of science and technology artifacts and archives. It will also offer greater collections access to researchers, and occasionally to the general public.

Beyond these two major projects on the Canada Science and Technology Museum campus, our two other Museums maintained a slate of outstanding programs and exhibitions.

The Canada Agriculture and Food Museum continues to bring agri-food science and technology to visitors of all ages. Showcasing sustainable farming techniques, animal husbandry, apiculture, and so much more, it truly shows how food gets from farm to fork. A focus on accentuating the STEM involved in all we do has been well received by our visitors.

The Canada Aviation and Space Museum was similarly active. It refreshed its core floor displays. It added a new online game to its wildly popular *Ace Academy* series. And it completed work on the moving Legacy Project—an important record of aviation and its impact in wartime.

I am also pleased to announce that Ingenium recently received three major Canadian Museums Association awards. For its work over the past year, Ingenium was presented with Outstanding Achievement awards in Research and Conservation, and the new Canada Science and Technology Museum received an Outstanding Achievement award for its permanent exhibitions.

Two of the most important things in this day and age are outreach and engagement. Our new branding as Ingenium – Canada’s Museums of Science and Innovation reflects this ethos.

Ingenium’s three Museums have long been active in engaging Canadians through travelling exhibitions, mobile apps and games, and a vibrant online presence. This year, we have added a new platform: The Ingenium Channel. This digital hub is still in its infancy, but is already featuring carefully curated science content.

Science is embedded into the fabric of everyday life; its importance cannot be overstated. Exhibitions, programs, apps, and websites make our content accessible, articulating the stories; communicating why it matters is part of our renewed focus. But to truly engage hearts and minds, even more is required.

Ingenium was delighted, for example, to be the only federal museum included in Minister of Canadian Heritage, the Honourable Mélanie Joly’s first creative trade mission to China, held in April 2018. For several years now, we have been working with Chinese cultural and heritage institutions toward establishing new partnerships between Canadian and Chinese creators and creative industries. It is anticipated that the mission will provide Canada with a better understanding of the Chinese business environment—and vice-versa—leading to new opportunities for us all.

Ingenium has also created a Women in STEM initiative, designed to encourage participation of women in science, technology engineering, and math. Canada cannot work toward leadership in these areas without engaging some 50% of the population.

We must also encourage our younger innovators. In the first annual STEAM Horizon Awards, seven young science innovators each received \$25,000 toward their post-secondary education. We anticipate a bright future for them all.

A bright future is in the cards for Ingenium as well. Renewal of our flagship Museum. Creation of a new collections facility. Refreshed exhibitions. Public engagement and outreach. An expanding online presence. And a growing public perception of science and technology as integral to daily life.

None of this could have been accomplished without public- and private-sector support, donors, and partners. And, of course, our dedicated staff, who continue to work tirelessly to make science and technology, interesting, relevant, compelling—and even fun—for visitors and online participants from across Canada and around the world.

A handwritten signature in black ink, appearing to read "Fernand Proulx". The signature is fluid and cursive, with the first name "Fernand" written in a larger, more prominent script than the last name "Proulx".

Fernand Proulx,
Interim President and CEO

Governance

Ingenium is governed by a Board of Trustees, appointed by the Minister of Canadian Heritage, with the approval of the Governor-in-Council. The Board is accountable to Parliament, through the Minister of Canadian Heritage, for Ingenium's business affairs. The full Board held four meetings during the 2017–2018 fiscal year.

The Board is composed of up to 11 Trustees, including a Chair and Vice-Chair, from across Canada. Four committees support the work of the Board: the Executive Committee; the Finance, Audit and Risk Management Committee; the Governance Committee; and the Major Facilities Committee. Trustees are collectively responsible for strategic leadership and accountability, management of Ingenium's business activities and affairs, and ensuring that all duties conferred upon Ingenium by the *Museums Act* and Part X of the *Financial Administration Act* are carried out.

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 Ingenium. The Board also engages with the public at its Annual Public Meeting, during which it shares Ingenium's mandate, priorities, and fiscal management.

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 four Board Committees, as described below.

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 Ingenium's annual performance objectives, and has full authority to act when the full Board of Trustees is unable to meet in a timely fashion. The Executive Committee held two meetings during the 2017–2018 fiscal year.

Finance, Audit and Risk Management Committee

The Finance, Audit and Risk Management (FARM) Committee oversees Ingenium's financial management, its practices, and its information systems. This Committee reviews and advises the Board of Trustees on Ingenium's five-year operating and capital plans, as well as annual and quarterly financial statements. The FARM Committee also selects internal audits; reviews and advises the Board of Trustees on plans and reports from auditors; and oversees Ingenium's risk management policies and practices. The Committee comprises no fewer than four Trustees, in addition to the Chair of the Board and the President and CEO, who are non-voting members of the Committee. The Committee held five meetings in 2017–2018.

Governance Committee

The Governance Committee (GC) monitors and reviews governance of Ingenium 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 comprises no fewer than four Trustees, as well as the Chair of the Board and the President and CEO, who are non-voting members. The Committee held three meetings in 2017–2018.

Major Facilities Committee

The Major Facilities Committee (MFC) was formed as a result of the additional Board oversight required for the renewal of the Canada Science and Technology Museum, and the planning and construction of the new Collections Conservation Centre announced in March 2016. The Committee comprises no fewer than four Trustees, as well as the Chair of the Board. The President and CEO is a non-voting member of the Committee. The Committee held 13 meetings in 2017-2018.

Board of Trustees

Name, Region

Term – BOARD COMMITTEES

Dr Gary Polonsky, Ontario

January 14, 2010 to January 13, 2018* – Board Chair, EC (Chair), FARM, GC, MFC

Jim Silye, Alberta

June 18, 2010 to June 17, 2018 – Board Vice-Chair, EC, FARM, MFC

Dr Harold Bjarnason, Manitoba

April 23, 2009 to September 30, 2017* – FARM

David James Cohen, Quebec

June 13, 2014 to June 12, 2018 – MFC

Dr C. David Desjardins, New Brunswick

February 5, 2015 to February 4, 2019 – GC

Michael A. Geist, Ontario

March 1, 2018 to February 28, 2022 – GC

A. Christian Idicula, Alberta

March 1, 2018 to February 28, 2022 – FARM

Radosveta Ilieva, Quebec

October 27, 2017 to October 26, 2020 – FARM

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

Virginia McLaughlin, Ontario
December 18, 2009 to February 20, 2020 – EC, GC (Chair), MFC

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

*Although the terms of Chair Dr Gary Polonsky and Trustee Dr Harold Bjarnason expired in 2017-2018, they continue to serve on the Board until their successors are appointed, as per the *Museums Act*.

Executive Management

Ingenium's daily operations are managed by its President and Chief Executive Officer, supported by a senior management team consisting of the Director General of each Museum; the Chief Operating Officer and Capital Projects; the Vice-President, Collection, Research and Corporate Governance; the Vice-President, Business Development, the Vice-President, Public Affairs and Marketing; and the Vice-President, Human Resources.

Ingenium's Reporting Structure

Board of Trustees

President and Chief Executive Officer

Chief Operating Officer and Capital Projects

Director General, Canada Agriculture and Food Museum (CAFM)

Director General, Canada Aviation and Space Museum (CASM)

Director General, Canada Science and Technology Museum (CSTM)

Vice-President, Business Development

Vice-President, Collection, Research and Corporate Governance

Vice-President, Human Resources

Vice-President, Public Affairs and Marketing

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

Vision

To inspire Canadians to celebrate and engage with their scientific, technological and innovative past, present and future in a place where innovations of the past meet the future.

Mission

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

Mandate

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

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

Ingenium – Canada’s Museums of Science and Innovation includes the Canada Agriculture and Food Museum, the Canada Aviation and Space Museum, and the Canada Science and Technology Museum. Ingenium and its three Museums are located in Canada’s 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.

Canada Agriculture and Food Museum (CAFM)

Located on the Central Experimental Farm near downtown Ottawa, the Canada Agriculture and Food Museum is Canada’s national museum of agricultural science and technology. As a working farm, the Museum maintains poultry and livestock—including many rare breeds—along with features such as a demonstration dairy operation, a bee colony, and a biodigester.

All aspects of the Museum’s operations are supported by exhibitions and educational programming, exploring the important relationships between the environment, agriculture, technology, and the food we eat. The Museum, a popular destination for local families and school groups, also reaches Canadians across the country through online activities and educational tools such as applications for mobile devices, as well as through travelling exhibitions and EduKits. In addition, the Museum participates in national initiatives such as food literacy, Talk Energy Week, and Canadian Agricultural Literacy Week, which encourages Canadians to visit farms and agricultural museums in their own communities.

The Canada Agriculture and Food Museum has recently begun to expand its programming for teens and adults to include lectures centred on the science of food, as well as social events featuring various national cuisines from around the world.

Canada Aviation and Space Museum (CASM)

The Canada Aviation and Space Museum is Canada's national museum of aerospace technology. Located next to a working airport, the Museum is home to one of the world's finest collections of aircraft, including some that are the last of their kind. Its outstanding exhibitions, programming, and applications for mobile devices transport visitors through time from the dawn of human-powered flight to the International Space Station, to life in a colony on Mars.

In addition to being a supporter of initiatives tied to Canada's aerospace heritage, the Museum continues its tradition of commemorating important historical events. A wide range of programs, apps, and exhibitions have been produced for the First World War centenary, supplementing the Museum's ongoing slate of concerts, workshops, and more.

Throughout the year, the Museum also acknowledges the sacrifices and achievements of Canadian aviators through special events marking Operation Manna, D-Day, the Battle of Britain, and Remembrance Day.

Canada Science and Technology Museum (CSTM)

The Canada Science and Technology Museum is Canada's national museum of science and technology, and one of the oldest of its kind in the world. It is also Canada's largest and most comprehensive science and technology museum, and was the first science museum in the country to feature interactive exhibitions and public programming.

In November 2017 — following three years of renovation and major content redevelopment — the Museum reopened to considerable public acclaim. New features in its 7,400 square metres (80,000 square feet) of public space include numerous interactive and hands-on elements, in addition to the return of popular visitor favourites, such as the majestic steam locomotives and an updated Crazy Kitchen. As part of its outreach, the Museum delivers exciting content locally through its ScienceMobile, and across the country by way of online initiatives.

Ingenium is currently constructing a new facility with stable environmental storage for the conservation and housing of the collection. The new Collections Conservation Centre is on track to open in 2019 on the Canada Science and Technology Museum's site.

Together, Ingenium's three Museums demonstrate the importance of science and technology to every aspect of daily life. From the plants we grow, to the ways we get around, to the technologies behind everything from music to wearable tech, the Museums explore not only the history of innovation, but also its impact on the present, and its promise for the future.

Museums' and Ingenium's Highlights

Kerry-Leigh Burchill, Director General, Canada Agriculture and Food Museum

There are few national museums in the world located on a working farm, let alone in the heart of a city. This gives us a unique opportunity to bring the science of farming and food production to urban audiences, as well as to visitors from across Canada and around the world. This past year, we had our highest-ever attendance at just more than 220,000 visitors to our Museum site, and we reached more than one million people through travelling exhibitions, digital resources, web content, conferences, professional development days for educators, and community activities.

As Director General, if I were to capture this amazing year in one word it would be partnerships.

With more than 50 food literacy program partners, a multitude of volunteers, students, and donors—along with new collaborations with embassies, artists, and national advisors—we offered the most diverse slate of public programs, workshops, and activities on record.

Our first-ever discovery zone, **Soil Lab**, launched on Earth Day. It encourages children and adults to give more thought to this life-giving resource as they explore the properties of soil through microscopes, learn about fertilizers and soil stewardship, get their hands into vermicompost, and participate in seasonal planting.

In response to ongoing concern over declining bee populations, we held a **Queen Bee Party** for families on World Honey Bee Day, held a lecture for adults on beekeeping, and reached 80,000 downloads for our *Bee Odyssey* mobile game.

Because the Museum traces the journey of food from farm to plate, we hold many events on innovations in food science. This year, our **Food For Thought** lectures included topics such as food fraud, cricket farming, beer as an agricultural product, and sustainable agriculture.

And what would a museum like ours be without actual food-tasting events? Our food series this year included a **Global Tastes** series celebrating the national cuisines of Trinidad and Tobago, India, and Ukraine. We hosted canning workshops and a **Feed the City** event for new audiences, along with family-friendly theme events, including **Easter at the Farm**, an **Ice Cream Festival**, **Baconpalooza**, **Thanksgiving, For the Love of Cheese**, **Maple Month**, and **Barnyard Break**.

In addition to our public programs and demonstration herds, we would not be a museum without exhibitions. To mark Canada's sesquicentennial in 2017, we launched two new exhibitions. **Canola! Seeds of Innovation** takes a fascinating look at one of the world's

most important made-in Canada crops. **Space to Spoon** explores how Space technology and satellite imaging benefit Canadian farmers and sustainable agriculture. We have also been thrilled, once again, with public response to our summer day camps and healthy living events—many of which sold out in under 10 minutes. School programs, birthday parties, and partner events have also been enthusiastically received.

As mentioned earlier, outreach is also crucial to us. We are proud to have had a presence at the Calgary Stampede, the Royal Agricultural Winter Fair, and new venues such as malls, airports, and convention centres, where we’ve shared important stories of Canadian innovation in agriculture with a much broader audience.

The Museum also currently has three travelling exhibitions on tour. **A Taste of Science, Canola! A Story of Canadian Innovation**, and a techno-zone version of **Space to Spoon** which were presented in 18 different venues across Canada. New this year, a national photo contest for **Healthy Kids Quest** attracted submissions from 11 provinces and territories, and resulted in an additional 7,500 downloads of this curriculum-friendly teaching resource.

All in all, it was an amazing year.

We couldn’t do it without the employees who tend to our animals, deliver dynamic demonstrations in every imaginable weather condition, and work tirelessly behind the scenes to produce our outstanding exhibitions and programming. My sincere thanks to them all.

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Christopher Kitzan, Director General, Canada Aviation and Space Museum

While all science encourages people to reach for the stars, at the Canada Aviation and Space Museum, we take it literally.

Like all museums, we feature exhibitions. This year, we continued to refresh our popular permanent exhibition of aircraft, adding exciting new content related to many of our treasures.

Outreach is another important part of what we do. This year we launched our fifth mobile game — the third in our popular First World War series — called *Ace Academy: Skies of Fury*. We also launched *Air and Space: Canadian Innovations* — a mobile app featuring great Canadian innovations from our two collections — in association with the Royal Aviation Museum of Western Canada in Winnipeg.

Another important initiative is the **Legacy Project**. This series of six educational videos presents personal accounts of Canadian aviators and civilians during the Second World

War. As we continue to lose the men and women who lived through that conflict, this has become an invaluable record.

At the Aviation and Space Museum, honouring veterans is important. Each November, we hold Remembrance Week activities, and throughout the year we feature concerts of big band music, and commemorations of events such as the Battle of Britain and the food drops of Operation Manna. We also honour military families with a day of special activities, just for them.

It is in its special programming that the Museum really shines. We encourage visitors to look to the heavens on International Astronomy Day and, in August, held a special safety-first viewing event surrounding the partial solar eclipse. We also held lectures, and offered self-guided behind-the-scenes tours of our Reserve Hangar, and hosted international fitness events. In our aerospace-themed day camps, children ages 5 to 12 enjoyed a weeklong Music and Aviation camping experience.

In July 2017, we were home to the massive mechanical spider and dragon created by La Machine from France. The La Machine performance through the streets of Ottawa was the region's breakout hit. And our visitors were treated to an exhibition, a lecture, and sneak peeks at the creatures and technical team in action.

Learning is nothing, of course, without a little fun. Visitors set up camp on Kepler-500. They printed images of bush planes from soapstone slabs. They zoomed to the Moon and spent a summer in Space. They took part in a candy drop commemorating a yearly event in northern Canada. And they enjoyed sky-high magic in the Museum's newly rechristened Mauril Bélanger Theatre — renamed this year in honour of the late federal MP who was a long-time advocate and friend of this Museum.

Beyond its exhibitions and public programming, the Museum is a supporter of Canadian initiatives tied to this country's aerospace heritage. Beginning in July 2017, we joined with OEX Recovery Group Incorporated in a project related to the legendary Avro Arrow jet.

We have long partnered with the Canadian Space Agency, and 2018 has been dubbed the Year of Space at the Museum. In late 2018, Canadian Astronaut Dr David Saint-Jacques will launch toward the International Space Station, and the Museum will celebrate his mission with exhibitions, events, and special programming.

Over the past year, we welcomed more than 280,000 visitors, surpassing all attendance targets for our special events and other public programming. Much of our success is due to our partnerships and the work of our many volunteers. But we would be nothing without our dedicated employees, who make sure that every experience our visitors have, every research project, and every exhibition is, we like to think, "out of this world."

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**Christina Tessier, Director General, Canada Science and Technology Museum
(new President and CEO of Ingenium, effective June 11, 2018)**

On November 17, 2017, the Canada Science and Technology Museum reopened its doors—on time and on budget. After exactly three years of planning, construction, and development, it was a moment of cheers and some tears for visitors and staff alike. Canada’s national museum of science and technology finally had a home worthy of this country’s scientific heritage.

With a vision focused on curiosity, creativity, collaboration, inclusion, and on taking risks and learning from failure, the Canada Science and Technology Museum is truly a museum reinvented.

Since mid-November and to the end of the fiscal year, attendance has exceeded expectations. Within a mere four and half months, more than 280,000 people came through our doors. They have enjoyed not only the 11 new permanent exhibitions that explore everything from wearable tech and sound, to medicine and Indigenous astronomy, but also our own travelling exhibition featuring video games.

It seems we’re doing something right! Our newly reimagined permanent exhibitions were together recently presented with the Canadian Museums Association’s prestigious award for best science exhibition in a museum with a budget more than \$1 million.

One of the key tenets of our renewal was a focus on accessibility. By this, I mean a focus on preventing physical, sensorial, and intellectual barriers. We also focused on representation, ensuring that people with disabilities were consulted, and that their stories became part of the exhibitions. We were also honoured to receive in April of this year an Accessibility Certified Gold rating under the Rick Hansen Foundation Accessibility Certification™ (RHFAC) program.

Science and innovation are, of course, processes of discovery. In the new Museum, we explore these processes firsthand on our demo stage, in the children’s gallery **Zoom**, and in **Exploratek**, a tinkering space where visitors design, build, create, and experiment with science, technology, engineering, arts, and math.

Since our opening in November, our team has been delivering a series of incredible programs, from coding, brain games, and robotics, to Indigenous art and dance. Throughout the process, our staff have focused on making science real, relevant, and fun.

The Canada Science and Technology Museum plays a key role in the science, technology, and innovation ecosystem. We are communicators, connectors, and enablers. We partner with academia, industry, and government. These partners played a key role in the success of the Museum’s renewal, and I would like to thank them all.

Partners have also been key to our move from STEM to STEAM, embracing the arts in our science Museum. The 100-foot mural and online experience **Yours to Discover** explores the intersections of science, technology and social innovation and is a product of duo EEPMON and Kind Village. The Museum’s façade has also become a canvas. We worked with the National Film Board of Canada to produce **Ingenia**, an immersive digital experience that connects history with the present in a testimony to scientific curiosity and human ingenuity.

We’ve also engaged beyond our walls. We released *Artebots*, a playful app in which players can build robots with artifacts from our collection. And we launched the Let’s Talk Energy Program’s second travelling display, **Climate Change—to what degree**, which highlights Canadian adaptations and mitigations to the challenges climate change presents.

It goes without saying that none of this would have been possible without our truly amazing staff. They continue to make the Museum a showcase for science and innovation of which all Canadians can be proud.

For our next steps, we look forward to continuing our dialogue with you. To find out how we can keep improving the new Canada Science and Technology Museum. To make it more accessible, inclusive and relevant.

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Monique Horth, Vice-President, Collection, Research, and Corporate Governance

A museum — or, in this case, a trio of museums — is nothing without its collection. And a collection is nothing without solid research to interpret, study, and share it with the wider world.

Each year, Ingenium – Canada’s Museums of Science and Innovation’s Acquisitions Committee reviews and acquires objects of national significance. This year’s acquisitions include an important artifact, the Iron Butcher. This made-in-Canada invention revolutionized the processing of salmon in West Coast canneries, but also put skilled Chinese labourers out of work, reflecting the constant balancing act between industrial efficiency and the needs of workers.

Notable aerospace acquisitions this year involved a Canadian-built Meggitt Vindicator II Target Drone from the RCAF, and two ultralight aircraft once owned by W.A. Lishman, a man popularly known as “Father Goose.” The Les Harris fonds was another important acquisition, featuring material on three aviation projects by the Canadian filmmaker, including valuable video interviews and other rare footage.

Some new acquisitions have taken pride of place on display in the newly reopened Canada Science and Technology Museum. Highlights include 11 sets of Huron-Wendat snowshoes,

allowing us to better represent Indigenous technologies and their impact on Canada's story. A DTAG-3 marine sound and movement recorder is a key research tool in exploring whale behaviour. A model of a Polar 8 icebreaker reflects Canada's pioneering contributions to ice-breaking technologies.

A wooden door from the Dome Gold Mine in Timmins, Ontario, the longest producing mine in Canada, represents the history of one of Canada's most important historical industries. Miners left handwritten notes about local weather, or their families, and about important historical events. Rarely collected by museums, bathroom fixtures — these from an affluent 1940s home in Nova Scotia — reflect the technology of daily life. A National Research Council one-of-a-kind Standard Snow Instruments box showcases made-in-Canada technology for measuring snow.

Exceptional collections need appropriate storage and Ingenium is building a new Collections Conservation Centre, next door to the Canada Science and Technology Museum.

However, while collections are key, research is what makes them come to life, revealing: the story of the people who innovate; the way an object is used; its materials; its traditions; and its history as it was passed from hand to hand.

During this past year, our curators have embarked on some exciting new research initiatives. These have included a look at sound technologies in museums and Huron-Wendat snowshoe technology; the stories of steam and railways, mining legacies, and the history of Ontario Hydro; as well as mathematical and scientific instruments, fishing culture, and copyright issues in a digital world.

Completion of the Ingenium Research Strategy was another important accomplishment this year. The new strategy provides an overall framework for Ingenium research initiatives, defining the purpose of in-house research, identifying areas of research and collection strength, and providing a ten-year plan, including thematic priorities.

It is hard to say how much scientific knowledge has been lost over the centuries, simply because it was never recorded. In two separate initiatives, our Museums have been working hard to capture oral histories before they are gone: the **Legacy Series** at the Canada Aviation and Space Museum, and **From Rock to Reality – Mining and Metallurgy Legacy Project** at the Canada Science and Technology Museum.

Knowledge is not worth much if it is never shared. Our curators were highly active in 2017–2018, sharing their thoughts and research at venues around the world on everything from luxury automobiles to museum renewal.

Speaking of sharing knowledge and making our collections known, one of the many ways in which Ingenium's collection becomes accessible is through mobile apps. This year, the Canada Aviation and Space Museum launched the *Air and Space: Canadian Innovation* app

and audio guide, and *Artebots*. And the Canada Aviation and Space Museum released *Ace Academy: Skies of Fury* — the third installment in its popular First World War game series.

Digitization is another important means of ensuring that our collections remain accessible. We have long had 2D images of many artifacts available for online viewing. This year, however, the Ingenium 3D team has begun to share exciting new scans of some artifacts.

The Ingenium collection is one of the most outstanding of its kind in the world. And it is made all the more compelling and relevant by curatorial research and outreach.

Report on Performance Indicators for the 2017-2018 Annual Report

Ingenium surpassed the majority of its performance targets over 2017-2018 as it pursued year three of its five-year strategic plan toward 2020.

The re-opening of the Canada Science and Technology Museum in November 2017 was a resounding success – nearly double the number of visitors came to the museum than we expected. The other museums followed suit: the Canada Aviation and Space Museum exceeded visitor attendance target mainly due visitors enjoying events and activities surrounding Canada 150 celebrations, and the Canada Agriculture and Food Museum exceeded attendance target with new special events attracting more diverse audiences including Global Tastes Nights and goat yoga.

Ingenium grew its network of partners, collaborators and sponsors to support its activities, raising a remarkable \$4.1 million in contributions for the CSTM exhibitions, the Capture Canada photo crowd-sharing app, new acquisitions in expanded fields, as well as new educational programming.

Ingenium launched exciting new travelling exhibitions and travelled others to new venues over the year, on themes of gaming, climate change adaptation, and northern expeditions, and pursued a myriad of physical and virtual energy literacy events and activities with its national Let's Talk Energy program. Their relevant content and successes with audiences resulted an over 600,000 increase over the attendance target for travelling products and national programs.

High attendance revenues, coupled with a record of more than 14,000 memberships sold, are the key factors behind the 69% increase in operating revenues for the year.

A few targets were not met. The number of square metres cleared in collection storage fell below target as collections resources were focused on completing the preparation and installation of artifacts in the renewed Canada Science and Technology Museum. Efforts will significantly be ramped up on collection and inventory rationalization next year as the Corporation gears up to move into the new Collections Conservation Centre. The educational program result was also slightly under target due to the change in the count of programs to those only delivered by the museums. On the other hand, both educational program downloads and Edukits, which are used by teachers in classrooms, surpassed their targets.

Although its virtual engagement target was not met, Ingenium managed to reach more than 39 million people from across Canada and the world, in more than 180 countries with its digital offerings. With the launch of the new Ingenium Channel, Ingenium will continue to grow its online presence as it becomes a national platform for science and technology communications, knowledge exchange and discovery.

Ingenium's successes over the year are a testament to its unwavering entrepreneurial spirit and commitment to work openly, collaboratively, strategically in the pursuit of its objectives. Results show that its efforts in showcasing and fostering science and technology innovations resonate with, and are relevant to, Canadians, and increasingly, with citizens around the world.

Measures	Indicator result / Target	Result above (↑), on (→) or below (↓) target
Strategic Objective 1: Best in Class - Collection		
<i>Strategy 1.1: Make the collection more accessible digitally and physically.</i>		
<i>Strategy 1.2: Become leaders in science and technology subject based research by focusing and sharing expertise.</i>		
<i>Strategy 1.3: Advance the Collection Rationalization Project.</i>		
% of collection digitized	96% (Target: 96%)	→
# of m ² cleared in collection storage space	216 m ² (Target: 400 m ²)	↓

Strategic Objective 2: Best in Class – Education and Exhibitions		
<i>Strategy 2.1: Create unique exhibitions that are relevant, engaging and entertaining experiences.</i>		
<i>Strategy 2.2: Offer STEAM educational programming in formal and informal forums.</i>		
<i>Strategy 2.3: Celebrate significant and inspiring Canadian science and technology innovations.</i>		
Attendance CAFM, CASM and CSTM	CAFM: 218,278 (Target: 185,000) CASM: 280,270 (Target: 260,000) CSTM: <u>281,106</u> (Target: 150,000) TOTAL: 779,654 (Target: 595,000)	↑
# of downloads of educational materials	107,298 (Target: 88,700)	↑
% visitor satisfaction	CASM: 96.3% (Target: 90%)	↑
# of school programs delivered / # of participants	1,431 programs / 41,529 participants (Target: 1,580 programs / 50,000 participants)	↓

Strategic Objective 3: National Outreach		
<i>Strategy 3.1: Build a creative and relevant line of outreach products.</i>		
<i>Strategy 3.2: Build and sustain strong regional, national and international networks.</i>		
<i>Strategy 3.3: Increase awareness with new marketing and branding strategies.</i>		
# of virtual engagements (Reach: impressions for Twitter & Facebook, Flickr and website views; Connect: number of followers; Engage: re-tweets, comments, shares, clicks on shared content and YouTube views)	Reach: 32,434,493 (Target: 21,280,000) Connect: 37,830 (Target: 20,000) Engage: <u>7,041,025</u> (Target: 4,700,000) TOTAL: 39,513,348 (Target: 26,000,000)	↑
Attendance of travelling products and national programs	4,472,617 (Target: 3.8 million)	↑
# of Edukits rentals and # of youth engaged	24 schools and 1 Scout group/1,281 youths (Target: 15 schools/1,000 youth engaged)	↑

Measures	Indicator result / Target	Result above (↑), on (→) or below (↓) target
Strategic Objective 4: Sustainable and Profitable		
<i>Strategy 1: Implement a sound business model that diversifies and maximizes commercial returns.</i>		
<i>Strategy 2: Invest in digital (creative) infrastructure.</i>		
<i>Strategy 3: Invest in our workforce and workplace.</i>		
Amount of operating revenue generated	\$9.1M (Target: \$4.89M)	↑
Amount of contributions from donations, sponsorships and in-kind	\$4.1M (Target: \$2.60M)	↑
Number of collaborative agreements	33 (Target: 30 active agreements) Baseline year	
Number of training hours for staff	3,992.15 hours (Target: 2,000 hours)	↑

Strategic Objective 5: Renewed and innovative Infrastructure		
<i>Strategy 1: Launch the renewed CSTM.</i>		
<i>Strategy 2: Address the need for a conservation and restoration hangar for the aviation collection.</i>		
<i>Strategy 3: Capital campaign for Food Innovation Centre at CAFM.</i>		
<i>Strategy 4: Design and build the Collections Conservation Centre.</i>		
<i>Strategy 5: Implement health and safety projects identified for Budget 2016 funding.</i>		
Meet project milestones for the CSTM infrastructure modernization	CSTM opened on time in mid-November	→
Successfully launch the capital campaign for the Food Innovation Centre at CAFM	Planning continued (Target: Continue planning capital campaign)	→
Identify funding for Aviation Training and Research Centre	Funding strategy under development (Target: Develop funding strategy)	→
Meet project milestones for the Collections Conservation Centre	Experienced delays meeting milestones, new building completion date is March 2019 (Target: milestones met)	↓
Health and Safety projects funded through Budget 2016 are completed on time and within budget	2 fully completed within budget; 1 partially completed; 1 began. Plus, 1 additional project completed. (Target: 4 projects completed)	↓

Sponsorships, Partnerships, Agreements, and Collaborations

SPONSORSHIPS AND PARTNERSHIPS

Ingenium is active in generating revenues through sponsorships and partnerships. Through its Business Development Division and the support of management, fiscal year 2017–2018 saw the successful signing and renewal of several multi-year cash and in-kind agreements with various private- and public sector partners, as well as the continuation of numerous others. Ingenium sincerely thanks all of its sponsors and partners for helping to make the following initiatives and programs possible for the benefit of Canadians.

Avro Arrow

OEX Recovery Group Incorporated

Baconpalooza

Big Rig Brewery

Chef Lynn Crawford

Dominion City Brewing Co.

Hampton Inn by Hilton Ottawa Airport

Holiday Inn Express & Suites Ottawa Airport

Seed to Sausage

The Albion Rooms

The Fireplace Center and Patio Shop

Top Shelf Distillers

Canada Agriculture and Food Museum Demonstration Kitchen Renovation

Loblaw Companies Limited

Canada Aviation and Space Museum Digital Interactive Guide

Kenneth M Molson Foundation

Richardson Foundation

Canada from Space Giant Floor Maps

Canadian Space Agency

Canola Initiative

Agriculture and Agri-Food Canada

Alberta Canola Producers Commission

Canadian Canola Growers Association

Canola Council of Canada

Government of Manitoba

Government of Saskatchewan

Manitoba Canola Growers Association

Saskatchewan Canola Development Commission

Capture Canada

Environment and Climate Change Canada
Department of Canadian Heritage
Parks Canada Agency

Citizen Science

Genome Canada

Cipher / Decipher

Communications Security Establishment

Climate Change is Here

Natural Resources Canada
Environment and Climate Change Canada

Curiosity on Stage

Google Canada

Exploratek

ArcelorMittal Canada

Food Literacy Initiative

Agriculture and Agri-Food Canada
Bernardin
Canadian Food Inspection Agency
Health Canada (Food Directorate)
Nestlé Canada
Public Health Agency of Canada

From Rock to Reality: The Mining and Metallurgy Legacy Project

Canadian Institute of Mining, Metallurgy and Petroleum
Canadian Mineral Processors
Hatch
MetSoc (Metallurgy & Materials Society)
United Steelworkers

Future of Food Documentary

Department of Fisheries and Oceans

Game Changers

Electronic Arts (EA Games)

Hidden Worlds

Department of Fisheries and Oceans

Kenneth Molson Lecture Series

Kenneth M Molson Foundation

Let's Talk Energy

Canadian Association of Petroleum Producers

Canadian Natural Resources Limited

Canadian Nuclear Safety Commission

Cenovus Energy

Encana Corporation

Imperial Oil Foundation

Natural Resources Canada

Suncor Energy Foundation

Sustainable Development Technology Canada

University of Ottawa School of Electrical Engineering and Computer Science

Living Lab

University of Ottawa

Medical Sensations

Toshiba Canada Medical Systems

Visible Body

National Science and Innovation Gala

4elements

Algonquin College

Avant-Garde Designs

CAE

Carleton University Department of Engineering

CBC/Radio-Canada

Ciena

Colliers International

Craviations

Facebook

Hampton Inn

Holiday Inn Express & Suites

IBM Canada

Instagram

Invest Ottawa

iPolitics

Lixar

Lockheed Martin

MDA Corporation

Mission Control

National Research Council Canada

Ontario Drive & Gear
Quanergy Systems
SEDS-Canada
SimWave
Spiria
Steampunk Ottawa
Summa Strategies
Syncrude
University of Ottawa

Ocean Learning and Ocean School
Department of Fisheries and Oceans

Open Heritage Portal
Environment and Climate Change Canada

Oral History: Pioneers in Space
Canadian Space Agency

Potash: Feeding the World
Agrium
Canadian Fertilizer Institute
PotashCorp
The Mosaic Company

Pulses: The Ideal Partner
Pulse Canada

RADARSAT Space to Spoon Technozone
Canadian Space Agency

Science Communications Training Pilot
Environment and Climate Change Canada

Soil Science
Fertilizer Canada
Nutrients for Life
Soil Conservation Council of Canada

Sound by Design and STEAM: A World in Motion
Peter and Melanie Munk Charitable Foundation

Space Medicine
Canadian Space Agency

STEAM Horizons Awards

Facebook
Indspire
Instagram
Invest Ottawa
Natural Sciences and Engineering Research Council of Canada
Shopify
Syn crude
Vintage Wings of Canada
VLN Advanced Technologies

Technology in Our Lives

Ziebarth Electrical Contractors

Tectonic Shift: The Search for Northern Boundaries

Natural Resources Canada

Tee Off FORE Tech

Aldrich Pears
BDMK Consultants
Emerion
Genband
Globalive XMG
Iron Horse
MacEwen Petroleum
OpenText
Star Motors of Ottawa
Pomerleau

To What Degree? Canada in a changing climate

Department of Fisheries and Oceans
Department of Indigenous Services Canada
Environment and Climate Change Canada
Health Canada
Natural Resources Canada
Public Health Agency of Canada
Transport Canada

Wi-Fi

Ruckus Wireless

Women in STEM Initiative

Canadian Museum of Nature
Department of Fisheries and Oceans
The Franklin Institute

ZOOM! Mobile

Michelin North America

AGREEMENTS AND COLLABORATIONS

Ingenium has Memoranda of Understanding and/or has collaborated with the following organizations. Memoranda of Understanding with external partners support collaboration, as well as the pooling of knowledge, services, and financial resources toward the development of programs and exhibitions that meet common goals. Ingenium is grateful to all of its collaborators who contribute to enriching museum experiences and Canadian cultural content.

Memoranda of Understanding and other collaborations:

- Actua
- Aldrich Pears Associates
- Algonquin College
- Apple Blossom Farms
- Association francophone pour le savoir
- Baccanalle Catering
- Bedford Oceanographic Institute
- Bell Canada
- Bombardier
- Bouwdesign and Associates
- British Columbia Medical Association
- Bytown Railway Society
- CAE
- Calgary Stampede
- Canadian Association of Physicists
- Canadian Association of Science Centres
- Canadian Conservation Institute
- Canadian Geographic
- Canadian Museums Association
- Canadian Museum of History
- Canadian Nuclear Safety Commission
- Canada-Wide Science Fair
- Canada Wind Energy Association
- Capital Ukrainian Festival
- Cardiff University

- Carleton University
- Carl Zeiss Canada
- Chef Bruce Wood
- Chef Joe Thottungal
- Chef Resa Solomon-St. Lewis
- Chef Tim Wasytko
- Children's Hospital of Eastern Ontario
- Clean Foundation
- Clean Growth Hub
- Colliers International
- Conseil des écoles publiques de l'Est de l'Ontario
- Conseil des écoles catholiques du Centre-Est
- Council of Canadians with Disabilities
- CREO Inc.
- Dairy Farmers of Canada
- Dairy Farmers of Ontario
- Dalhousie University
- Defence Research and Development Canada
- Department of Mining Engineering, Queen's University
- DigiHub Shawinigan
- Dominion City Brewing Co.
- Ecology Ottawa
- EDM Studio
- EEPMON
- Energy Education
- Entomo Farms
- Environmental Education Communication Network
- EOS Lightmedia
- Festival of India Ottawa
- Galileo Museum
- Garden Promenade Ottawa
- Gees Bees
- Generation Energy
- Geological Survey of Canada
- Groupe Lapsus Inc.
- GSM
- Heiltsuk Nation
- High Commission of Trinidad and Tobago
- Indigo Park
- Information Communications Technology Council
- Inside Education
- Kind Village
- La Nation Huron-Wendat

- Les Toques Blanches
- L'Oréal Canada
- Lumos Energy
- Lumbec
- M42 Group Incorporated
- MacOdrum Library, Carleton University
- Magellan
- Maker Faire
- Manitoba First Nation Education Resource Centre
- Marine Biology Laboratory, University of Chicago
- Master Gardeners of Ottawa Carleton
- McGill University
- MDA
- Mission Control
- Musée des Arts et Métiers, Paris
- Musée des Hospitalières de l'Hôtel-Dieu de Montréal
- Native Skywatchers
- National Film Board of Canada
- National Geographic
- National Research Council Canada
- Newfoundland and Labrador English School District
- Nunavik Creations
- Ontario Ministry of Education
- Ontario Science Centre
- Osler Library for the History of Medicine, McGill University
- Ottawa Food Bank
- Ottawa Valley Mobile Radio Club
- Ottawa Volunteer Search and Rescue
- Perimeter Institute for Theoretical Physics
- Pomerleau
- Pratt & Whitney CanadaProto3000
- Public Policy Forum
- Quality Urban Energy Systems of Tomorrow
- Research and Education in Accessibility, Design, and Innovation (READi)
- Red Bull
- Rick Hansen Foundation
- ROTO
- Royal College of Physicians and Surgeons of Canada
- Rum&Code
- Ryerson University
- Science Museum, London
- Science World British Columbia
- Scientific Instrument Commission

- SE3D Interactive
- Sensigent
- SESQUI
- Siemens
- SimentIT Inc.
- SimWave
- Spiria
- St. Cloud State University
- Status of Women Canada
- Student Energy
- The Learning Partnership
- The Royal Canadian Geographical Society
- The Taylor Group
- Title Entertainment Inc.
- Toboggan Design Inc.
- University of Ottawa
- University of Toronto
- University of Waterloo
- Verterra Corporation
- Willow Hollow Farm
- Willow Lane Farm
- Winterlude
- Youth Climate Lab
- ZEISS Canada

2017-2018

Management Discussion and Analysis

Mandate

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

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

The Corporation operates three national museums in the execution of its mandate, the Canada Science and Technology Museum (CSTM), the Canada Aviation and Space Museum (CASM), and the Canada Agriculture and Food Museum (CAFM).

PUBLIC POLICY ROLE	<p>"plays an essential role, individually and together with other Museums and like institutions, in preserving and promoting the heritage of Canada and all its peoples throughout Canada and abroad, and in contributing to the collective memory and sense of identity of all Canadians;"</p> <p>"is a source of inspiration, research, learning and entertainment that belongs to all Canadians and provides, in both official languages, a service that is essential to Canadian culture and available to all."</p>
MANDATE	<p>"To foster scientific and technological literacy throughout Canada by establishing, maintaining, and developing a collection of scientific and technological objects, with special but not exclusive reference to Canada, and by demonstrating the products and processes of science and technology and their economic, social and cultural relationships with society."</p>
MISSION	<p>To collect, explore, and engage through science, technology, and engineering.</p>
VISION	<p>To inspire Canadians to celebrate and engage with their scientific, technological and innovative past, present and future.</p>
VALUES	<p>Accountability — Collaboration — Creativity — Integrity — Pride — Respect</p>

Strategic Direction

Over 2017-2018, the Corporation pursued the long-term strategic objectives established by the Board of Trustees for the 2015-2016 to 2019-2020 planning period. The five strategic objectives derive from its mandate and guide the delivery of its programs. Performance measures are used to assess Ingenium's progress toward achieving the key outcomes as a result of pursuing its strategic objectives.

Strategic Objectives and Outcomes mapped to the Program Alignment Architecture

PROGRAMS	STRATEGIC OBJECTIVES AND OUTCOMES	
<p><i>Sharing Knowledge</i></p> <p>Interpretation of the collection and demonstration of scientific and technological products and processes to Canadians.</p>	<p>Best in Class – Education and Exhibitions</p> <p>The Corporation delivered programs, products and services that tell the stories of Canadian ingenuity and innovation.</p>	<p>National Outreach</p> <p>The Corporation developed and created products that reached, connected and engaged with new and existing audiences outside the museums.</p>
<p><i>Heritage Preservation</i></p> <p>Corporate activities dedicated to developing and preserving the collection.</p>	<p>Best in Class – Collection</p> <p>The Corporation has a well-researched, preserved, comprehensive and rationalized collection that is accessible virtually and physically to all Canadians.</p>	
<p><i>Internal Services</i></p> <p>Stewardship and management of corporate infrastructure, resources and services.</p>	<p>Sustainable and Profitable</p> <p>The Corporation is a profitable, innovative, well organized, and financially viable organization.</p>	
<p><i>Accommodation</i></p> <p>The physical environment required to house, protect and display the collection; the public facilities where on-site visitors are welcomed; and office and administration space for staff.</p>	<p>Renewed and Innovative Physical Infrastructure</p> <p>The Corporation's NMST has three museum campuses that are recognized by Canadians and international audiences as destinations of choice in the Canada's Capital Region.</p>	

Environmental Scan

Demographic trends

To remain relevant to the citizens they serve, Canada's museums must be aware of changing demographics in society. Most notably, Canada is experiencing a population growth, mainly attributable to immigrant and Indigenous youth populations that are growing at three times the national average. The Corporation takes this diversity into consideration when developing programming and exhibitions, and continues to work in collaboration with Indigenous communities.

Economic trends: Tourism and Workforce

Ottawa received over 11 million visitors in 2017¹, the year of celebrations of Canada's 150th anniversary of Confederation. Although the Corporation did not expect a significant impact on attendance at its museums given their locations outside of the downtown core, the museums sought opportunities to attract visitors with diverse programming and events over 2017. CASM hosted Canada 150 events like La Machine and first of July festivities that were extremely well attended. In fact, all three museums surpassed their attendance expectations. The renewed CSTM re-opening in November 2017 generated much excitement as it received record numbers of visitors.

As Canada's largest demographic is aging and preparing for retirement, both the Indigenous and immigrant youth populations will be needed to fill vacancies in the workforce and sustain the Canadian economy. The Corporation supports the development of programs and initiatives that

¹ Ottawa Tourism and Convention Authority Inc, Annual Report, 2017.

encourage women and youth in careers in the fields of science, technology, engineering, and mathematics (STEM).

Digital trends

Canadians expect access to their cultural content online; to have opportunities to engage with that content; and even co-create that content. Digitizing the national collection significantly increases Canadians' public access to their cultural content. The Corporation continues to use and develop digital products and platforms to share Canadian stories about science and innovation with domestic and international audiences. The Corporation pursued the development of new apps for its museums that will allow on-site and off-site visitors to engage with artifacts through a 3D enhanced experiences.

Risk Analysis

The Corporation completes an annual risk assessment and monitors risks to ensure they are appropriately mitigated. For 2017-2018, the Corporation identified three major risks having the highest likelihood and impact of jeopardizing its ability to deliver results on its strategic objectives. These were: the risk of incurring cost overruns for the two major capital infrastructure projects; the risk of losing relevance due to limited capacity to invest in new programming and exhibitions; and endangering the national collection in storage due to inappropriate housing conditions in current leases.

To mitigate the risk of cost overruns on capital projects, Ingenium put in place a highly qualified team of internal staff and external professionals to deliver the CSTM infrastructure modernization project and the construction of the new Collections Conservation Centre. The CSTM project was completed on budget, while the construction of the CCC advanced rapidly toward its planned completion in 2019. The Board of Trustees and the executive team have strengthened oversight and guidance to the project team to ensure respect of budget and timelines.

The Corporation mitigated the risk of losing relevance due to the widening gap between operational costs and funding by practicing sound financial management, by finding efficiencies and savings in its operations, by seeking diverse revenue generating opportunities, and expanding its pipelines for contributions and sponsorships. It also reached out domestically and internationally to establish collaborative relationships to deliver programs. Recent significant federal investments in the Corporation's infrastructure are being used to address repairs and renewals of its facilities and render them more energy efficient in order to reduce operating costs.

Once the national collection is moved into the new Collections Conservation Centre, the risk of its accelerated deterioration will be eliminated as the new purpose-built storage facility will provide the appropriate environmental controls for artifact preservation. In the interim, the Corporation has developed a plan for collection rationalization and surplus inventory disposal to manage its holdings and find efficiencies, while performing minimal repairs to the leased buildings to ensure the health and safety of staff and protection of the artifacts.

Financial Overview

The Corporation's total budget for 2017-2018, reported on an accrual basis, was \$47.2 million, comprising funds from three sources: parliamentary appropriations, operating revenues, and

contributions. The re-opening of the Canada Science and Technology Museum (CSTM) in November 2017, after having been closed for three years for remediation and modernization work, had a significant impacts on earned revenues and expenditures.

Sources of funds

Parliamentary Appropriations

Parliamentary appropriations increased slightly from \$31.5 million in 2016-2017 to \$34.0 million in 2017-2018 on an accrual basis. On a cash basis, appropriations for 2017-2018 totaled \$145.3 million, representing a significant increase over 2016-2017 appropriations of \$108.4 million, as the Corporation received significant capital funding for the construction of a new Collections Conservation Centre and to complete the modernization of the CSTM building (including a new roof and seismic retrofit), and exhibitions.

Operating Revenues

Operating revenues increased significantly over the previous year, from \$5.5 million in 2016-2017 to \$7.5 million in 2017-2018. The increase over the Corporation's projection of \$5.1 million for 2017-2018 represents 47%. Revenues are intrinsically linked to museum visitation—this increase is mainly due to the higher-than-expected attendance of the re-opening of the Canada Science and Technology Museum which lead to an important growth in admission, membership, boutique and parking revenues when compared to previous fiscal year. The increase in revenues is also partly attributed to significant interest income on funds set aside for the capital projects.

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 from \$1.7 million in 2016-2017 to \$4.1 million in 2017-2018, surpassing the Corporation's initial projection of \$2.6 million by 58%. This was due primarily to the successful sponsorships and contributions received in connection with the CSTM building and exhibition modernization project.

Operating Expenditures

The Corporation's total expenses for 2017-2018 were \$47.3 million, compared to \$39.3 million in 2016-2017. The increase can largely be attributed to relatively significant expenses associated with the re-opening of the CSTM in November 2017. Personnel costs continue to be the largest use of funds, amounting to \$21.0 million in 2017-2018, up from \$19.8 million in 2016-2017.

Sharing Knowledge

Expenses related to Sharing Knowledge increased from \$14.1 million in 2016-2017 to \$18.5 million in 2017-2018. This increase is largely due to additional personnel, marketing, and professional services associated with the re-opening of the Canada Science and Technology Museum.

Heritage Preservation

Expenses related to Heritage Preservation increased to \$5.2 million in 2017-2018, as compared to \$4.7 million in 2016-2017. The increase is primarily due to the temporary resources for conservation and collections services to care for and install artifacts in the CSTM.

Internal Services

Internal Services expenditures remained relatively stable from \$8.0 million in 2016-2017 to \$8.3 million in 2017-2018, due primarily to the costs associated with the operation of a completely redesigned retail shop at the CSTM.

Accommodation

Expenses related to Accommodation increased from \$12.5 million in 2016-2017 to \$15.3 million in 2017-2018. This increase is due primarily to additional costs incurred to operate and maintain the newly re-opened CSTM building and for completing recapitalization projects at other sites.

Net Results of Operations and Year-End Position

The net results of operations yielded a loss of \$58,000 in 2017-2018. Before the beginning of the fiscal year, the Corporation had projected a loss of \$2.0 million for investments in the CSTM project from equity. The Corporation generated more revenues than anticipated from the re-opening of the CSTM, which off-set the need to use equity.

Capital and Collection

Tangible capital assets increased from \$117.9 million in 2016-2017 to \$184.1 million in 2017-2018, due to investments in the modernization of the Canada Science and Technology Museum and the construction of the new Collections Conservation Centre. The Corporation disposed of 330 objects from its collection as it prepares for the move from the actual collection storage buildings to the new Collections Conservation Centre in 2019.

Outlook

The Corporation expects that the Canada Science and Technology Museum, which has been completely transformed and modernized inside and out, with new and richer stories of, and experiences with, science and technology, will continue to attract a high volume of visitors and positively impact revenues.

The closure of the CSTM was a catalyst for rethinking how the museums could deliver their program mandate without physical walls. Through this lens, the Corporation will continue to find innovative ways to facilitate off-site physical and virtual encounters with science and technology artifacts, programs and exhibitions, for local, national and international audiences.

To satisfy citizens' desire for openness and accessibility, the Corporation will continue to be a leader in open access by adding an Open archives portal to its digital collections offerings. Rooted in a technology mandate, the Corporation will continue to use digital technologies and platforms, such as 3D scanning, mobile apps and games, and virtual exhibitions, to redefine museum access in the digital era. These efforts will include the launch of the Skies of Fury game for the Nintendo Switch console, produced with SEED interactive.

To ensure the long-term preservation of Canada's rich science and technology heritage, the Corporation will work diligently on completion of the new Collections Conservation Centre and begin moving artifacts into the new conservation purpose-built facility. It will undertake facility repairs and improvements across its sites, as it pursues its five-year plan to recapitalize and

address health and safety concerns related to its capital infrastructure thanks to significant federal infrastructure investments from Budget 2016.

By fostering collaborations and contributions from citizens, governments, industry, heritage organisations, research and educational institutions across Canada and abroad, the Corporation will continue to support the creation of enriched and diverse cultural heritage content in the public sphere. It will continue to explore the development of new exhibitions with partners both domestically and abroad, building on the success of the international bicycle exhibition and relationships with academic and government institutions around the world.

Over 2018-2019, as it pursues the fourth year of its five-year strategic objectives, the Corporation will continue to support its entrepreneurial staff to develop engaging collaborations, products, programs, and exhibitions that deepen visitor engagement and broaden the Corporation's revenue streams. As the renewed CSTM is expected to continue to be a significant draw for visitors and partners, Ingenium projects sustained revenues and contributions in 2018-2019 and the following few years, much higher than those ever experienced prior to CSTM's closure. These revenues should help offset the increased costs associated with the operation of the CSTM building and contributing to the Corporation's balanced budget projections.

Financial Statements

Management's Responsibility for Financial Statements

The financial statements contained in this annual report have been prepared by management in accordance with Canadian Public Sector Accounting standards for Government not-for-profit organizations, and the integrity and objectivity of the data in these financial statements are Management's responsibility. Management is also responsible for all other information in this annual report and for ensuring that this information is consistent, where appropriate, with the information and data contained in the financial statements.

In support of its responsibility, Management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the reliability of financial information that assets are safeguarded and controlled, and that transactions are in accordance with Part X of the *Financial Administration Act* ("FAA") and regulations, as well as the *Museums Act* and regulations, the by-laws of the Corporation and the directive issued pursuant to section 89 of the FAA described in Note 1 to the financial statements.

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

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



Christina Tessier
President and CEO



Fernand Proulx
Chief Operating Officer

28 June 2018



INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage

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 2018, 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 2018, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Report on Other Legal and Regulatory Requirements

As required by the *Financial Administration Act*, I report that, in my opinion, the accounting principles in Canadian public sector accounting standards have been applied 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, the by-laws of the National Museum of Science and Technology, and the directive issued pursuant to section 89 of the *Financial Administration Act*.



Riowen Yves Abgrall, CPA, CA
Principal
for the Auditor General of Canada

28 June 2018
Ottawa, Canada

STATEMENT OF FINANCIAL POSITION

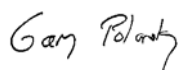
As at March 31

<i>(in thousands of dollars)</i>	2018	2017
ASSETS		
Current		
Cash and cash equivalents (Note 4)	\$126,994	\$77,176
Accounts receivable		
Government departments	3,752	1,579
Trade	574	368
Inventories	403	380
Prepaid expenses	775	494
	132,498	79,997
Collection (Note 5)	1	1
Capital assets (Note 6)	184,067	117,947
	\$316,566	\$197,945
LIABILITIES		
Current		
Accounts payable and accrued liabilities (Note 7)	\$18,704	\$14,229
Current portion of employee future benefits (Note 8)	283	315
Deferred contributions and deferred revenues (Note 9)	109,338	61,507
	128,325	76,051
Employee future benefits (Note 8)	310	130
Long-term advance (Note 10)	4,208	4,208
Deferred contributions related to capital assets (Note 11)	170,507	104,282
	303,350	184,671
NET ASSETS		
Unrestricted	3,114	3,172
Investment in capital assets	10,102	10,102
	13,216	13,274
	\$316,566	\$197,945

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

Approved by the Board of Trustees

Recommended by Management



Gary Polonsky
Chairman



Jim Silye
Interim Chair, Finance,
Audit and Risk Management
Committee



Christina Tessier
President and CEO



Fernand Proulx
Chief Operating Officer

STATEMENT OF OPERATIONS

For the year ended March 31

<i>(in thousands of dollars)</i>	2018	2017
REVENUES		
Operating (Schedule 1)	\$7,523	\$5,535
Contributions (Schedule 1)	4,084	1,747
Interest	1,573	516
Total revenues	13,180	7,798
EXPENSES (Schedule 2)		
Heritage preservation	5,158	4,723
Sharing knowledge	18,501	14,091
Internal services	8,271	7,993
Accommodation	15,329	12,466
Total expenses	47,259	39,273
Deficit before parliamentary appropriations	(34,079)	(31,475)
Parliamentary appropriations (Note 12)	34,021	31,476
Surplus/(Loss) for the year	(\$58)	\$1

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>	2018	2017
INVESTMENT IN CAPITAL ASSETS		
Investment in capital assets, beginning of year	\$10,102	\$10,102
Change in investment in capital assets for the year	-	-
Investment in capital assets, end of year	10,102	10,102
UNRESTRICTED NET ASSETS		
Unrestricted net surplus, beginning of year	3,172	3,171
Surplus/(Loss) for the year	(58)	1
Unrestricted net surplus, end of year	3,114	3,172
NET ASSETS, END OF THE YEAR	\$13,216	\$13,274

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

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

STATEMENT OF CASH FLOWS

For the year ended March 31

<i>(in thousands of dollars)</i>	2018	2017
OPERATING ACTIVITIES		
Cash received (clients and donors)	\$10,655	\$6,864
Parliamentary appropriations received for operations	28,859	28,439
Cash paid to suppliers	(18,374)	(16,015)
Payments related to salary and benefits	(21,028)	(19,536)
Cash received from the Foundation	230	208
Interest received	1,448	480
Net cash generated (used) through operating activities	1,790	440
CAPITAL ACTIVITIES		
Payments related to capital acquisitions	(69,658)	(42,008)
Net cash used through capital activities	(69,658)	(42,008)
FINANCING ACTIVITIES		
Repayment of long-term advance	-	(325)
Sponsorship received for the acquisition of capital assets	1,079	525
Appropriations received for the acquisition of capital assets	116,607	80,226
Net cash generated through financing activities	117,686	80,426
Net increase in cash and cash equivalents	49,818	38,858
Cash and cash equivalents, beginning of year	77,176	38,318
Cash and cash equivalents, end of year	\$126,994	\$77,176

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

NOTES TO FINANCIAL STATEMENTS

March 31, 2018

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

Heritage Preservation

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

Sharing Knowledge

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

Internal Services

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

Accommodation

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

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

In July 2015, the Corporation was issued a directive (P.C. 2015-1105) pursuant to section 89 of the *Financial Administration Act* to align its travel, hospitality, conference and event expenditure policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with the Corporation's legal obligations, and to report on the implementation of this directive in the Corporation's next corporate plan. To fulfill this reporting requirement, and in order to ensure compliance with the directive, the Corporation reviewed and revised its policies, guidelines and practices to align with Treasury Board instruments. Effective April 1, 2016, the Corporation has complied with this directive and has aligned its policies and practices to the Treasury Board policies, directives and related instruments for travel, hospitality and event expenditures. In the current fiscal year, the Corporation has put in place the reporting and proactive disclosure requirements per Treasury Board instruments. Reporting on the implementation of this directive has been included in the 2017-2018 to 2021-2022 Corporate Plan.

2. Accounting policies

The significant accounting policies are as follows:

(a) Basis of presentation

These financial statements have been prepared in accordance with Section 4200 of the Canadian Public Sector Accounting standards applicable to government not-for-profit organizations. The Corporation applies the deferral method of accounting for contributions 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 Payments Canada and rated good quality (A-1, A or better) by the Canadian Bond Rating Services (DBRS).

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

(c) Accounts receivable

Accounts receivable are stated at amounts expected to be ultimately realized. The Corporation establishes an allowance for doubtful accounts that reflects the estimated impairment of accounts receivable. The allowance is based on specific accounts and is determined by considering the Corporation's knowledge of the financial condition of its customers, the aging of accounts receivable, current business 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 a significant portion of the Corporation's assets but is shown at a nominal value of \$1,000 on the Statement of Financial Position because of the practical difficulties in reflecting it at a meaningful value.

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

(f) Capital assets

Capital assets are recorded on the following basis. Acquired capital assets owned by the Corporation are recorded at cost and amortized over their estimated useful life. Land and buildings owned by the Government of Canada and under the control of the Corporation are recorded at their estimated historical cost for land and at their estimated historical cost less accumulated amortization for buildings. The estimated historical net costs of the buildings have been credited to deferred contributions related to capital assets, and the estimated historical cost of the land has been credited to net assets under the heading of investments in capital assets on the Statement of Financial Position. Land for which the historical cost cannot be

reasonably determined is recorded at a nominal value with a corresponding amount credited to net assets. Improvements that extend the useful life or service potential of buildings and exhibits are capitalized and recorded at cost. Building and exhibit improvements are amortized over the estimated useful life of the improvements. Permanent exhibitions represent costs that are directly attributable to the exhibition and meet the definition of a capital asset. They may include employee salaries and benefits, professional service fees, permanent exhibit and building structures as well as images and copyrights.

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

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

Buildings	10 to 40 years
Building improvements	10 to 25 years
Office furniture	5 to 12 years
Computer software	5 years
Museum permanent exhibitions	5 to 20 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 and termination benefits

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

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

iii) Sick leave benefits

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

benefits over the periods in which the employees render services to the Corporation. The valuation of the liability is based on Management's best estimate of 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 including exhibits with a useful life of over one year 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 on the Statement of Operations in the period for which the parliamentary appropriation is authorized.

ii) Operation revenues

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

iii) Contributions

Contributions from sponsorships received for the purchase and developments of exhibitions with a useful life over one year are initially recorded as deferred contributions on the Statement of Financial Position. When a purchase is made, the portion of sponsorships 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 exhibition acquired.

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

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

Contributions in kind, when used in the normal course of the Corporation's operations and would otherwise have been purchased are recorded at their estimated fair value when they are received. Because of the difficulty in determining their fair value, donated objects for the collection (Note 5) are not recognized in these financial statements.

iv) Interest revenues

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

(i) Foreign currency translation

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

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

(j) Financial assets and liabilities

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

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

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

(k) Related party transactions

i) Inter-entity transactions

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

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

ii) Other related party transactions

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

(l) Contingent liabilities

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

(m) Measurement uncertainty

The preparation of financial statements in accordance with Canadian Public Sector Accounting standards applicable to government not-for-profit organizations requires Management to make

estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses for the year.

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

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

3. Adoption of new Canadian Public Sector Accounting Standards

The Public Sector Accounting Board (PSAB) issued new accounting standards effective for fiscal years beginning on or after 1 April 2017.

As a result, the Corporation adopted an accounting policy for Inter-entity transactions (PS 3420). This new Section establishes standards on how to account for and report transactions between public sector entities that comprise a government's reporting entity from both a provider and recipient perspective. The adoption of this new standard did not result in any financial impact on the Corporation's financial statements. See Note 2 (k) i) for the Corporation's inter-entity transactions accounting policy.

The Corporation also adopted the new accounting standards Related party disclosures (PS 2200), Contingent assets (PS 3320) and Contractual rights (PS 3380). These new accounting standards only impact note disclosures. The adoption of PS 2200 and PS 3320 did not result in a significant impact on the disclosures included in the Corporation's financial statements. The adoption of PS 3380 required additional information to be disclosed, see Note 17 for Contractual rights disclosure.

4. Cash and cash equivalents

The Corporation makes short-term, low risk investments in guaranteed fixed income securities and high-interest savings accounts. The overall portfolio yield as at March 31, 2018 was 1.60% (2017 - 1.00%).

<i>(in thousands of dollars)</i>	2018	2017
Total cash and cash equivalents	\$126,994	\$77,176
Less amounts allocated for restricted purposes	(107,481)	(61,080)
<u>Unrestricted cash and cash equivalents</u>	<u>\$19,513</u>	<u>\$16,096</u>

5. Collection

Part of the mandate of the Corporation is "to foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technological objects." This collection is the main asset of the Corporation and is divided 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, 2018, the Corporation disposed of 330 objects (2017 - 619 objects) for a total amount of \$2,000 (2017 - \$24,000) and acquired 65 objects (2017 - 85 objects) to its collections through the accessioning/de-accessioning process for artifacts. Proceeds of sales of artifacts from 2018 disposals were used to support collection management and development.

6. Capital assets

<i>(in thousands of dollars)</i>	2018			2017		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Land	\$ 10,102	-	\$10,102	\$10,102	-	\$10,102
Buildings	116,620	\$30,594	86,026	67,902	28,165	39,737
Building improvements	22,331	17,458	4,873	21,248	16,311	4,937
Office furniture	1,416	1,011	405	1,204	903	301
Equipment	3,930	2,937	993	3,549	2,583	966
Computer software	1,380	1,334	46	1,380	1,297	83
Museum permanent exhibitions	30,111	2,836	27,275	2,768	1,038	1,730
Easement rights	147	-	147	147	-	147
Capital projects in progress	54,200	-	54,200	59,944	-	59,944
	\$240,237	\$56,170	\$184,067	\$168,244	\$50,297	\$117,947

No capital assets were written off this year (2017 - \$14,000).

In March 2016, the Federal Government announced a \$156 million investment to build a new Collection Conservation Centre to preserve and protect Canadian heritage artifacts. The construction will be completed during the next two fiscal years, which could result in early lease terminations, thus impacting the useful life of certain building improvements. For the fiscal year ended March 31 2018, the Corporation has recorded a write-down of building Improvements in the amount of \$122,000 (2017 - no write-down recorded).

For the year ended March 31 2018, capital transactions for a total amount of \$2,335,000 (2017 - \$6,640,000) did not require the use of cash or cash equivalents, and consequently these transactions have been excluded from the capital activities on the statement of cash flows.

Capital projects in progress include the construction of the Collection Conservation Centre for a net book value of \$54,045,000 (2017 - \$7,343,000).

7. Accounts payable and accrued liabilities

<i>(in thousands of dollars)</i>	2018	2017
Trade accounts payable	\$14,678	\$11,930
Government departments, agencies and Crown corporations	2,274	479
Accrued salaries and other salary-related liabilities	1,752	1,820
	<u>\$18,704</u>	<u>\$14,229</u>

8. Employee future benefits

(a) Pension benefits

The President of the Treasury Board sets the required employer contributions based on a multiple of the employees' required contribution. The required employer contribution rate for 2017–18 was dependent on the employee's employment start date. For employment start dates before January 1, 2013, the Corporation's general contribution rate effective at year-end was 9.83% (2017 - 9.57%), and for employment start dates after December 31, 2012, the Corporation's general contribution rate effective at year-end was 8.77% (2017 - 8.39%). Total contributions of \$1.58 million (2017 - \$1.51 million) were recognized as an expense in the current year.

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

(b) Severance, termination and sick leave benefits

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

<i>(in thousands of dollars)</i>	2018	2017
Accrued benefit obligation, beginning of year	\$554	\$624
Cost for the year	390	137
Benefits paid during the year	<u>(255)</u>	<u>(207)</u>
Accrued benefit obligation, end of year	689	554
Unamortized actuarial losses	<u>(96)</u>	<u>(109)</u>
Accrued benefit liability, end of year	\$593	\$445
Short-term portion	\$283	\$315
Long-term portion	310	130
Accrued benefit liability	<u>\$593</u>	<u>\$445</u>

9. Deferred contributions and deferred revenues

Deferred revenues represent amounts received in advance of services rendered or due at March 31. Deferred parliamentary appropriations represent approved parliamentary appropriations received for work not yet completed or received in advance. Deferred contributions represent funds received for a specified purpose and for which the related expenses have not yet been incurred.

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

<i>(in thousands of dollars)</i>	2018	2017
Balance, beginning of year	\$61,507	\$30,295
ADD:		
Restricted contributions from the Canada Science and Technology Museums Corporation Foundation	204	116
Restricted appropriations received or due	117,663	80,803
Sponsorships and other contributions received or due	\$4,364	1,287
Funds received for the provision of goods and services	1,430	128
LESS:		
Restricted contributions from the Canada Science and Technology Museums Corporation Foundation recognized	(204)	(116)
Restricted appropriations used	(71,891)	(49,586)
Sponsorships and other contributions used during the year	(3,735)	(1,420)
Balance, end of year	\$109,338	\$61,507

As of March 31, 2018, unused deferred parliamentary appropriations totaled \$105,450,000 (2017 - \$59,678,000), deferred grants and sponsorships totaled \$2,031,000 (2017 - \$1,402,000) and other deferred revenues totaled \$1,857,000 (2017 - \$427,000).

10. Long-term advance

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

<i>(in thousands of dollars)</i>	2018	2017
Funding for construction of revenue generating facilities	\$4,208	\$4,208
	\$4,208	\$4,208

The Corporation received the funding on the basis that a repayment mechanism be established. However, repayment of the funding for the construction of revenue-generating facilities was not expected before 25 years after the project commences. As of March 31, 2018, a repayment mechanism has yet to be established for the funding received for the construction of revenue-generating facilities. The Corporation is not subject to paying interest on this funding.

11. Deferred contributions related to capital assets

Deferred contributions related to capital assets represent the unamortized appropriation and

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

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

<i>(in thousands of dollars)</i>	2018	2017
Balance, beginning of year	\$104,282	\$58,140
Amounts used to purchase capital assets	71,992	49,692
Amortization of deferred contributions related to capital assets	(5,767)	(3,550)
Balance, end of year	\$170,507	\$104,282

For the year ended March 31, 2018, amounts used to purchase capital assets were funded by appropriations totaling \$70,835,000 (2017 - \$49,009,000) and sponsorships totaling \$1,157,000 (2017 - \$683,000). As of March 31, 2018, amortization of deferred contributions related to capital assets - portion sponsorships totaled \$416,000 (2017 - \$276,000) and amortization of deferred contributions related to capital assets - portion appropriations totaled \$5,351,000 (2017 - \$3,274,000).

12. Parliamentary appropriations

<i>(in thousands of dollars)</i>	2018	2017
Main estimates amount provided for operating and capital expenditures	\$144,528	\$27,370
SUPPLEMENTARY ESTIMATES:		
Ingenium building infrastructure and exhibition renewal	-	80,803
Severance adjustments and retroactive wage settlements	750	256
	145,278	108,429
Deferred appropriation used in current year	18,340	-
Appropriations approved in current year for expenses and purchases of capital assets in future years	(64,113)	(31,218)
Amounts used to purchase depreciable capital assets	(70,835)	(49,009)
Amortization of deferred contributions related to capital assets	5,351	3,274
Parliamentary appropriations	\$34,021	\$31,476

For the year ended March 31, 2018, parliamentary appropriations totaling \$119,995,000 were received as part of the Main estimates for the Ingenium building infrastructure and exhibition renewal.

13. Canada Science and Technology Museums Corporation Foundation

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

The Foundation raises funds from patrons, corporations, associations and the community. The amounts granted to the Corporation by the Foundation are recorded as contributions in the

Corporation's Statement of Operations. For the fiscal year 2017–18, the Foundation made a contribution of \$204,000 (2017 - \$116,000) to the Corporation. These funds were spent in accordance with donors' wishes.

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

In 2017 -18, 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 \$4,000 (2017 - \$28,000).
- In the other part, absorbed by the Corporation to recognize the Foundation's efforts to bring in sponsorships that have been recorded directly in the Corporation's financial statements in the amount of \$198,000 (2017 - \$416,000).

As at March 31, 2018, the amount due by the Foundation to the Corporation was \$146,000 (2017 - \$186,000).

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 \$80,000 (2017 - \$75,000).

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

14. Rockcliffe Flying Club

The Rockcliffe Flying Club ("RFC") is a non-profit organization which has for objective to both conduct a Department of Transport Flying Training Course for club members and provide aircraft to club members for recreational flying. The RFC operates the Rockcliffe Airport that is owned by the National Museum of Science and Technology and located on the grounds of the Canada Aviation and Space Museum. The Corporation has an economic interest in the RFC due to the significant resources provided to the RFC in exchange for maintenance of the property. The Corporation provides the RFC with the airport at no cost in exchange for the operation and maintenance of the airport runways, taxiways, aprons, grounds, parking lots and access roadway. Because of the difficulty in determining the fair value of the services received or the services given, the transactions are not recognized in these financial statements.

15. Financial instruments and exposure to risk

The Corporation has identified and assessed its exposure as follows:

(a) Fair value

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

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

<i>(in thousands of dollars)</i>	2018		2017	
	Carrying value	Fair value	Carrying value	Fair value
Long-term advance	\$4,208	\$3,023	\$4,208	\$2,920

(b) Credit risk

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

i) Cash

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

ii) Cash equivalents

The Corporation manages its exposure to credit risk arising from cash equivalents of \$5,454,000 (2017 - \$5,396,000) by limiting the investment to short-term fixed income securities. Per the Corporation's Investment and Banking policy, corporate bonds must be rated good quality (A-1, A or better) by DBRS.

iii) Accounts receivable

The Corporation is exposed to credit risk from customers in the normal course of business. As at March 31, 2018, accounts receivable net of tax receivable totaled \$1,811,000 (2017 - \$986,000). These figures are reported net of an allowance for doubtful accounts of \$35,000 (2017 - \$26,000), 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, 2018 was an increase of \$9,000 (2017 - decrease of \$1,000) relating to past due balances.

As at March 31, 2018, \$208,000 (2017 - \$184,000) of accounts receivable were past due (over 30 days), but not impaired.

(c) Market risk

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

i) Foreign currency risk

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

The Corporation operates primarily within Canada. Foreign currency risk is limited, due to the small value of transactions in currencies other than the Canadian dollar. As at March 31, 2018, cash and cash equivalents and current liabilities include US \$618,000 (2017 - US

\$1,116,000) and US \$20,000 (2017 - US \$371,000), respectively, which are exposed to changes in the US-Canadian dollar exchange rate.

The approximate impact of a 10% rise in the Canadian dollar compared to the US dollar on these exposed balances as at March 31, 2018 is a \$17,000 (2017 - \$99,000) decrease in surplus. The approximate impact of a 10% decline is a \$17,000 (2017 - \$99,000) increase in surplus.

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

ii) Interest rate risk

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

(d) Liquidity risk

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

The Corporation manages liquidity risk through the management of its cash and cash equivalents (Note 4). The Corporation's objective for managing liquidity risk is to manage operations and cash expenditures within the appropriation authorized by Parliament and the Corporation's self-generated revenues. The Corporation has determined that the risk is not significant.

As at March 31, 2018, the entire balance of the Corporation's accounts payable and accrued liabilities is due within 365 days (2017 - within 365 days). No repayment mechanism has been established yet for the Corporation's long-term advance.

The Corporation's objectives, policies and processes for managing the risks and methods used to measure the risks are consistent with those in place as at March 31, 2017. In addition, the exposure to the risks and how they arise also remained unchanged with the prior year.

16. Contractual obligations

As at March 31, 2018, the Corporation had entered into various agreements for building construction, accommodations, protection services, facilities management services and exhibition rentals, for a total of \$91,944,000 (2017 - \$146,864,000). The future minimum payments for the next five years and subsequent years are as follows:

<i>(in thousands of dollars)</i>	2017
2018-19	\$ 82,629
2019-20	2,739
2020-21	1,362
2021-22	1,341
2022-23	1,341
2023-24 and subsequent years	2,532
	\$ 91,944

17. Contractual rights

As of the end of March 2018, the Corporation has entered into various agreements for sponsorship of exhibits and programs, and parking lot rental for a total of \$1,351 (2017 – \$1,605). The future expected minimum amount to be collected for the next five years and subsequent years are as follows:

<i>(in thousands of dollars)</i>	2017
2018-19	\$ 864
2019-20	344
2020-21	89
2021-22	54
2022-23	-
2023-24 and subsequent years	-
	<hr/> <hr/> \$1,351

The Corporation has also entered into various agreements for which the total future amount cannot be determined. These agreements are for periods of 3 to 5 years and include visitor parking operations, milk production, food catering and cafeterias, and banking investments.

18. Related party transactions

The Corporation is related as a result of common ownership to all Government of Canada departments, agencies and Crown corporations. Related party also includes key management personnel having authority and responsibility for planning, directing and controlling the activities of the Corporation. This includes the Senior Management Team, all members of the Board of Trustees and immediate family members thereof. With the exception of transactions described below, the Corporation enters into transactions with these entities in the normal course of operations, under the same terms and conditions that apply to outside parties. These transactions are recorded at the exchange amount.

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

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

19. Contingencies

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense is recorded in the Corporation's financial statements. As at March 31, 2018, no provision has been recorded based on the Corporation's and external legal firm assessment of potential liability (2017 - no provision). The effect, if any, of ultimate resolution of these matters will be

accounted for when determinable. As at March 31, 2018, the Corporation had no contingent assets to disclose.

20. Canada Science and Technology Museum reopening

On September 11, 2014, the presence of airborne mould was discovered at the Canada Science and Technology Museum ("CSTM"). Consequently, the CSTM was closed from that date. On November 17, 2014, the Government of Canada announced a major investment to repair and upgrade the CSTM. As a result, the Corporation received \$78.0 million over the last four fiscal years to address the health and safety issues that were of immediate concern, and to support the Corporation's work promoting Canada's long history of scientific and technological achievement. Specifically, the funds went toward removing the mould and replacing the CSTM's roof, retrofitting and upgrading the CSTM's exhibition spaces and floor space, upgrading the building's fire suppression systems and its seismic structural strength, and bringing the CSTM's exterior facade up to date to match the new, modern interior. The work was completed during the fiscal year, and the CSTM opened in November 2017. The total cost of the CSTM building and exhibition renewal is \$74.7 million. The remaining funds were used to address the mould remediation issue.

SCHEDULE 1: SCHEDULE OF OPERATING REVENUES AND CONTRIBUTIONS

For the year ended March 31

Operating Revenues

<i>(in thousands of dollars)</i>	2018	2017
General admissions and programs		
Science and Technology	\$1,786	\$78
Aviation and Space	949	1,657
Agriculture and Food	898	708
Boutique sales	874	828
Facility rental and concessions	621	413
Parking	902	566
Membership	667	285
Farm operations	338	363
Thematic experiences	88	74
Other	400	563
TOTAL	\$7,523	\$5,535

Contributions

<i>(in thousands of dollars)</i>	2018	2017
Grants and sponsorships	\$1,353	\$1,086
Other contributions from individuals and corporations	2,527	545
Contributions from the Foundation	204	116
TOTAL	\$4,084	\$1,747

SCHEDULE 2: SCHEDULE OF EXPENSES

For the year ended March 31

<i>(in thousands of dollars)</i>	2018	2017
Personnel costs	\$20,967	\$19,790
Amortization and write-downs of capital assets	5,872	3,654
Professional and special services	4,568	2,825
Leases of buildings	2,203	2,221
Property taxes	2,000	1,397
Material and supplies	1,855	1,276
Property management services	1,533	1,130
Advertising	1,485	929
Utilities	1,331	1,051
Repairs and upkeep of buildings	1,220	853
Protection services	996	747
Design and display	563	1,183
Gift shops and product marketing	489	492
Repair and upkeep of equipment	357	305
Office supplies and equipment	320	110
Publications	290	219
Travel	285	411
Communications	278	204
Rentals of equipment	203	130
Purchase of objects for the collection	159	117
Freight, express and cartage	132	118
Miscellaneous	118	72
Books	35	39
TOTAL	\$47,259	\$39,273