



Summary of the  
**CORPORATE PLAN**  
2024–2025 to 2028–2029

Summary of the  
Operating and Capital Budgets  
2024–2025

## ERRATUM

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Visitorship presented in the results table “Strategic Goal 3: Strengthen Our Foundations” previously recorded as 621,631 has been revised to 675,695 to reflect all visitor segments to the museums.

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## EXECUTIVE SUMMARY

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Ingenium – Canada’s Museums of Science and Innovation (Ingenium or the Corporation) safeguards the national science and technology collection and operates the Canada Science and Technology Museum (CSTM), the Canada Aviation and Space Museum (CASM), and the Canada Agriculture and Food Museum (CAFM).

The museums reach, connect, and engage the public across Canada and abroad through outreach initiatives, including travelling exhibitions; artifact loans; programming at public events; conference presentations and research publications; digital experiences including virtual exhibitions and tours, games and mobile apps, webinars, and online platforms; and national awareness programs.

A commitment to Truth and Reconciliation, equity, diversity, inclusion, and accessibility is a lens applied to all of its activities and offerings, guided by the Strategic Plan 2020 to 2025. The United Nations (UN) Sustainable Development Goals lens also guides its activities. Over 2024-25 the Corporation will pursue the fifth year of this plan, focused on progressing on its three strategic goals:

- *Collaborate to Innovate*: help build the skills Canadians need to become innovators through strategic partnerships in the STEAM (science, technology, engineering, arts and mathematics) ecosystem, by engaging them on key issues of our time, and by embedding programs with the dimensions of innovation culture.
- *Access for All*: make its experiences more accessible and meaningful for audiences, by championing accessibility, by engaging diverse communities – including Indigenous communities – in collaboration and co-creation, and by developing creative digital experiences for the benefit of all Canadians.
- *Strengthen our Foundations*: strengthen its workplace culture; deliver high quality visitor experiences; increase access to and knowledge about, and improve the care of, the national collection; and pursue strategies to improve its program integrity and financial sustainability.

Working toward these goals, the majority of the Corporation’s spending will be on salaries and facilities costs. Its 2024-25 operating budget totals \$48.885 million (on a cash basis), with \$37.605 million sourced from appropriations and \$11.28 million sourced from revenues and contributions. The Corporation plans to end 2024-25 with a balanced budget.

The capital budget of \$2.8 million (cash basis) will be sourced from base appropriations in the amount of \$800,000 to repair and replace capital assets (e.g., equipment, buildings and building systems, IT systems and fleet) and \$2 million from deferred appropriations received in previous years to complete the new accessible parking at CAFM.

Projections over the remaining planning period show the projected inflationary impacts on Ingenium’s expenses, which if left unfunded, would put Ingenium in future deficit position.

## 1. OVERVIEW

Ingenium – Canada’s Museums of Science and Innovation<sup>1</sup> was established as a Crown corporation with the passage of the *Museums Act, 1990*. As a cultural Crown corporation, Ingenium operates at arm’s length from government in its day-to-day operations, activities, and programming decisions. Part X of the *Financial Administration Act* sets out its authority and accountability framework as an agent Crown corporation (see 1.2 Governance Structure). As a consolidated Crown corporation, Ingenium relies on parliamentary appropriations as its primary source of revenue, supplemented by operational revenues and contributed income.

A registered independent charity, operating under the name Ingenium Foundation, provides philanthropic support to the Corporation.

PUBLIC POLICY ROLE	“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 “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.”			
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.”			
VISION	Ingenium ignites ingenuity			
MISSION	Ingenium is a catalyst for unlocking the curious and creative minds of a nation of innovators			
VALUES	Creativity	Inclusivity	Collaboration	Accountability

Ingenium’s programs are intended to benefit Canadians of all ages, while primary audiences are families with young children, students, educators, and researchers. It is one of four national museum Crown corporations operating in the National Capital Region (NCR). Other federal bodies deliver science programs, such as the Department of Fisheries and Oceans (DFO) and the Department of Innovation, Science and Economic Development and its portfolio research agencies. Provincial institutions advance science literacy through science centres, planetariums, and museums.

Detailed information about Ingenium’s recent program results can be found in the its annual report: <https://ingeniumcanada.org/corporation/annual-report>.

### 1.1 Main Activities and Principal Programs

Ingenium develops and safeguards a national collection of science and technology artifacts and archival materials, which are showcased in unique digital experiences and national outreach

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<sup>1</sup> The Corporation’s commonly used name and brand name since 2017 is Ingenium – Canada’s Museums of Science and Innovation, the name used in public communications, other than when the legal name is required. “Ingenium” and “the Corporation” refers to the governing body of the museums.

initiatives as well as at the three national museums it operates. The museums and the collection are housed in 16 buildings at three sites across Ottawa, which include spaces for exhibitions, public and educational program delivery, curatorial research, and conservation laboratories. The Corporation collaborates with academic, public, non-governmental and industry partners to leverage knowledge, experiences and audiences nationally and internationally, promoting and fostering Canada's culture of innovation.

### 1.1.1 The Museums<sup>2</sup>

**The Canada Agriculture and Food Museum (CAFM)** is a unique, demonstrative working farm featuring hundreds of animals including heritage breeds and a dairy operation, as well as immersive learning experiences. Located on a national historic site that is also an active scientific research station, it showcases the relationships between the environment, science, technology, agriculture and food, through the lens of the UN Sustainable Development Goals.

**The Canada Aviation and Space Museum (CASM)**, located next to a working airfield, invites visitors to explore the impact of flight and space exploration on the transformation and development of Canada and the contemporary world. CASM's programming and exhibitions bring stories of significant Canadian contributions to aviation and aerospace to life, and stimulate a lasting interest in these fields.

**The Canada Science and Technology Museum (CSTM)** provides immersive experiences that facilitate discovery, play and experiential learning to better understand Canada's innovation story. Exhibitions feature a wide range of topics including transportation, women in industry, Indigenous astronomy, ocean science, and wearable technology. Visitors can see science in action on the demonstration stage, or tinker in the maker studio.

### 1.1.2 The Collection and the Ingenium Centre

The Corporation curates and preserves an extensive collection of scientific and technological objects emblematic of Canadian ingenuity, representing over 116,000 3D parent artifacts and more than 2.1 million 2D and archival materials. It is rich in the areas of communication, manufacturing, natural and renewable resources, domestic and industrial technologies, scientific instrumentation and transportation. Its aviation collection is among the best in the world. Ingenium shares knowledge about the collection through compelling stories of human innovation contributing to the modern world.

The Ingenium Centre is a purpose-built facility that houses the national science and technology collection, as well as a portion of the National Gallery of Canada (NGC) collection, in specialized environments that meet preservation standards while facilitating collection access. The Research Institute complements the Centre's library and archives, conservation labs and workshops. This institute makes space for innovative and experimental research related to the collection, and facilitates collaboration among Ingenium research staff, students, visiting scholars, artists, scientists, and guest curators. The Digital Innovation Lab leverages

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<sup>2</sup> The museums' names used in this document appear in the *Registry of Applied Titles*, [www.tbs-sct.gc.ca/fip-pcim/reg-eng.asp](http://www.tbs-sct.gc.ca/fip-pcim/reg-eng.asp). CSTM's legal name is the National Museum of Science and Technology; CASM's is the National Aviation Museum; CAFM's is the Canada Agriculture Museum.

partnerships around digital engagement and develops digital skills in the heritage sector, and creates new accessible digital heritage content and experiences around the collection that facilitate engagement with Canada’s innovation heritage.

### 1.1.3 Outreach Initiatives

Digital and physical outreach initiatives expand the Corporation’s ability to reach, connect, and engage across Canada, and represent Canadian innovation internationally. Some examples include travelling and virtual exhibitions, outreach programs targeting equity-deserving communities, lecture/speaker series, research publications, science communications support for partner, programming at community events, training and science communications, and the international *Diversity in STEM* (Science, Technology, Engineering, and Mathematics) program.

## 1.2 Governance Structure

### 1.2.1 Board of Trustees

The *Museums Act* provides for a Board of Trustees, which serves as Ingenium’s governing body and is accountable to Parliament for the affairs of the Corporation through the Minister of Canadian Heritage. The trustees, acting collectively as the Board, are responsible for providing strategic guidance to management and for overseeing the business management, activities and affairs of Ingenium, ensuring the fulfillment of all the duties conferred on the Corporation by the *Museums Act* and Part X of the *Financial Administration Act*.

The Board consists of up to 11 trustees (including a chair and a vice-chair), appointed by the Minister of Canadian Heritage with the approval of the Governor in Council. Incumbents continue in office until they resign or a replacement appointment has been made. There is currently one vacancy, and one trustee’s term ends in 2024-25. The biographies of trustees serving are available at <https://ingeniumcanada.org/corporation/board-of-trustees>.

Name / Province	Term length	Term period
<b>Chair:</b> Neil Russon, NB	4 years	May 9, 2023 – May 8, 2027
<b>Vice Chair:</b> Mary Anne V. Chambers, ON	4 years	October 6, 2023 – October 5, 2027
Doramy Ehling, BC	4 years	November 4, 2022 – November 3, 2026
Gervan Fearon, ON	4 years	November 4, 2022 – November 3, 2026
Christian Idicula, AB	3 years	October 7, 2022 – October 6, 2025
Jascha Jabes, ON	4 years	December 2 2022 – December 2 2026
Daniel H. Lanteigne, QC	4 years	November 4, 2022 – November 3, 2026
Andréanne Leduc, QC	3 years	November 4, 2022 – November 3, 2025
Tracy Primeau, ON	4 years	November 4, 2022 – November 3, 2026
Kirstine Stewart, USA	3 years	April 13, 2021 – April 12, 2024

Compensation for the Board is determined by the Governor in Council<sup>3</sup>.

<sup>3</sup> <https://www.canada.ca/en/privy-council/programs/appointments/governor-council-appointments/compensation-terms-conditions-employment/remuneration-guidelines.html>

The full Board meets about four times per year. The Board engages the public on an annual basis, communicating its goals and outcomes, and financial and program results.

## Board Committees

The Board is supported by four committees, each one governed by its own terms of reference. Committees are accountable to the full Board through regular reporting that communicates activities and decisions, ensures timely and effective risk signalling, and facilitates responsiveness between the committees. The President and Chief Executive Officer (CEO) of the Corporation is a non-voting member of all committees.

The **executive committee (EC)** exercises full authority under exceptional circumstances should the full Board of Trustees be unable to meet in a timely fashion, such as for contract approvals that do not fall within the Board meeting cycle. The executive committee's membership consists of the Board's chair, the vice-chair and two additional trustees.

The **finance, audit and risk management committee (FARMC)** oversees the Corporation's financial and risk management controls, its practices and its information systems. The committee reviews and advises the Board of Trustees on the Corporation's five-year operating and capital budgets, annual and quarterly financial statements, and internal audits. The committee is composed of no fewer than four trustees plus the Chair of the Board.

The **governance committee (GC)** monitors and reviews the governance of the Corporation regarding best practices for corporate governance and stewardship including a self-evaluation process, recommends appropriate changes to enhance corporate functioning and decision-making, provides governance oversight for human resources management, and supports the establishment of the President and CEO's performance objectives and assessment of their achievement. The committee is comprised of no fewer than four trustees plus the Chair of the Board.

The **sustainability and outreach committee (S&O)** provides advice on strategic engagement and relationship-building, including identifying and engaging with key stakeholders and partners to assist the Corporation in implementing its strategic plan. Membership is comprised of four to six trustees plus the Chair of the Board.

### 1.2.2 Executive Management

The Corporation's daily operations and program decisions are led by the President and CEO, supported by an executive team:

- Chief Operating Officer, People and Corporate Services
- Vice-President, Collections, Research & Corporate Governance
- Director General, Canada Agriculture and Food Museum
- Director General, Canada Aviation and Space Museum
- Director General, Canada Science and Technology Museum
- Vice-President, Advancement and Partnerships
- Vice-President, Digital and Public Affairs and Commercial Operations



Following an initial term from 2018-23, the current President and CEO – Christina Tessier – was reappointed for a second five-year term beginning on June 11, 2023.

The budget for the Corporation's compensation program is based on prevailing economic conditions and its ability to meet its financial obligations.

As with all employees, Ingenium's executives have access to benefits plans such as the Public Service Pension Plan, Dental Care Benefits, Health Care Benefits, Disability Insurance Benefits, Supplementary Death Benefits and the Public Service Management Insurance Plan during their tenure.

## 2. OPERATING ENVIRONMENT

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### 2.1 Key Internal Factors

Ingenium's success depends on its knowledgeable and experienced staff. The level of full-time equivalent employees of 239 for 2024-25 reflects the ramping up of on-site program offerings and activities post-pandemic. The majority of staff are unionized with the Public Service Alliance of Canada.<sup>4</sup> The current collective agreement expires on March 31, 2025. Similar to the service and tourism industry, a portion of the museums' front-of-house staff<sup>5</sup> work on a part-time or casual basis. There is increased competition to staff these positions because the labour market currently favours job seekers. The Corporation uses training and development, internships, co-ops, and research fellowships to support recruitment and succession planning. Ingenium has implemented strategies to try to diversify its workforce. A strong volunteer base also supports its activities.

The Corporation has benefited from significant federal investments in infrastructure projects and support to maintain the museums since 2016. However, the Corporation's base funding level remains unchanged in decades and is insufficient to maintain and recapitalize its assets in a manner that addresses evolving accessibility, greening, and health and safety standards, as well as the digital imperative to be accessible and relevant to Canadians across the country.

Ingenium's reputation as a trusted source for content continue to serve to expand its network of collaborators, as well as provide reliable, fact-based information to dispel misinformation.

### 2.2 Key External Factors

**Technology:** Museums have more opportunities to create, and audiences are expressing more interest in, personalized experiences for on-site and virtual visitors, such as tours customized to their interests, but keeping pace with rapidly-evolving technology is costly and time intensive. The accelerated shift to digital, including for school content and delivery will also likely permanently alter how the younger demographics interact with cultural institutions.<sup>6</sup> More

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<sup>4</sup> Unrepresented or excluded positions include those in human resources, senior management, executive management, and others.

<sup>5</sup> Front of house examples: admission and boutique cashiers, tour guides, and education and public program staff.

<sup>6</sup> <https://capitalcurrent.ca/night-at-the-museum-how-canadas-history-hubs-are-struggling-through-the-dark-days-of-covid-19/>

museums are investing in technological solutions like data and devices, to better understand user behaviour and meet increasing expectations for seamless and unique digital museum experiences for online audiences and those coming on-site.

**Economy:** Canada's projected growth of 0.7 percent in 2024<sup>7</sup> suggests a slowing economy due to inflationary pressures. This also continues to erode the Corporation's buying power. Increased consumer debt and inflation experienced in 2023 could lead to reduced discretionary spending in the coming years, including in cultural experiences.

**Tourism:** While domestic tourism has almost returned to pre-pandemic levels<sup>8</sup>, international tourism is expected to resume gradually, with a full return in 2025. However, the number of tourists in the region over the planning period is also expected to be lower than pre-2020 due to the closure of Parliament's Centre Block – a major tourist draw for Ottawa – until 2029.

**Competition:** Online, Ingenium competes with all other institutions that provide science, technology, and innovation content. Further, in the NCR, four national museums compete for similar audiences, contributors, and donors – a renewal or special exhibition at one museum can affect the market share of the others. Ingenium must remain appealing to the philanthropic sector by demonstrating social impact locally, nationally and for equity-deserving groups.

**Changing demographics:** There is growing expectation that museums demonstrate social impact and community value and make their content and experiences more accessible and relevant for Canada's increasingly diverse population. The Corporation can build on current offerings such as adapted museum sites and programs for visitors with disabilities.

### 3. OBJECTIVES, ACTIVITIES, RISKS, EXPECTED RESULTS, AND PERFORMANCE INDICATORS

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In November 2019, Ingenium launched a new Strategic Plan for 2020-25. Over 2024-25, it will pursue the final year of its five-year Strategic Plan.

Ingenium's strategic plan is a response to societal factors that are making museums – especially science and innovation museums – more critical than ever. With society's declining trust in traditional institutions, science museums remain a vital and trusted link between science, innovation and the public. The strategic plan is informed by international frameworks such as the UN Sustainable Development Goals.

The Corporation identified three strategic goals in its Strategic Plan, which will guide resource allocation to achieve outcomes in the pursuit of its mandate:

1. Collaborate to innovate: Inspiring Canadian ingenuity
2. Access for all: Pushing the boundaries of engagement
3. Strengthen our foundations: Ensuring long-term financial sustainability

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<sup>7</sup> <https://economics.td.com/ca-quarterly-economic-forecast>

<sup>8</sup> [https://www.destinationcanada.com/sites/default/files/archive/1669-Quarterly%20Tourism%20Snapshot%20-%20Q2%202022/DC\\_Quarterly\\_Tourism\\_Snapshot\\_Q2\\_EN.pdf](https://www.destinationcanada.com/sites/default/files/archive/1669-Quarterly%20Tourism%20Snapshot%20-%20Q2%202022/DC_Quarterly_Tourism_Snapshot_Q2_EN.pdf)

Ingenium has identified strategies and major activities, with key deliverables and implementation milestones, that demonstrate how it will make measurable progress on each strategic goal. The strategic goals, activities, and financial plan presented herein, were approved by the Board of Trustees on November 29, 2023.

The Corporation continues to seek to increase its funding, revenues and contributions, to help it fulfill the aspirations of the strategic plan. Thus, some planned deliverables and milestones remain unfunded – these are marked with an asterisk (\*) in the following tables.

The performance measurement framework for the current strategic plan launched in 2020-21. Ingenium defines short-term outcomes as those expected to yield results immediately (1-2 years), and which are aligned to the outputs of major activities for each Strategic Goal. It defines medium-term outcomes as those expected to yield results in the intermediate timeframe (3-5 years), and which it can infer will occur as a result of the short-term outcomes. It defines ultimate outcomes as those expected to yield results in 5-10 years, and which are societal-level impacts for which Ingenium will be one contributor among many.

### 3.1 Strategic Goal 1: Collaborate to Innovate

Collaboration enables Ingenium to reach Canadians in more ways, with enhanced and expanded content that inspires them to contribute to science and innovation. The Corporation selects collaborators who are aligned with its STEAM goals, corporate values, and TREDIA commitments. Building partnerships and networks provides opportunities to grow the reach and impact of Canada’s heritage and cultural sector and increase the profile of Canadian expertise and perspectives in the international landscape.

This Strategic Goal supports Ingenium’s mandate in the area of exhibitions, program, and outreach, through which the Corporation interprets the collection, demonstrates scientific and technological innovations, and communicates their societal impact, for museum visitors and global audiences.

Strategies	Major Activities	Key Deliverables and Implementation Milestones
Be a leader and partner of choice across the STEAM ecosystem	Build and leverage sustainable partnerships that grow the STEAM skills pipeline	<p>Implement (2022-25) and review (2025-26) a partnership management strategy</p> <p>Expand Living Lab (applied user-centered research) model across the museums’ sites:</p> <ul style="list-style-type: none"> <li>• Expand CAFM academic partnerships beyond the NCR (2022-25)</li> <li>• Expand CASM Virtual Technology Lab (2024-25)</li> <li>• Maintain University of Ottawa Living Lab partnership at CSTM (ongoing)</li> </ul> <p>Enable partners and educators to engage youth in STEAM:</p> <ul style="list-style-type: none"> <li>• Enhance professional development opportunities for teachers and other educators through STEM Institute for</li> </ul>

Strategies	Major Activities	Key Deliverables and Implementation Milestones
		<p>Elementary Teachers and mini-courses at the museums (2024-26)</p> <ul style="list-style-type: none"> <li>• Increase CASM programming with a focus on the science of flight, aerospace careers and space (2020-25)</li> <li>• Secure long-term funding for the GO STEAM program for underserved youth in partnership with community groups (2024-25)</li> </ul> <p>Leverage the Aerospace Network to deliver programs that inspire interest in aerospace disciplines/careers:</p> <ul style="list-style-type: none"> <li>• Host annual job fair and other career exploration opportunities (starting in 2022)</li> <li>• Expand the national reach of aerospace-related educational resources developed with partners (starting in 2022)</li> <li>• Launch an Aerospace Experiences Pilot Program (2024-2025), assess results of pilot (2025-2026) and implement accordingly (starting in 2026)</li> </ul>
Bridge science, technology, and society on key issues of our time	Leverage platforms, expertise and partnerships to engage Canadians on key issues of our time	<p>Collaborate with science engagement partners and equity-deserving groups to better understand trust in science and STEM equity, through a national survey (2024-2025) and national symposium (2025-2026)*, supported by communities of practice (as of 2023).</p> <p>Adapt Ingenium's science engagement approach based on the findings and consultations (as of 2026).</p> <p>Collaborate on research related to understanding the social impact of energy and resources (2022-25).</p> <p>Expand collection development activities to include new subject areas on Environment, Accessibility, and Cultural Equity (2022-25)</p> <p>Develop a business plan (2024-25), and refresh the travelling exhibitions portfolio (starting in 2025) on topics related to key issues of our time, identified via market research and partnerships*</p> <p>Develop (2024-26) and tour (2026-29) a new travelling exhibition on Energy, Home, and Climate</p> <p>Develop and deliver programs that will highlight the UN Decade of Ocean Science (2021-30)</p> <ul style="list-style-type: none"> <li>• Deliver public interpretation of oceanographic research on Canada's east coast (2023-26)</li> <li>• Launch programming and displays at three more DFO public sites in BC (2022-25) in consultation with local Indigenous communities</li> </ul>

<b>Strategies</b>	<b>Major Activities</b>	<b>Key Deliverables and Implementation Milestones</b>
Empower a culture of Canadian innovation	Embed the dimensions of innovation culture within the offerings	<p>Integrate (2022-25) key innovation competencies (creativity, risk-taking, problem-solving, resilience) and inquiry-based learning in the Corporation's programs, and assess the approaches taken (2025-26)</p> <p>Share Canadian innovators' stories of success, failure, and perseverance:</p> <ul style="list-style-type: none"> <li>• Review the Research Strategy based on emerging trends (2025-26)</li> <li>• Conduct research that tells stories of Canadian innovation with emphasis on understanding the process of innovation, including electronic music (2020-25); deindustrialization (2021-27); Curating under Quarantine: innovation in the time of pandemic (2020-25); Aviation and the North (2022-25); Aviation and Aerospace during the Cold War* (2022-25)</li> </ul>

\* *Planned deliverables and milestones that are currently unfunded.*

<b>Outcomes</b>	<b>Indicators</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
		<i>Actual</i>	<i>Actual</i>	<i>Target</i>
Youth have expanded access to STEAM-related learning (short)	Individuals trained to deliver STEAM content	775	676	376
	Youth participation in STEAM learning	29,534	42,815	43,662
Growth of partnerships and networks (short)	Growth of partnership and network agreements	New agreements: 14	New agreements: 19	New agreements: 7
		Total active partners: 56	Total active partners: 62	Total active partners: 34
Strengthened capacity of the STEAM ecosystem (medium)	Capacity-building among partners	75%	85%	75%
Canadians have a trusted source of information on key issues of our time (short)	Audience trust	99%	96%	90%
	Media coverage (mentions and interviews)	4,611	2,550	2,475
Audiences feel confident engaging with key issues of our time (medium)	Audience confidence engaging with key issues	89%	86%	90%
	Audience exhibiting innovative tendencies	90%	92%	90%

Outcomes	Indicators	2022-23	2023-24	2024-25
		Actual	Actual	Target
Strengthened culture of Canadian innovation (long)	Audience inspired by knowledge of Canadian innovations/innovators	93%	96%	90%

### 3.2 Strategic Goal 2: Access for All

The Corporation is committed to pushing the boundaries of engagement with all Canadians, and its Truth and Reconciliation, Equity, Diversity and Accessibility (TREDIA) commitments are best represented in these activities. It leverages its national platform to model and share practices in inclusive cultural experiences with other institutions.

This strategic goal supports the achievement of the Corporation's mandate in two areas: Exhibitions, programs, and outreach, through which the Corporation interprets the collection, demonstrates scientific and technological innovations, and communicates their societal impact, for museum visitors and global audiences; and Heritage preservation and research, through which the Corporation develops, preserves, manages, and researches the collection.

Strategies	Major activities	Key Deliverables and Implementation Milestones
Champion physical, cognitive, sensory, and socioeconomic accessibility	Make the experiences more accessible and share its accessibility best practices	<p>Launch programming for specific groups and communities, and adapt offerings based on community feedback (2021-27):</p> <ul style="list-style-type: none"> <li>Expand free/subsidized programming to welcome visitors from different socioeconomic situations (2020-25)</li> <li>Provide welcoming environments for audiences with sensory processing disorders and their families (2022-25)</li> </ul> <p>Improve physical accessibility across the Corporation's sites:</p> <ul style="list-style-type: none"> <li>Implement the CAFM Accessibility Audit action plan (2024-26)</li> <li>Assess the results of the digital wayfinding pilot project at CASM and viability for other sites (2024-25) and implement new accessible wayfinding standards accordingly (starting in 2025)</li> <li>Complete the remedial sound work at CSTM (2023-25)</li> </ul> <p>Contribute as a Founding Member of the Canadian Accessibility Network (2020-25)</p> <p>Implement the Accessibility Action Plan in compliance with the <i>Accessible Canada Act</i> (2023-25) and renew the three-year plan (2026).</p> <p>Publish Ingenium Channel articles, and explore other media platforms, highlighting the Corporation's experiences with accessibility to inspire and support other institutions (2020-25)</p> <p>Assess the results of the Travelling Exhibitions bursary pilot program to reach remote venues challenged by shipping costs (2025-26)</p>

<b>Strategies</b>	<b>Major activities</b>	<b>Key Deliverables and Implementation Milestones</b>
Harness the power of digital to connect with Canadians	Develop creative and exploratory digital experiences to engage Canadians in meaningful ways	<p>Implement the Digital Innovation Lab Strategy (starting in 2022) and undertake pilot projects to advance accessible digital heritage experiences (e.g. 3D modeling, mixed reality, AI)</p> <ul style="list-style-type: none"> <li>• Create a digital experience for remote access to CSTM's Locomotive Hall (2023-25) and launch (2025-26)</li> <li>• Pilot a national roll-out of Ingenium's Innovation Challenge, whereby youth prototype digital products to foster action on key issues (2024-25), and implement based on lessons learned (as of 2025-26)</li> <li>• Operate lab and implement new commercialization model (as of 2023) and evaluate (2027-28)</li> </ul> <p>Implement the digital experience strategy (2022-25):</p> <ul style="list-style-type: none"> <li>• Acquire a new content management system and launch a new corporate website (2023-25)</li> </ul> <p>Leverage digital opportunities to bring the Corporation's educational content across Canada:</p> <ul style="list-style-type: none"> <li>• Implement hybrid program delivery with a focus on offering virtual programs to Canada's North and to French-language minority communities (2024-29)</li> </ul>
	Enhance discoverability and information about the collection	<p>Enhance the collections online interface to improve user experience and incorporate open archives (2023-25)</p> <p>Identify key collections that are popular with audiences and well-suited to 2D and 3D scanning and sharing through open platforms (2020-25):</p> <ul style="list-style-type: none"> <li>• Pilot an augmented reality app showcasing key artifacts from the collection (2024-26)</li> </ul> <p>Establish a data governance framework to create accurate and trusted open data sets, data visualizations and other data products (2020-25)</p>
Respect and include diverse voices and communities	Engage with diverse communities to co-create stories, experiences, and collections	<p>Create welcoming experiences and programs with underrepresented groups including, recent immigrants, 2SLGBTQQIA individuals, and Official Languages minorities (2021-25)</p> <p>Advance collaborative research with communities to uncover new layers of meaning in the collection that reflect diverse perspectives (2021-25) including Queer histories of industrial labour (2023-28) and Black and African Canada histories of science and innovation (2024-28)</p> <p>Assess the impacts of its community engagement model and efforts (2026-27)</p>



<i>Strategies</i>	<i>Major activities</i>	<i>Key Deliverables and Implementation Milestones</i>
	Honour Indigenous ways of knowing in a spirit of reconciliation	<p>Support circulation of the Bákvľá travelling exhibitions with the Heiltsuk Nation (2022-26)</p> <p>Pursue a multi-year collaboration on Indigenous food systems including projects and exhibitions (2021-25)*</p> <ul style="list-style-type: none"> <li>• Launch the Xwe’etay collaboration on harvesting clam gardens on Lasqueti Island (2024-25)</li> </ul> <p>Establish or re-establish long-term relationships with Indigenous partners, organizations, and host communities (2021-24). Work with communities to:</p> <ul style="list-style-type: none"> <li>• Improve the Corporation’s youth and intergenerational knowledge-sharing programs (2021-25)</li> <li>• Increase the recognition of Indigenous peoples’ contributions in aviation (2020-25)</li> <li>• Address the Truth and Reconciliation recommendations (69 and 70) for improving the description of collection objects (ongoing)</li> <li>• Develop a speaker series highlighting Indigenous voices and perspectives in history and STEM (2023-25)</li> </ul>

\* *Planned deliverables and milestones that are currently unfunded.*

<i>Outcomes</i>	<i>Indicators</i>	<i>2022-23</i>	<i>2023-24</i>	<i>2024-2025</i>
		<i>Actual</i>	<i>Actual</i>	<i>Target</i>
Enhanced accessibility of the Corporation’s museum sites and programs (short)	Visitor and partner perception of accessibility	84%	87%	75%
Canadians have access to the Corporation’s offerings and collection through innovative digital means (short)	Virtual connections and engagements	5.3 million	5.29 million	5.7 million
	Digital availability of selected collections	Archives: 41% 3D artifacts: <i>collection move not yet complete</i>	Archives: 33% <i>Included corrections to remove duplicates in new Portal; increased scope with new selection criteria</i> 3D artifacts: <i>Digitization plan development underway</i>	Archives: 60% 3D artefacts: 30 objects



Outcomes	Indicators	2022-23	2023-24	2024-2025
		Actual	Actual	Target
Members of diverse communities are engaged in shaping museum experiences and the collection (short)	Collaborations with diverse communities	12	16	10
Indigenous ways of knowing are respected and honoured (short)	Collaborations with Indigenous communities	13	20	10
Canadians who traditionally faced barriers participated in onsite and online museum experiences (medium)	Visitorship representation	Indigenous people: 3% Members of visible minority communities: 15% Persons with disabilities: 18%	Indigenous people: 6% Members of visible minority communities: 18% Persons with disabilities: 22%	Indigenous people: 2.9% Members of visible minority communities: 29% Persons with disabilities: 22%
	Canadian regions engaged	53%	72%	60%
Diverse communities feel a sense of belonging in museum experiences (long)	Sense of belonging among audiences from diverse communities	94%	91%	90%

### 3.3 Strategic Goal 3: Strengthen our Foundations

Ingenium's success rests on core foundations: its team, collection, financial resources, offerings, and infrastructure. By strengthening these foundations, Ingenium is ensuring that the resources are in place to achieve successful program outcomes aligned with its Strategic Plan and that it can continue to adapt through the post-pandemic era.

This strategic goal supports the mandate in two areas: stewardship and management of corporate infrastructure, resources, and services; and heritage preservation and research.

Strategies	Major Activities	Key Deliverables and Implementation Milestones
Empower the team to live its shared corporate values	Strengthen the workplace culture	Implement a staff engagement plan for the Strategic Plan 2020-25: <ul style="list-style-type: none"> <li>• Provide training and awareness on Corporate values, risk-taking, and innovation (starting in 2020)</li> <li>• Develop (2023-24) and launch an integrated change/project management program (2024-25)</li> </ul>

Strategies	Major Activities	Key Deliverables and Implementation Milestones
		<ul style="list-style-type: none"> <li>Support a Learning Network (2020-24) to facilitate communities of practice, working groups and training on themes of: <ul style="list-style-type: none"> <li>Truth and Reconciliation, equity, diversity, inclusivity, and accessibility (2023-28);</li> <li>digital skills (2023-25)</li> </ul> </li> </ul> <p>Implement a strategy to advance TREDIA across the organization's activities (2024-28)</p> <p>Implement (2022-25) the recruitment and retention strategy that encourages self-identification, and expand relationships with organizations and communities that support equity-deserving candidates for employment, student, research, and volunteer positions. Assess strategy through the Talent Acquisition internal audit and revise the strategy (2026-27).</p> <p>Assess hybrid workplace pilot and implement procedures (2023-25)</p>
Unlock the full potential of the Ingenium Centre and national collection	Establish the Ingenium Centre as a centre of excellence for collections care, research and access	<p>Launch a renewed 5-year plan that establishes the Research Institute as a leader in material culture research (2025-26)</p> <p>Expand programs that leverage the collection to support the next generation of heritage professionals (e.g. Adjunct Curators, fellowships, collaborating scholars) (2020-25)</p> <p>Officially open the Ingenium Centre to the public (2024)</p> <p>Secure funding to implement the plan for addressing the collection cataloguing backlog (2022-28)*</p> <p>Pilot (2024-25) then launch thematic collection tours in the Ingenium Centre</p>
Secure the museums as destinations of choice	Attract new visitors and increase repeat visitation	<p>Implement the Audience Research and Analytics program (2022-25) to support the development of offerings and grow audiences, and assess the success of these efforts (2026-27)</p> <p>Implement a renewed three-year Exhibition Plan including CAFM Indigenous Foodways* (2024-25) and Grandmother's Kitchen (<i>working title</i> – 2025); CASM main exhibition renewal, including Cold War exhibition (2023-24) and Aviation in the North (2027-28)*; CSTM to host Ô Crap! (2024-25) and Sacred Journey Indigenous exhibition (2025-26)</p>

Strategies	Major Activities	Key Deliverables and Implementation Milestones
		Begin offering quality food services and retail at CAFM to meet visitor needs and expectations (2024-25) and assess the profitability of these amenities (2025-26)
	Pursue capital investments for optimal program delivery	<p>Pursue funding for implementation of sustainable, long-term capital replacement plan (starting in 2021)</p> <ul style="list-style-type: none"> <li>Implement IT modernization to support productivity and cybersecurity (2023-25)</li> </ul> <p>Update the master site plan for CAFM (2023-25) and develop funding strategies for:</p> <ul style="list-style-type: none"> <li>A Foodways Innovation Centre* (<i>working name</i>) (2027-28)</li> <li>Aerospace Campus (including conservation labs)* (2024-25)</li> <li>STEAM Park* (2027-28)</li> </ul>
Increase and diversify revenue, contributions, and philanthropic giving	Increase the profitability of commercial operations	<p>Identify new sources of revenue and new markets for NMST offerings, such as:</p> <ul style="list-style-type: none"> <li>Renew the venue rentals strategy and formalize operations (2024-25) that includes leveraging the unique rental spaces in the Ingenium Centre</li> <li>Establish new travelling exhibition clients based on renewed outreach plan (starting in 2025)</li> </ul> <p>Implement customer journey and relationship management strategy (2022-27) and conduct a five-year review (2027-28)</p> <p>Implement (2023-26) a marketing strategy informed by market intelligence and assess its effectiveness (2026-27)</p>
	Grow multi-year funding relationships	<p>Implement strategy with the foundation to increase the donor base and philanthropic giving in support of the Strategic Plan (2023-28)</p> <p>Secure sustainable funding for the Research Institute (2020-25) through grants and other contributions</p> <p>Introduce new, preferred and diversified partnerships that create mutual benefit and value over multiple years (2022-ongoing)</p>

\* Planned deliverables and milestones that are currently unfunded.

Outcomes	Indicators	2022-23	2023-24	2024-2025
		Actual	Actual	Target
Staff feel that the organization is a great place to work (short)	Employee engagement	Survey not conducted	83%	Biennial survey not conducted in 2024-25
A more collaborative, creative, inclusive and accountable workforce (medium)	Workforce representation	Indigenous people: 4.1% Persons with disabilities: 5.4% Members of visible minority communities: 10%	Indigenous people: 3.7% Persons with disabilities: 6.6% Members of visible minority communities: 11%	Indigenous people: 4.1% Persons with disabilities: 5.7% Members of visible minority communities: 10%
	Staff live the Corporation's shared values	100%	100%	85%
	Staff feel supported to live the Corporation's shared values	Survey not conducted	76%	76%
The national collection is better preserved, researched, and accessible (short)	Collection rehoused in the Ingenium Centre	100%	Project completed	
	Research sharing opportunities	339	230	369
	Collection documentation	Trade lit: 6% Archives: 8% 3D accession lots: 3% (delayed by extended move period)	Trade Lit: 6.9% Archives: 9.9% 3D accession lots fully catalogued: 26.5% <sup>9</sup>	Trade Lit: 10% Archives: 11% 3D accession lots: 14%
Canadians experience a deeper engagement with the national collection (medium)	Use of on-site collection-based resources	1,127	9,143	8,446
Museum experiences encourage local residents and tourists to visit and revisit (short)	Visitorship	569,238	675,695	692,000
	Membership	7,758	9,328	8,250
	Admission value	97%	95%	90%
	General market share	30%	27%	25%

<sup>9</sup> Trade literature and archives metrics refer to progress against the documentation backlog. The artifacts metric refers to accession lots that are catalogued. Accession lots contain objects that have been acquired for the collection but for which the individual objects in the lots have not yet been catalogued to museological standards.

Outcomes	Indicators	2022-23	2023-24	2024-2025
		Actual	Actual	Target
The Corporation's business model is aligned to the needs of the Strategic Plan (short)	Profitability of commercial operations	\$1.3M	\$1.66M	\$1.5M
	Operating revenue	\$8.3M	\$9.15M	\$8.8M
	Contributions (cash)	\$1.5M	\$2.88M	\$1.8M
	Duration of financial partnerships	48 months	48 months	48 months
The collection and museums are sustainable and relevant for present and future generations (long)	Care of the collection	95% of collection assessed for hazards  Unable to report on collection spaces that met humidity specifications	96% of collection assessed for hazards 76% of collection spaces met humidity specifications or had improved conditions <sup>10</sup>	95% of collection assessed for hazards 68% of collection spaces that have met humidity specifications
	Exhibition renewal	2%	2.9%	3.9%

### 3.4 Corporate Risks

In 2022, the Corporation renewed its integrated risk management framework, consistent with applicable standards, including the International Standards Organization (ISO) 31000 – Risk Management. Based on this framework, the Corporation evaluates all the risks it faces based on likelihood and impact and establishes a mitigation plan for those risks beyond the tolerance threshold within a corporate risk profile.

Details regarding Ingenium's key profiled risks, their potential impacts, current controls, and mitigation plans to respond to residual likelihood and impact levels are provided below:

Risk description and key drivers	Current controls	Likelihood / Impact	Risk response and risk treatment action plan
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<sup>10</sup> The humidity level and temperature conditions were being recalibrated due to remedial work on the HVAC system associated with the collection move. As a result, reporting on this metric was paused and under review until 2023–24.

<p><b>Government Funding:</b></p> <p>The risk of not receiving sufficient government funding due to escalating costs, particularly those over which the Corporation has little discretion, and the lack of indexation, and new unfunded costs, future economic salary increases, or government measures that reduce the level of appropriations.</p>	<ul style="list-style-type: none"> <li>• Communication with Government about financial situation and funding requests</li> <li>• Efforts to align expenses with funding levels, which are assessed at quarterly business reviews</li> <li>• Strategies to raise funds from alternative sources, including through strategic partnerships, contributions, philanthropy and revenue-generating activities</li> <li>• Use temporary additional funding until 2024-25</li> </ul>	<p>Almost Certain to occur / High impact</p>	<p>Mitigation:</p> <ul style="list-style-type: none"> <li>• Continue cost containment measures.</li> </ul>
<p><b>Competition/Market Conditions:</b></p> <p>The risk of not adequately addressing changes in market fluctuations, remaining competitive, and generating sufficient revenues due to a limited marketing budget, a high level of competition for tourists within the National Capital Region.</p>	<ul style="list-style-type: none"> <li>• Ongoing environmental scanning to monitor changes and trends in market conditions</li> <li>• Audience testing (including demographics) and surveys to ensure offerings continue to attract audiences (including intention to visit and visitor perceptions)</li> <li>• Marketing and communication activities promoting unique value proposition</li> <li>• Transparent procurement processes to obtain competitive pricing / bids</li> <li>• Quarterly business review to ensure alignment between expenses and revenue levels</li> </ul>	<p>Likely to occur / High impact</p>	<p>Mitigation:</p> <ul style="list-style-type: none"> <li>• Manage wage and operating costs based on visitor attendance</li> </ul>
<p><b>Contributions and Philanthropy:</b></p> <p>The risk of not being able to obtain required level of contributions (including philanthropic giving) from third parties due to limited fundraising capacity, competition in the fundraising environment, and the perception that as a federal institution, it should be entirely funded by government.</p>	<ul style="list-style-type: none"> <li>• Partnership Strategy, including identification of potential contributors</li> <li>• Alignment of Partnership strategy to the Strategic Plan</li> <li>• Post-mortem discussions for fundraising campaigns to improve future campaigns</li> <li>• Ongoing relationships with federal departments and private individuals and industry whose activities are aligned with the Corporation</li> </ul>	<p>Likely to occur / High impact</p>	<p>Mitigation:</p> <ul style="list-style-type: none"> <li>• Develop and implement a new customer journey strategy to grow the donor base by fostering philanthropy among visitors and members</li> </ul>

Ingenium also closely monitors the following risks: Workforce size and allocation, Biosecurity, and Cybersecurity.

## 4. FINANCIAL OVERVIEW

### 4.1 Financial Statements

The *pro forma* financial statements have been prepared in accordance with Section 4200 series of the Canadian Public Sector Accounting Standards applicable to government-not-for-profit organizations, and are consistent with the institution's annual report. The Corporation applies the deferral method of accounting for contributions for not-for-profit organizations, hence, the statements are presented on the accrual basis of accounting. They display revenues by source and expenses by activity, consistent with the Corporation's core responsibilities reported in the *Main Estimates*.

**Table 1 – Statement of Financial Position**

<i>(in thousands of \$)</i>	2022-23 <i>Actual</i>	2023-24 <i>Forecast</i>	2024-25 <i>Budget</i>	2025-26 <i>Projection</i>	2026-27 <i>Projection</i>	2027-28 <i>Projection</i>	2028-29 <i>Projection</i>
<b>ASSETS</b>							
Current assets							
Cash and cash equivalents	\$30,627	\$26,618	\$24,618	\$19,110	\$13,135	\$6,958	\$653
Accounts receivable:							
- Government departments	\$720	\$700	\$700	\$700	\$700	\$700	\$700
- Trade	\$457	\$400	\$400	\$400	\$400	\$400	\$400
Inventories	\$595	\$600	\$600	\$600	\$600	\$600	\$600
Prepaid expenses	\$1,160	\$800	\$800	\$800	\$800	\$800	\$800
	\$33,559	\$29,118	\$27,118	\$21,610	\$15,635	\$9,458	\$3,153
Other assets							
Collection	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Capital assets	\$242,072	\$236,772	\$227,472	\$216,172	\$204,872	\$193,572	\$182,272
	<b>\$275,632</b>	<b>\$265,891</b>	<b>\$254,591</b>	<b>\$237,783</b>	<b>\$220,508</b>	<b>\$203,031</b>	<b>\$185,426</b>
<b>LIABILITIES AND EQUITY</b>							
Current liabilities							
Accounts payable and accrued liabilities	\$10,542	\$10,542	\$10,542	\$12,042	\$13,542	\$15,042	\$16,542
Current portion of employee future benefits	\$174	\$200	\$200	\$200	\$200	\$200	\$200
Deferred revenue	\$14,490	\$8,490	\$6,490	\$6,490	\$6,490	\$6,490	\$6,490
	\$25,206	\$19,232	\$17,232	\$18,732	\$20,232	\$21,732	\$23,232
Other liabilities							
Employee future benefits	\$474	\$200	\$200	\$200	\$200	\$200	\$200
Long-term advance	\$4,208	\$4,208	\$4,208	\$4,208	\$4,208	\$4,208	\$4,208
Deferred capital funding	\$229,038	\$223,738	\$214,438	\$203,138	\$191,838	\$180,539	\$169,240
	\$258,926	\$247,378	\$236,078	\$226,278	\$216,478	\$206,679	\$196,880
Net assets							
Unrestricted	\$6,604	\$8,411	\$8,411	\$1,236	-\$6,149	-\$13,737	-\$21,453
Investment in Capital	\$10,102	\$10,102	\$10,102	\$10,102	\$10,102	\$10,102	\$10,102
	<b>\$16,706</b>	<b>\$18,513</b>	<b>\$18,513</b>	<b>\$11,338</b>	<b>\$3,953</b>	<b>-\$3,635</b>	<b>-\$11,351</b>

<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$275,632</b>	<b>\$265,891</b>	<b>\$254,591</b>	<b>\$237,616</b>	<b>\$220,431</b>	<b>\$203,044</b>	<b>\$185,529</b>
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**Table 2 – Income Statement**

<i>(in thousands of \$)</i>	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
	<i>Actual</i>	<i>Forecast</i>	<i>Budget</i>	<i>Projection</i>	<i>Projection</i>	<i>Projection</i>	<i>Projection</i>
<b>REVENUE</b>							
Admission and programs							
Science and Technology	\$2,005	\$2,020	\$2,200	\$2,225	\$2,250	\$2,300	\$2,350
Aviation and Space	\$966	\$920	\$960	\$970	\$980	\$990	\$1,000
Agriculture and Food	\$824	\$850	\$880	\$900	\$910	\$920	\$930
Boutique Sales	\$1,314	\$1,350	\$1,380	\$1,400	\$1,420	\$1,440	\$1,460
Venue rentals and concessions	\$632	\$700	\$750	\$760	\$770	\$780	\$790
Parking	\$804	\$880	\$925	\$940	\$950	\$960	\$970
Membership	\$775	\$850	\$925	\$950	\$975	\$1,000	\$1,050
Farm Operations	\$430	\$390	\$360	\$360	\$360	\$360	\$360
Travelling exhibitions	\$266	\$240	\$250	\$260	\$270	\$280	\$290
Other	\$237	\$150	\$250	\$250	\$250	\$250	\$250
<b>Total operating revenue</b>	<b>\$8,253</b>	<b>\$8,350</b>	<b>\$8,880</b>	<b>\$9,015</b>	<b>\$9,135</b>	<b>\$9,280</b>	<b>\$9,450</b>
Contributions	\$2,055	\$1,800	\$1,800	\$2,000	\$2,100	\$2,200	\$2,200
Interest	\$874	\$1,100	\$600	\$600	\$450	\$300	\$200
<b>TOTAL REVENUE</b>	<b>\$11,182</b>	<b>\$11,250</b>	<b>\$11,280</b>	<b>\$11,615</b>	<b>\$11,685</b>	<b>\$11,780</b>	<b>\$11,850</b>
<b>EXPENSES</b>							
Heritage preservation and research	\$5,913	\$5,700	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800
Exhibitions, programs and outreach	\$19,982	\$21,690	\$22,539	\$22,842	\$22,811	\$22,783	\$22,721
Museum and collection buildings	\$20,906	\$22,862	\$22,996	\$23,228	\$23,514	\$23,815	\$24,050
Internal services	\$9,296	\$9,500	\$9,550	\$9,300	\$9,325	\$9,350	\$9,375
<b>TOTAL EXPENSES</b>	<b>\$56,097</b>	<b>\$59,752</b>	<b>\$60,885</b>	<b>\$61,170</b>	<b>\$61,450</b>	<b>\$61,748</b>	<b>\$61,946</b>
Net Results of operations before government funding	-\$44,915	-\$48,502	-\$49,605	-\$49,555	-\$49,765	-\$49,968	-\$50,096
Parliamentary Appropriations*	\$46,835	\$50,309	\$49,605	\$42,380	\$42,380	\$42,380	\$42,390
<b>NET EARNINGS (LOSS)**</b>	<b>\$1,920</b>	<b>\$1,807</b>	<b>\$0</b>	<b>-\$7,175</b>	<b>-\$7,385</b>	<b>-\$7,588</b>	<b>-\$7,716</b>

\* Appropriations have been reported on an accrual basis, modified from NMST's parliamentary vote as shown in Table 5 below.

\*\* The Corporation expects to use all of its unrestricted net assets to address unfunded costs and consequently post a deficit in 2025-26 and subsequent years.

**Table 3 – Statement of Cash Flows**

<i>(in thousands of \$)</i>	<i>2022-23 Actual</i>	<i>2023-24 Forecast</i>	<i>2024-25 Budget</i>	<i>2025-26 Projection</i>	<i>2026-27 Projection</i>	<i>2027-28 Projection</i>	<i>2028-29 Projection</i>
<b>OPERATING ACTIVITIES</b>							
Cash received (clients)	\$10,635	\$10,027	\$10,480	\$10,815	\$11,035	\$11,280	\$11,450
Parliamentary Appropriations received for operations	\$35,278	\$38,309	\$37,605	\$30,380	\$30,380	\$30,380	\$30,380
Cash paid to suppliers	-\$21,319	-\$28,097	-\$29,337	-\$28,122	-\$28,402	-\$28,699	-\$28,897
Payments related to salary and benefits	-\$23,390	-\$19,548	-\$19,548	-\$19,548	-\$19,548	-\$19,548	-\$19,548
Cash Received from the foundation	\$110	\$200	\$200	\$200	\$200	\$200	\$200
Interest received	\$769	\$1,100	\$600	\$600	\$450	\$300	\$200
<b>Net cash flows generated from/used for Operating activities</b>	<b>\$2,083</b>	<b>\$1,991</b>	<b>\$0</b>	<b>-\$5,675</b>	<b>-\$5,885</b>	<b>-\$6,087</b>	<b>-\$6,215</b>
<b>CAPITAL ACTIVITIES</b>							
Payments related to capital acquisitions	-\$5,493	-\$6,800	-\$2,800	-\$800	-\$800	-\$800	-\$800
<b>Net Cash used through Capital Activities</b>	<b>-\$5,493</b>	<b>-\$6,800</b>	<b>-\$2,800</b>	<b>-\$800</b>	<b>-\$800</b>	<b>-\$800</b>	<b>-\$800</b>
<b>FINANCING ACTIVITIES</b>							
Funding for acquisition of capital assets	\$4,430	\$800	\$800	\$800	\$800	\$800	\$800
<b>Net cash flows from Financing activities</b>	<b>\$4,430</b>	<b>\$800</b>	<b>\$800</b>	<b>\$800</b>	<b>\$800</b>	<b>\$800</b>	<b>\$800</b>
Increase (Decrease) in Cash and short-term investments	\$1,020	-\$4,009	-\$2,000	-\$5,675	-\$5,885	-\$6,087	-\$6,215
Cash and cash equivalents, beginning of year	\$29,607	\$30,627	\$26,618	\$24,618	\$18,943	\$13,058	\$6,971
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<b>\$30,627</b>	<b>\$26,618</b>	<b>\$24,618</b>	<b>\$18,943</b>	<b>\$13,058</b>	<b>\$6,971</b>	<b>\$756</b>

**Table 4 – Changes in Net Assets**

<i>(in thousands of \$)</i>	<i>2022-23 Actual</i>	<i>2023- 24 Forecast</i>	<i>2024-25 Budget</i>	<i>2025-26 Projection</i>	<i>2026-27 Projection</i>	<i>2027-28 Projection</i>	<i>2028-29 Projection</i>
Investment in capital assets, beginning of period	\$10,102	\$10,102	\$10,102	\$10,102	\$10,102	\$10,102	\$10,102
Changes in investment in capital assets	-	-	-	-	-	-	-
<b>Investment in capital assets, end of period</b>	<b>\$10,102</b>	<b>\$10,102</b>	<b>\$10,102</b>	<b>\$10,102</b>	<b>\$10,102</b>	<b>\$10,102</b>	<b>\$10,102</b>
Unrestricted net assets, beginning of period	\$4,684	\$6,604	\$8,411	\$8,411	\$1,236	-\$6,149	-\$13,737
Surplus (loss) for the period	\$1,920	\$1,807	\$0	-\$7,175	-\$7,385	-\$7,588	-\$7,716
<b>Unrestricted net assets, end of period</b>	<b>\$6,604</b>	<b>\$8,411</b>	<b>\$8,411</b>	<b>\$1,236</b>	<b>-\$6,149</b>	<b>-\$13,737</b>	<b>-\$21,453</b>
<b>NET ASSETS END OF PERIOD</b>	<b>\$16,706</b>	<b>\$18,513</b>	<b>\$18,513</b>	<b>\$11,338</b>	<b>\$3,953</b>	<b>-\$3,635</b>	<b>-\$11,351</b>

**Table 5 – Parliamentary Funding**

<i>(in thousands of \$)</i>	<i>2022-23 Actual</i>	<i>2023-24 Forecast</i>	<i>2024-25 Budget</i>	<i>2025-26 Projection</i>	<i>2026-27 Projection</i>	<i>2027-28 Projection</i>	<i>2028-29 Projection</i>
Base Appropriations	\$28,514	\$29,933	\$32,660	\$31,180	\$31,180	\$31,180	\$31,180
One-time funding	\$222	\$0	\$50	\$0	\$0	\$0	\$0
Retroactive wage adjustment	\$0	\$3,724	\$0	\$0	\$0	\$0	\$0
Payments-in-lieu-of-taxes increase	\$2,534	\$0	\$0	\$0	\$0	\$0	\$0
COVID-19 Pandemic relief	\$5,516	\$0	\$0	\$0	\$0	\$0	\$0
Support for building maintenance	\$0	\$5,452	\$5,695	\$0	\$0	\$0	\$0
Ingenium Centre Fit-Up	\$3,000	\$0	\$0	n.a.	n.a.	n.a.	n.a.
<b>Sub-Total Main Estimates</b>	<b>\$39,786</b>	<b>\$39,109</b>	<b>\$38,405</b>	<b>\$31,180</b>	<b>\$31,180</b>	<b>\$31,180</b>	<b>\$31,180</b>
Deferred appropriations used in current year	\$4,079	\$6,000	\$2,000	\$0	\$0	\$0	\$0
Appropriations approved in current year for specific projects in future years	-\$3,000	\$0	\$0	\$0	\$0	\$0	\$0
Amount used to purchase capital assets	-\$4,766	-\$6,800	-\$2,800	-\$800	-\$800	-\$800	-\$800
Amortization of deferred Capital funding	\$10,736	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
<b>Appropriations reported in Statements</b>	<b>\$46,835</b>	<b>\$50,309</b>	<b>\$49,605</b>	<b>\$42,380</b>	<b>\$42,380</b>	<b>\$42,380</b>	<b>\$42,380</b>

#### 4.1.1 Notes supporting the financial assumptions

Ingenium's total parliamentary appropriations for 2024-25 include temporary additional funding that will expire in March 2025. After which, Ingenium's funding will return to a base level of \$31.1 million annually.

The Corporation will use \$2 million of deferred capital appropriations it received in previous years to complete health and safety-related projects delayed by the pandemic, among other market factors.

As of 2025-26 and over the remaining planning period, the Corporation projects annual losses and a growing deficit as a result of the following operating pressures:

- inflation, which affects the costs of operating and programming the museums, and growing, curating and preserving the national collection;
- increased compliance requirements or alignment with federal directions pertaining to accessibility, greening, cybersecurity, and financial reporting;
- costs associated with operating and maintaining its growing asset portfolio, including PILT obligations that will exceed the base funding level as of 2025-26; and,
- unknown future salary increases over the period as its current collective agreement will expire in March 2025.

#### Revenue Assumptions

The Corporation's self-generated revenues and contributions represent about 25 percent of its income.

The largest portion of operating revenues is generated from admissions, programs and membership revenues. Revenues are also generated through related services and amenities including parking, the sale of milk produced at CAFM, retail, travelling exhibition rentals, miscellaneous revenues such as those for thematic experiences on-site. It also generates revenues from venue rentals and a portion of catering and concession proceeds. Revenues are highly correlated with museum attendance projections. The pandemic's impacts on revenue generating activities are expected to dissipate through 2025-26, when attendance numbers should level off to a post-CSTM-renewal "new normal". To align with post-pandemic market conditions, the Corporation evaluates the market elasticity of its fees typically on a two-year cycle; this was last done in 2023-24.

The following table provides a breakdown of attendance by museum in support of revenue assumptions.

**Table 6 – Visitor Attendance**

	2019-20	2020-21	2021-22	2022-23	2023-24		2024-25
		<i>Actuals</i>			<i>Budget</i>	<i>Forecast</i>	<i>Budget year</i>
CSTM	367,000	28,000	46,000	279,000	277,000	320,000	350,000
CASM	209,000	27,000	45,000	152,000	167,000	166,000	192,000
CAFM	193,300	35,000	41,000	139,000	150,000	155,000	150,000
<b>Total</b>	<b>769,300</b>	<b>90,000</b>	<b>132,000</b>	<b>570,000</b>	<b>594,000</b>	<b>641,000</b>	<b>692,000</b>

Ingenium also raises in-kind and financial contributions garnered through partnership agreements and from the Ingenium Foundation, a registered charity and separate legal entity, which is dedicated to providing access to the Corporation's exhibitions and educational programs, as well as funds to care for the national collection. In-kind contributions include support from employees of other government organizations for which the fair market value can be determined. The Corporation expects to meet its annual contribution targets over the planning period based on a high renewal rate of contribution agreements and multi-year agreements signed.

Ingenium earns modest amount of interest revenue with its short-term cash balance invested in low-risk vehicles (i.e. Guaranteed Investment Certificates), with an expected yield of 1.5 percent.

## Description of the Core Responsibilities

Ingenium's parliamentary appropriations are allocated to its four core responsibilities:

**Heritage Preservation and Research** includes all of the activities dedicated to developing and caring for the collection, such as cataloguing and conserving artifacts and archives, conducting historical research and sharing knowledge about the collection, and providing library and information management services. Hence, curatorial, conservation and collection staff salaries are included here.

**Exhibitions, Programs and Outreach** includes all the activities dedicated to the interpretation of the collection and the demonstration of scientific and technological processes through

exhibitions, national initiatives, educational resources, skills development and outreach offerings. These activities are key for engaging Canadians in science and innovation across the country. Salaries of the museums and program delivery staff are included in this category.

**Museum and Collection Buildings** refers to all of the activities to operate and care for the accommodations and physical environments that are required to house, protect and display the collection; the technical conservation and collection laboratories; the public museum facilities; and the administration space for staff. This includes the salaries for facilities management staff.

**Internal services** support all of the Corporation's activities, including those that pertain to governance and management of resources and activities, as well as compliance and reporting. It involves the efforts to increase revenue generation through contribution agreements and commercial activities, and the administrative support provided to the Ingenium Foundation.

## 4.2 Operating Budget

The planned spending over 2024-25 will allow Ingenium to progress in its major activities presented in Section 3, maintain essential operations, services and assets, as well as its program integrity. The detailed budget by activity is shown in the table below.

**Table 7 – Operating Budget by Major Activity**

	2022-23	2023-24		2024-25	2025-26	2026-27	2027-28	2028-29
(in thousands of \$)	Actuals	Budget	Forecast	Budget		Projections		
Personnel costs	25,505	23,650	26,800	27,900	27,900	27,900	27,900	27,900
Facilities non-discretionary costs	11,099	12,073	12,512	12,641	12,870	13,150	13,438	13,636
Collection moving	591	-	-	-	-	-	-	-
Amortization*	11,647	12,100	12,100	12,100	12,100	12,100	12,100	12,100
Collection development and management	600	590	620	600	600	600	600	600
Programming and exhibitions	3,827	3,608	4,550	4,554	4,600	4,600	4,600	4,600
Internal services support	1,600	1,744	1,850	1,750	1,750	1,750	1,750	1,750
Advertising	556	640	640	650	650	650	650	650
Gift shop products	672	440	680	690	700	700	710	710
<b>Total accrual basis</b>	<b>56,097</b>	<b>54,845</b>	<b>59,752</b>	<b>60,885</b>	<b>61,170</b>	<b>61,450</b>	<b>61,748</b>	<b>61,946</b>
Less amortization*	(11,547)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
Less increase in accounts payable**	1,051	-	-	-	(1,500)	(1,500)	(1,500)	(1,500)
<b>Total cash basis</b>	<b>45,601</b>	<b>42,845</b>	<b>47,752</b>	<b>48,885</b>	<b>47,670</b>	<b>47,950</b>	<b>48,248</b>	<b>48,446</b>

\* The difference in amortization is due to amount spent of \$100,000 each year.

\*\* This refers to PILT payable for the Ingenium Centre.

The majority of the Corporation's operating budget is spent on salaries; however, a portion of these salaries are funded through revenue-generating activities at the museums (admissions, boutiques, programs, events, etc.), or through contributions for special projects, recognized in other budget categories.

Operating expenses will remain relatively stable across the budget categories over the period except for the facilities expenses, which will continue to incrementally increase with inflation. This is the second most significant operating budget category, which include mainly non-discretionary expenses, including insurance, utilities, PILT, security, and property maintenance to operate and maintain the museums and collection buildings across the three sites. These expenses are also affected by minimum wage, supply and demand, market conditions and contract negotiations.

Savings from vacating its leased storage facilities after the major collection move was completed in 2022-23, have been fully absorbed by costs to operate the new Ingenium Centre, which provides specialised temperature and humidity controls to preserve the collection. Ingenium continues to contain facilities spending to mitigate rising costs.

### 4.3 Capital Budget

The capital budget for 2024-25 will be used to complete health and safety-related recapitalization projects thanks to special funding received from 2016 to 2021. The base capital budget of \$800,000 will be used to make critically needed repairs in building systems, information technology systems, conservation laboratory and material handling equipment, and furniture and fixtures. Ingenium's capital budget on a cash basis is presented in the context of a five-year capital spending outlook in the table below.

**Table 8 – Capital Budget**

(in thousands of \$)	2022-23	2023-24		2024-25	2025-26	2026-27	2027-28	2028-29
	Actuals	Budget	Forecast	Budget	Projections			
<b>Heritage preservation &amp; research</b>								
Technical equipment	50	0	0	0	0	0	0	75
<b>Exhibitions, programs &amp; outreach</b>								
Farm equipment	0	250	250	0	0	50	100	0
Permanent exhibitions	0	0	0	0	0	0	0	0
<b>Museum and collection buildings</b>								
Ingenium Centre	4,510	5,000	5,000	-	-	-	-	-
Health & Safety projects	2,490	2,000	1,000	2,000	-	-	-	-
CSTM Lifecycle repairs	150	0	0	0	0	200	0	200
CASM Lifecycle repairs	125	450	450	800	800	300	250	350
CAFM Lifecycle repairs	175	0	0	0	0	200	325	0
Security equipment	50	0	0	0	0	0	0	50
<b>Internal services</b>								
Fleet and other equipment	100	50	50	0	0	0	75	75
IT infrastructure	200	50	50	0	0	50	50	50
<b>Total (cash basis)</b>	<b>7,800</b>	<b>7,800</b>	<b>6,800</b>	<b>2,800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>

In 2023-24, the Corporation completed the Ingenium Centre, its final fit-up and new site entrance and parking, within the total funding envelop of \$160.3 million, received through Budget 2016 and Budget 2021. A formal public launch will occur in spring 2024.

In 2024-25, Ingenium will complete health and safety and accessibility improvements at the CAFM site following the recommendations from an Accessibility Audit conducted in 2023-24.

Other minor repairs or replacements that will be conducted are essential, informed by the depletion of the current assets and its capital investment plan. The Corporation can only undertake a few limited, urgent repairs and replacements within its current funding levels.

Ingenium will continue to develop options for the realization of the long-term site plan for CASM, CAFM and CSTM.