



# Ingenium Annual Report 2023-24



# Erratum

In the “Message from the Chairperson and CEO” and the results table “Strategic Goal 3: Strengthen our Foundations” found in the Report on Results chapter, the visitorship previously reported as 621,631, has been revised to 675,695 to reflect all visitor segments to the museums.

# Table of Contents

|                                      |    |
|--------------------------------------|----|
| Message from the Chairperson and CEO | 4  |
| Governance                           | 6  |
| Overview of Ingenium                 | 10 |
| Highlights of the Year at Ingenium   | 12 |
| Report on Performance Results        | 18 |
| Partnerships                         | 28 |
| Management Discussion and Analysis   | 29 |
| Financial Statements                 | 38 |

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# Message from the Chairperson and CEO

Ingenium is a unique place of discovery. It incites amazement with experiences that explore the world of science and innovation, at our three national museums, through online programming, and around the country.

The Ingenium Centre and the three museums are situated on the traditional and unceded territory of the Anishinaabe Algonquin Nation. Ingenium is committed to working with Indigenous Peoples to represent First Nations, Inuit, and Métis cultures and ways of knowing, through further development of the national collection, programming, and services.

Ingenium made great strides in pursuit of its three strategic plan goals in fiscal year 2023–24: collaborating with a wide variety of public, private and academic sector organizations to innovate; pushing the boundaries of accessibility and engagement to reach and connect with more Canadians; and strengthening our organizational foundations to work towards long-term sustainability. It was the fourth year of our current five-year strategic plan and our efforts culminated in tangible results for Canadians.

Our many partnerships and collaborations helped boost our ability to create programming and exhibitions, whether in the museums or online. People of all ages enjoyed engaging, multi-sensory programming at the Canada Agriculture and Food Museum, the Canada Aviation and Space Museum, and the Canada Science and Technology Museum. Buoyed by strong interest in our exhibitions and special events, we welcomed a total of 675,695 visitors in 2023–24. We see the increase in visitation from last year as a positive indication that visitors value the experiences our museums have to offer.

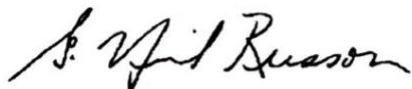
In addition to our onsite museum experiences, this fiscal year was critical in preparing the final touches for offering a new visitor experience – public tours of Canada’s greatest collection of science and technology artefacts. Housed in the Ingenium Centre, the public will have access to our one-of-a-kind collection and countless stories of science and innovation covering soil to space, and everything in between for people of all ages to discover.

Behind the scenes, we also laid the groundwork for modernizing our IT systems, which will introduce new ways of working across the corporation. Our employees will be better equipped to deliver great value for our visitors and stakeholders alike. We would like to recognize their dedication and passion, who collectively make it possible to deliver our STEAM (Science, Technology, Engineering, Arts, and Mathematics) programs around the country. Our volunteers who bring outside expertise, lived experiences, and specialized knowledge to our programming are also indispensable in creating the memorable experiences we promise to offer our visitors.

Thank you to our Board of Trustees, whose commitment to our mission and whose counsel to Ingenium’s management contribute a great deal to our success year after year. We would like to take this opportunity to express our gratitude for the contributions of trustee Marian K. Brown, whose board term ended in 2023–24.

We would also like to acknowledge and thank the federal government for its continued financial support. Its support continues to be instrumental in Ingenium's ability to foster scientific and technological literacy throughout Canada. We are grateful, too, for the Ingenium Foundation and its Board of Directors and donors, whose financial support is instrumental in helping us achieve our goals.

This year was certainly a springboard for a brighter future, and if 2023–24's activities and results are any indication, then next year will be another outstanding year for Ingenium – Canada's Museums of Science and Innovation.

A handwritten signature in black ink, reading "Neil Russon".

Neil Russon,  
Chairperson

A handwritten signature in blue ink, reading "Christina Tessier".

Christina Tessier,  
Director and CEO

# Governance

Ingenium<sup>1</sup> is a Crown corporation governed by a Board of Trustees, who are appointed by the Governor in Council on the recommendation of the Minister of Canadian Heritage, 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 Chairperson and Vice-Chairperson. 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 Chairperson and Vice-Chairperson, 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. 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 financial oversight. The full Board met five times during the 2023–24 fiscal year.

## COMMITTEE STRUCTURE

Four 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 Chairperson, the Vice-Chairperson, the Chairpersons of the Standing Committees, 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. It was not necessary for the Executive Committee to meet during the 2023–24 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 and not more than six trustees, as well as the Chairperson and Director and CEO. The Director and CEO may attend meetings of the committee without a vote.

The Finance, Audit and Risk Management Committee held four meetings in 2023–24.

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

## **Governance Committee**

The Governance Committee (GC) monitors and reviews the 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 and not more than six trustees, as well as the Chairperson of the Board. The Director and CEO may attend meetings of the committee without a vote. The Governance Committee held five meetings in 2023–24.

## **Sustainability and Outreach Committee**

The 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. The Director and CEO may attend meetings of the committee without a vote. The Sustainability and Outreach Committee held four meetings in 2023–24.

## **Board of Trustees (as at March 31, 2024)**

Name, Region

Term – BOARD COMMITTEES

Neil Russon, New Brunswick

May 9, 2019 to May 8, 2027 – Chairperson, EC (Chair), FARMC, GC, SOC

Mary Anne V. Chambers, Ontario

October 6, 2023 to October 5, 2027 – Vice-Chairperson, EC, GC (Chair)

Doramy Ehling, British Columbia

November 4, 2022 to November 3, 2026 – GC, SOC

Gervan Fearon, Ontario

November 4, 2022 to November 3, 2026 – FARMC

A. Christian Idicula, Alberta  
March 1, 2018 to October 6, 2025 – EC, FARMC (Chair), SOC

Jascha Jabes, Ontario  
December 2, 2022 to December 1, 2026 – EC, GC, SOC (Chair)

Daniel Lanteigne, Quebec  
November 4, 2022 to November 3, 2026 – GC

Andréanne Leduc, Quebec  
October 27, 2017 to November 3, 2025 – FARMC

Tracy Primeau, Ontario  
November 4, 2022 to November 3, 2026 – FARMC

Kirstine Stewart, Outside Canada  
April 13, 2021 to April 12, 2024 – FARMC, SOC

One vacant trustee position

**Trustee whose term ended during fiscal year 2023–24:**

Marian K. Brown, British Columbia  
June 30, 2019 to June 29, 2023 – Vice-Chairperson, EC, GC (Chair), SOC



# Executive Management

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



At March 31, 2024, the individuals serving in these positions were:

- Director and Chief Executive Officer: Christina Tessier
- Chief Operating Officer: Kimberlee Hemming
- Director General, Canada Agriculture and Food Museum: Kerry-Leigh Burchill
- Director General, Canada Aviation and Space Museum: Chris Kitzan
- Director General, Canada Science and Technology Museum: Lisa Leblanc
- Vice-President, Advancement and Partnerships: Amelia Pudiffer
- Vice-President, Collection, Research and Corporate Governance: Monique Horth
- Vice-President, Digital, Public Affairs and Commercial Operations: Olivier Carré-Delisle

# 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, trade literature, and library materials and more than 150,000 objects. It is home to the Ingenium Research Institute and the Ingenium Digital Innovation Lab. Through bold engagement and worldwide collaboration, these two initiatives will put the Ingenium Centre at the heart of discovery and innovation, involving researchers, educators, and the public in new and creative ways.

# Ingenium's Highlights

## Collaborate to Innovate

Ingenium and its three museums are exceptional places of STEAM learning and experiences that inspire people of all ages to immerse themselves in the world of science and innovation. Through collaboration and partnership, we bridge science and society, and empower a culture of innovation around the country. All three museums partnered with sector-leading organizations to offer educational programming and new exhibitions in fiscal year 2023–24.

The Canada Aviation and Space Museum continued to expand the breadth of its programming through its extensive network of partners. In particular, it partnered with The Royal Canadian Air Force, Algonquin College, CAE and the National Research Council Canada to name a few, on the development of a new exhibition – **The Cold War**. Opening in April 2024, the exhibition examines this tumultuous era that defined global geopolitics for a little longer than half a century, and features iconic Cold War aircraft and artifacts. In partnership with NAV CANADA, it hosted its popular Canada Day event, welcoming more than 5,000 visitors on-site. The museum also held a robotic arm event and a Mars rover prototype driving demonstration with Ottawa company Mission Control. And in March, the museum attracted a large number of visitors to attend a lecture that was held with guest speakers from the Canadian Space Agency and NASA on the topic of lunar exploration.

In November, the Canada Agriculture and Food Museum's new travelling exhibition titled **Aquaculture: Farming the Waters** had its inaugural opening at the Eptek Art & Culture Centre in Summerside, P.E.I., after which it travelled in early March to the Raymond Lagacé Public Library in Atholville, N.B., where it was to be on display for three months. The **Aquaculture: Farming the Waters** exhibition was made in collaboration with Fisheries and Oceans Canada and with the UN Decade of Ocean Science for Sustainable Development. In partnership with the Embassy of Ecuador, the museum began to display in December the exhibition **Ecuador: The Origins of Cacao**, in which visitors learn all about cacao, chocolate's key ingredient. The museum also co-curated a photographic exhibition titled **The Island in the Middle of Everywhere** showcasing aquaculture related archaeological work in progress on an island among the Northern Gulf Islands in British Columbia. The exhibition was co-curated by the Xwe'etay/Lasqueti Archaeological Project, and reflects the museum's ongoing commitment to its Indigenous Foodways research initiative.

In early May, the Canada Science and Technology Museum welcomed a travelling exhibition curated and developed by Science North with support from the Government of Canada called **Our Climate Quest: Small Steps to Big Change**. The exhibition encouraged visitors to learn more about their roles as change makers, and included problem-solving spaces designed with a series of interactive games and quizzes that empowered visitors to take meaningful action. The museum also collaborated with the National Capital Commission's Winterlude festival to host Cool Science Saturday where the event featured 15 partner organizations displaying and explaining a wide variety of STEM (Science, Technology, Engineering and Mathematics) concepts to the day's more than 2,000 visitors. A new partnership was also forged with Siemens Healthineers to produce educational information for public presentations at the museum's

Demonstration Stage. The museum also collaborated with the Amazon Future Engineer program to host a special event that featured robotics and artificial intelligence programming targeting equity-deserving youth.

Going beyond our physical museum spaces to reach new audiences, Ingenium collaborated with Fisheries and Oceans Canada, and Parks Canada on a new exhibit at the Greenwich Interpretation Centre in PEI. With the launch of this engaging Aquatic Species at Risk exhibit, the partners aim to increase awareness of ongoing threats to these species and galvanize conservation efforts, not just in Atlantic Canada but on a global scale. In addition, Ingenium partnered with Fisheries and Oceans Canada to develop and design public facing spaces to help tell stories of what happens at the labs in the Pacific Science Enterprise Centre (PSEC) in West Vancouver. Regional and digital programming for schools and the general public were also developed in concert with PSEC. Finally, preliminary work is underway with a number of public and private sector partners to build a new visitor centre at the Snootli Hatchery in Bella Coola, BC, which will feature indoor and outdoor interpretation and salmon viewing opportunities, all in the interest of increasing environmental awareness and protection of Canada's coastal ecosystems.

In 2023–24, Ingenium's STEM Institute gave ten professional development workshops to elementary and high school teachers on how to better teach science, technology, engineering, and mathematics to students in the classroom. As part of the Canadian Playful Schools Network Showcase, and in collaboration with the University of Ottawa Education Department, Ingenium also delivered two Take Apart workshops to 152 educators from across Canada.

As a member of GenAction, a cross-country initiative funded by the Canadian Association of Science Centres and Environment and Climate Change Canada, Ingenium developed an interactive digital climate footprint calculator with these two partners to help raise youth awareness about climate change. Ingenium also collaborated with several academic institutions, the Rideau Hall Foundation, National Research Council Canada and SmartICE to launch an inaugural Innovation Challenge bringing together 96 post-secondary students in a competition to design a digital product that would engage and empower Canadian youth in climate action.

## **Access for All**

Ingenium is committed to pushing the boundaries of engagement – harnessing the power of digital to connect with Canadians; respecting and collaborating with diverse communities; and championing physical, cognitive, sensory, and socio-economic accessibility in our work.

Our Accessibility Plan guides our efforts and initiatives to providing accessible opportunities for our museums' visitors, and for our staff and volunteers. We are proud to share that our Accessibility Plan was recognized in the annual report of Canada's Chief Accessibility Officer which noted that Ingenium sends "a clear message of what they are committing to, when they will get it done and who is responsible to see that it gets done."

To foster a sense of belonging for all visitors who visit our three museums, a new message is now displayed at each of their entrances that reads 'Celebrating Diversity, Cultivating Inclusion' – a statement that underscores Ingenium's commitment to creating safe and welcoming spaces. Furthermore, each museum continued to offer programming to address accessibility barriers.

The Canada Agriculture and Food Museum continued its Welcome Wednesdays, which provides free evening programming. Groups not able to participate in Welcome Wednesdays were welcomed throughout the year with accommodated services thanks to the support of the Ingenium Foundation and its donors. For its part, the Canada Science and Technology Museum hosted Mellow Mornings on selected Sunday mornings before regular opening hours, giving visitors with various disabilities the opportunity to take full advantage of various museum experiences within a calmer on-site setting.

In pursuit of including diverse stories and perspectives from various communities in our programming, including honouring Indigenous ways of knowing, we proudly participated in the Indspire Soaring Youth Empowerment Gathering that attracted 1,000 in-person attendees and 500 online viewers.

In collaboration with the Canadian Commission for UNESCO and the Histories at Risk Network, Ingenium hosted the virtual speaker series Truth Before Reconciliation: Indigenous Histories with STEM on the topic of fisheries management and traditional knowledge. We proudly hosted a Māori delegation of senior scientists at the Canada Agriculture and Food Museum, facilitating an Indigenous knowledge exchange with federal departments as part of the federal Interdepartmental Indigenous STEM Cluster.

In December, the Canada Science and Technology Museum recognised the International Day for People with Disabilities by welcoming guest speaker Atif Rashid to give a public talk and demonstration about his experiences as an above-the-knee amputee. The museum also welcomed acclaimed artists Jenelle Rouse and Kanika Gupta, whose Connecting Through Art workshop explored the power of art in fostering inclusive communication and breaking barriers.

And in February, the Canada Science and Technology Museum welcomed Crépu: A Black Hair Art Show that's an artistic celebration and meditation on Black hair in which ideas were explored through photography, film, discussion, and performance.

A new exhibit was developed at the Canada Agriculture and Food Museum with accessibility at the forefront, including testing with impacted communities. **Farming for the Future** allows museum visitors to digitally drive a tractor and learn about precision agriculture. This new exhibition includes options to climb aboard a life-size tractor cab – or enter an immersive, accessible cab at ground level. Recognizing that physical accessibility at the Canada Agriculture and Food Museum can be challenging, the Rick Hansen Foundation was engaged to do an Accessibility Audit of the site to better understand the existing physical accessibility challenges. Recommendations on how they can be solved were provided and will be addressed in stages in the coming years.

As a national institution, Ingenium's mandate reaches beyond the walls of its museums in Ottawa. Our work stretches from coast to coast to coast – leveraging online tools and programming to boost science literacy nationwide. As an example, to improve online access to its collections of 2D artifacts, Ingenium launched an updated Collections Online module to give the public better access to its digital archives. Many of our other educational online resources, virtual field trips and science experiments to try at home were also widely accessed by the public around the country.

As an organization committed to providing greater access for everyone around the country, Ingenium renewed its partnership with the Institute for Canadian Citizenship and continued its participation in the Canoo program. The objective of the program is to provide newcomers transformational experiences, so they feel welcomed by giving them free and discounted admission access to cultural and recreational destinations across Canada.

## Strengthen our Foundations

Ingenium has four strategies to ensure the long-term sustainability of the organization – ensuring that the three museums are favoured destinations for visitors; diversifying its revenue streams and boosting its philanthropic funding; unlocking the full potential of the Ingenium Centre and the national collection; and empowering its employees to live its shared values.

This fiscal year, Ingenium welcomed more than 620,000 visitors to its museums and its community of museum members continued to grow – reaching an annual average of approximately 9,300 active members. Offering perks such as unlimited museum admission and exclusive events, the membership program continues to be an important barometer for Ingenium to assess if its museums remain a destination of choice. In an effort to increase its profile and attract more museum visitors and tourists, Ingenium also continued its longstanding work with Ottawa Tourism and Tourisme Outaouais, and forged a new partnership with the Canadian Automobile Association (CAA) to promote the museums as destinations of choice across northeastern Ontario and to offer discounted admission to CAA members.

Small increases to parking fees coupled with growing museum visitation helped grow operating revenues to \$9.16 million, up 11 percent over the year prior. Our variety of revenue generating activities such as venue rentals, travelling exhibitions, summer camps and boutique retail sales contributed significantly to help offset continued inflationary pressures and rising operational expenditures. Capital investments were also completed in fiscal year 2023–24, including a new small freight elevator, and a significant landscaping project to revitalize the parkland and parking at the Ingenium Centre and the Canada Science and Technology Museum.

Contributions from partnership and philanthropic funding are also key to the corporation's long-term sustainability. Partnership agreements were forged with Amazon, Siemens Healthineers, National Research Council Canada, CAE Inc., Fisheries and Oceans Canada, Environment and Climate Change Canada, Agriculture and Agri-Food Canada, and the Canadian Space Agency, among others. A full list of Ingenium's partners can be found in the Partnership section of this report.

The Ingenium Foundation and its generous donors continued to support museum programming, including school programs across the three museums, AgVenture community outreach, GO STEAM for youth in the wider community, the Kenneth B. Molson and Curiosity on Stage lecture series, as well as the STEM Institute for Elementary Teachers.

Key to the long-term sustainability of the organization is unlocking the full potential of the Ingenium Centre and the national collection. Ingenium preserves more than 150,000 objects within its world-class collection – each item representative of Canada's incredible and complex history of science and innovation.

In fiscal year 2023–24, Ingenium added several artifacts and archival materials to its national collection.

Highlights of Ingenium's acquisitions includes:

- The de Havilland Canada Buffalo CC-115 with tail number 452 from the Royal Canadian Air Force. The Buffalo is representative of de Havilland Canada's legacy of designing short takeoff and landing airplanes for Canada's harsh climate. Furthermore, this aircraft was used in The SWINTER (The Servicewomen in Non-Traditional Environments and Roles) Aircrew Trials held between 1979 and 1985 – the first time that women were allowed to serve as pilots, navigators, and flight engineers in the Canadian Armed Forces. The newly acquired de Havilland Canada Buffalo CC-115 aircraft necessitated major changes to display locations of aircraft on the floor of the Canada Aviation and Space Museum and in the adjacent Reserve Hangar. The aircraft "shuffle" provided a wider-context opportunity to better position and display aircraft and artifacts for the longer-term benefit of museum visitors.
- An Inuit hunting parka known as a Tuberculosis Parka, or Tuberculosis Japa, that is embroidered with illustrations of Inuit experiences in segregated southern tuberculosis sanatoria. The parka is significant because it depicts experiences of Inuit tuberculosis patients and their families during the 1950s and 1960s at Clearwater Lake Sanatorium in Manitoba. The artist who created this parka, Augatnaaq Eccles, sees it as a teaching tool and believes that Ingenium is an ideal place for it to be cared for and shared, in perpetuity.
- Donated by MDA, the Real-Time Simulation Facility, SIMFAC, played a critical role in the history of Canadian space robotics, one of this country's most significant contributions to the international human space flight program. Without the SIMFAC, the design, development, and operation of the iconic Canadarm would not have been possible. This acquisition expands the stories, experiences, and insights that can be developed and shared about the Canadarm program.
- A collection of 459 wax models of fruit and vegetables handcrafted for the Ontario Agricultural College in Guelph between 1899 and 1905. This collection, made by artist Sarah Potter, is significant because it is a rare surviving example of scientific wax models used to train agriculture students in the early 20th century when both fruit cultivation and agricultural education were expanding in Canada.
- The James A. Morrison Fonds. James Morrison was an RCAF pilot and flight instructor during the Second World War and Cold War periods whose interest in aviation and photography led him later in life to have a career as an airport and aircraft photographer, as well as to co-found Airport Watch, a volunteer group dedicated to plane-spotting and security patrols. The multi-year accrual of his fonds, which began in 2004, includes military records, his pilot log books, and further records of his photographic and voluntary work at Ottawa Macdonald-Cartier International Airport.



Preparations are underway to provide enhanced public access to the Ingenium Centre and the national collection in fiscal year 2024–25. Through special events and tours, Ingenium members and the general public will see firsthand the amazing stories the collection holds, and learn how the Ingenium Centre is becoming a global leader in making museum collections more accessible.

Fellowship programs in collaboration with educational institutions offer rich possibilities for furthering knowledge creation. Through its Research Institute, Ingenium brought on the first Senior Research Fellow in Conservation; welcomed a new Garth Wilson Fellow; and renewed an agreement with an adjunct curator from Carleton University. Ingenium also welcomed the first Fellows from Concordia University in Montreal for the Queer Histories of Industrial Labour project, and from the University of Alberta for the Sound and Science project. Another collaborative partnership established the new Black and African Canadian Science and Technology Innovation Fellowship in affiliation with the Black Canadian Studies Association and with the financial support of Ingenium Foundation donors.

Finally, empowering Ingenium employees to live our shared values of creativity, inclusiveness, collaboration, and accountability is instrumental in the organization's success.

The organization undertook several initiatives in 2023–24, including supporting employees' professional development by offering greater access to Canada School of Public Service courses and MuseumNext virtual conferences. A toolkit was also provided in support of employees' learning journey on the important topics of Truth, Reconciliation, Equity, Diversity, Inclusion, and Accessibility. Investments were also made to modernize our IT systems, which will introduce new ways of working across the corporation. As a result, our employees will be better equipped to deliver great value for our visitors and stakeholders alike.

To conclude our year-end results, Ingenium is proud to have been officially recognised as a Great Place To Work® – a signal that Ingenium employees continue to have a favourable impression of the organization as a top employer and have increasing levels of overall trust in its commitment to their wellbeing.

# Report on Performance Results

Ingenium's successes in 2023–24, as it pursued the fourth year of its five-year strategic plan, reflect the Corporation's commitment to consistent growth, adaptability, and perseverance. Despite the continued impacts of its pandemic recovery, Ingenium met or surpassed 89% of its reported metrics for 2023–24.

As an endorsement of Ingenium's commitment to both collaboration and innovation, all performance measures related to the strategic goal of "Collaborate to Innovate" have met or surpassed their targets this year. This includes a 45% increase in the number of youth participants in STEAM learning over the previous fiscal year. This is due to an increase in participants attending in-person offerings. Staff remained flexible, adapting programs to meet variable demand from educators and community groups.

Ingenium's corporate survey program, using a consistent methodology year-over-year, is a concerted effort to complement metrics that count outputs with those that measure the impact of our offerings on or for Canadians. Ingenium continues to build innovation capacity and support across Ingenium stakeholders, including partners, museum visitors, members, and program participants. Ratings for trustworthiness, confidence engaging with key issues of our time, inspiration to think in a new way, and increased knowledge of Canadian innovators and innovations all remain high. A trendline is beginning to emerge through these results that speaks to Ingenium's ability to consistently engage and empower its audience.

This confidence is reflected in Ingenium's membership program, attendance, and staff engagement. Membership grew its average quarterly base by approximately 20% from the previous fiscal year. Employee engagement exceeded its target, as did the percentage of staff that feels supported to live Ingenium's shared values of creativity, inclusion, and accountability. Visitorship continues to recover, reaching 81% of pre-pandemic level of 2019–20.

This year, Ingenium intensified its commitment to inclusion. The number of partners, of diverse communities and of Indigenous communities and associations who collaborated with Ingenium all increased over the 2022–23 results. Ingenium also reached a greater number of regions across the country, as it is continued to grow its national footprint and awareness. Ingenium recognizes that it achieves more in collaboration with stakeholders, and that this collaboration is essential if, as a national institution with a national collection, it is to be accessible and representative of Canada's diverse population.

A number of measures indicate the importance of Ingenium's focus on sustainability to ensure future generations will benefit from museum and collection experiences. With the collection move to the Ingenium Centre completed in 2022–23 and the opening of the library and archives, this year saw the use of the collection on-site increase dramatically. Though slowed by the pandemic, documentation of the collection is an ongoing priority, with iterative prioritization of the archives, trade literature, and artifacts according to practical considerations. This systematic but flexible approach is evident in the percentage of artifacts documented, as this measure is prone to fluctuation since accession lots vary greatly in size and complexity. Despite digital availability of selected collections falling below target, this is a result of diligently removing duplicates and reassessing the ideal selection criteria for digitization. As noted in the table below, only the rating

for the availability of 3D digitized artifacts was not reported, due to the ongoing development of a digitization plan.

There are challenges to maintaining a high level of collection care, given Ingenium's limited resources and its aging physical assets. The Canadian Aviation and Space Museum experienced failure of key equipment critical to the building's heating and cooling systems. Elsewhere, conservation measures are being finetuned to meet the evolving needs of the Ingenium Centre and the important collection it now houses. Relative humidity conditions in collection spaces are being monitored and have experienced some improvement, though consistent results in this area are not yet available.

Ingenium's financial health continued to recover from the pandemic impacts, as it remained steadfast in its efforts to meet or exceeded financial-related targets. It only fell short in the proportion of investments in exhibition renewal due to resource constraints and the impact of high inflation on its operations.

Together, these results demonstrate key successes and improvements achieved, thanks to Ingenium's ongoing commitment to excellence as it works to preserve, showcase, and inspire Canada's culture of innovation, striving for value and impact even as it adapts to challenges. Moreover, these results indicate that Ingenium does so by acknowledging that this important work requires fostering collaboration and inclusion for diverse communities, earning and keeping public trust, and finding new ways to deepen the Canadian public's engagement with the collection.

## 2023–24 Results

Results have met target when they are within  $\pm 5\%$  of target,  $> 6\%$  is considered surpassed, and  $< 6\%$  is considered below target.

### Strategic Goal 1: Collaborate to Innovate

| Strategies   | Outcomes   | Indicators                                   | Rating    | 2022–23 Results     | 2023–24 Target      | 2023–24 Results   |
|--|--|--|-----------|---------------------|---------------------|---|
| Empower a culture of Canadian innovation                     | Youth have expanded access to STEAM-related learning       | Individuals trained to deliver STEAM content | Surpassed |                     |                     | 676 educators, co-op students, fellows, and interns trained in teaching and communicating science           |
|  |  |  | Met       | 775                 | 154                 |   |
|  |  |  | Below     |                     |                     |   |
|  |  | Youth participants in STEAM learning         | Surpassed |                     |                     | 42,815 youth participated in school programs, summer camps, distance learning, and lectures given by staff. |
|  |  |  | Met       | 29,534              | 36,000              |   |
|  |  |  | Below     |                     |                     |   |
| Be a leader and partner of choice across the STEAM ecosystem | Growth of partnerships and networks in the STEAM ecosystem | Growth of partnership and network agreements | Surpassed | New agreements: 14  | New agreements: 9   | New agreements: 19  |
|  |  |  | Met       |                     |                     |   |
|  |  |  | Below     | Active partners: 56 | Active partners: 34 | Active partners: 62   |
|  | Strengthened capacity of the STEAM ecosystem               | Capacity-building among partners             | Surpassed |                     |                     | 85% of partners reported strengthened capacity in STEAM   |
|  |  |  | Met       | 75%                 | 70%                 |   |
|  |  |  | Below     |                     |                     |   |

|   |  |   |           |       |       |       |  |
|---|--|---|-----------|-------|-------|-------|--|
| Bridge science, technology, and society on key issues of our time | Canadians have a trusted source of information on key issues of our time | Media coverage of our content and expertise                         | Surpassed | Met   | 4,611 | 2,250 | 2,550 media mentions and interviews  |
|   |  |   |           | Below |       |       |  |
|   |  | Audience trust  | Surpassed | Met   | 99%   | 90%   | 96% trust rating from audiences, partners, and program participants  |
|   | Our audiences feel confident engaging with key issues of our time        |   |           | Below |       |       |  |
|   |  | Audience confidence engaging with key issues                        | Surpassed | Met   | 89%   | 90%   | 86% of audiences felt more confident engaging with a key issue of our time   |
|   |  |   |           | Below |       |       |  |
| Empower a culture of Canadian innovation                          | Strengthened culture of Canadian innovation                              | Audience exhibiting innovative tendencies                           | Surpassed | Met   | 90%   | 90%   | 92% of audiences reported being inspired to see or think about things in a new way after their experience          |
|   |  |   |           | Below |       |       |  |
|   |  | Audience inspired by knowledge of Canadian innovations / innovators | Surpassed | Met   | 93%   | 90%   | 96% of audiences reported having greater appreciation of Canada's role in scientific and technological advancement |
|   |  |   |           | Below |       |       |  |

## Strategic Goal 2: Access for All

| Strategies   | Outcomes  | Indicators  | Rating   | 2022–23 Results   | 2023–24 Targets   | 2023–24 Results  |
|--|---|---|--|---|---|--|
| Champion physical, cognitive, sensory, and socioeconomic accessibility | Enhanced accessibility of our museums and programs                                      | Audiences' perception of accessibility of Ingenium's sites and programs | <div>Surpassed</div> <div>Met</div> <div>Below</div> | 88%   | 75%   | 87% of self-identifying audiences rated accessibility as good or excellent   |
| Harness the power of digital to connect with Canadians                 | Canadians have access to our offerings and collections through innovative digital means | Virtual Connections and Engagements                                     | Surpassed  | Virtual connections: 4,344,381  | Virtual connections: 4,556,448                                      | Virtual connections: 4,167,216   |
|  |   |   | Met  | Virtual engagements: 1,070,071  | Virtual engagements: 1,116,044                                      | Virtual engagements: 1,123,174   |
|  |   |   | Below  |   |   |  |
|  |   | Digital availability of selected collections                            | <div>Surpassed</div> <div>Met</div> <div>Below</div> | Archives: 41%<br><br>3D artifacts: Collection move and digital lab completed in 2022–23. 3D digitization plan to come in 2023–24. | Archives: 40%<br><br>3D artifacts: collection move not yet complete | Archives: 33%<br><i>Included corrections to remove duplicates in new Portal; increased scope with new selection criteria</i><br><br>3D artifacts: Digitization plan development underway |
| Respect and include diverse voices and communities                     | Diverse communities are engaged in shaping experiences and the collection               | Collaborations with diverse communities                                 | <div>Surpassed</div> <div>Met</div> <div>Below</div> | 12  | 10  | 16 communities contributed to research, program or exhibition content  |

|  |   |           |  |  |   |
|--|---|-----------|--|--|---|
| Collaborations with Indigenous communities are activated throughout Canada               | Collaborations with Indigenous communities                  | Surpassed | 13   | 11   | 20 new and on-going collaborations with Indigenous communities and associations       |
|  |   | Met       |  |  |   |
|  |   | Below     |  |  |   |
| Audiences who traditionally faced barriers participated in onsite and online experiences | Visitorship representation                                  | Surpassed | Indigenous people: 3%                        | Indigenous people: 3%                        | Indigenous people: 6%   |
|  |   | Met       | Members of visible minority communities: 15% | Members of visible minority communities: 29% | Members of visible minority communities: 18%  |
|  |   | Below     | Persons with disabilities: 18%               | Persons with disabilities: 22%               | Persons with disabilities: 22%  |
|  | Canadian regions engaged                                    | Surpassed | 53%  | 65%  | Present in 72% of Canada's economic regions   |
|  |   | Met       |  |  |   |
|  |   | Below     |  |  |   |
| Diverse communities feel a sense of belonging in museum experiences                      | Sense of belonging among audiences from diverse communities | Surpassed | 94%  | 90%  | 91% of visitors from Indigenous and diverse communities reported a sense of belonging |
|  |   | Met       |  |  |   |
|  |   | Below     |  |  |   |

## Strategic Goal 3: Strengthen Our Foundations

| Strategies                                  | Outcome   | Indicator                                      | Rating    | 2022–23 Result   | 2023–24 Target  | 2023–24 Result   |
|---|---|--|-----------|--|---|--|
| Empower our teams to live our shared values | Our organization is a great place to work                       | Employee engagement                            | Surpassed | Survey not conducted (70% in 2021–22)  | 70%   | 83%  |
|   |   |  | Met       |  |   |  |
|   |   |  | Below     |  |   |  |
|   | A collaborative, creative, inclusive, and accountable workforce | Staff exhibiting our shared values             | Surpassed | 100% of partners agreed [78% strongly agreed]  | 95%   | 100% of partners agreed that staff exhibited our shared values [82% strongly agreed]                       |
|   |   | Staff feel supported to live our shared values | Met       |  |   |  |
|   |   |  | Below     | Survey not conducted (70% in 2021–22)  | 70%   | 76% of staff felt supported to live our shared values  |
|   |   |  | Below     |  |   |  |
|   |   | Workforce Representation                       | Surpassed | Indigenous people: 4.1%<br>Persons with disabilities: 5.4%<br>Members of visible minority communities: 10% | Note <sup>1</sup><br>Indigenous people: 4.1%<br>Persons with disabilities: 5.4%<br>Members of visible minority communities: 10% | Indigenous people: 3.7%<br>Persons with disabilities: 6.6%<br>Members of visible minority communities: 11% |
|   |   |  | Met       |  |   |  |
|   |   |  | Below     |  |   |  |

<sup>1</sup> Ingenium's intention is to increase the representation of self-identifying employees by 2025–26 as follows: Indigenous people for Professional and Administration Occupational Groups to 4%; Members of visible minority communities and Persons with disabilities for all occupational groups to 20%.



|  |   |   |                  |  |   |  |
|--|---|---|------------------|--|---|--|
| Unlock the full potential of the Ingenium Centre | The national collection is better preserved, researched, and accessible | Sharing research opportunities            | Surpassed<br>Met | 339  | 240   | 230 research sharing opportunities created                   |
|  |   |   | Below            |  |   |  |
|  |   | Collection documentation <sup>2</sup>     | Surpassed<br>Met | Archives: 8%<br>Trade Lit: 6%<br>Artifacts: 3% | Archives: 10.5%<br>Trade Lit: 10%<br>Artifacts: 14.5% | Archives: 9.9%<br>Trade Literature: 6.9%<br>Artifacts: 26.5% |
|  | Canadians have a deeper engagement with the national collection         |   | Below            |  |   |  |
|  |   | Use of on-site collection-based resources | Surpassed<br>Met | 1,127  | 2,695   | 9,143 uses of the collection                                 |
|  |   |   | Below            |  |   |  |
| Secure the museums as destinations of choice     | Our museum experiences inspire local residents to visit and revisit     |   | Surpassed        |  |   |  |
|  |   | Visitorship                               | Met              | 569,238  | 594,000   | 675,695 visits   |
|  |   |   | Below            |  |   |  |
|  |   |   | Surpassed        |  |   |  |
|  |   | Membership                                | Met              | 7,758 (annual average)                         | 7,500   | 9,328 memberships  |
|  |   |   | Below            |  |   |  |

<sup>2</sup> Trade literature and archives metrics refer to progress against the documentation backlog. The artifacts metric refers to accession lots that are catalogued.

|   |   |                      |               |   |  |  |
|---|---|----------------------|---------------|---|--|--|
| Increase and diversify revenue, sponsorship, and philanthropic giving | Our business model is aligned to the Strategic Plan | General market share | Surpassed     | 30%   | 25%  | 27% market share of NCR national museum visitors       |
|   |   |                      | Met           |   |  |  |
|   |   |                      | Below         |   |  |  |
|   |   | Admission value      | Surpassed     | 97%   | 90%  | 95% of visitors satisfied with the admission value     |
|   |   |                      | Met           |   |  |  |
|   |   |                      | Below         |   |  |  |
|   |   | Asset condition      | Surpassed     | Ingenium Centre: Very good <sup>3</sup><br>CSTM: Good<br>CASM: Fair | Ingenium Centre: Very good<br>CSTM: Good<br>CASM: Fair | Ingenium Centre: Very Good<br>CSTM: Good<br>CASM: Fair |
|   |   |                      | Met           |   |  |  |
|   |   |                      | Below         |   |  |  |
| Commercial operations net profit                                      | Surpassed   | \$1.3 million        | \$1.2 million | \$1.66 million  |  |  |
|   | Met   |                      |               |   |  |  |
|   | Below   |                      |               |   |  |  |

<sup>3</sup> Condition ratings of Ingenium built assets as follows:

Very Good: The asset is at peak performance, typically new or recently rehabilitated to almost new condition. Meets functional requirements.

Good: The asset is performing at acceptable level and generally within the mid-stage of its expected service life. It is maintained adequately.

Fair: The asset shows signs of deterioration and some deficiencies. It is nearing the end of its lifecycle, it is being maintained at basic level to continue to be used.

Will need replacement within 5-10 years.

|                   |   |                                    |                           |  |  |  |
|-------------------|---|------------------------------------|---------------------------|--|--|--|
|                   |   | Operating revenue                  | Surpassed<br>Met<br>Below | \$8.3 million  | \$8.26 million   | \$9.15 million   |
|                   |   | Contributions (cash)               | Surpassed<br>Met<br>Below | \$1.5 million  | \$1.6 million  | \$2.88 million   |
|                   |   | Duration of financial partnerships | Surpassed<br>Met<br>Below | 48 months  | 48 months  | 48 months  |
| Program integrity | The collection and museum are sustainable and relevant for present and future generations | Care of the collection             | Surpassed<br>Met<br>Below | 95% of collection objects assessed for hazards                         | 95% of collection assessed for hazards                                       | 96% of collection objects assessed for hazards   |
|                   |   |                                    |                           | Unable to report on collection spaces that met humidity specifications | (Under review in 2023–24) collection spaces that met humidity specifications | 76% collection spaces met humidity specifications or had improved humidity conditions <sup>4</sup> |
|                   |   | Exhibition renewal                 | Surpassed<br>Met<br>Below | 2.0%   | 3.9%   | 2.9% of budget spent on exhibition renewals  |

<sup>4</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. Since work is continuing, this measure includes both spaces that have met or have improved conditions.

# Partnerships

Ingenium is active in generating revenues by means of partnerships and sponsorships. Through its Advancement and Partnerships Division and the support of management, fiscal year 2023–24 saw the successful signing and renewal of several multi-year cash and in-kind agreements with various private- and public sector partners, as well as the continuation of numerous others. Ingenium sincerely thanks all of its partners and sponsors for helping to make initiatives and programs possible for the benefit of Canadians.

Agriculture and Agri-Food Canada  
Algonquin College  
Animikii Inc.  
Bank of Canada  
CAA North & East Ontario  
CAE Inc.  
Canada Energy Regulator  
Canadian Association of Science Centres  
Canadian Seed Growers' Association  
Canadian Space Agency  
Carleton University  
Department of Fisheries and Oceans  
Environment and Climate Change Canada  
Farm Credit Canada  
Fertilizer Canada  
STEM the Gap Academy  
Geological Survey of Canada  
Glacier FarmMedia Limited  
Green Tech  
Health Canada  
Hors Pair Social  
Institute for Canadian Citizenship  
Smucker Foods of Canada Corp.  
John Deere Canada ULC  
Lockheed Martin Canada  
National Research Council Canada  
Natural Resources Canada  
NAV CANADA  
Natural Sciences and Engineering Research Council of Canada  
OEX Recovery Group Incorporated  
Peter and Melanie Munk Charitable Foundation  
Royal Canadian Air Force  
Rideau Hall Foundation  
Siemens Healthineers  
RUCKUS CommScope  
Ubisoft  
University of Ottawa  
Visible Body

# 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 (FAA)*. 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 Hangar.

|                           |   |             |               |                |
|---------------------------|---|-------------|---------------|----------------|
| <b>PUBLIC POLICY ROLE</b> | <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> |             |               |                |
| <b>MANDATE</b>            | <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>   |             |               |                |
| <b>MISSION</b>            | <p>Ingenium is a catalyst for unlocking the curious and creative minds of a nation of innovators.</p>   |             |               |                |
| <b>VISION</b>             | <p>Ingenium ignites ingenuity</p>   |             |               |                |
| <b>VALUES</b>             | Creativity  | Inclusivity | Collaboration | Accountability |

# Strategic Directions

Over 2023–24, Ingenium pursued the fourth year of its Strategic Plan for the 2020–21 to 2024–25 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—<br><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). |
|---|---|

**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. Staff continued to deliver exceptional experiences and effectively operate the Corporation through a hybrid program delivery model and a hybrid flexible workplace pilot. Ingenium provides staff with training and learning opportunities, and also offers internships, co-ops, and research fellowships to support recruitment within the museums and across the heritage sector.

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 and Indigenous 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***

**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, increasing use of data, and growing experimentation with virtual, augmented, and mixed reality, museums have more opportunities to create personalized and tailored experiences for on-site and virtual visitors. The pandemic era demand for virtual programs has lessened as schools reopened, but there is still interest from rural and remote communities.

*Economic trends:* In 2023–24, Canada faced a slowing economy due to supply chain issues, labour shortages, and increased interest rates.

While domestic tourism in 2023–24 has returned to pre-pandemic levels, international tourism is expected to resume gradually, with a full return in 2025. However, the number of tourists in the National Capital 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. Especially given continued 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. As museums are one of the few institutions that remain highly trusted by the public, this role is especially crucial in this era of increasing mis- and disinformation. 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 2023–2024, 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. These were defined and mitigated in summary below:

- The risk that the Corporation will not receive sufficient government funding due to escalating costs, the lack of indexation, and new unfunded costs (payment-in-lieu-of-taxes (PILT) expenses for the Ingenium Centre).
  - Ingenium was able to mitigate this risk during 2023–24 thanks to temporary funding of \$5.5 million received through Budget 2023 to address building operations and maintenance cost increases, plus \$1.6 million in funding for PILT expenses announced in Budget 2022. These funding expire after 2024–25, and Ingenium continues to seek a permanent solution for these cost pressures.



- The risk that Ingenium will not adequately address changes in market fluctuations, remain competitive, and generate sufficient revenues due to a limited marketing budget and a high level of competition for tourists within the National Capital Region, coupled with a decrease in tourism.
  - To address this risk, Ingenium communicated the impact of pandemic related revenue losses to government; and managed wage and operating costs based on reduced visitor attendance impacted by the pandemic recovery period.
- The risk that the Corporation will not be able to obtain the required level of partnerships and contributions (including philanthropic giving) from third-parties due to limited fundraising capacity and the 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; welcomed a new Vice-President dedicated exclusively to Advancement and Partnerships; and continued developing a customer journey and relationship management strategy.
- The risk that a biohazard event/pandemic will occur on Ingenium property, within the scope of service delivery, or in the National Capital Region due to the current global health environment.
  - To address this risk, Ingenium began reviewing the CAFM Mater Site Plan to develop strategies to reduce biosecurity risks in the infrastructure and environment.
- The risk that the Corporation will not have a sufficient number of staff allocated effectively to deliver on the aspirations of the Strategic Plan 2020–25, given labour market shortages, the need for change management to support transformational measures, and the limited salary budget.
  - To address this risk, Ingenium prepared for the implementation of a new modern HR information system; launched a corporate change management program with a structured, adaptable and repeatable approach along with resilience and agility training; identified ways to overcome labour shortages for entry level jobs; and continued its Hybrid Workplace pilot.
- The risk of a cybersecurity breach in which systems are disabled, data integrity is compromised, and/or sensitive information is inappropriately accessed.
  - To address this risk, Ingenium signed an agreement with the Canadian Centre for Cybersecurity; hired a cybersecurity incidence firm to manage incidents as needed; and continued phishing testing and cybersecurity education for staff.

## 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 FAA.

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 that was completed in 2021.

An accessibility audit of the CAFM was conducted in 2023–24, which focused on the museum's physical spaces and infrastructure. Beginning in 2024–25, Ingenium will develop and implement a three-year action plan based on the findings.

In 2023–24, Ingenium also addressed a number of action plan items based on the 2022–23 environmental audit and the 2021–2022 internal audit on privacy.

## Outlook

As Ingenium enters the final year of its Strategic Plan 2020–25, its efforts will focus on progressing towards the long-term outcomes of the current plan: a strengthened culture of innovation; a deeper engagement of Canadians, particularly under-represented groups; and the sustainability of the museums and the national collection for future generations.

Ingenium will continue to adapt its activities and experiences to meet evolving audience expectations, including developing, adapting, and sharing digital experiences. We will maintain digital delivery where there is demand and impact, such as for audiences in remote communities. Through deepened collaborations with Indigenous communities as well as with diversity and accessibility groups, we will enhance our offerings that meet diverse and intersectional needs.

With the public opening of the Ingenium Centre, Ingenium will leverage this unique space to improve public access, knowledge-sharing, and preservation of the national collection. The Research Institute will continue to diversify its work through fellowships, collaborations, and new lenses such as social diversity, the environment, cultural equity, and accessibility. The Digital Innovation Lab will continue to connect and engage with audiences and partners, including more opportunities to develop engaging and accessible cultural experiences with the creative sector.

Underpinning these commitments, Ingenium will implement its new IT and enterprise-wide systems and renew its website. These investments will create efficiencies and support the flexible hybrid workforce, improve cybersecurity, data interoperability and use, and facilitate the achievement of its programming and outreach ambitions.

Ingenium will continue to manage resources with agility and prudence, commensurate with attendance. Long-term financial viability continues to be a pressing concern for the Corporation because of rising costs due to inflation and aging assets. Temporary funding from federal budget 2023 will help address these pressures in the short term.

Looking ahead to the conclusion of this Strategic Plan in 2025, Ingenium has already reviewed results to date and started developing orientations for its next strategic plan for 2025–2030. The next plan will build on the aims and accomplishments of the current plan – inspiring innovation, supporting engagement and accessibility, and strengthening the organization’s foundations – to evolve its approaches and activities to keep pace with rapid social change in order to deepen and amplify its impact. Ingenium will continue to live up to its commitment to increase trust in science, to increase access to inspiring experiences, and to empower everyone to participate in Canada’s innovation culture.

## **Financial Overview**

As the fiscal year started, the Corporation faced challenges associated with high inflation, a tight labour force, and supply chain delays. At the same time, uncertainty remained about the lingering effects of the pandemic. This was coupled with the effect market conditions would have on tourism and visitation. The Corporation cautiously controlled expenses to mitigate these risk drivers.

By summer 2023, the museums returned to normal activity levels, offering a full suite of on-site programs and events, day camps, and tours, and thereby exceeding their attendance targets. In the fall, they resumed on-site educational programs due to higher-than-anticipated demand from schools. Ingenium continued some virtual and hybrid program delivery that was best suited to reaching remote audiences, thus sustaining digital and outreach efforts. On a separate note, the Corporation also used deferred appropriations and contributions to complete infrastructure projects.

Through responsible fiscal management, increased activities and fees, and with additional funding from government to offset cost increases, Ingenium ended the fiscal year with a positive net result and increased its unrestricted net assets.

Overall, the Corporation did not experience significant variances in its levels of revenues or expenses year-over-year compared to the previous year, meaning that the recovery has substantially occurred and conditions have begun to stabilize. It remains to be seen if further gains will be made in 2024–25, or if Ingenium has reached a “new” normal activity level.

## **Sources of funds**

### **Parliamentary Appropriations**

Parliamentary appropriations recognized on an accrual basis increased slightly from \$46.8 million in 2022–23 to \$47.5 million in 2023–24, due mainly to additional funding for severance adjustments and retroactive wage settlements. The Corporation also received temporary financial support for building operations and maintenance costs, and used deferred appropriations from previous years to complete infrastructure projects that were delayed during the COVID-19 global pandemic.

### **Revenues**

The Corporation saw a notable increase of total revenues from \$11.2 million generated in 2022–23 to \$13.3 million in 2023–24, due mainly to the ongoing recovery from the COVID pandemic impacts and the fee increases Ingenium implemented this fiscal year.

Moreover, the amount of contributions recognized for exhibitions and programming increased, and higher interest rates led to improved interest revenue.

While Ingenium surpassed its revenue targets in 2023–24, the total revenue result still fell short by nearly \$1 million compared to the total revenue level generated by the Corporation in 2019–20 (\$14.2 million), the year Ingenium hosted a special exhibition at CSTM.

### **Operating Revenues:**

Operating revenues increased by 11 percent over the previous year, from \$8.3 million in 2022–23 to \$9.2 million in 2023–24, which represents a nearly full recovery of the pre-pandemic revenue level. This is mainly due to fee increases implemented across on-site activities, including on admissions, memberships, educational programs, seasonal camps, parking, and venue rentals. Concessions also increased revenues in 2023–24. The visitor experience was impacted for a short time in 2023–24 by pandemic-related capacity limits and offline interactive experiences until summer 2023. The attendance level and all revenue categories showed a stronger recovery in 2023–24 than expected, due to pent up demand for on-site programming, rebounding tourism, and loyal visitors and members.

### **Contributions:**

Contributions recognized as revenues vary from year to year, based on the revenues required to fund specific programs and install new exhibitions. Contributions increased by 38 percent year over year, from \$2.1 million in 2022–23 to \$2.9 million in 2023–24. Notably, significant amounts received from the Department of Fisheries and Oceans and from Agriculture Agri-Food Canada for science communication projects, exhibitions, and displays have been recognized as contributions in 2023–24.

### **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 2023–24 interest income of \$1.2 million is above the \$0.9 million generated in 2022–23, mainly due to higher interest rates.

## **Expenditures**

The Corporation's total expenses of \$58.5 million in 2023–24 are slightly higher than the total expenses of \$56.1 million incurred in 2022–23. Due to inflationary impacts across its activities and attendance recovery, this was above the level of expenses recorded pre-pandemic. Programming expenses included materials and supplies, staff, and goods to sell in boutiques, which were higher, driven by inflation. Ingenium also used deferred capital appropriations to complete the Ingenium Centre fit-up and for health- and safety-related capital projects at CASM and CSTM.

## **Core Responsibilities**

### **Heritage Preservation and Research:**

Expenses in heritage preservation and research activities decreased about nine percent from \$5.9 million in 2022–23 to \$5.4 million in 2023–24. Ingenium completed the major collection move,

which had required term full-time equivalents (FTEs) to mitigate hazards and to complete the move, including vacating a leased storage facility in 2022–23.

### **Exhibitions, programs and outreach:**

Expenses increased slightly from \$20.0 million in 2022–23 to \$21.2 million in 2023–24. The increase is mainly due to the increased visitors experience and program staff at the museums, as well as to higher expenditures incurred to develop new exhibitions and displays that were made possible by partner contributions.

### **Museums and Collection Buildings:**

Expenses associated with this core responsibility increased from \$20.9 million in 2022–23 to \$22.1 million in 2023–24, due mainly to the completion of capital projects, including the Ingenium Centre, which provides purpose-built environments for preserving the national science and technology collection. Other expenses included health and safety-related projects to make the sites more secure for the collection and visitors. Expenses also increased due to inflationary impacts on the renewal of building service contracts and other non-discretionary facilities costs.

### **Internal Services:**

Internal Services expenditures increased from \$9.3 million in 2022–23 to \$9.9 million in 2023–24, which is explained by the increased retail, venue rental, and concession activities at the museums, as well as some investments made to modernize our legacy systems. The Board of Trustees also resumed to meeting twice on-site each year.

## **Net Results of Operations and Year-End Position**

The net results of operations yielded a surplus of \$2.3 million in 2023–24, due mainly to price increases coupled with slightly higher than expected museum attendance and program participation. Also, sound fiscal management served to mitigate the effects of inflation and market challenges, thereby increasing the Corporation's total unrestricted net assets to \$8.9 million. Overall, the Corporation is in a healthy financial position, though deferred capital projects and unfunded compliance requirements and program needs continue to impact its financial sustainability. Thus, this current surplus balance is critical to its ability to weather limited unforeseen operational or capital needs and remain viable in the short-term.

## **Capital Assets and Collection**

Tangible capital assets decreased from \$242.1 million in 2022–23 to \$241.0 million in 2023–24, due to the relatively significant amount of amortization recorded in 2023–24 in relation with the completion of the Ingenium Centre and some health- and safety-related projects. Bringing these projects to fruition increased the total cost value of its capital assets to \$349.0 million (up from \$341.7 million in 2022–23).

# 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* 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



Kimberlee Hemming  
COO, People and Corporate Services

26 June 2024



## 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 2024, 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 2024, 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.

#### *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*.

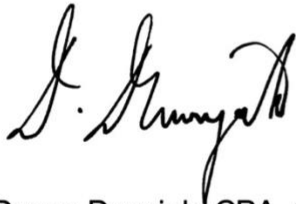
In our opinion, the transactions of the National Museum of Science and Technology that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the *Financial Administration Act*, 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.



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

Ottawa, Canada  
26 June 2024

# STATEMENT OF FINANCIAL POSITION

As at March 31

| <i>(in thousands of dollars)</i>                           | 2024             | 2023             |
|--|------------------|------------------|
| <b>ASSETS</b>  |                  |                  |
| Current  |                  |                  |
| Cash and cash equivalents (Note 3)                         | \$23,462         | \$30,627         |
| Accounts receivable  |                  |                  |
| Government departments                                     | 816              | 720              |
| Trade  | 644              | 457              |
| Inventories  | 750              | 595              |
| Prepaid expenses   | 1,198            | 1,160            |
|  | <u>26,870</u>    | <u>33,559</u>    |
| Collection (Note 4)  | 1                | 1                |
| Capital assets (Note 5)                                    | <u>241,023</u>   | <u>242,072</u>   |
|  | <u>\$267,894</u> | <u>\$275,632</u> |
| <b>LIABILITIES</b>   |                  |                  |
| Current  |                  |                  |
| Accounts payable and accrued liabilities (Note 6)          | \$8,400          | \$10,542         |
| Current portion of employee future benefits (Note 7)       | 167              | 174              |
| Deferred contributions and deferred revenues (Note 8)      | <u>7,516</u>     | <u>14,490</u>    |
|  | <u>16,083</u>    | <u>25,206</u>    |
| Employee future benefits (Note 7)                          | 503              | 474              |
| Long-term advance (Note 9)                                 | 4,208            | 4,208            |
| Deferred contributions related to capital assets (Note 10) | <u>228,094</u>   | <u>229,038</u>   |
|  | <u>248,888</u>   | <u>258,926</u>   |
| <b>NET ASSETS</b>  |                  |                  |
| Unrestricted   | 8,904            | 6,604            |
| Investment in capital assets (Note 11)                     | <u>10,102</u>    | <u>10,102</u>    |
|  | <u>19,006</u>    | <u>16,706</u>    |
|  | <u>\$267,894</u> | <u>\$275,632</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,  
Chairperson



Christian Idicula,  
Chairperson, Finance,  
Audit and Risk  
Management Committee



Christina Tessier,  
Director and CEO



Kimberlee Hemming,  
COO, People and  
Corporate Services

# STATEMENT OF OPERATIONS

For the year ended March 31

| <i>(in thousands of dollars)</i>            | 2024     | 2023     |
|---|----------|----------|
| <b>REVENUES</b>                             |          |          |
| Operating (Schedule 1)                      | \$9,155  | \$8,253  |
| Contributions (Schedule 1)                  | 2,914    | 2,055    |
| Interest                                    | 1,181    | 874      |
| Total revenues                              | 13,250   | 11,182   |
| <b>EXPENSES (Schedule 2)</b>                |          |          |
| Heritage preservation and research          | 5,389    | 5,913    |
| Exhibitions, programs and outreach          | 21,168   | 19,982   |
| Internal services                           | 9,850    | 9,296    |
| Museums and collection buildings            | 22,077   | 20,906   |
| Total expenses                              | 58,484   | 56,097   |
| Deficit before parliamentary appropriations | (45,234) | (44,915) |
| Parliamentary appropriations (Note 12)      | 47,534   | 46,835   |
| Surplus for the year                        | \$2,300  | \$1,920  |

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>                    | 2024            | 2023            |
|---|-----------------|-----------------|
| <b>INVESTMENT IN CAPITAL ASSETS</b>                 |                 |                 |
| 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          |
| <b>UNRESTRICTED NET ASSETS</b>                      |                 |                 |
| Unrestricted net surplus, beginning of year         | 6,604           | 4,684           |
| Surplus for the year                                | 2,300           | 1,920           |
| Unrestricted net surplus, end of year               | 8,904           | 6,604           |
| <b>NET ASSETS, END OF THE YEAR</b>                  | <b>\$19,006</b> | <b>\$16,706</b> |

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>                              | 2024     | 2023     |
|---|----------|----------|
| <b>OPERATING ACTIVITIES</b>                                   |          |          |
| Cash received (clients and donors)                            | \$11,347 | \$10,635 |
| Parliamentary appropriations received for operations          | 35,723   | 35,278   |
| Cash paid to suppliers  | (19,391) | (21,319) |
| Payments related to salary and benefits                       | (29,845) | (23,390) |
| Cash received from the Foundation                             | 353      | 110      |
| Interest received   | 1,177    | 769      |
| Net cash generated through operating activities               | (636)    | 2,083    |
| <b>CAPITAL ACTIVITIES</b>                                     |          |          |
| Payments related to capital acquisitions                      | (10,449) | (5,493)  |
| Net cash used through capital activities                      | (10,449) | (5,493)  |
| <b>FINANCING ACTIVITIES</b>                                   |          |          |
| Sponsorship received for the acquisition of capital assets    | 309      | -        |
| Appropriations received for the acquisition of capital assets | 3,611    | 4,430    |
| Net cash generated through financing activities               | 3,920    | 4,430    |
| Net (decrease) increase in cash and cash equivalents          | (7,165)  | 1,020    |
| Cash and cash equivalents, beginning of year                  | 30,627   | 29,607   |
| Cash and cash equivalents, end of year                        | \$23,462 | \$30,627 |

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

# NOTES TO FINANCIAL STATEMENTS

March 31, 2024

## 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 10 years  |

Land 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 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 performance obligation is satisfied. Membership and related parking sales meet the definition of performance obligations for services that are fulfilled over a period of time and are therefore deferred and recognized over the period to which the membership relates. For the other operating revenues, the performance obligation is satisfied at the time 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.

## **(n) Changes in accounting standards**

The Public Sector Accounting Board (PSAB) issued a new accounting standard, Section PS 3400, Revenue, which became effective for fiscal years beginning on or after April 1, 2023. Section PS 3400 provides guidance on the recognition measurement and presentation of revenues that arise in the public sector but are outside the scope of PS 3410, Government transfers and PS 3510, Tax Revenues. The adoption of this new accounting standard did not impact the Corporation's financial statements.



### 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, 2024 was 5.17% (2023 - 4.65%).

| <i>(in thousands of dollars)</i>               | 2024     | 2023     |
|--|----------|----------|
| Total cash and cash equivalents                | \$23,462 | \$30,627 |
| Less amounts allocated for restricted purposes | (6,204)  | (13,817) |
| Unrestricted cash and cash equivalents         | \$17,258 | \$16,810 |

Amounts allocated for restricted purposes represent unspent appropriations and contributions 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, 2024, the Corporation disposed of 123 objects (2023 - 330 objects), for a total amount of \$1,000 (2023 - \$2,000). The proceeds were used for collection management services.

During the year ended March 31, 2024, the Corporation acquired 64 objects (2023 - 10 objects) to its collections through the accessioning/de-accessioning process for artifacts.

## 5. Capital assets

| <i>(in thousands of dollars)</i> |           |                          |                |           |                          |                |
|----------------------------------|-----------|--------------------------|----------------|-----------|--------------------------|----------------|
|                                  | 2024      |                          |                | 2023      |                          |                |
|                                  | Cost      | Accumulated Amortization | Net Book Value | Cost      | Accumulated Amortization | Net Book Value |
| Land                             | \$10,102  | \$-                      | \$10,102       | \$10,102  | \$-                      | \$10,102       |
| Buildings                        | 263,097   | 64,900                   | 198,197        | 259,839   | 58,263                   | 201,576        |
| Building improvements            | 31,552    | 15,383                   | 16,169         | 21,836    | 14,202                   | 7,634          |
| Office furniture                 | 1,423     | 923                      | 500            | 2,251     | 1,579                    | 672            |
| Equipment                        | 5891      | 3,113                    | 2,778          | 6,605     | 4,294                    | 2,311          |
| Computer software                | 324       | 281                      | 43             | 1,470     | 1,408                    | 62             |
| Museum permanent exhibitions     | 34,918    | 23,409                   | 11,509         | 34,412    | 19,903                   | 14,509         |
| Intangible Assets                | 25        | -                        | 25             | 25        | -                        | 25             |
| Capital projects in progress     | 1,700     | -                        | 1,700          | 5,181     | -                        | 5,181          |
|                                  | \$349,032 | 108,009                  | \$241,023      | \$341,721 | \$99,649                 | \$242,072      |

For the fiscal year ended March 31, 2024, the Corporation disposed of assets with an acquisition cost of \$3,764,000 (2023 - \$8,293,000) and a net book value of \$49,000 (2023 - \$42,100).

Capital assets acquired during the year ended March 31, 2024 included an amount of \$1,358,000 for capital transactions that did not require the use of cash or cash equivalents and are therefore excluded from the Statement of Cash Flow. (2023 - \$849,000).

## 6. Accounts payable and accrued liabilities

| <i>(in thousands of dollars)</i>                        | 2024    | 2023     |
|---|---------|----------|
| Trade accounts payable                                  | \$3,849 | \$4,016  |
| Government departments, agencies and Crown corporations | 3,083   | 1,443    |
| Accrued salaries and other salary-related liabilities   | 1,468   | 5,083    |
|   | \$8,400 | \$10,542 |

## 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 2023–24 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 9.35% (2023 - 9.35%), and for employment start dates after December 31, 2012, the Corporation's general contribution rate effective at year-end was 7.94% (2023 - 7.93%). Total contributions of \$2.22 million (2023 - \$1.73 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>              | 2024  | 2023  |
|---|-------|-------|
| Accrued benefit obligation, beginning of year | \$665 | \$960 |
| Cost for the year                             | 346   | 256   |
| Benefits paid during the year                 | (299) | (551) |
| Accrued benefit obligation, end of year       | 712   | 665   |
| Unamortized actuarial losses                  | (42)  | (17)  |
| Accrued benefit liability, end of year        | \$670 | \$648 |
| Short-term portion                            | \$167 | \$174 |
| Long-term portion                             | 503   | 474   |
| Accrued benefit liability                     | \$670 | \$648 |

## 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>  | 2024     | 2023     |
|---|----------|----------|
| Balance, beginning of year  | \$14,490 | \$14,804 |
| ADD:  |          |          |
| Restricted contributions from the Canada Science and Technology Museums Corporation Foundation            | 353      | 92       |
| Restricted appropriations received or due   | -        | 3,000    |
| Sponsorships and other contributions received or due  | 2,663    | 1,770    |
| Funds received or due for the provision of goods and services   | 2,336    | 2,718    |
| LESS:   |          |          |
| Restricted contributions from the Canada Science and Technology Museums Corporation Foundation recognized | (353)    | (92)     |
| Restricted appropriations used  | (7,443)  | (4,079)  |
| Sponsorships and other contributions used during the year   | (2,300)  | (1,671)  |
| Funds used for goods and services   | (2,230)  | (2,052)  |
| Balance, end of year  | \$7,516  | \$14,490 |

As of March 31, 2024, unused deferred parliamentary appropriations totaled \$3,623,000 (2023 - \$11,066,000), deferred grants and sponsorships totaled \$2,581,000 (2023 - \$2,218,000) and other deferred revenues totaled \$1,312,000 (2023 - \$1,205,000).

## 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>                          | 2024    | 2023    |
|---|---------|---------|
| 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, 2024, 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>                                 | 2024      | 2023      |
|--|-----------|-----------|
| Balance, beginning of year                                       | \$229,038 | \$235,288 |
| Amounts used to purchase capital assets                          | 11,076    | 5,324     |
| Amortization of deferred contributions related to capital assets | (12,020)  | (11,574)  |
| Balance, end of year   | \$228,094 | \$229,038 |

For the year ended March 31, 2024, amounts used to purchase capital assets funded by appropriations totaled \$10,490,000 (2023 - \$4,766,000) and sponsorships totaled \$586,000 (2023 - \$558,000). As at March 31, 2024, amortization of deferred contributions related to capital assets - portion appropriations totaled \$11,200,000 (2023 - \$10,735,000) and amortization of deferred contributions related to capital assets - portion sponsorships totaled \$812,000 (2023 - \$838,000).



## 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>   | 2024             | 2023             |
|--|------------------|------------------|
| Capital assets (Note 5)  | \$ 241,023       | \$ 242,072       |
| LESS amounts financed by:  |                  |                  |
| Long-term advance (Note 9)   | (4,208)          | (4,208)          |
| Deferred contributions related to capital assets (Note 10)   | (228,094)        | (229,038)        |
| 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 | 1,381            | 1,276            |
| Balance, end of year   | <u>\$ 10,102</u> | <u>\$ 10,102</u> |

## 12. Parliamentary appropriations

| <i>(in thousands of dollars)</i>   | 2024            | 2023            |
|--|-----------------|-----------------|
| Main estimates amount provided for operating and capital expenditures                                | \$29,983        | \$31,514        |
| SUPPLEMENTARY ESTIMATES:   |                 |                 |
| Severance adjustments and retroactive wage settlements   | 3,825           | 222             |
| Financial support to national museums  | <u>5,452</u>    | <u>8,050</u>    |
|  | 39,260          | 39,786          |
| Deferred appropriation used in current year  | 7,443           | 4,079           |
| Appropriations approved in current year for expenses and purchases of capital assets in future years | -               | (3,000)         |
| Amounts used to purchase depreciable capital assets  | (10,376)        | (4,766)         |
| Amortization of deferred contributions related to capital assets                                     | <u>11,207</u>   | <u>10,736</u>   |
| Parliamentary appropriations   | <u>\$47,534</u> | <u>\$46,835</u> |

## 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 2023–24, the Foundation made a contribution of \$353,000 (2023 - \$94,000) 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 2023–24, 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 \$289,000 (2023 - \$247,000). No amount was recorded as an "account receivable from the Foundation" by the Corporation (2023 - \$0).

As at March 31, 2024, there was no amount due by the Foundation to the Corporation (2023 - \$0).

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 \$65,000 (2023 - \$65,000).

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:

| (in thousands of dollars) | 2024           |            | 2023           |            |
|---------------------------|----------------|------------|----------------|------------|
|                           | Carrying value | Fair value | Carrying value | Fair value |
| Long-term advance         | \$4,208        | \$3,030    | \$4,208        | \$3,125    |

### (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 \$13,518,000 (2023 - \$19,806,000) 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, 2024, accounts receivable net of tax receivable totaled \$790,000 (2023 - \$746,000). These figures are reported net of an allowance for doubtful accounts of \$2,000 (2023 - \$21,000), 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, 2024 was a decrease of \$19,000 (2023 - increase of \$5,000) relating to past due balances.

As at March 31, 2024, \$241,000 (2023 - \$59,000) 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, 2024, cash and cash equivalents and current liabilities include US \$51,000 (2023 - US \$89,000) and US \$2,000 (2023 - US \$21,000), 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, 2024 is a \$7,000 (2023 - \$9,000) decrease in surplus. The approximate impact of a 10% decline is a \$7,000 (2023 - \$9,000) 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.

As at March 31, 2024, the entire balance of the Corporation's accounts payable and accrued liabilities is due within 365 days (2023 - 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, 2023.

## 16. Contractual obligations

As at March 31, 2024, the Corporation had entered into various agreements for building construction, exhibition services, protection services, facilities management services, advertising services and system licenses, for a total of \$16,251,000. The future minimum payments for the next five years and subsequent years are as follows:

| <i>(in thousands of dollars)</i> | 2024            |
|----------------------------------|-----------------|
| 2024–25                          | \$6,946         |
| 2025–26                          | 2,675           |
| 2026–27                          | 2,613           |
| 2027–28                          | 2,565           |
| 2028–29                          | 1,452           |
| 2029–30 and subsequent years     | -               |
|                                  | <u>\$16,251</u> |

## 17. Contractual rights

As of the end of March 2024, the Corporation has entered into various agreements for sponsorship of exhibits and programs and facility leases for a total of \$5,637,000. The future expected minimum amount to be collected for the next five years are as follows:

| <i>(in thousands of dollars)</i> | 2024           |
|----------------------------------|----------------|
| 2024–25                          | \$5,602        |
| 2025–26                          | 24             |
| 2026–27                          | 11             |
| 2027–28                          | -              |
| 2028–29                          | -              |
|                                  | <u>\$5,637</u> |

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, banking investments and food services revenues.

## 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, 2024, no provision has been recorded based on the Corporation's and external legal firm assessment of potential liability (2023 - no provision). The effect, if any, of ultimate resolution of these matters will be accounted for when determinable. As at March 31, 2024, the Corporation had no contingent assets to disclose.

# SCHEDULE 1: SCHEDULE OF OPERATING REVENUES AND CONTRIBUTIONS

For the year ended March 31

## Operating Revenues

| <i>(in thousands of dollars)</i> | 2024           | 2023           |
|----------------------------------|----------------|----------------|
| General admissions and programs  |                |                |
| Science and Technology           | \$2,128        | \$2,005        |
| Aviation and Space               | 1,055          | 966            |
| Agriculture and Food             | 967            | 824            |
| Membership                       | 1,022          | 775            |
| Boutique sales                   | 1,430          | 1,314          |
| Parking                          | 938            | 804            |
| Facility rental and concessions  | 621            | 632            |
| Farm operations                  | 469            | 430            |
| Travelling Exhibitions           | 237            | 266            |
| Other                            | 288            | 237            |
| <b>TOTAL</b>                     | <b>\$9,155</b> | <b>\$8,253</b> |

## Contributions

| <i>(in thousands of dollars)</i>                      | 2024           | 2023           |
|---|----------------|----------------|
| Grants and sponsorships                               | \$1,611        | \$1,301        |
| Other contributions from individuals and corporations | 950            | 660            |
| Contributions from the Foundation                     | 353            | 94             |
| <b>TOTAL</b>  | <b>\$2,914</b> | <b>\$2,055</b> |

## SCHEDULE 2: SCHEDULE OF EXPENSES

For the year ended March 31

| <i>(in thousands of dollars)</i>               | 2024            | 2023            |
|--|-----------------|-----------------|
| Personnel costs                                | \$26,301        | \$25,505        |
| Amortization and write-downs of capital assets | 12,124          | 11,647          |
| Property taxes                                 | 3,257           | 3,117           |
| Property management services                   | 3,176           | 2,710           |
| Utilities                                      | 2,672           | 2,190           |
| Professional and special services              | 2,545           | 2,455           |
| Material and supplies                          | 2,535           | 2,430           |
| Protection services                            | 1,158           | 1,065           |
| Repairs and upkeep of buildings                | 986             | 865             |
| Repairs and upkeep of equipment                | 854             | 732             |
| Gift Stores, cafeteria and product marketing   | 724             | 672             |
| Design and display                             | 476             | 510             |
| Advertising                                    | 453             | 556             |
| Publications                                   | 248             | 209             |
| Communications                                 | 227             | 253             |
| Freight, express and cartage                   | 174             | 152             |
| Travel   | 171             | 128             |
| Miscellaneous                                  | 166             | 221             |
| Office supplies and equipment                  | 113             | 197             |
| Rentals of equipment                           | 53              | 35              |
| Purchase of objects for the collection         | 48              | -               |
| Books  | 23              | 28              |
| Leases of buildings                            | -               | 420             |
| <b>TOTAL</b>                                   | <b>\$58,484</b> | <b>\$56,097</b> |