



# Strategic plan

**2025-2030**

Sparking curiosity,  
igniting ingenuity





From acknowledgement to action:

## Supporting Truth and Reconciliation at Ingenium

The Ingenium Centre and its three museums are located on the unceded and unsurrendered territory of the Anishinàbe Algonquin Nation. Ingenium shares this space with many communities — including other First Nations, the Métis Nation, and Inuit — residing across Turtle Island, thanks to the Anishinàbe Algonquin Nation who welcomed, and still welcome, people to their land.

As an organization and as individuals, we are accountable for our relationships with Indigenous Peoples. We have taken strides to adapt and improve operations, including changing our practices to

reflect Indigenous customs and ways of knowing, co-creating new programming with Indigenous innovators, and promoting Indigenous-led initiatives. We are also responsible for addressing the difficult histories that impact the relationship between museums, STEAM (science, technology, engineering, arts, and mathematics), and Indigenous Peoples.

As we continue to build on this work in collaboration with Indigenous nations and organizations, we welcome dialogue on navigating these spaces together.



Ingenium develops safe-keeping agreements with Indigenous artists to showcase their works for a period of time with the intent to return them to the artist and their community. This work depicts the Milky Way Galaxy and the Andromeda Galaxy. It reflects Margaret Nazon's unique use and mixture of bead sizes, colour, and materials that are a break from local beading traditions. Margaret is a seamstress and bead artist who lives in Tsiigehtchic, Northwest Territories.





The Ingenium Centre is a place where we respectfully and responsibly research and care for Canada's national science and technology collection.

## Sparking curiosity, igniting ingenuity

At Ingenium, we believe that science, technology, and innovation are key forces in developing solutions to many complex and global challenges. As Canada's museums of science and innovation, Ingenium serves a unique role in building the skills and sharing the knowledge needed to tackle these challenges. We embrace this role by empowering people to work together towards a better tomorrow.

Humbled by the fact that museums remain highly trusted institutions, we lean into our responsibility to create safe spaces for everyone to learn, to think critically about real-world problems, and to develop practical solutions together. As museums, we are spaces for connection; for building shared memories and exploring Canadian identity.

Our three museums — the Canada Agriculture and Food Museum, the Canada Aviation and Space Museum, and the Canada Science and Technology Museum — are destinations that evoke amazement through experiences that promise joy, surprise, pride, and a sense of belonging; places for people of all ages to learn and be inspired. The sum of what we do ignites curiosity and engagement in STEAM in a way that is accessible and welcoming to everyone.

We make this same promise to those we reach around Canada. As a national institution, we want to meet people where they are, extending our reach far beyond

our physical spaces. Through travelling exhibitions, community outreach programs, and a vibrant online presence, we are able to connect with a wide and varied audience.

We believe that we can help bridge different experiences with greater empathy by nurturing collaborations with diverse communities, and deepening our understanding of cultural knowledge to expand our perspectives. Our one-of-a-kind national collection is rich in Canada's history of technological innovation. It plays a vital part in amplifying diverse narratives that help us better understand our country's past and present, and pave the way for a brighter future.

Canada is a model of human ingenuity. At Ingenium, we want to showcase that innovative spirit at home and on the world stage. To deliver on our strategic plan, it is essential that we work with partners around the country. Collaboration is embedded in everything we do. We invite you to join us on this journey as we build science literacy, spark curiosity, and unleash the innovator in each of us!

**Neil Russon**  
Chair of the Board of Trustees

**Christina Tessier**  
President and CEO



## *Our mandate*

“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.”

## **Museums Act**

Our national collection of artifacts, archives, and library material spans soil to space, and everything in between. The collection showcases Canada's unique ingenuity, from coast to coast to coast.



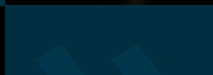
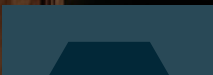




*Our vision*

**Ingenium ignites  
ingenuity**

We promise to create amazement  
with experiences that explore the  
world of science and innovation  
for a better tomorrow.







*Our mission*

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

At Ingenium, we define innovation as bringing creative ideas to life; of transforming concepts into new ways of learning, thinking and doing that leads to societal change.







# Our corporate values

We are defined by our values. They help shape our organizational culture and guide the behaviours we embody.

## Creativity

We recognize the valuable lessons of trying new things; we create space for experimentation, and we explore new ways of thinking, learning and doing.

## Inclusion

We recognize the significance of representing and honouring diverse perspectives; we prioritize diversity, equity and accessibility to create inclusive spaces and experiences.

## Collaboration

We recognize the benefits of working together to achieve common goals; we combine our ideas, expertise and resources openly with one another and with our collaborators.

## Accountability

We recognize the importance of taking ownership of our actions; we honour our commitments, and act ethically to merit and maintain people's trust.



## Strategic goal 1

# Connect society with science, technology & innovation

### 1.1: Make science, technology, and innovation relevant and engaging

We will provide engaging and experiential opportunities for learning and discovery that spark curiosity and make science, technology and innovation relevant to everyday life.

### 1.2: Build STEAM capacity

We will collaborate with partners to grow the STEAM ecosystem, and to increase the reach and impact of STEAM programming.

### 1.3: Expand national reach and awareness

We will reach audiences throughout the country through meaningful virtual and in-person experiences to connect more people to Ingenium.



## Outcome

# Strengthened culture of Canadian innovation





## Strategic goal 2

# Cultivate a sense of belonging

### 2.1: Deepen relationships with communities to amplify diverse narratives

We will collaborate with Indigenous nations and diverse communities in respectful, sustainable and meaningful ways to recognize their contributions to STEAM.

### 2.2: Identify, remove, and prevent barriers to access

We will deepen our knowledge and widen our efforts to address and eliminate different types of barriers to meaningful engagement onsite, offsite, and online.

### 2.3: Develop and diversify the national collection

We will engage with new and existing audiences to ensure that their experiences are reflected in our interpretations of the national collection's stories, to better represent Canada's diversity and ingenuity.

## Outcome

# Canadian society values diversity in STEAM





## Strategic goal 3

# Strengthen our foundations

### 3.1: Support our people's well-being, learning and development

We will foster a safe learning environment that contributes to our employee's growth, encourages them to take risks, and helps maintain their well-being.

### 3.2: Fortify our financial resilience

We will maximize revenue opportunities, optimize the allocation of resources, and forge fruitful partnerships toward ensuring Ingenium's long-term sustainability.

### 3.3: Position the museums as destinations of choice

We will continue to invest in our infrastructure and museum experiences to attract a broad spectrum of visitors from around the country.

### 3.4: Improve our environmental sustainability

We will increase employee literacy around sustainability and empower staff to reduce our carbon footprint, increase recycling practices, reuse materials, and conserve water.

## Outcome

# Ingenium is sustainable and resilient







# Our museums





CANADA AGRICULTURE AND  
FOOD MUSEUM  
MUSÉE DE L'AGRICULTURE ET  
DE L'ALIMENTATION DU CANADA

The Canada Agriculture and Food Museum encourages visitors to experience innovations in food production through the lens of a working farm. Through engaging exhibitions, food demonstrations, multi-sensory spaces, and memorable animal interactions, visitors see how agricultural science and technology is shaping Canadians' everyday lives.





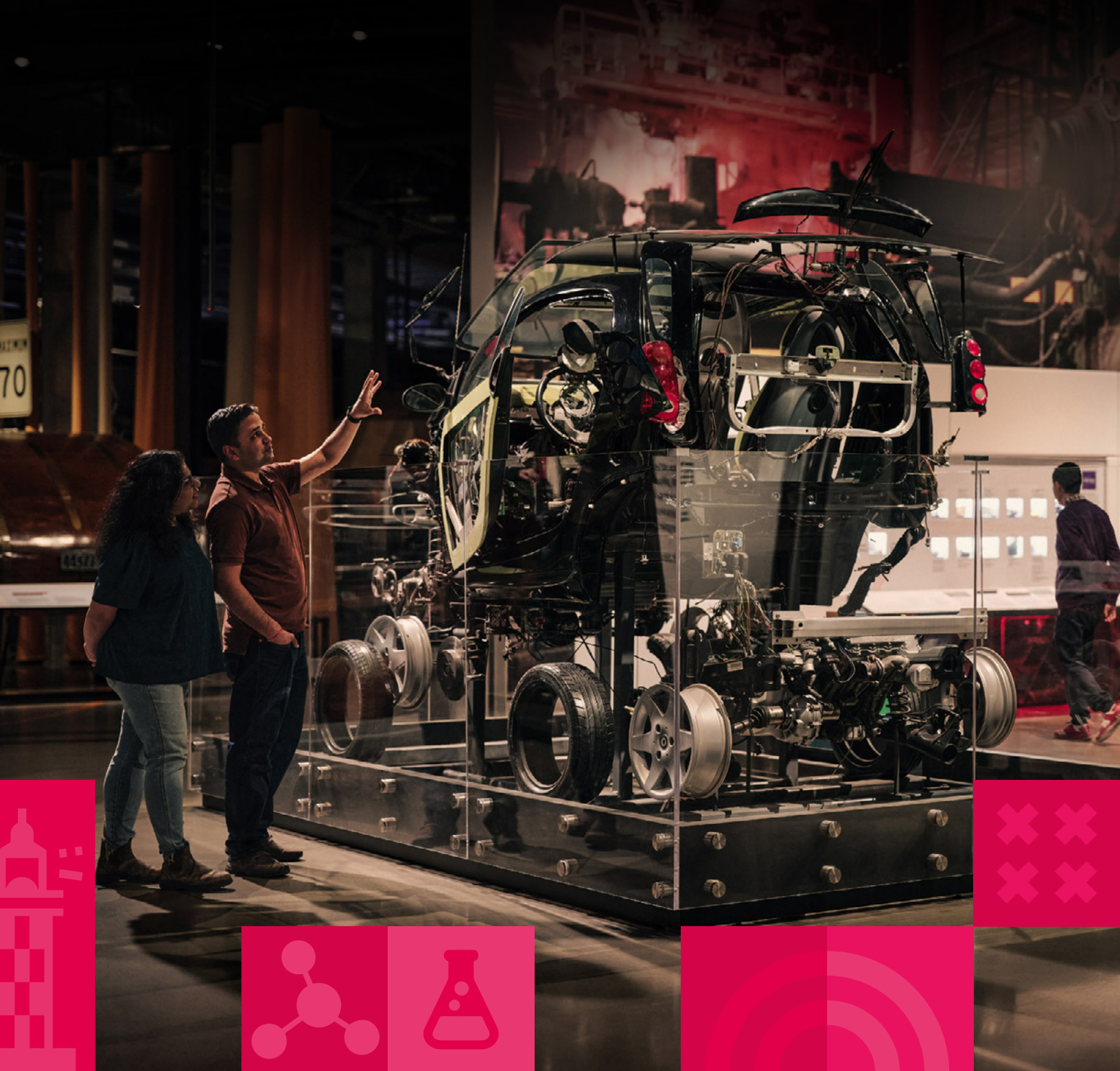


CANADA AVIATION AND  
SPACE MUSEUM  
MUSÉE DE L'AVIATION ET  
DE L'ESPACE DU CANADA

The Canada Aviation and Space Museum brings Canadian aerospace to life in a space that inspires wonder. Engaging exhibitions and an impressive collection of aircraft and artifacts carry visitors through time to explore Canada's rich history and achievements in aviation and space.







Ingenium



CANADA SCIENCE AND  
TECHNOLOGY MUSEUM  
MUSÉE DES SCIENCES ET DE  
LA TECHNOLOGIE DU CANADA

The Canada Science and Technology Museum tells Canada's story of science and technology through discovery, play, and experiential learning. With daily experiments, hands-on exhibitions, and a remarkable collection of artifacts, visitors of all ages learn the role innovation plays in shaping our shared future.





