

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

Annual Report 2020-2021



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Message from the Chair and CEO of Ingenium

The COVID-19 pandemic is, as for most cultural organizations, the greatest challenge Ingenium has ever faced. When the pandemic took hold in Canada at the very start of this fiscal year, our immediate commitment was to the safety of our visitors, the physical and mental wellbeing of staff, and the continued care of live animals at the Canada Agriculture and Food Museum.

As the pandemic persisted throughout the year, we took many steps to adapt our operations, including a series of museum and site closures, delays in moving artifacts into the new Ingenium Centre, and the suspension of travelling exhibitions. While many of these actions were unfortunate but necessary, we also took the opportunity to enhance the digital offerings of our collections and public programs.

This annual report recaps many of the programs we delivered, and the measures we undertook to mitigate the impact of the pandemic on our operations and activities. Our vision to ignite ingenuity in Canadians remains undeterred, and our passion and commitment to foster scientific and technological literacy throughout the country are stronger than ever.

The advent of the pandemic in early 2020 also coincided with the first-year implementation of Ingenium's five-year Strategic Plan. Set to run until 2025, the Strategic Plan has three Strategic Goals: Collaborate to Innovate; Access for All; and Strengthen our Foundations. The Strategic Plan was affected by several restrictions that required a shift in focus from onsite activities and exhibitions to mostly virtual engagements. Although this proved challenging in the short term, we responded with innovative and engaging new offerings in support of our Strategic Plan goals.

One of the key issues this past fiscal year was finding ways to support Canadians' well-being and mental health during a prolonged and difficult period of multiple lockdowns, virtual and home schooling, and limited social interaction. One initiative was Ingenium's Curating Under Quarantine crowd-sourcing undertaking with post-secondary students that documented social and technological changes during the pandemic. Another initiative was the participation of all three Ingenium museums in the Connected North program, which brought immersive and interactive distance learning to more than 40 remote schools, many located in Indigenous communities.

We also developed unique and innovative ways of holding everything from field trips, to commemorations of Canada Day and Remembrance Day, to family activities surrounding Easter and Halloween. We leveraged our virtual presence through videos, online contests, conference proceedings, and digital artifacts, using different platforms including YouTube, Twitter, Facebook and Instagram connecting Ingenium to virtual visitors of all ages.

Planning, designing and construction of onsite and travelling exhibitions continued, including three new exhibitions on soil science, observing Earth from Space, and air traffic control. This year, in October, saw the opening of the Bicycles travelling exhibition at the Copernicus Science Centre in Warsaw, Poland, after successful visits since 2016 to our three exhibition museum partners: Bloomfield Science Museum (Jerusalem, Israel), Universum (Bremen, Germany), and Citta de la Scienza (Naples, Italy).

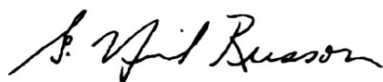
Work also continued consolidating the collection onsite at the Ingenium Centre, with more than 5,000 2D and 24,000 3D artifacts moved from leased buildings and rehoused. When the pandemic is over and restrictions are lifted, we look forward to launching public tours of the Ingenium Centre.

Underpinning all of those activities and initiatives is Equity, Diversity, Inclusion and Accessibility (EDIA). We embrace the diversity of our wider community, and are committed to the advancement of equity and inclusion across all of our programs and operations. Receiving the Gold-Level Accessibility Certification from the Rick Hansen Foundation for the new Ingenium Centre was a clear recognition of those efforts.

Ingenium continues as well to expand its connections with new voices and communities, and was proud to host its first two Indigenous Sky Symposium sessions on the September equinox and the December solstice. The symposia focused on celestial knowledge from Indigenous perspectives around the world. This exciting project brings together knowledge-keepers, speakers, and audiences from Indigenous communities worldwide in a shared exploration of enduring cultural traditions, and the science and technology behind them. The Indigenous Sky Symposium webinars connected with 680 persons.

From the beginning of this pandemic year, Ingenium remained committed to the health and safety of its staff. Cross-functional working groups were created and mandated to develop appropriate safety measures to ensure that basic operations were maintained onsite, and that our workforce could effectively operate remotely. All but essential onsite staff worked from home. Extra cleaning and safety protocols were put in place at all of our facilities. Staff was regularly informed with frequent status updates via email and monthly virtual all-staff meetings. In addition, staff was provided with mental health resources, such as the Employee and Family Assistance Program, webinars, discussion groups, and videos.

This has been a profoundly challenging year for people everywhere. We are extremely proud of how well our staff has responded, and how they have all gone above and beyond to find new ways of working, and new ways of connecting with visitors, onsite and online. Our sincere thanks to them all. We would also like to thank our many sponsors, partners and donors for their sustained support, as well as our volunteers who have remained a key driving force in our continued success. Our thanks as well to our Board of Trustees for helping us navigate through such uncertain times. And, of course, special thanks to the federal government for its ongoing support year after year, and for its exceptional support in 2020–2021.



Neil Russon,
Chair



Christina Tessier,
Director and CEO

Governance

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

The Board is composed of up to 11 Trustees, including a Chair and Vice-Chair. Trustees are nominated for a period not exceeding four years, and each is eligible to serve three consecutive terms (or, in the case of the Chair and Vice-Chair, two consecutive terms). If a Trustee has not been appointed by the time the term of an incumbent expires, the incumbent Trustee may continue in office until a successor has been appointed. As at March 31, 2021, two Trustees, whose terms of office have expired, continue in their roles until a new appointment is announced. Trustees are collectively responsible for strategic leadership and accountability, management of Ingenium's business activities and affairs, assessing the CEO's performance, and ensuring that all duties conferred upon Ingenium by the *Museums Act* and Part X of the *Financial Administration Act* are carried out. The Board also engages with the public at its Annual Public Meeting, during which it shares Ingenium's mandate, priorities, and fiscal oversight. The full Board met five times during the 2020-2021 fiscal year.

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

COMMITTEE STRUCTURE

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

Executive Committee

The Executive Committee (EC) consists of the Chair, the Vice-Chair, two additional Trustees designated by the Board, and the Director and CEO, who sits as a non-voting member. This Committee has full authority to act when the full Board of Trustees is unable to meet in a timely fashion. The Executive Committee held one meeting during the 2020-2021 fiscal year.

Finance, Audit and Risk Management Committee

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

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

The Finance, Audit and Risk Management Committee held five meetings in 2020-2021.

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. This Committee also reviews the Board's committee structures and memberships, and ensures that a Board self-assessment process is in place.

This Committee establishes the Director and CEO's annual performance objectives, provides governance oversight for the health and safety of Ingenium employees and the culture and values of the Corporation, and reviews and recommends nominations for trustee appointments and reappointments. This Committee comprises no fewer than four Trustees, as well as the Chair of the Board and the Director and CEO, who are non-voting members. The Governance Committee held one meeting in 2020-2021.

Major Facilities Committee

The Major Facilities Committee (MFC) was formed to provide additional Board oversight for the renewal of the Canada Science and Technology Museum, and the construction of the Ingenium Centre. The Committee comprises no fewer than four Trustees, as well as the Chair of the Board. The Director and CEO is a non-voting member of the Committee. The Major Facilities Committee held four meetings in 2020-2021.

Sustainability and Outreach Committee

The new Sustainability and Outreach Committee (SOC), established in August 2020, assists the Board of Trustees in providing strategic guidance to the Corporation to achieve greater financial stability, revenue diversification, and stakeholder engagement. This Committee is composed of at least four and not more than six Trustees, as well as the Chairperson and Director and CEO. The chairperson for the Committee will be appointed by the Board. The Sustainability and Outreach Committee held its first and only meeting in 2020-2021 in February.

Board of Trustees

Name, Region

Term – BOARD COMMITTEES

Neil Russon, New Brunswick

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

Marian K. Brown, British Columbia

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

Michael A. Geist, Ontario

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

A. Christian Idicula, Alberta

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

Radosveta Ilieva, Quebec

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

Paul Johnston, Ontario

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

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

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

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

Virginia McLaughlin, Ontario
December 18, 2009 to January 17, 2021 – EC, GC (Chair), MFC, SOC

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

*Although the terms of Radosveta Ilieva and Virginia McLaughlin expired in fiscal year 2020-2021, they continue to serve until replacements are appointed.

Executive Management

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



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

Vision

Ingenium ignites ingenuity

Mission

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

Mandate

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

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

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

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

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

Canada Agriculture and Food Museum

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

Canada Aviation and Space Museum

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

Canada Science and Technology Museum

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

Ingenium Centre

The Ingenium Centre houses Canada's science and technology collection, with more than two million archival items and more than 85,000 artifacts. It is home to the Ingenium Research Institute and the Ingenium Digital Innovation Lab. Through bold engagement and worldwide collaboration, both of these initiatives will put the Ingenium Centre at the heart of discovery and innovation, involving researchers, educators, and the public in new and creative ways.

Highlights

Collaborate to Innovate—Inspiring Canadian Ingenuity

Many of the world's important advances in science and technology have been made in Canada. Canadian innovations include everything from insulin, JAVA programming language and IMAX®, to things people now take for granted, such as wireless radio transmission, electric wheelchairs, paint rollers, garbage bags — and even the painted lines on roadways.

We are proud to support and enrich a culture of Canadian innovation. Throughout 2020–2021, although restrictions due to COVID-19 forced us to adopt new ways of reaching Canadians, Ingenium continued to remind Canada that inspiration is everywhere, and that ingenuity never sleeps.

One of Ingenium's most timely initiatives was Curating Under Quarantine, which brought together a wide range of partners to document social and technological changes during the pandemic. By the end of the fiscal year, the project had resulted in blogs, interviews, site visits, photographic documentation, and an acquisition strategy for pandemic-related material. One of these acquisitions was the vial from the first vaccine administered in Canada to a frontline healthcare worker. In addition, through the Ingenium web Channel and social media, curators asked questions, gathered stories, and provided Canadians with an outlet to share their experiences of life under COVID-19.

Earth in Focus, produced by the Canada Science and Technology Museum in partnership with the Canadian Space Agency, is another ongoing partnership. Examining the role of Earth observation in addressing global challenges, this exhibition also highlights Canadian contributions to this field. In addition, the exhibition *Eyes on the Skies*, produced by the Canada Aviation and Space Museum in partnership with NAV Canada, has reached the final design stage for both the onsite and travelling exhibitions.

Agreements were signed this year, as well, with Canada's Department of Fisheries and Oceans (DFO) Species at Risk group to develop education products for the Atlantic region, and with the same department for the Canada Agriculture and Food Museum's *Aquaculture* initiative. In the final quarter of the fiscal year, the Museum launched the Aquaculture National Advisory Council, with national partners and academics working towards developing aquaculture-related initiatives, including an exhibition.

As the pandemic revealed, society can come together in the face of any major crisis, through the advancement of science and technology. In the early part of the fiscal year, as the pandemic began to deepen, Ingenium strove to support the community in a variety of ways. Information was provided to help explain the science behind public health policies. Positive distraction in the way of entertaining educational content was provided online, and webinars were produced about the history and science of pandemics.

STEAM (science, technology, engineering, arts, and mathematics) disciplines also remained front and centre, and Ingenium remains a leader and partner of choice across the STEAM ecosystem. STEAM is already widely promoted to students of all ages,

including to those in university, and Ingenium was proud to begin STEAM educational projects this year with its new partners, Seniors without Walls and Learning in Retirement. Lifelong learning is important to healthy societies, and the contributions of older people to the arts, science and technology should not be underestimated.

In fall and early winter 2020, Ingenium also developed new online educational resources and virtual teacher-training workshops, providing support to educators, parents and students during school closures. Three of the Canada Aviation and Space Museum's school programs, for example, are now being delivered virtually, and there was an unprecedented response to Ingenium's virtual version of its annual Summer Institute for Elementary Teachers, which was attended by 191 educators.

Building upon its reputation of being a key event for recognizing youth innovation in the STEAM field, the annual Ingenium-NSERC STEAM Horizon Awards event was presented virtually for the first time. Of the five winners, two were Indigenous and, in fall 2020, promotion began on French and Indigenous media in particular to promote the 2021 Awards.

In addition, Ingenium continued to promote agricultural science and technology. In the third quarter of the year, it worked with partners to deliver virtual and onsite Global Fertilizer Day programming, and a feature on the Ingenium web channel marked the 50th anniversary of the Plant Gene Resource of Canada.

Access for All—Pushing the Boundaries of Engagement

During 2020–2021, the world was in lockdown, with museums and most other institutions closed for months. This made access and inclusion through virtual means more important than ever, and Ingenium swung into high gear, harnessing the power of digital technologies to connect with Canadians.

By the end of the fiscal year, Ingenium had a broad array of virtual content available from all three museums, including 3D educational resources, digital educational kits, games, apps, recipes, virtual tours and exhibitions, family activities, videos, access to archival material and collections, and a digitized collection of microscope slides.

In the final quarter of the fiscal year, post-secondary students from Algonquin College explored the Canada Science and Technology Museum's collection, digitally scanning the Governor General's rail cars to develop a trio of computer games. Also, at the Science and Technology Museum, digital arts students from La Cité Collégiale worked with transportation and archival collections.

Ingenium also expanded educational outreach, offering seven new programs through its partnership in the Connected North network, which is operated by the Canadian charity TakingITGlobal. Connected North is a leading-edge initiative that fosters student engagement and enhanced education outcomes in remote Indigenous communities through two-way video communication.

Ingenium increased its educational reach further with an Exploratek online activity and six new *Try This Out* activities from the Science and Technology Museum, and *Wings Over Water* summer programming from the Canada Aviation and Space Museum.

Celebrating the importance of science and technology through diverse cultural traditions, Ingenium expanded its efforts to include new voices and communities. In the fall and winter of 2020, two Indigenous Sky Knowledge Symposium events were held, with significant participation from Indigenous communities across Canada and around the world. The symposia focused on celestial knowledge from various Indigenous perspectives. To honour Indigenous ways of knowing, this series is the result of a creative partnership with many Indigenous nations, the University of Ottawa, the Social Sciences and Humanities Research Council of Canada (SSHRC), the US Embassy, and the National Research Council Canada. By the end of the fiscal year, these Indigenous Sky Knowledge Symposium webinars had reached 680 people and received excellent feedback from partners and participants.

Work continued on development of the exhibition project One Sky, Many Worlds—Indigenous Voices in Astronomy. Led by Indigenous Knowledge Keepers from around the world, this initiative explores the enduring connections Indigenous peoples have with the night sky, and how this influences worldviews, and traditional and contemporary practices. One Sky fits into a broader ongoing discussion of traditional Indigenous knowledge, and a more inclusive understanding of science. By Summer 2020, Ingenium was working with Indigenous partners from South Africa, Chile, Australia, New Zealand, Hawaii, Mongolia and across North America including the Arctic, Canada, United States and Mexico.

Sessions on a wide range of Ingenium programs and collections from all three museums were held virtually this year, often with international audiences. Highlights included sessions at a University of Luxembourg virtual conference on Ingenium's collaborations with the Huron-Wendat First Nation on a snowshoe exhibit, sessions with the Canadian Council for the Blind on research into museum objects, a virtual conversation on Black Voices in STEM, and webinars on women in aviation.

Ingenium began an Indigenous content review of its Library and Archival holdings this past year. The Corporation worked to identify the Indigenous communities concerned, and studied its cataloguing practices in order to identify use of descriptive terms that are colonial or exclusionary.

Accessibility is essential at any public facility, and over the past year Ingenium continued to champion and expand physical, cognitive, sensory, and socioeconomic accessibility. Ingenium was particularly honoured to receive the Gold-Level Accessibility Certification from the Rick Hansen Foundation for the new Ingenium Centre.

Strengthen our Foundations—Ensuring Long-Term Sustainability

Over the past year, many public institutions faced major challenges in remaining available, accessible and sustainable. Despite the pandemic, work continued on ensuring that all Ingenium sites would remain safe destinations of choice. In summer 2020, all three museums were opened safely, and many days were sold out. A plan to identify key archival materials for digitization and virtual access was also completed during the summer period.

In addition, Ingenium hosted numerous online events and activities that would have normally been held onsite. These included celebrations marking Easter weekend,

the 75th anniversary of VE Day, Canada Day, Thanksgiving, Halloween, World Space Week, Remembrance Day, and the holiday season. There were contests for Members, a salute to Ingenium volunteers, teleconferences, webinars, cooking classes, art videos, artifact highlights, and Zoom sessions for seniors,

Ingenium hosted virtual field trips to all three museums, attended by 1,375 students in the first three months of fall 2020 alone. Virtual guest lectures and collection tours were held for university classes, and Ingenium continued to partner with post-secondary institutions on initiatives related to Ingenium collections.

In July, work continued on consolidating the collection at the Ingenium Centre, with more than 5,000 2D and 24,000 3D artifacts transferred from leased buildings and rehoused. Transferred artifacts ranged from windmills, X-ray machines and printing presses, to locomotive parts, marine anchors and a particle accelerator. Moving the collections to the Ingenium Centre made them more accessible to students and researchers, and generated new ways of interacting with our holdings to improve research opportunities. When the pandemic is over and restrictions are lifted, we look forward to launching public tours of the Ingenium Centre.

Part of ensuring long-term sustainability involves developing partnerships and agreements with communities, other institutions and government departments. Over the past year, these have included ongoing partnerships with Indigenous peoples towards the development of new exhibitions and programs, and agreements with federal agencies to produce exhibitions and other forms of outreach.

Over the past year, despite the challenge of closed museums and boutiques, Ingenium has continued its efforts to increase and diversify revenues, sponsorships, and philanthropic funding. The Corporation received \$2.685 million on a cash basis in contributed income, the largest portion of which came from the Department of Fisheries and Oceans in support of co-projects mentioned above. Additional smaller amounts came from partners such as the National Research Council and Carleton University.

Mindful of the importance of its staff and their wellbeing, key initiatives this year included an ongoing commitment to Equity, Diversity, Inclusion and Accessibility (EDIA), and the hiring of Ingenium's first Senior Advisor, Inclusive, Diverse and Respectful Workplace. By the end of the fiscal year, ongoing efforts by staff towards creating a respectful working environment had been enhanced by formal training sessions related to diversity and inclusivity. In addition, to help empower staff to reflect Ingenium values and a commitment to the local community, plastic bands were 3D printed for the face masks worn by staff at the Children's Hospital of Eastern Ontario, and Ingenium buildings were lit up in blue to honour frontline workers.

Throughout the year, Ingenium continued to innovate in response to the pandemic. Staff and management adjusted internal practices, and found new ways of inspiring and engaging its audiences, new ways of working with its partners, and new means of advancing the story of Canadian scientific and technological achievement — locally, nationally and internationally.

Report on Performance Measures

Ingenium's successes in 2020-2021, as it pursued the first year of its new five-year strategic plan during challenging circumstances brought on by the COVID-19 pandemic, reflect the resilience of the organization, fueled by its dedicated and experienced staff.

This year's successes form a strong foundation of collaborating with partners and engaging audiences in STEAM content, to foster a culture of innovation; of democratizing museums by providing greater access to its content and experiences for, and co-creating content with, Indigenous communities and diverse communities across the country; and of remaining focused on its sustainability and relevance for the benefit of future generations.

Ingenium surpassed the majority of its performance targets over 2020-2021 as it leveraged digital and virtual means to reach Canadians. The temporary closures of the museum sites for nearly half the year, among other public health measures taken in response to the pandemic, resulted in underperformance of few indicators.

Ingenium did not meet its target for youth participants in STEAM learning activities due to the pandemic limiting the delivery of on-site programming. However, Ingenium did successfully transition to digital programs delivered virtually, to provide STEAM-related learning for youth, including expanding its partnership with Connected North to deliver virtual school programs to students across the North. These pivots enabled the Corporation to surpass its target for training individuals to deliver STEAM content, multiplying Ingenium's impact by increasing the number of individuals helping youth to build STEAM skills.

To better understand the impact of its digital outreach, Ingenium redefined its related measures. Virtual connections now measure audience awareness and reactions through actions including web page visits and social media shares. Virtual engagements focus on interactions such as video views, meaningful exchanges such as comments and direct messages, and consultation of curated Ingenium content such as downloads of educational materials.

The shift to digital also enabled the target for research sharing opportunities to be significantly surpassed as curators and science advisors were able to contribute to a greater number of conferences, host more outreach activities like webinars, and collaborate more often with peers nationally and internationally. Many of these research opportunities were part of the Curating under Quarantine initiative, which aims to record the stories and experiences of the COVID-19 pandemic. The acquisition of the first vial of vaccine administered to a personal support worker in Canada as part of this project also contributed to Ingenium surpassing its media coverage target.

Collaboration is a key aspect of the new strategic plan, both for increasing Ingenium's impact and for including diverse voices. Baselines were set this year for collaborations with both diverse communities and Indigenous communities. Notable projects included the Indigenous Star Knowledge Symposium, Designing Domestic Dining with the Anatolian community, accessibility projects with the Canada Council for the Blind, and developing a sensory planning tool with individuals with sensory sensitivities.

Ingenium also strengthened strategic partnerships in the STEAM ecosystem. The impact of this approach was best demonstrated this year by the over \$2 million contribution on a cash basis from the Department of Fisheries and Oceans for the Aquaculture initiative. This partnership will engage Canadians with the science of aquaculture, the environmental and economic impact of the industry, and with educational and career opportunities in the field.

That partnership also contributed significantly to Ingenium surpassing its contributions target for 2020-2021. In terms of other financial measures, operating revenue exceeded its target while net profit of commercial operations met its target.

Ingenium met its revised attendance target due to the exceptional work of staff to deliver safe and engaging museum experiences that inspired local residents to visit and revisit. The open-air experiences at the Canada Agriculture and Food Museum were particularly appealing to audiences, and contributed to Ingenium surpassing its target for market share among the other national museums in the National Capital Region. Membership results were below target because membership sales and renewals are primarily motivated by access to the museums.

Significant progress was made on moving and rehousing the national science and technology collection in the Ingenium Centre, with 48 percent now placed on racking and shelving in their final home. The efficient and hard work of the collections teams, with the help of other staff whose projects were slowed during the lockdown, produced this result that was above target. The focus on the move of the collection has delayed documentation and digitization of the artifacts, but plans were developed to address both beginning in 2021-2022. Documentation and digitization targets were met for the archival collection.

The pandemic also delayed the development and implementation of the surveys which will provide results for a range of performance measures, primarily those focused on audience and partner perceptions of Ingenium and its offerings. Similarly, the next staff survey will be conducted in early 2022 and reported in the 2021-2022 Annual Report. The development of an asset condition inventory and standard collection care metric will allow for the reporting of the related metrics beginning in 2021-2022.

Although it was challenging to launch a Strategic Plan in the pandemic context, it was that very context that reinforced the importance of the strategic goals we are pursuing and the outcomes they will support. Science is more crucial than ever, and it is only through collaboration that we can achieve meaningful impact. Including diverse voice and expanding access to resources is essential to creating a more equitable society. Focusing on long-term sustainability and relevance is the only way to ensure our institution can continue to engage Canadians for generations to come. The Corporation's successes in 2020-2021 reflect progress on these ambitious impacts, and it is this progress we will build on exponentially over the next four years and beyond.

Strategic Goal 1: Collaborate to Innovate

Ultimate Outcome: Strengthened Canadian culture of innovation

Outcomes	Strategies	Indicators	Performance		
			Rating	Target	Results
Youth have expanded access to STEAM-related learning	Empower a culture of Canadian innovation	Individuals trained to deliver STEAM content	Surpassed	284 individuals trained	656 educators, co-ops, and interns trained.
			Met		
			Below		
		Youth participants in STEAM learning	Surpassed	46,260 youth	5,752 youth participants in virtual school programs, distance learning, Edukits, webinars and lectures given by staff.
			Met		
			Below		
Growth of partnerships and networks in the STEAM ecosystem	Be a leader and partner of choice across the STEAM ecosystem	Growth of partnership and network agreements	Surpassed	New agreements: 7	14 new agreements and 10 new deliverables added to existing agreements.
			Met		
			Below	New deliverables: 8	
Canadians have a trusted source of information on key issues of our time	Bridge science, technology, and society on key issues of our time	Media coverage of our content and expertise	Surpassed	Media mentions: 300	693 media mentions and 331 media interviews.
			Met		
			Below	Media interviews: 80	
		Audience trust	Survey is being developed for planned administration in 2021-2022.		

Strategic Goal 2: Access for All

Ultimate Outcome: Diverse communities feel a sense of belonging in our experiences

Outcomes	Strategies	Indicators	Performance		
			Rating	Targets	Results
Enhanced accessibility of our museums and programs	Champion physical, cognitive, sensory, and socioeconomic accessibility	Visitor and partner perception of accessibility	Surveys are being developed for planned administration in 2021-2022.		
Canadians have access to our offerings and collections through innovative digital means	Harness the power of digital to connect with Canadians	Virtual Connections and Engagements	Baseline year for new definitions		2,309,374 virtual connections and 1,295,609 virtual engagements.
		Digital availability of selected collections	Surpassed	Archival materials target: 24%	38% of the selected archival materials made digitally and publicly available.
			Met	Artifacts baseline year	The selection of artifacts was delayed due to the collection move. It will be completed in 2021-2022.
Diverse communities are engaged in shaping experiences and the collection Collaborations with Indigenous communities are activated throughout Canada	Respect and include diverse voices and communities	Collaborations with diverse communities	Baseline year		3 new diverse communities contributed
		Collaborations with Indigenous communities	Baseline year		New and on-going collaborations with 12 Indigenous communities

Strategic Goal 3: Strengthen Our Foundations

Ultimate Outcome: The collection and museums are sustainable and relevant for present and future generations

Outcome	Strategy	Indicator	Performance		
			Rating	Target	Result
Our organization is a great place to work		Employee engagement		Survey was not administered in 2020-2021. The next survey will be administered in 2022.	
A creative, collaborative, inclusive, and accountable workforce	Empower our teams to live our shared values		Surpassed	Women: 56.7%	Women: 62.3%
		Workforce Representation	Met	Aboriginal Peoples: 3.3%	Aboriginal Peoples: 3.5%
			Below	Persons with Disabilities: 8.8%	Persons with Disabilities: 3.5%
The national collection is better preserved, researched, and accessible	Unlock the full potential of the Ingenium Centre	Collection move	Surpassed	Visible Minorities: 17.9%	Visible Minorities: 6.7%
			Met	41% of collection rehoused	48% of collection rehoused in the Ingenium Centre
			Below		
		Sharing research opportunities	Surpassed	72 research sharing opportunities	275 research sharing opportunities
		Met			
		Below			
		Collection documentation	Surpassed	Artifacts: baseline year	Cataloguing completed for 1% of artifact accession lots,
			Met	Trade literature: 4%	4.4% of trade lit, and 6% of archival materials.
			Below	Archives: 6%	
Our museum experiences inspire local residents to visit and revisit	Secure the museums as destinations of choice	Visitorship	Surpassed	92,800 visits	91,836 visits (99% of target met)
			Met		
			Below		
		Membership	Surpassed	10,000 active memberships	Annual average of 9,140 active memberships
			Met		
			Below		

		General and tourism market share	<p>Surpassed</p> <p>Met</p> <p>Below</p>	<p>General and tourism market share among the national museums in the NCR: 25%</p>	<p>General market share: 39%</p> <p>Ottawa Tourism did not track tourism market share in 2020-2021 due to the pandemic.</p>
		Admission value	Survey is being developed for planned administration in 2021-2022.		
		Asset condition	The asset inventory partially complete. Condition assessment will be reported beginning in 2021-2022.		
		Commercial operations net profit	<p>Surpassed</p> <p>Met</p> <p>Below</p>	\$0	\$0 (no profit expected due to site closures)
Our business model is aligned to the Strategic Plan	Increase and diversify revenue, sponsorship, and philanthropic giving	Operating revenue	<p>Surpassed</p> <p>Met</p> <p>Below</p>	\$1.475 million	\$2.037 million
		Contributions (cash)	<p>Surpassed</p> <p>Met</p> <p>Below</p>	\$1.6 million	\$2.737 million
		Duration of financial partnerships	<p>Surpassed</p> <p>Met</p> <p>Below</p>	36 months	48 months

Management Discussion and Analysis

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

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

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

PUBLIC POLICY ROLE	<p>“plays an essential role, individually and together with other Museums and like institutions, in preserving and promoting the heritage of Canada and all its peoples throughout Canada and abroad, and in contributing to the collective memory and sense of identity of all Canadians;” and</p> <p>“is a source of inspiration, research, learning and entertainment that belongs to all Canadians and provides, in both official languages, a service that is essential to Canadian culture and available to all.”</p>			
MANDATE	<p>“To foster scientific and technological literacy throughout Canada by establishing, maintaining, and developing a collection of scientific and technological objects, with special but not exclusive reference to Canada, and by demonstrating the products and processes of science and technology and their economic, social and cultural relationships with society.”</p>			
MISSION	<p>Ingenium is a catalyst for unlocking the curious and creative minds of a nation of innovators.</p>			
VISION	<p>Ingenium ignites ingenuity</p>			
VALUES	Creativity	Inclusivity	Collaboration	Accountability

Strategic Directions

Over 2020-2021, Ingenium pursued the first year of its new Strategic Plan established by the Board of Trustees for the 2020-2021 to 2024-2025 planning period. The three strategic goals—derived from its mandate, mission, vision and values—guide the development and delivery of its programs and activities, and inform how Ingenium pursues the fulfillment of its four Core Responsibilities. The Corporation’s parliamentary appropriations are allocated against its Core Responsibilities.

Core Responsibilities

Heritage Preservation and Research	Developing and preserving a comprehensive national science and technology collection; providing access to the collection; and sharing research and expertise to enhance knowledge of the collection.
Exhibitions, Programs, and Outreach	Interpretation of the collection and demonstration of scientific and technology innovations and inventions, and their impact on society, through the delivery of virtual and physical exhibits and educational programs for museums visitors and global audiences.
Museum and Collection Buildings	Managing the physical environments that house collection objects and exhibits stored and on display at the Canada Agriculture and Food Museum, the Canada Aviation and Space Museum, and the Canada Science and Technology Museum, as well as laboratory, workshop, and administrative spaces.
Internal Services	Stewardship and management of Corporate assets, resources, and services.

Strategic Goals

Collaborate to Innovate— <i>Inspiring Canadian Ingenuity</i>	Ingenium will help Canadians build the confidence and skills they need to become innovators. We will pursue this strategic goal by developing and maintaining sustainable partnerships in the STEAM (science, technology, engineering, arts and mathematics) ecosystem, by engaging audiences on key issues of our time, and by enhancing our offerings with the dimensions of innovation culture (e.g., creative problem-solving, risk-taking, learning from failure).
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**Access for All—
Pushing the
Boundaries of
Engagement**

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

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

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

Environmental Scan

Key Internal Factors

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

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

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

Key External Factors

COVID-19 Pandemic: The COVID-19 pandemic severely disrupted life globally in 2020-2021, and will continue to have long-term impacts. Canada began implementing significant public health measures in March 2020 such as the closure of the physical sites for the majority of businesses and public institutions, including Ingenium's museums.

Ingenium has adapted to the cyclical site closures and re-openings throughout 2020-2021, and implemented a range of public health measures in order to ensure safe operations. These included significantly limiting visitor capacity on site, reducing operating hours, and increasing the frequency of sanitization. During periods of enhanced restrictions, all interactive experiences were closed to the public.

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

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

Economic trends: COVID-19 has significantly affected the Canadian economy, but projections suggest recovery based on the government's emergency benefits and wage subsidy programs. However, uncertainty remains regarding the duration of the pandemic and the continuation of government support. As a result, consumer spending is not forecast to return to pre-pandemic levels through 2021.

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

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

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

Risk Analysis

For 2020-2021, the Corporation identified six major risks in its corporate plan that have the high likelihood and impact of jeopardizing its ability to deliver results on its strategic objectives, beyond the capacity of its existing controls. In addition, the COVID pandemic outbreak brought other risks to the forefront, including the biosecurity risk and the market/competition risk. These were defined and mitigated in summary below:

- The risk that a biohazard event / pandemic will occur on property of the NMST, within the scope of service delivery, or in the National Capital Region due to the current global health environment.
 - To address this risk, Ingenium shifted staff to telework; strengthened physical and cyber security; increased sanitization, directional signage and washing stations; and established two task forces to guide the implementation of public health measures and to consult with staff and visitors on their needs.
- The risk that Ingenium will not adequately address changes in market fluctuations, remain competitive, and generate sufficient revenues due to a limited marketing budget, a high level of competition for tourists within the National Capital Region coupled with a decrease in tourism, and provincial health restrictions.
 - To address this risk, Ingenium communicated the impact of pandemic related revenue losses to government and secured temporary COVID-relief funding; increased digital content and virtual program delivery; and reduced operational spending (e.g. travel).
- The risk that the Corporation will not receive sufficient government funding due to escalating costs, the lack of indexation, and new unfunded costs (to complete the Ingenium Centre, and PILT costs for the Ingenium Centre).
 - To address this risk, Ingenium communicated its financial pressures to government, which enabled it to secure PILT funding and capital funding to complete the Ingenium Centre. It also established a new Sustainability and Outreach committee of the Board to help guide sustainability strategies.
- The risk that the Corporation will not be able to obtain required level of sponsorships and contributions (including philanthropic giving) from third-parties due to limited fundraising capacity and perception that as a federal institution, it should be funded by government.
 - To address this risk, Ingenium strengthened existing partnerships by delivering high-quality content and began developing a partnership strategy that will align with a new sponsorship strategy.
- The risk that the Corporation will not have a sufficient number of staff with the skills and knowledge required to deliver on the aspirations of the Strategic Plan 2020-2025, given the new strategies and goals of the strategic plan where internal experience is limited, the current lack of workforce diversity, and the limited salary and training funds to invest in developing workforce capacity.
 - To address this risk, Ingenium hired a new Diverse, Equitable and Respectful Workplace Senior Advisor, established a Diversity, Equity and Inclusion working group, and developed a new Talent Management Strategy that will be implemented starting in 2021-2022.

- The risk that collection objects will be damaged during their transport to other sites (through loans or travelling exhibitions programs), or during the collection move to the Ingenium Centre due to the lack of capital funding to maintain and recapitalize facilities; fragility, age, condition and composition of some collection objects; and a significant catalogue backlog and lack of resources to address it.
 - To address this risk, Ingenium applied collection risk management protocols, and hired specialized movers and hazard remediation experts to help with the collection move.

- The risk that the Corporation will not be able to acquire and/or maintain the required creative digital infrastructure (including the Digital Innovation Lab, the digital video canopy at CSTM, digital wayfinding, and digital interactives and experiences), due to insufficient capital funding to keep pace with rapid technological evolution and growing audience expectations for engaging experiences.
 - To address this risk, Ingenium partnered with other organizations to develop digital projects and secured funding from government to fit up the Digital Innovation Lab starting in 2021-2022.

- The risk that the Corporation's built infrastructure will fall into disrepair and/or not meet growing operational needs and/or become non-compliant due to evolving building codes, and insufficient capital funding to invest in its broad and complex real property portfolio.
 - To address this risk, Ingenium is completing health and safety-related capital repairs and replacements with funding from budget 2016. It is developing long-term recapitalization plans and continues to communicate to government the need for further infrastructure investments.

Audit

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

The OAG completed a special examination of the Corporation, which was published in spring 2019. The OAG made nine recommendations for improvement, for which the Corporation developed an action plan in fall 2019. The two remaining recommendations will be addressed by fall 2021.

Financial Overview

The Corporation's total budget for 2020-2021, reported on an accrual basis, is \$50.6 million, comprising funds from three sources: parliamentary appropriations, operating revenues, and contributions.

The lengthy museum closures, from mid-March to August 2020 and from December 26th to mid-February 2021, and reduced capacity and activities when opened, among other public health measures taken to reduce the risk of COVID-19 transmission, had significant impacts on the Corporation's revenue results.

While the Corporation ended the year with a loss¹ of \$707,000, this financial result would have been significantly worse had Ingenium not reduced discretionary expenses and had government not provided emergency operating funding to off-set the pandemic-related revenue losses.

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

Sources of funds

Parliamentary Appropriations

Parliamentary appropriations recognized on an accrual basis increased from \$40.3 million in 2019-2020 to \$46.9 million in 2020-2021, reflecting the increase in amortization of deferred capital funding. On a cash basis, appropriations for 2020-2021 totaled \$38.5 million, a significant increase compared to the 2019-2020 appropriations of \$30.9 million due to temporary COVID relief funding which were mainly used to off-set significant revenue losses.

Revenues

Overall, the Corporation saw a 74% decrease in total revenues year-over-year, from \$14.2 million in 2019-2020 to \$3.7 million in 2020-2021 due to the revenue losses caused by COVID pandemic impacts. Particularly the museums were closed during typically busy periods such as March break, most of summer, and part of the winter break. In fact, this is the lowest amount of revenues ever generated by the Corporation, which is a sharp contrast from the \$16.2 million in revenues generated in 2018-2019, the highest revenue result in the Corporation's history.

Operating Revenues: Operating revenues decreased significantly over the previous year, from \$9.8 million in 2019-2020 to \$2.0 million in 2020-2021 due to the museums being closed for nearly six months over 2020-2021, affecting all revenues associated with on-site activities including admissions, programs, seasonal camps, parking, facility rentals, and concessions. A significant proportion of memberships were not renewed. Traveling exhibitions rented by other venues were postponed to future year or cancelled. The only revenue category that did not see a substantial loss was farm operations as the sale of milk continued.

Contributions: Contributions recognized as revenues vary from year to year, based on the revenues required to fund specific programs and install new exhibitions. Contributions decreased by \$2.0 million year-over-year, from \$3.6 million in 2019-2020 to \$1.6 million in 2020-2021. The Corporation signed significant contribution agreements in 2020-2021 from the Department of Fisheries and Oceans Canada and from NAV Canada, however these contributions will be recognized as revenues over the life of the new exhibitions their contributions are making possible.

¹ The loss will be covered by the Corporation's unrestricted net equity (accumulated through revenue surpluses in previous years).

Interest Revenues: The Corporation generates interest income by investing its short-term cash balance as well as its earned equity in low-risk vehicles. The 2020-2021 interest income of \$0.1 million represents a decrease by approximately \$0.7 million when compared to \$0.8 million in 2019-2020, mainly due to significant payments made to complete the construction and fit-up of the new Ingenium Centre.

Expenditures

The Corporation's total expenses totaling \$51.3 million in 2020-2021 are lower when compared to \$55.2 million in 2019-2020, as some operating savings were realized from the museums temporary closures and reduced conferences and travel activities due to the pandemic, and having vacated a leased collection storage facility just prior to the start of 2020-2021.

Heritage Preservation and Research: Expenses in heritage preservation and research activities decreased in 2020-2021, totaling \$5.9 million compared to the \$6.5 million spent in 2019-2020. The decrease is primarily due to the fact that the collection move into the new Ingenium Centre was put on hold for several periods in 2020-2021 due to COVID-19 related site closures.

Exhibitions, programs and outreach: Exhibitions, programs and outreach expenses decreased by about a quarter, from \$20.0 million in 2019-2020 to \$15.1 million in 2020-2021. The decrease is due to lower expenditures incurred to develop new exhibitions, reduced on-site programming and other activities reduced or not conducted in 2020-2021.

Museums and Collection Buildings: Expenses increased from \$20.4 million in 2019-2020 to \$22.8 million in 2020-2021, primarily due to the increase in property taxes and amortization related to the operation of the new Ingenium Centre for the full fiscal year.

Internal Services: Internal Services expenditures decreased from \$8.3 million in 2019-2020 to \$7.6 million in 2020-2021, mainly due to the decrease in retail operations, reduced travel and conference fees, and a few temporary vacant positions in corporate services.

Net Results of Operations and Year-End Position

The net results of operations yielded a loss of \$707,000 in 2020-2021, reducing its total earned unrestricted net assets to \$1.9 million. Before the beginning of the fiscal year, the Corporation had projected a nearly \$2 million loss for the fiscal year since it had planned to use part of its unrestricted net assets to cover unavoidable additional costs related to the Ingenium Centre project and operating its facilities, for which the Corporation receives no inflationary funding. The loss was partially off-set by retroactive parliamentary appropriations received late in 2020-2021 which were related to salary economic increases.

Capital Assets and Collection

Tangible capital assets decreased from \$264.6 million in 2019-2020 to \$255.8 million in 2020-2021 due to the relatively significant amount of amortization recorded in 2020-2021 in relation with the new Ingenium Centre, which provides purpose-built environments for preserving the national science and technology collection.

Outlook

Since the COVID-19 outbreak was declared a pandemic by the World Health Organization in March 2020, pandemic containment and public health protection measures have significantly affected Ingenium's plans, operations, strategic activities and financial results.

However, the pandemic did not deter Ingenium from developing foundational plans and strategies that will guide the implementation of its new Strategic Plan 2020-2025. The Plan aims to contribute to the following long-term outcomes for Canadians: a strengthened culture of innovation; deeper engagement of Canadians, particularly under-represented groups, with the country; and sustainability of the museums and the national collection for future generations.

As public health and travel restrictions are loosened over 2021-22, Ingenium will continue to adapt its operations and visitor services to ensure its museums provide safe and welcoming experiences. It will be positioned to implement key strategies and deliverables of its strategic plan. Rooted in a technology mandate, Ingenium will continue to use digital technologies and platforms, such as 3D scanning, mobile apps and games, and virtual exhibitions, to redefine museum access in the digital era. Ingenium will deepen its engagement with Indigenous groups as well as diversity and accessibility groups and support the creation of enriched and diverse cultural heritage content in the public sphere. It will build on successes it has experienced in 2020-2021 on both of these fronts, as well as leverage its new Research Institute and Digital Innovation Lab, to broaden its connections and engagements with audiences and partners. To ensure the long-term preservation of Canada's rich science and technology heritage, the Corporation will work to safely complete the move the artifacts into the new Ingenium Centre, and begin public tours of the collection facility.

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

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

Financial Statements

Management's Responsibility for Financial Statements

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

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

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

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



Christina Tessier
Director and CEO



Fernand Proulx
Chief Operating Officer and Capital Projects

23 June 2021



INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the National Museum of Science and Technology (the Corporation) which comprise the statement of financial position as at 31 March 2021, and the statement of operations, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at 31 March 2021 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Report on Compliance with Specified Authorities

Opinion

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

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

Responsibilities of Management for Compliance with Specified Authorities

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

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

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

A handwritten signature in black ink, appearing to read 'D. Duvnjak', written in a cursive style.

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

Ottawa, Canada
23 June 2021

STATEMENT OF FINANCIAL POSITION

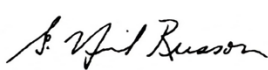
As at March 31

<i>(in thousands of dollars)</i>	2021	2020
ASSETS		
Current		
Cash and cash equivalents (Note 3)	\$21,778	\$19,688
Accounts receivable		
Government departments	717	963
Trade	472	522
Inventories	627	631
Prepaid expenses	879	630
	<u>24,473</u>	<u>22,434</u>
Collection (Note 4)	1	1
Capital assets (Note 5)	255,788	264,606
	<u>\$280,262</u>	<u>\$287,041</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities (Note 6)	\$8,241	\$7,644
Current portion of employee future benefits (Note 7)	492	343
Deferred contributions and deferred revenues (Note 8)	12,479	10,579
	<u>21,212</u>	<u>18,566</u>
Employee future benefits (Note 7)	263	268
Long-term advance (Note 9)	4,208	4,208
Deferred contributions related to capital assets (Note 10)	242,544	251,257
	<u>268,227</u>	<u>274,299</u>
NET ASSETS		
Unrestricted	1,933	2,640
Investment in capital assets (Note 11)	10,102	10,102
	<u>12,035</u>	<u>12,742</u>
	<u>\$280,262</u>	<u>\$287,041</u>

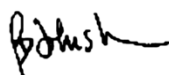
Contractual obligations, contractual rights and contingencies (Notes 16, 17 and 19)
The accompanying notes and schedules form an integral part of these financial statements.

Approved by the Board of Trustees

Recommended by Management



Neil Russon
Chairman



Paul Johnston
Chair, Finance, Audit and
Risk Management Committee



Christina Tessier
Director and CEO



Fernand Proulx
Chief Operating Officer and
Capital Projects

STATEMENT OF OPERATIONS

For the year ended March 31

<i>(in thousands of dollars)</i>	2021	2020
REVENUES		
Operating (Schedule 1)	\$2,037	\$9,791
Contributions (Schedule 1)	1,566	3,637
Interest	142	786
Total revenues	3,745	14,214
EXPENSES (Schedule 2)		
Heritage preservation and research	5,932	6,536
Exhibitions, programs and outreach	15,089	20,041
Internal services	7,566	8,256
Museums and collection buildings	22,746	20,357
Total expenses	51,333	55,190
Deficit before parliamentary appropriations	(47,588)	(40,976)
Parliamentary appropriations (Note 12)	46,881	40,275
Loss for the year	(\$707)	(\$701)

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>	2021	2020
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	2,640	3,341
Loss for the year	(707)	(701)
Unrestricted net surplus, end of year	1,933	2,640
NET ASSETS, END OF THE YEAR	\$12,035	\$12,742

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>	2021	2020
OPERATING ACTIVITIES		
Cash received (clients and donors)	\$4,897	\$12,773
Parliamentary appropriations received for operations	34,375	27,347
Cash paid to suppliers	(16,568)	(20,587)
Payments related to salary and benefits	(21,841)	(23,328)
Cash received from the Foundation	177	77
Interest received	178	854
Net cash used through operating activities	1,218	(2,864)
CAPITAL ACTIVITIES		
Payments related to capital acquisitions	(3,715)	(30,830)
Net cash used through capital activities	(3,715)	(30,830)
FINANCING ACTIVITIES		
Sponsorship received for the acquisition of capital assets	459	550
Appropriations received for the acquisition of capital assets	4,128	3,636
Net cash generated through financing activities	4,587	4,186
Net increase (decrease) in cash and cash equivalents	2,090	(29,508)
Cash and cash equivalents, beginning of year	19,688	49,196
Cash and cash equivalents, end of year	\$21,778	\$19,688

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

NOTES TO FINANCIAL STATEMENTS

March 31, 2021

1. Authority, mandate and operations

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

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

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

Heritage Preservation

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

Sharing Knowledge

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

Internal Services

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

Accommodation

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

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

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

2. Accounting policies

The significant accounting policies are as follows:

(a) Basis of presentation

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

(b) Cash and cash equivalents

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

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

(c) Accounts receivable

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

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

(d) Inventories

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

(e) Collection

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

Items purchased for the collection are recorded as expenses in the year of acquisition. Items donated to the Corporation are recorded as assets at the nominal value. Proceeds of sales from collection items, if any, are recorded as revenue in the year of disposal.

(f) Capital assets

Capital assets are recorded on the following basis. Acquired capital assets owned by the Corporation are recorded at cost and amortized over their estimated useful life. Land and buildings owned by the Government of Canada and under the control of the Corporation are recorded at their estimated historical cost for land and at their estimated historical cost less accumulated amortization for buildings. The estimated historical net costs of the buildings have been credited to deferred contributions related to capital assets,

and the estimated historical cost of the land has been credited to net assets under the heading of investments in capital assets on the Statement of Financial Position. Land for which the historical cost cannot be reasonably determined is recorded at a nominal value with a corresponding amount credited to net assets. Improvements that extend the useful life or service potential of buildings and exhibits are capitalized and recorded at cost. Building and exhibit improvements are amortized over the estimated useful life of the improvements. Permanent exhibitions represent costs that are directly attributable to the exhibition and meet the definition of a capital asset. They may include employee salaries and benefits, professional service fees, permanent exhibit and building structures as well as images and copyrights.

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

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

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

Land, easement rights and capital projects in progress are not amortized. Amounts included in capital projects in progress are transferred to the appropriate capital asset classification upon completion, and are amortized accordingly.

(g) Employee future benefits

i) Pension benefits

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

ii) Severance and termination benefits

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

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

iii) Sick leave benefits

Employees accumulate unused sick leave days available, which may be used in future years. An employee's unused sick leave balance is carried forward until the employee departs the Corporation, at which point any unused balance cannot be redeemed for pay and the Corporation's liability lapses. The Corporation recognizes the cost of future sick leave benefits over the periods in which the employees render services to the Corporation. The valuation of the liability is based on Management's best estimate of 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 exhibitions with a useful life of over one year are initially recorded as deferred contributions on the Statement of Financial Position. When a capital asset purchase is made, the portion of parliamentary appropriation used to make the purchase is recorded as deferred contributions related to capital assets and is recognized as revenue on the same basis and over the same periods as the related capital assets acquired.

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

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

ii) Operation revenues

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

iii) Contributions

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

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

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

Contributions in kind, when used in the normal course of the Corporation's operations and would otherwise have been purchased are recorded at their estimated fair value when they are received. Because of the difficulty in determining their fair value, donated objects for the collection (Note 4) are not recognized in these financial statements.

iv) Interest revenues

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

(i) Foreign currency translation

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

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

(j) Financial assets and liabilities

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

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

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

(k) Related party transactions

i) Inter-entity transactions

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

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

ii) Other related party transactions

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

(l) Contingent liabilities

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

(m) Measurement uncertainty

The preparation of financial statements in accordance with Canadian Public Sector Accounting Standards applicable to government not-for-profit organizations requires Management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses for the year.

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

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

3. Cash and cash equivalents

The Corporation makes short-term, low-risk investments in guaranteed fixed income securities and high-interest savings accounts. The overall portfolio yield as at March 31, 2021 was 0.61% (2020 - 1.20%).

<i>(in thousands of dollars)</i>	2021	2020
Total cash and cash equivalents	\$21,778	\$19,688
Less amounts allocated for restricted purposes	(12,614)	(10,882)
Unrestricted cash and cash equivalents	\$9,164	\$8,806

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

4. Collection

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

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

During the year ended March 31, 2021, the Corporation disposed of 1,580 objects (2020 - 2,373 objects), for a total amount of \$62,000 (2020 - \$0).

During the year ended March 31, 2021, the Corporation acquired 8 objects (2020 - 10 objects) to its collections through the accessioning/de-accessioning process for artifacts.

5. Capital assets

<i>(in thousands of dollars)</i>	2021			2020		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Land	\$10,102	-	\$10,102	\$10,102	-	\$10,102
Buildings	259,809	\$45,053	214,756	259,898	\$38,449	221,449
Building improvements	22,934	20,458	2,476	22,934	19,487	3,447
Office furniture	1,604	1,326	278	1,509	1,229	280
Equipment	5,615	3,788	1,827	5,124	3,438	1,686
Computer software	1,412	1,390	22	1,412	1,376	36
Museum permanent exhibitions	31,180	12,837	18,343	31,180	9,545	21,635
Easement rights	-	-	-	147	-	147
Capital projects in progress	7,984	-	7,984	5,824	-	5,824
	\$340,640	\$84,852	\$255,788	\$338,130	\$73,524	\$264,606

For the fiscal year ended March 31, 2021, the Corporation disposed of assets with an acquisition cost of \$172,000 (2020 - \$55,000) and a net book value of \$147,000 (2020 - \$0).

For the fiscal year ended March 31, 2021, the Corporation recorded write-downs of \$4,000 (2020- no write-downs).

For the year ended March 31, 2021, capital transactions for a total amount of \$1,070,000 (2020 - \$11,245,000) required the use of cash or cash equivalents, and consequently these transactions have been added to the capital activities on the statement of cash flows.

6. Accounts payable and accrued liabilities

<i>(in thousands of dollars)</i>	2021	2020
Trade accounts payable	\$3,129	\$3,716
Government departments, agencies and Crown corporations	3,123	2,150
Accrued salaries and other salary-related liabilities	1,989	1,778
	<u>\$8,241</u>	<u>\$7,644</u>

7. Employee future benefits

(a) Pension benefits

The President of the Treasury Board sets the required employer contributions based on a multiple of the employees' required contribution. The required employer contribution rate for 2020-2021 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% (2020 - 9.53%), and for employment start dates after December 31, 2012, the Corporation's general contribution rate effective at year-end was 8.89% (2020 - 8.69%). Total contributions of \$1.70 million (2020 - \$1.68 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>	2021	2020
Accrued benefit obligation, beginning of year	\$697	\$826
Cost for the year	443	183
Benefits paid during the year	<u>(313)</u>	<u>(312)</u>
Accrued benefit obligation, end of year	827	697
Unamortized actuarial losses	<u>(72)</u>	<u>(86)</u>
Accrued benefit liability, end of year	\$755	\$611
Short-term portion	\$492	\$343
Long-term portion	<u>263</u>	<u>268</u>
Accrued benefit liability	<u>\$755</u>	<u>\$611</u>

8. Deferred contributions and deferred revenues

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

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

<i>(in thousands of dollars)</i>	2021	2020
Balance, beginning of year	\$10,579	\$32,259
ADD:		
Restricted contributions from the Canada Science and Technology Museums Corporation Foundation	168	224
Restricted appropriations received or due	3,250	3,525
Sponsorships and other contributions received or due	3,172	1,105
Funds received or due for the provision of goods and services	208	1,251
LESS:		
Restricted contributions from the Canada Science and Technology Museums Corporation Foundation recognized	(168)	(224)
Restricted appropriations used	(2,545)	(23,021)
Sponsorships and other contributions used during the year	(1,724)	(2,523)
Funds used for goods and services	(461)	(2,017)
Balance, end of year	\$12,479	\$10,579

As of March 31, 2021, unused deferred parliamentary appropriations totaled \$9,925,000 (2020 - \$9,220,000), deferred grants and sponsorships totaled \$2,156,000 (2020 - \$708,000) and other deferred revenues totaled \$398,000 (2020 - \$651,000).

9. Long-term advance

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

<i>(in thousands of dollars)</i>	2021	2020
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, 2021, a repayment mechanism has yet to be established. The Corporation is not subject to paying interest on this funding.

10. Deferred contributions related to capital assets

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

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

<i>(in thousands of dollars)</i>	2021	2020
Balance, beginning of year	\$251,257	\$241,188
Amounts used to purchase capital assets	2,685	19,585
Amortization of deferred contributions related to capital assets	(11,398)	(9,516)
Balance, end of year	\$242,544	\$251,257

For the year ended March 31, 2021, amounts used to purchase capital assets were funded by appropriations totaling \$1,763,000 (2020 - \$19,004,000) and sponsorships totaling \$922,000 (2020 - \$581,000). As of March 31, 2021, amortization of deferred contributions related to capital assets - portion appropriations totaled \$10,804,000 (2020 - \$8,848,000) and amortization of deferred contributions related to capital assets - portion sponsorships totaled \$594,000 (2020 - \$668,000).

11. Investment in capital assets

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

<i>(in thousands of dollars)</i>	2021	2020
Capital assets (Note 5)	\$255,788	\$264,606
LESS amounts financed by:		
Long-term advance (Note 9)	(4,208)	(4,208)
Deferred contributions related to capital assets (Note 10)	(242,544)	(251,257)
ADD:		
Accumulated amortization on the facilities at the Canada Aviation and Space Museum financed by the long-term advance (Note 9) as at March 31	1,066	961
Balance, end of year	\$10,102	\$10,102

12. Parliamentary appropriations

<i>(in thousands of dollars)</i>	2021	2020
Main estimates amount provided for operating and capital expenditures	\$30,567	\$30,856
SUPPLEMENTARY ESTIMATES:		
Severance adjustments and retroactive wage settlements	2,639	81
Statutory vote for government assistance related to COVID-19	5,339	-
	38,545	30,937
Deferred appropriation used in current year	2,545	23,019
Appropriations approved in current year for expenses and purchases of capital assets in future years	(3,250)	(3,525)
Amounts used to purchase depreciable capital assets	(1,763)	(19,004)
Amortization of deferred contributions related to capital assets	10,804	8,848
Parliamentary appropriations	\$46,881	\$40,275

For the year ended March 31, 2021, parliamentary appropriations totaling \$3,250,000 (2020 - \$3,525,000) were received as part of the Main estimates for the Corporation's capital infrastructure.

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 2020-2021, the Foundation made a contribution of \$186,000 (2020 - \$224,000) 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 2020-2021, direct expenses related to fundraising costs and disbursed by the Corporation were absorbed by the Corporation to recognize the Foundation's efforts to bring in sponsorships that have been recorded directly in the Corporation's financial statements in the amount of \$211,000 (2020 - \$185,000). No amount was recorded as an "account receivable from the Foundation" by the Corporation (2020 - \$0).

As at March 31, 2021, the amount due by the Foundation to the Corporation was \$212,000 (2020 - \$229,000).

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 \$70,000 (2020 - \$70,000).

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

14. Rockcliffe Flying Club

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

15. Financial instruments and exposure to risk

The Corporation has identified and assessed its exposure as follows:

(a) Fair value

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

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

<i>(in thousands of dollars)</i>	2021		2020	
	Carrying value	Fair value	Carrying value	Fair value
Long-term advance	\$4,208	\$3,330	\$4,208	\$3,548

(b) Credit risk

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

i) Cash

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

ii) Cash equivalents

The Corporation manages its exposure to credit risk arising from cash equivalents of \$6,628,000 (2020 - \$6,595,000) 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, 2021, accounts receivable net of tax receivable totaled \$905,000 (2020 - \$918,000). These figures are reported net of an allowance for doubtful accounts of \$18,000 (2020 - \$8,000), 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, 2021 was an increase of \$10,000 (2020 - decrease of \$3,000) relating to past due balances.

As at March 31, 2021, \$46,000 (2020 - \$80,000) 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, 2021, cash and cash equivalents and current liabilities include US \$70,000 (2020 - US \$88,000) and US \$7,000 (2020 - US \$3,000), 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, 2021 is a \$8,000 (2020 - \$12,000) decrease in surplus. The approximate impact of a 10% decline is a \$8,000 (2020 - \$12,000) increase in surplus.

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

ii) Interest rate risk

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

(d) Liquidity risk

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

The Corporation manages liquidity risk through the management of its cash and cash equivalents (Note 3). The Corporation's objective for managing liquidity risk is to manage operations and cash expenditures within the appropriation authorized by Parliament and the Corporation's self-generated revenues. Due to the COVID-19 pandemic (Note 20), the Museums have been temporarily closed and accordingly, the self-generated revenues have been affected considerably. The Corporation has been fortunate to receive federal government assistance for the fiscal year 2020-2021 and supplementary assistance has been announced through the Budget 2021 for the fiscal year 2021-2022. In the event that the funding do not cover future revenue losses, the Corporation is assessing appropriate budget cuts to meet its financial obligations.

As at March 31, 2021, the entire balance of the Corporation's accounts payable and accrued liabilities is due within 365 days (2020 - 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, 2020, apart from the fact that the Corporation is presently looking at potential measures for the return to work and the reopening of its museum facilities. The Corporation is actively monitoring the recommendations of public health agencies and will adapt its strategies accordingly.

16. Contractual obligations

As at March 31, 2021, the Corporation had entered into various agreements for building construction, accommodations, protection services, facilities management services and exhibition rentals, for a total of \$11,400,000. The future minimum payments for the next five years and subsequent years are as follows:

<i>(in thousands of dollars)</i>	2021
2021-22	\$4,947
2022-23	2,988
2023-24	2,934
2024-25	525
2025-26	6
2026-27 and subsequent years	-
	<hr/>
	\$11,400

17. Contractual rights

As of the end of March 2021, the Corporation has entered into various agreements for sponsorship of exhibits and programs for a total of \$1,840,000. The future expected minimum amount to be collected for the next four years are as follows:

<i>(in thousands of dollars)</i>	2021
2021-22	980
2022-23	485
2023-24	260
2024-25	115
	<hr/> <hr/> \$1,840

The Corporation has also entered into various agreements for which the total future amount cannot be determined. These agreements are for periods of up to 5 years and include visitor parking operations, milk production 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. These services are not significant to the overall operations and therefore have not been recorded in the Corporation's Statement of Operations.

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

19. Contingencies

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense is recorded in the Corporation's financial statements. As at March 31, 2021, no provision has been recorded based on the Corporation's and external legal firm assessment of potential liability (2020 - no provision). The effect, if any, of ultimate resolution of these matters will be accounted for when determinable. As at March 31, 2021, the Corporation had no contingent assets to disclose.

20. Covid-19 Pandemic and subsequent events

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

The Museum received funding of \$5.339 million that helped alleviate some of the financial pressures the Corporation experienced in the current fiscal year. Furthermore, Budget 2021 presented by the Government of Canada on April 19, 2021 included \$66 million in proposed funding to be allocated amongst Canada's six national museums and the National Battlefields Commission from 2021-2022 to 2025-2026 to address financial pressures caused by COVID-19 and program integrity issues.

SCHEDULE 1: SCHEDULE OF OPERATING REVENUES AND CONTRIBUTIONS

For the year ended March 31

Operating Revenues

<i>(in thousands of dollars)</i>	2021	2020
General admissions and programs		
Science and Technology	\$221	\$2,663
Aviation and Space	186	910
Agriculture and Food	142	927
Membership	320	1,094
Boutique sales	280	1,166
Parking	171	1,126
Facility rental and concessions	58	617
Farm operations	355	390
Travelling Exhibitions	99	220
Other	205	678
TOTAL	\$2,037	\$9,791

Contributions

<i>(in thousands of dollars)</i>	2021	2020
Grants and sponsorships	\$1,053	\$2,782
Other contributions from individuals and corporations	344	631
Contributions from the Foundation	169	224
TOTAL	\$1,566	\$3,637

SCHEDULE 2: SCHEDULE OF EXPENSES

For the year ended March 31

<i>(in thousands of dollars)</i>	2021	2020
Personnel costs	\$22,317	\$23,308
Amortization and write-downs of capital assets	11,357	9,621
Property taxes	3,452	2,646
Utilities	2,430	2,278
Property management services	2,239	2,394
Professional and special services	2,017	3,783
Leases of buildings	1,825	2,014
Material and supplies	1,751	1,854
Repairs and upkeep of buildings	1,379	1,738
Protection services	976	1,181
Repair and upkeep of equipment	425	401
Communications	236	252
Design and display	219	1,239
Gift shops and product marketing	151	536
Miscellaneous	135	206
Publications	109	176
Advertising	91	812
Rentals of equipment	85	116
Freight, express and cartage	63	195
Office supplies and equipment	32	149
Books	24	24
Purchase of objects for the collection	16	1
Travel	4	266
TOTAL	\$51,333	\$55,190