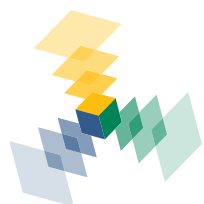
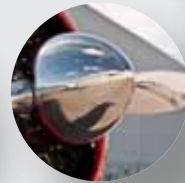


CANADA SCIENCE AND TECHNOLOGY MUSEUMS CORPORATION

# MILESTONES

2009-2010 ANNUAL REPORT



**Canada Science and Technology  
Museums Corporation**

*Canada Agriculture Museum  
Canada Aviation and Space Museum  
Canada Science and Technology Museum*

**Canada**

## A Year of Milestones

The Canadarm is undoubtedly the best-known piece of Canadian space hardware. The Museum's collection includes engineering mock-ups of all the major components and production elements for thousands of parts of the arm.

In 2009–2010, the Canada Science and Technology Museums Corporation and its three Museums—the Canada Science and Technology Museum, the Canada Agriculture Museum and the Canada Aviation and Space Museum—began a journey of transformation. Armed with unique expertise in the collecting, conserving, interpreting and sharing of Canada's scientific and technological heritage, they provided enhanced visitor experiences, expanded outreach to Canadians from coast to coast to coast, improved the Corporation's financial stability and management efficiency. The museums engaged Canadians by presenting a vision of what the future might look like for Canada's national science and technology museums.

The Corporation's three Museums are the only national museums with a direct mandate to meet the federal government's new science and technology strategy, which is aimed at making Canada a world leader in the field of scientific and technological innovation.

This report details milestones in a fruitful and exciting year, from highly successful programming and special events to new acquisitions and capital projects.



One of the most popular requests at the Canada Science and Technology Museum is for a viewing of the "Popemobile," which was one of two built in Canada in 1984 for Pope John Paul II's visit. The Pope liked the vehicle so much that the second Popemobile was presented as a gift to the Vatican. CSTMC—1984.0197

**?** Did you know . . . that there are 6,480 solar cells on Canada's first satellite, Alouette I?



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All photographs are from the Canada Science and Technology Museums Corporation collection, unless otherwise identified.

## An Interview with the Chair, Dr. Gary Polonsky



**What motivated you to accept the position as Chair of the Canada Science and Technology Museums Corporation Board of Trustees?**

The answer is summed up in the name. Canada: I'm a passionate, proud Canadian. Science and Technology: I've led the construction of four college science and technology centres, as well as Oshawa's University of Ontario Institute of Technology (UOIT), Canada's "M.I.T. of the North." Museums: Museums are largely about learning, and I have dedicated my entire working life to students. So the fit seemed reasonable, and I was honoured to be asked.

**What do you hope to see the Corporation accomplish within the next five years?**

My dream is that the Canada Science and Technology Museums Corporation, along with other national leaders in science and technology, will collaborate across multiple platforms and through multiple strategies to make Canada a science and technology superpower. This is definitely within our reach. We have the demographics and the

educational excellence to achieve it. Yes, it's a big goal and it won't be easy, but as the Vancouver Olympics proved (again!), when Canadians set their minds on a big goal (literally), we put the puck in the net.

**Canada has a new federal science and technology strategy. How do you see the Corporation supporting that strategy?**

The Canada Science and Technology Museums Corporation is the only national museum corporation with a mandate tied to scientific and technological innovation. The federal government's strategy Mobilizing Science and Technology to Canada's Advantage is, in many ways, tailor-made for an institution like ours. Not only do we preserve Canada's scientific and technological heritage for the future, but we're also here to showcase and interpret current and future trends—while also, let's be honest, making science fun. Hopefully, this will go a long way towards inspiring students to pursue careers in the science and technology field.

**What do you think the future holds for our national museums?**

I thank Minister Moore and his government for the confidence expressed towards Canada's national museums in the recent federal budget. Our Board, together with Denise Amyot and her colleagues, take this trust seriously, and we are all committed to serving more Canadians with greater innovation in the months and years ahead.

**There have been some changes to the Board this year. Tell us a bit about the new and retired members.**

First of all, I am pleased to announce that Margaret Smith of Amherst, Nova Scotia, Eloise Opheim of Saskatoon, Saskatchewan and Ian McIlreath of Calgary, Alberta have all agreed to a second term. This is great news, given their previous contributions to the Board and to the Corporation as a whole. We've also said goodbye to three Board members over the past year, while welcoming two new additions. I would like to acknowledge the contributions made by Anne Wright and Robert Mantha, who have served the Board with distinction for



Not only do we preserve Canada's scientific and technological heritage for the future, but we're also here to showcase and interpret current and future trends—while also, let's be honest, making science fun.”

a number of years, along with a special acknowledgement to James Paul, who served as Chair from November 2006 to September 2009. We have all benefited greatly from their expertise and insight and, on behalf of the Corporation, I offer

my sincere thanks for their dedication and generosity. Our new members are Virginia McLaughlin of Richmond Hill, Ontario, who joined us in January 2010 from the business world, and Harold Bjarnason of Gimli, Manitoba, who joined us in April 2009 from the world of academia and government. We look forward to working with them in the years to come and know their experience will be a valued asset to the Board and to the Corporation.

## Quick Facts

- The Corporation's offerings reached over **8,000,000** Canadians, both on- and off-site
- Total attendance: **681,878**  
Canada Agriculture Museum: **155,154**  
Canada Aviation and Space Museum: **178,807**  
Canada Science and Technology Museum: **347,917**
- **250** employees
- **2,620,000** off-site visitors
- **3,729,484** Web visits
- **495** media mentions
- **80,860** students attended on-site school programming
- **6,055** memberships, with over **26,000** active Members
- **4** travelling exhibitions
- **10** Edukits
- **407** artifacts on loan
- **330** volunteers
- **252,784** artifacts in the collection

## An Interview with the President and CEO, Denise Amyot



Why did you choose the theme “Milestones” for this year’s Annual Report?

In many ways, the Corporation is at a crossroads. We’ve taken our past achievements and are using them to head off in a new direction. We are on a transformative journey, with a new vision that entails enhancing the visitor experience, reaching Canadians wherever they may be, enhancing our environmental and social responsibility and improving our facilities in order to support it all. It’s important for a science-based institution to be constantly thinking outside the box and, for us, this is a very exciting time. As you will see in this year’s Annual Report, our Museums were able to break new ground in 2009–2010, often receiving national awards for the very first time.

Looking back over the past twelve months, what has impressed you most?

One of the most impressive things to me has been the dedication of our staff. Like most publicly-funded institutions, we struggle with a lack of funding to support our activities. Our staff have been outstanding in finding new and innovative ways to achieve more with less, and in finding more efficient ways of doing things, so that we can satisfy visitor expectations. We have some fairly substantial challenges, related in particular to our facilities, but our staff have really risen to the occasion. I was also particularly appreciative of the support we received from the federal government in the last budget, helping us to achieve our mandate while ensuring program integrity.

What do you feel were the Corporation’s greatest achievements in 2009–2010?

As this year’s Annual Report shows, the Canada Science and Technology Museums Corporation continues to provide outstanding museum experiences to its on-site visitors, while also reaching out far beyond its physical facilities to inform, inspire and delight over eight million off-site and on-line visitors across Canada and around the world. We also entered



Our staff have been outstanding in finding new and innovative ways to achieve more with less, and in finding more efficient ways of doing things, so that we can satisfy visitor expectations.”

into a number of partnerships with a range of stakeholders, which will help us to extend our reach even further. In addition, we were able to complete a number of capital projects this

year, including major renovations at the Canada Aviation and Space Museum, and smaller projects at the Canada Agriculture Museum and the Canada Science and Technology Museum. We also hold a series of consultations across the country on our Corporation’s offerings in relation to the needs and expectations of Canadians.

As you look forward to 2010–2011, what do you see as the Corporation’s three key priorities?

Our primary priority will always be national outreach: providing exceptional programming, exhibitions and on-line experiences to Canadians wherever they may live. Another important priority



Beyond schools, science museums are the first place young people encounter science and technology in ways that inspire them and make them want to explore further.”

is revenue generation through programming, sponsorships, partnerships and other means, including the Canada Science and Technology Museums Corporation Foundation, our

primary philanthropic initiative. And, of course, we will continue to enhance our visitor experiences and our facilities, to ensure that we remain current, relevant, educational and inspiring to present and future generations of Canadians.

What do you feel people need to understand most about the Corporation and its activities?

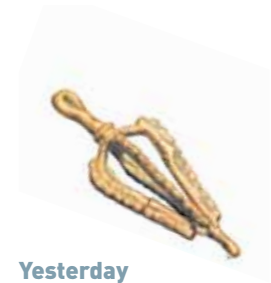
One of the most important things is probably that museums like ours are about Canada’s past, present and future. We are not only in the business of preserving and interpreting Canada’s past, but we must also always have our finger on the scientific and technological pulse of this country and



As Canada’s national science and technology museum corporation, we play a key role in cementing Canada’s reputation as a nation of innovators, and it is a role we are proud to embrace.”

the wider world. Surveys show that, beyond schools, science museums are the first place young people encounter science and technology in ways that inspire them and make them want to explore further. That,

I think, is probably our most important role and the one on which we continue to focus most of our efforts. Science and technology are critical to the wealth of our country, its achievements and its productivity, and we need more Canadians pursuing careers focused on scientific discovery and achievement. As Canada’s national science and technology museum corporation, we play a key role in cementing Canada’s reputation as a nation of innovators, and it is a role we are proud to embrace.



**Yesterday**

The oldest artifact in the Corporation’s Collection is thought to be this plumb bob, believed to have been made in the twelfth century. CSTMC—1980.0657



**Today**

The Corporation’s Collection also reflects recent trends, and includes this Apple® iPhone®, representing the latest in consumer communications technology. CSTMC—AT0053

**And Tomorrow . . .**

## The Canada Science and Technology Museums Corporation:

# AN OVERVIEW



### The Corporation's Vision

To inspire all Canadians to engage with their scientific and technological past, present and future.

### The Corporation's Mission

As keepers of Canada's national scientific and technological collection, to help all generations to experience the past, explore the present, and imagine the future by engaging them in the rich cultural connections between science, technology and society.

The Canada Science and Technology Museums Corporation governs the Canada Science and Technology Museum, the Canada Agriculture Museum, and the Canada Aviation and Space Museum, which are collectively responsible for preserving and protecting Canada's scientific and technological heritage while also promoting, celebrating and sharing knowledge of that heritage.

The Corporation was established as an autonomous Crown corporation on July 1, 1990 with the passage of the *Museums Act*. As stated in the *Act*, 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, 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 and its three Museums are located in the National Capital Region and report to Parliament through the Minister of Canadian Heritage.

The Corporation has achieved a great deal during its twenty years as a national

museum corporation. Today, a new transformative journey is under way. Offering visitors of all ages programming that is unique in Canada, the Corporation is well positioned to support and enhance new federal priorities in the field of scientific and technological innovation. Its sold-out programming and award-winning exhibitions make the Corporation a nexus of scientific and technological innovation, education and debate. With the continued dedication of its staff and the ongoing support of public- and private-sector partners, the Corporation stands poised to inform and inspire Canadians for generations to come.

There can be no better way of ensuring that Canada is recognized as an innovative country—and a science-and-technology powerhouse—than through the education and inspiration of its youth. Through a wide range of on- and off-site programming, on-site and travelling exhibitions, on-line resources and a strong social networking presence, the Corporation aims to inspire a new generation of young Canadians to pursue careers on the bold new frontiers of science and technology. It is the Corporation's firm belief that motivating and empowering the youth of a country pave the way to that country's future promise, both at home and on the world stage.





## The Canada Agriculture Museum

The Canada Agriculture Museum showcases Canada's agricultural heritage on a site where visitors can explore the sights and sounds of farm life, while learning about scientific and technological innovations within the agricultural sphere.

The Museum is a recognized leader in the presentation and interpretation of agricultural science and technology. It is an authoritative, accessible source on the historical development of agriculture in Canada, as well as current and future trends within this essential industry. The Canadian agriculture and agri-food industry accounts for 8 percent of Canada's gross domestic product, providing one in every eight Canadian jobs and employing 2.1 million people.

The Museum is nestled within the unique landscape of the Central Experimental Farm in the heart of the nation's capital. Ottawa is the only capital city in the world with a demonstration farm just minutes from the downtown core. Highlighting the ways in which agricultural science and technology affect the everyday lives of Canadians, the Museum also demonstrates the processes by which Canadians obtain essentials such as food, fibres and other products.



**?** **Did you know . . .** In early 2010 the Canada Agriculture Museum expanded its livestock collection by adding 4,000 of one of the world's smallest domesticated animals: *Apis mellifera* or, the honeybee. The bees reside in the Museum's live hive, which is currently part of its new exhibition **Taking Care of Beesness**.

For over twenty-five years, the Museum's distinct programs and exhibitions—as well as its outstanding collection of livestock, including dairy and beef cattle, horses and a variety of small animals—have attracted thousands of young urban families, as well as visitors from across Canada and around the world.



Emperor Akihito and Empress Michiko of Japan touring CAgM, July 4, 2009.

The first powered flight in Canada was made on February 23, 1909 on Bras d'Or Lake, Cape Breton, Nova Scotia, in the *Silver Dart*, built by Alexander Graham Bell and piloted by J. A. D. McCurdy. This replica, housed at the Canada Aviation and Space Museum, was built for the fiftieth anniversary of that historic flight. CSTMC—1967.0629

## The Canada Aviation and Space Museum

Through an aeronautical collection that is considered one of the finest in the world, the Canada Aviation and Space Museum explores the wonders of flight, and the contributions of the aerospace industry to Canada's transformation and development.



The Museum examines Canada's aeronautical history in an innovative and compelling way, demonstrating how aviation has contributed to the development, exploration and expansion of this country. It has been said that the train opened Canada to the West—but it was the airplane that opened Canada to the North.

Located on a historic airfield, the Museum offers outstanding programming, activities and special events. Visitors are presented with the stories of ancient civilizations' dreams of flight, along with a celebration of the significant role that aviation has played in the lives of millions of Canadians, from Canada's very first powered flight in 1909.

The storyline continues to evolve, as a result of Canada's extraordinary technological advancements over the past hundred years. Today, Canada's aerospace manufacturing and services sector is the fourth-largest

## The Canada Science and Technology Museum



aerospace industry in the world, representing approximately half a million jobs.

The Museum houses the most extensive aircraft collection in Canada—and one of the finest in the world. The Museum recently expanded its mandate, due in part to a new association with the Canadian Space Agency, and was renamed the Canada Aviation and Space Museum in May 2010.

The de Havilland Canada Beaver—a Canadian aviation icon—is the most prolific Canadian aircraft ever built. The Beaver on display at the Canada Aviation and Space Museum was, in 1947, the very first one to be test-flown. Large parts of the country were opened up by bush planes like the de Havilland Beaver. CSTMC—1980.0775



The Canada Science and Technology Museum is home to some of the rarest and most unusual scientific artifacts in the world. Through award-winning exhibitions, sold-out programming and numerous other initiatives, the Museum helps visitors understand the ongoing connections between science, technology and Canadian society, while also celebrating Canadian innovation.

The Museum is known for its interpretation of Canada's scientific and technological achievements. Encouraging youth to see career options open to them in science is a key focus in much of the Museum's educational programming. And with good reason: Canada's research and development (R&D) sector employs over 228,000 people, with 2007 national R&D expenditures reaching \$28.4 billion—or, nearly 2 percent of Canada's gross domestic product.

By showcasing and interpreting the many exceptional treasures in its collection, the Museum increases scientific literacy, inspires pride in Canadian achievements and points to the limitless possibilities that lie ahead. Forty-three years ago, the Museum was the

first institution of its kind in Canada to offer interactive experiences in science and technology. Since that time, many science centres have opened across the country. Today, the Museum's programs reach hundreds of thousands of students each year, putting it in a unique position to support the new federal policy aimed at making Canada a world leader in scientific and technological innovation.



**?** Did you know... that the 1993 Phillips MRI machine from the Montreal Neurological Institute includes 39.4 kilometres of super-conducting wire?



The Corporation has many rare and unusual items in its Collection. One of them is this piece of cable: the oldest and only known sample of the telegraph cable laid between Nova Scotia and Newfoundland in 1856, making it the first link in the world's original transatlantic cable, which was completed in 1858. CSTMC—1969.1420

# Corporate Planning Framework

In order to meet its goals as Canada's premier national science and technology institution, the Corporation works within the framework outlined below.

## Key Program Activity Architecture

**Heritage Preservation:** Research, collection development, collection management, and conservation.

**Sharing Knowledge:** Dissemination of knowledge related to the Corporation's Collection through educational and community programs, exhibitions, websites, and artifact and archival loans.

**Accommodations:** Maintenance of suitable facilities for the collection, for visitors and for administrative functions.

**Internal Services** (formerly Support Activities): Provision of governance and central support services, such as human resources, procurement and finance.

## Key Result Areas

### Heritage Preservation

- Exceptional Collection

### Sharing Knowledge

- Nationally Recognized Leaders
- Engaged Canadians
- Innovative Products

### Accommodations

- Nationally Recognized Leaders

### Internal Services (formerly Support Activities)

- Collaborative Approaches
- Professionalism

## Key Corporate Strategic Objectives

- **Engage Canadians** by enhancing visitor experience and outreach efforts.
- Through **collaborative approaches**, increase generated revenue to support Museum programs.
- Cultivate **national recognition** as leaders by maximizing national understanding and recognition of the Corporation's Museums and by moving forward on the resolution of the Corporation's accommodations issue.
- Deliver **innovative products** and programs focusing on contemporary issues.
- Develop and preserve an **exceptional collection** through implementation of the Collection Development Strategy and Collection documentation.
- Enhance **professionalism** by managing a sustainable workforce to meet operational requirements, while addressing employee satisfaction.



The heaviest artifact in the Collection is CP locomotive 3100, housed at the Canada Science and Technology Museum. It weighs

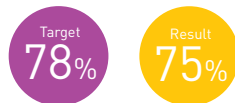
approximately 263 tonnes dry and approximately 375 tonnes in working order, with full water capacity. CSTMC—1967.0005

# HERITAGE PRESERVATION

Exceptional collection

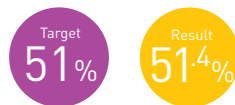
## Targets and Performance Measures

### Targets for 2009–2010



**Target:** 78% of the Collection Development Strategy to be completed

**Result:** 75% of the Collection Development Strategy completed



**Target:** 51% of the 3-D collection to be documented to current Corporation standards

**Result:** 51.4% of the 3-D collection documented to current Corporation standards



**Target:** 350 artifacts to be rationalized

**Result:** 350 artifacts rationalized

### Performance Measures

- 81% of Historical Assessments completed
- 67% of Collection Assessments completed
- 33% of artifact conservation reports completed

“Heritage Preservation” refers to ongoing efforts to ensure the development and regular assessment of an exceptional national collection that is representative of Canada’s scientific and technological achievements, while employing the highest standards of research, skill and knowledge.

The collection includes three-dimensional objects, trade literature, rare books and journals, engineering drawings, archival materials and photographs. It is organized within five curatorial areas:

- Communications
- Non-Renewable Resources and Industrial Design
- Physical Sciences and Medicine
- Renewable Resources, including Agriculture and Forestry
- Transportation: Land, Marine and Aviation

The Corporation’s Collection Development Strategy guides acquisitions under the overarching theme, “The Transformation of Canada.” The Strategy has two primary

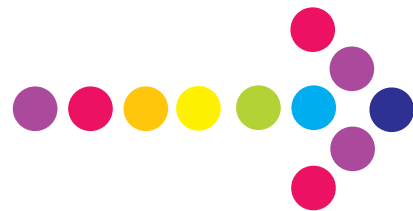


**?** Did you know . . . that the Koenig Sound Analyzer in the Collection was used by Alexander Graham Bell in 1871?

credit: Robert Bean



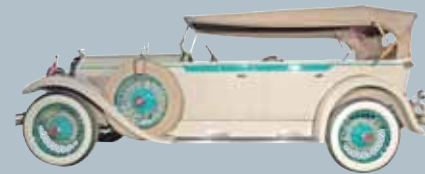
elements— Historical Assessments and Collection Assessments—which require periodic review. The Corporation's Strategy has earned wide recognition as a best practice, attracting interest from institutions around the world. In 2009–2010 presentations on the Strategy were made at the Mutual Concerns of Air and Space Museums Conference (hosted by the Canada Aviation and Space Museum); the well-attended ICHIST '09 conference in Budapest; and at the National Museums of Scotland.



#### Collection Documentation Milestones

- 665 records were revised to meet Corporation standards
- 63 artifacts were added as a result of internal review
- 3,297 artifact images were uploaded to Canadian Heritage Information Network
- 57 artifacts (or parts) were deaccessioned
- 272 new images were attached to records

## Caring for Canada's Heritage: Conservation and Restoration Projects



In 2009–2010, the Conservation division supported two major exhibitions, opening in 2010: **Taking Care of Beesness** at the Canada Agriculture Museum and **In Search of the Canadian Car** at the Canada Science and Technology Museum. The division also worked on over thirty-seven events and small exhibits, putting 455 artifacts on display for all Canadians to see and enjoy.

Other major conservation projects included:

- Successful operation of the Shay steam locomotive for on-site visitors throughout the summer of 2009.
- Ongoing restoration of the North Star aircraft, including installation of the first rebuilt engine.
- Ongoing restoration of the Travel Air 2000 aircraft, which is nearing completion after almost ten years.

In addition to the above activities, the Conservation division ensures that the

**?** Did you know . . . that the 1956 Theratron Junior radiation therapy device, which became famous around the world, is painted in "sea foam green" from CIL Paints: a Canadian company founded in 1927? Details such as this are important in restoring and conserving historical objects. CSTMC – 2009.0004



*“Thanks, Matthew, on behalf of all the maintenance staff. The fact that you guys keep those aircraft in their original state serves as a reference when we question authenticity.”*

—Paul Tremblay, Vintage Wings of Canada

collection is appropriately stored and maintained, while also conducting tours (for over 2,200 people in 2009–2010) of three collection storage facilities and providing advice to the Corporation and other institutions.



#### Conservation Milestones

Artifact condition reports: 1,341

New reports on previously unchecked objects: 131

Treatments proposed/under way: 214

Multimedia images for documentation: 7,098

## Researching Canada’s Heritage: Library and Information Services



Several important collections were donated to Library and Information Services in 2009–2010, including:

- The Ross Richardson archival and book collection, donated to the Canada Aviation and Space Museum.
- The Roy Belshaw Waterous archival collection of agriculture and forestry equipment, donated to the Canada Science and Technology Museum.

The Library and Information Services division includes two libraries/archives: one for the Canada Aviation and Space Museum and one for the Canada Science and Technology Museum and the Canada Agriculture Museum. In 2009–2010, management of these was merged, providing more efficient service across the Corporation. The first Corporate Archivist was also hired this year.

Students from various programs and institutions within the National Capital Region volunteered in record numbers in 2009–2010. Students also used the collection regularly for research projects.

Library and Information Services contributed to the Canadian Heritage Information Network virtual exhibition **Canada’s Got Treasures**, which was launched in May 2010. It also documented the on-line resource **Canadian Aviation through Time**, which was launched this year.



#### Library and Information Services Milestones

- Library services merged across the Corporation
- First Corporate Archivist hired
- Launch of on-line exhibition **Canadian Aviation through Time**
- Donation of several important archival collections.

# SHARING KNOWLEDGE

Engaged Canadians, innovative products and nationally –recognized leaders

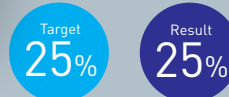


Minister Bev Oda with Khalil Z. Shariff, CEO, Aga Khan Foundation Canada.



## Targets and Performance Measures

Targets for 2009–2010



**Target:** 25% of products addressing contemporary issues to be available for visitors

**Result:** 25% of products addressing contemporary issues available for visitors



**Target:** 3.5 million virtual visits (revised)

**Result:** 3.7 million virtual visits - up 27.6% from 2008–2009.



**Target:** 1.45 million off-site visitors (i.e., visitors attending workshops and demonstrations outside the Museums or viewing travelling exhibitions and artifacts on loan from the Museums; does not include website visits)

**Result:** 2.62 million off-site visitors

### Performance Measures

- 681,878 on-site visitors
- 82.3% customer satisfaction ratings
- Increased number of off-site programs, workshops and demonstrations
- 3,729,484 website visits / 11 minutes average duration / 10,246,355 page views



- CSTMC museums featured in 17 published articles
- Curatorial staff made 20 presentations and published 3 peer-reviewed works
- 407 artifacts on loan in 65 venues viewed by 1.6 million visitors
- Increased number of media mentions
- Over 300 researchers used the collection
- 22 staff members held positions in affiliated organizations

“Sharing Knowledge” refers to efforts to interpret the collection and to present Canadian scientific and technological products, processes and innovations.

As noted, above 25 percent of the Museums’ products this year addressed contemporary issues. These issues were wide-ranging and included profiles of cutting-edge technologies in exhibitions such as **Food for Health, Beyond the Trees** and **Braille: Knowledge at Your Fingertips**. In addition, **Hungry Planet** took a look at current food consumption and globalization, and **Bridges That Unite** explored Canada’s global leadership role within the developing world. The Canada Agriculture Museum opened

**Taking Care of Beesness**, which includes sections on the latest applications of bee-derived products (e.g., medicinal uses) and on the phenomenon of colony collapse disorder. Other contributors to the above-noted 25 percent were Café Scientifique and Science Talks, both of which addressed many timely and controversial subjects.

Outreach beyond the National Capital Region was a priority this year, through initiatives that included travelling exhibitions, career days, educational kits, social media, on-line products for teachers and youth, and distance-learning opportunities. These initiatives were made available to other collecting institutions, educational establishments, community centres and at other public venues across the country.

*“Thanks to this wonderful partnership, the [Bridges That Unite] exhibition had over 6,000 visitors and engaged with a wide range of stakeholders, including Ottawa’s corporate, NGO and academic communities, as well as [. . .] hundreds of schoolchildren from the greater Ottawa area. The Canada Science and Technology Museum was indeed an ideal venue, and we were pleased that we were able to reach out to your young visitors to hear their perspectives as burgeoning global citizens. Our staff did an outstanding job in offering their expertise throughout the various activities related to the exhibition.”*

—Khalil Z. Shariff,  
Chief Executive  
Officer, Aga Khan  
Foundation Canada



These Berliner gramophone records, dating from around 1900 and housed at the Canada Science and Technology Museum, are some of the earliest records made in Canada. CSTMC—1977.0135



## In-House, Borrowed and Travelling Exhibitions

### Spotlight on the Collection: Communications



Beaulieu Electric, Cine Special 1

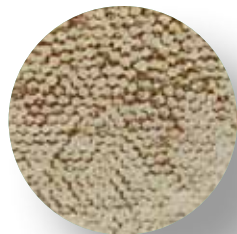
### The Bill Mason Collection

The artifacts in this collection were owned and used by Canadian filmmaker Bill Mason, who achieved international recognition for his wilderness and canoeing documentaries in the 1960s and 1970s. The collection includes cameras and other equipment in the 16 mm format widely used by documentary filmmakers in Canada at the time. This acquisition strengthens the Corporation's holdings of equipment associated with important Canadian filmmakers and production houses.

The new exhibition **Taking Care of Beesness** opened at the Canada Agriculture Museum on March 1, 2010, and invited visitors to explore the work and the tools of beekeepers, as well as the essential role bees play in the pollination of many Canadian food crops and in the production of honey and other by-products.

At the Canada Science and Technology Museum, **Braille: Knowledge at Your Fingertips**, developed in partnership with the Canadian National Institute for the Blind, encouraged visitors to get to know Braille the person, as well as Braille the language. The Canada Science and Technology Museum received a Hospitality and Tourism Award for the exhibition at the 2009 Celebration of People Awards dinner.

In addition to the award-winning exhibitions **Braille: Knowledge at Your Fingertips** and **Karsh: Image Maker**, the Canada Science and Technology Museum hosted the following borrowed exhibitions:



- **Bridges That Unite** was a travelling exhibition which encouraged visitors to explore Canada's role in the developing world through the twenty-five-year collaboration between Canada and the Aga Khan Development Network. Attendance reached the thousands and included international visitors and members of local ethno-cultural communities.
- **Hungry Planet**, based on the book *Hungry Planet: What the World Eats*—written by Faith D'Aluisio with photographs by Peter Menzel—was developed by the Centre des sciences de Montréal and invited visitors to discover the cultural importance of food and take a look at how food is shared.
- **Wheels, Wings and Waves: A LEGO® History of Transportation** was a blockbuster success. The exhibition showcased LEGO® replicas of air, land and water transportation in a fun way, and featured a LEGO® discovery area where visitors young and old were invited to imagine and build new forms of transportation.

*“Very good questioning and thinking before doing the experiments. Great to see demonstrations using equipment we don't have at school, and also great use of technology in teaching. Kept students very engaged—funny and informative!”*

—Teacher,  
W. Erskine Johnston  
Public School



### Exhibitions Milestone

**Karsh: Image Maker**, which opened at the Canada Science and Technology Museum on June 12, 2009, was created in partnership with Library and Archives Canada. The exhibition was a tremendous commercial and critical success, bringing art and science together, while also altering public perception of the Museum and attracting a new type of visitor. This major exhibition, presenting the life, influence and work of legendary Canadian photographer Yousuf Karsh, was recognized by the Canadian Museums Association and, on May 13, 2010, received an Award of Outstanding Achievement at the Association's 2010 annual conference.

### Travelling Exhibitions

In 2009–2010, the Corporation had four travelling exhibitions on tour, surpassing its stated goal of three travelling per year by 2012. The Canada Science and Technology Museum exhibition, **Beyond the Trees**, enjoyed a very successful tour that included venues in Montreal, Fredericton and Edmonton. The exhibition is expected to have welcomed 360,000 visitors by the time its tour ends in 2010. Following its tremendous success at the Canada Science and Technology Museum, **Karsh: Image Maker** began a national tour. It was featured at the Art Gallery of Alberta in Edmonton for four months, as part of its grand opening, to excellent reviews.

**Food for Health** is still on tour, with an estimated 40,000 visitors to date. This exhibition also represents a highly successful partnership, sponsored by five federal partners linked to agriculture and health. In addition to its presentation in Ottawa, the exhibition has travelled to Medicine Hat, Alberta, Winnipeg, Manitoba and Stratford, Ontario.

The **Canadian Science and Engineering Hall of Fame** exhibition is still touring the country, helping to enhance scientific and technological literacy among Canadians. This exhibition was presented at the St. Catharines Museum in St. Catharines, Ontario from October 1, 2009 to January 2010.

In addition, the Corporation continues to foster relationships with other institutions and has installed satellite exhibitions in various venues, including the Pierre Elliott Trudeau International Airport in Dorval, Quebec, which features reproduction panels from the Canada Aviation and Space Museum exhibition, **Canadian Wings**.

### Making the Most of Social Networks

The Corporation's Web team took advantage of Flickr to enhance the **Karsh: Image Maker** exhibition. Demonstrated at the Museums and the Web Conference in Indianapolis, Indiana in April 2009, the My Karsh initiative added another layer of outreach to the award-winning exhibition. The group established on this photo-sharing website invited people to share their personal Karsh photographs, allowing other visitors to look at Karsh images and read stories that were not included in the exhibition.



## Outreach

Spotlight on the Collection: Renewable Resources

### Wind Turbine Model

This model represents a Darrieus wind turbine: the first generation of vertical-axis wind turbines, developed at the National Research Council in the early 1970s. The actual turbine represented by the model was made by DAF-Indal. It was the first one to be connected to the grid in Canada, and was installed in the Magdalen Islands.

### Artifact Loans

An active artifact-lending program makes the Corporation's collection accessible to Canadians across the country. In 2009–2010 over 400 artifacts were lent to institutions nationwide and were seen by an estimated 1.6 million people.

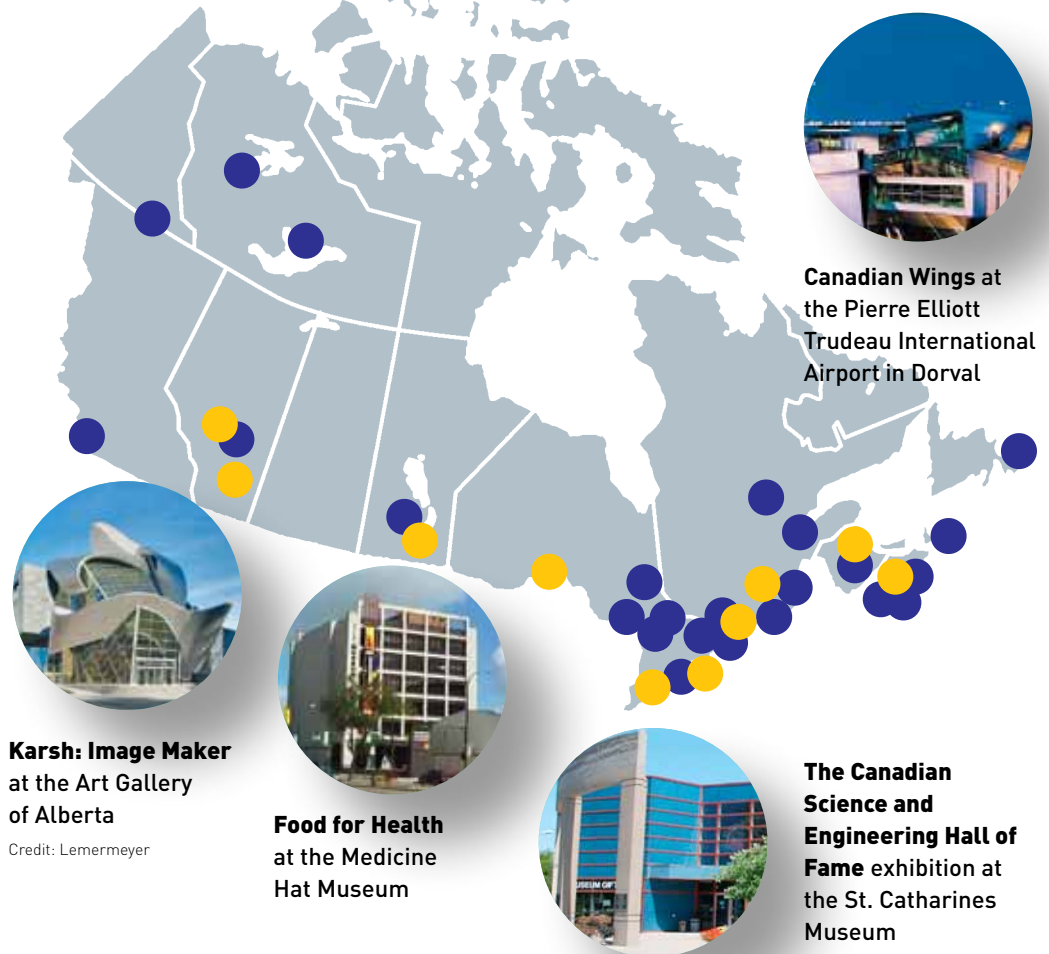


### Loan Milestones

- 87 new loans
- 320 renewed loans
- Loans in 8 provinces and 2 territories

### Artifacts on Loan and Travelling Exhibitions across Canada

● Artifacts on Loan ● Travelling Exhibitions



**Beyond the Trees** exhibition at the Montreal Science Centre.



**Canadian Wings** at the Pierre Elliott Trudeau International Airport in Dorval



**Karsh: Image Maker** at the Art Gallery of Alberta

Credit: Lemermeyer



**Food for Health** at the Medicine Hat Museum



**The Canadian Science and Engineering Hall of Fame** exhibition at the St. Catharines Museum

**?** Did you know . . . that just over 30 percent of all food crops are dependent on honeybees for pollination? This makes honeybees responsible for contributing approximately \$1.5 billion each year to the Canadian economy.



**?** Did you know . . . This Nobel Medal as well as a Certificate (Physics) were presented to the late Canadian physicist Bertram Brockhouse in 1994 for his contributions to the development of neutron-scattering techniques for the study of condensed matter. CSTMC—2005.0001



### Web Presence

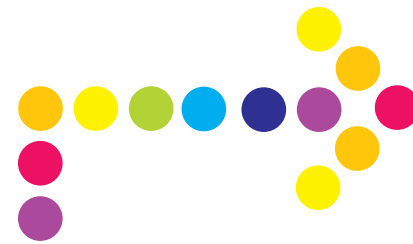
The Corporation sees the Web as an essential means of reaching Canadians wherever they may be. All three Museums offer a wide range of virtual resources—accessible anytime, anywhere, by anyone. In 2009–2010, the highly popular educational resource **Canadian Aviation through Time** was released. This site explores significant events in Canada’s aviation history within the wider context of milestones in science and technology.

To enhance its reach across Canada and around the world, the Corporation has been experimenting successfully with a variety of social media, including Twitter, Facebook, YouTube and Flickr. To date, the Corporation’s YouTube videos have been viewed 77,759 times and photographs have been viewed 449,463 times via Flickr.

### Curatorial Outreach

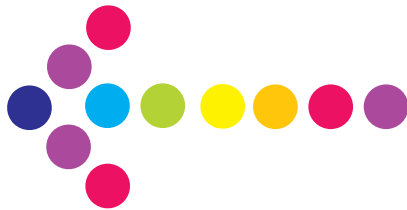
The Corporation’s curators are key to sharing its knowledge and expertise, and Canadians are able to interact with them through public talks, publications (both print and Web-based), conferences and educational initiatives. The Corporation’s curators are acknowledged world experts

in numerous fields; they work with staff at other museums and at universities and colleges across the country and around the world.



### Curatorial Milestones

- 20 conference presentations
- 17 publications
- 3 peer-reviewed publications
- 22 memberships in Canadian and international organizations



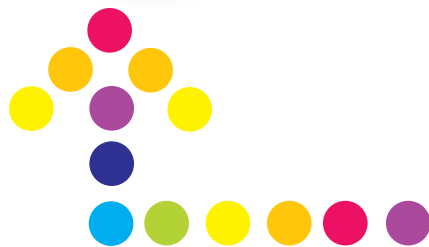
### Web Milestone

The virtual exhibition **Bees: A Honey of an Idea**, was launched on February 18, 2010 by the Canada Agriculture Museum. Produced in partnership with the Virtual Museum of Canada and the Canadian Honey Council, this interactive virtual exhibition explores the essential role bees play in the pollination of many Canadian food crops.



### Documenting Canada's Heritage: The Collection Rationalization Project

Corporation curatorial staff, with the help of three summer students, made excellent progress on the Collection Rationalization Project this past year. The Project is designed to improve data-base records for 3-D artifacts, allowing curators to assess groupings of similar and related artifacts. This assessment helps curators identify objects that may no longer fit the Corporation's Collection objectives, while also indicating areas in which important technologies may be missing or underrepresented.



#### Curatorial Milestone

##### Summer Institute

One of the year's biggest success stories was the Corporation's new Summer Institute, held at the Canada Science and Technology Museum in August 2009. This program invites graduate and post-doctoral students, faculty and museum professionals to learn new ways in which they can use artifacts to enrich their research and as teaching aids. In its inaugural year, the program earned high praise and international recognition as an innovative approach to training students and as a means of providing scholars with hands-on experience using a national collection. This pilot project is now being replicated in several countries, including the United States, Germany and Spain. The Corporation will partner with specialists from Canadian universities, focusing on different topics, in 2010.

#### Publications

Corporation publications are important resources to the general public, as well as within the scientific community. In addition to printed books, pamphlets, journals, articles and other materials, staff at the Corporation's three Museums produce a wide range of on-line resources. Notable titles in 2009–2010 included:

- *Computing in Canada: Building a Digital Future*, a volume in the Transformation Series, by Zbigniew Stachniak and Scott M. Campbell.
- *Altered Sensations: Rudolph Koenig's Acoustical Workshop in Nineteenth-Century Paris*, by Canada Science and Technology Museum curator David Pantalony.
- *The Book of Michael of Rhodes: A Fifteenth-Century Maritime Manuscript*, co-authored by Canada Science and Technology Museum archivist David McGee with Pamela O. Long, Alan Stahl and Franco Rossi.



- *Handbook of Space Engineering, Archaeology and Heritage*, edited by Ann Darrin and Beth Laura O’Leary, with a chapter, “In Situ Preservation of Historic Spacecraft,” co-authored by Canada Science and Technology Museum curator Randall Brooks with Bob Barclay.
- The on-line resource *Canada’s first aviation meet—1910*, by Canada Aviation and Space Museum curator Rénaud Fortier, available on-line at: [www.wingsmagazine.com/content/view/3044/140/](http://www.wingsmagazine.com/content/view/3044/140/).
- *The Hutterites in Canada*, a ten-page illustrated document available on-line at: [www.agriculture.technomuses.ca/english/collections\\_research/pdf/The\\_Hutterites\\_in\\_Canada.pdf](http://www.agriculture.technomuses.ca/english/collections_research/pdf/The_Hutterites_in_Canada.pdf).
- *Métier de forgeron au Québec*, by Canada Science and Technology Museum curator Robert Tremblay, an entry in the on-line *Encyclopédie du patrimoine culturel de l’Amérique française*.

### Café Scientifique

In partnership with the Canadian Museum of Nature, in 2009–2010 the Corporation began a series of discussions on subjects relevant to Canadians. Open to the general public, Café Scientifique broached topics ranging from the ethical treatment of animals to the medication of sex lives. Held in a local pub, these dynamic monthly talks attracted an average of fifty to sixty participants per session.

### Science Talks

This new free public lecture series features presentations by specialists on current themes in science, engineering and medicine. Lecturers often incorporate short presentations on related artifacts from the collection. Themes have ranged from “Time” to “Designer Babies.” Held at the Canada Science and Technology Museum, these talks attracted an average of 125 participants per session, with full capacity for those on the Arctic.



### Spotlight on the Collection: Physical Sciences and Medicine

#### Achromatic Microscope

This important artifact was once used by naturalist and artist Caroline Estcourt Bucknall (1809–1886) when she accompanied her husband, British officer James Bucknall, on his surveying and military missions in Canada during the 1830s and 1840s. Dating from 1843, this portable microscope incorporates one of the earliest portable achromatic lens systems (Serial no. 68) made by Andrew Ross of London. Its colourful provenance and technical significance make it one of the most important optical microscopes in the Collection.





### Edukits

Edukits bring museum-caliber science experiences to students and teachers across the country. Based on the pan-Canadian science curriculum, each Edukit provides classrooms with exciting hands-on activities. Four Edukits were developed in 2009–2010, targeted to students in grades 4 and 6:

- Properties and Nature of Light
- Energy for Tomorrow
- Space Exploration
- Life on the International Space Station



The first automobile ever built and operated in Canada is the Seth Taylor Steam Buggy, dating to 1867, which is on display at the Canada Science and Technology Museum. CSTMC—1983.0423

## Special Events and Programming



This year's special programming featured many perennial favorites, including the Sheep Shearing Festival and Canada Day celebrations, in addition to some exciting new events, such as the Genie Awards and the International Year of Astronomy. Highlights of this year's special events and programming are listed below.

### Canada Science and Technology Museum

- The Museum celebrated the **International Year of Astronomy** on May 2, 2009, with day and evening activities, including observing the Sun, visits to the Helen Sawyer Hogg Observatory and making planispheres to take home.
- During **Doors Open Ottawa** on June 6 and 7, 2009, curatorial staff provided 25 tours (compared to 12 in 2008–2009) through the reserve collection to 863 visitors (up from 280 in 2008–2009).
- The Museum was represented at the **Salon International de l'Auto de Montréal** from January 15 to 25, 2010, which attracted approximately 150,000 visitors. The Comet and Seth Taylor cars were displayed as a sneak peek for the upcoming **In Search of the Canadian Car** exhibition.
- In March 2010 the Museum hosted the first **Ottawa Eco-Logical** design charrette. During this three-day event, students develop a conceptual design for a “green” building. This year's challenge: a green facility for the new Canada Science and Technology Museum building.
- **Bits n' Bots** holiday programming welcomed more than 15,000 participants, who explored the science of robotics and discovered how intelligent technologies touch their everyday lives.
- The **Reel Fun! Movie Science** March Break programming offered visitors a hands-on opportunity to explore the science and technology of filmmaking.
- The Museum hosted the launch of **National Science and Technology Week** in Canada on October 16, 2009, as well as related events throughout the month.
- The Museum was the site for the announcement of new funding for the **Canada Foundation for Innovation**, attended by the Honourable Gary Goodyear, Minister of State for Science and Technology, Dr Eliot Phillipson, President and CEO of the Canada Foundation for Innovation, and Claire Morris, former CEO of the Association of Universities and Colleges of Canada.





*“I wanted to thank you for hosting such an impressive event last night [the Eco-Logical design charrette], as well as your sponsorship of a design competition, which was a very rewarding and educational experience, for both the students and facilitators alike.”*

— Christopher Moise, Architect

- All three Museums took part in the annual **Village Fantôme** Halloween event in Cantley, Quebec. The Corporation’s display this year was an airplane crash in a farmer’s field. Over 7,500 visitors walked through the tent, interacted with Museum animators and went home with promotional loot bags.

#### Canada Aviation and Space Museum

- In the **Canada Day Citizenship Ceremony** at the Museum, 100 new citizens were welcomed as Canadians, and the event also celebrated the centennial of the first powered flight in Canada.
- The **Changing of Command for the Chief of the Air Staff** was held at the Museum on October 1, 2009. Over 300 guests attended, along with the Minister of National Defence and the Chief of the Defence Staff.
- The **Tour of Duty Gala—Celebrating 100 Years of Flight**, took place at the Museum on November 9, 2009. This partnership with the Perley and Rideau Veterans’ Health Centre Foundation was a sold-out event that helped to raise nearly \$80,000 for both the Perley Rideau Foundation and the Canada Science and Technology Museums Corporation Foundation.

- The **Genie Awards** were held at the Canada Aviation and Space Museum on April 3, 2009. This gala event was preceded by a week of film viewings and other related activities at this Museum and at the Canada Science and Technology Museum.

#### Canada Agriculture Museum

- This year’s **Sheep Shearing Festival** (held each May), saw visitors enjoying demonstrations of sheep shearing, Border Collies at work and wool processing.
- In June 2009, Museum visitors were invited to learn about **Canadian Horses** in a presentation by the Upper Canada District (Ontario) Canadian Horse Breeders.
- The Museum hosted **Emperor Akihito and Empress Michiko of Japan** on July 4, 2009. Emperor Akihito was particularly interested in the variety of cattle breeds at the Museum.
- In October 2009, the Museum’s annual Halloween party, **A Barnyard Halloween**, featured pumpkin decorating, scavenger hunts and costume parades.
- Each weekend in October visitors were invited to participate in special activities centred around the **harvest**.





### Summer Camps

The **Canada Agriculture Museum's** Summer Camp program was once again a tremendous success, with camps selling out within minutes. In the summer of 2009, 981 children of various ages enjoyed fun learning opportunities in four different camps.

The **Canada Science and Technology Museum's** Summer Camp program was as popular as ever. Programming for the summer of 2009 was booked to 97 percent capacity, with 1,059 children enjoying an exciting and educational summer experience.



## National Events, Initiatives and Partnerships

In 2009–2010 the Corporation continued to coordinate and support national initiatives showcasing Canadian achievement in science and technology. Key initiatives included:

- Distribution—with the help of the National Aviation Museum Society—of the Canada Aviation and Space Museum book *The Fantastic Flight of the Silver Dart* to libraries across Canada. The book celebrates the centennial of powered flight in Canada, while also promoting early childhood literacy.

- Ongoing participation in National Science and Technology Week, celebrated in October at the Canada Science and Technology Museum with a month-long slate of activities. In 2009–2010, the Corporation was awarded the lead role in this national event and it will, in the coming years, work with hundreds of organizations to celebrate and acknowledge engineering innovation among Canadian youth. The Museum also takes part in other high-profile events throughout the year, including the Science and Engineering Olympics, held each February.



# ACCOMMODATIONS

## Nationally-recognized leaders

### Targets

#### Targets for 2009–2010

**Target:** Development of a national communications campaign for a new Canada Science and Technology Museum

**Result:** Completion of a national communications campaign for a new Canada Science and Technology Museum

**Target:** Continuation of a curatorial review of the stored collection

**Result:** 69.9% of the collection is appropriately stored in compliance with environmental and housing standards

**Target:** Completion of a functional program for the new collection storage facility

**Result:** Functional program for the new collection storage facility completed

“Accommodations” refers to the Corporation’s commitment to providing appropriate physical environments in which to house, protect and display the national collection, while also providing stimulating workspaces for staff and inspiring public facilities for on-site visitors.

### Facility Renewal

#### Construction Projects at the Canada Aviation and Space Museum

The Museum is currently undergoing a \$7-million renovation, funded in part by the Government of Canada through its infrastructure funding program. Two distance-learning classrooms, space for program preparation, an expanded lobby with increased retail space and a multi-purpose 300-seat auditorium will facilitate enhanced learning, outreach and revenue-generating activities. This project will be completed in December 2010.

#### Construction Projects at the Canada Agriculture Museum

There are currently three projects under way at the Museum:

- The Events Pavilion will replace a temporary tent with a permanent structure to accommodate visitors, host special events and increase revenue generation through facility rental.



The Borel-Morane monoplaner, on display at the Canada Aviation and Space Museum, is the oldest surviving aircraft ever flown in Canada. It was piloted by French aviator Georges Mestach in Winnipeg, Sherbrooke and Quebec City in 1910–1911. CSTMC—2002.0160





- Building 94 was vacated by Agriculture and Agri-Food Canada employees and will be retrofitted to provide additional public programming space. Renovations are ongoing, with estimated completion in December 2012.
- Building 91 is currently being repaired due to health and safety concerns. Museum programs have been affected by the closure, with a resulting loss in revenues. With a long-term agreement recently finalized with Agriculture and Agri-Food Canada, work will continue with the aim of opening a new and improved space in 2013–2014.



**Spotlight on the collection:  
Renewable Resources—Agriculture**

**Model Chicken House**

Created by the Animal Research Institute, which operated on Ottawa's Central Experimental Farm, this model chicken house was probably used for demonstrations, showing farmers the type of coop they could build for their own poultry. This particular model may even have been the prototype for a proposed chicken house on the Experimental Farm.

Source: Animal Research Institute, Agriculture Canada, 1930s–1950s

## Advancing Plans for a New Canada Science and Technology Museum

In 2009–2010, the Corporation embarked on a cross-Canada consultation to seek national partners for and the opinion of Canadians on the creation of a new, state-of-the-art science and technology museum.

Consultations were held with over 300 individuals in eleven cities—Whitehorse, Vancouver, Calgary, Saskatoon, Winnipeg, Toronto, Montreal, Ottawa, Halifax, Waterloo and Edmonton. Opinions were gathered from a wide range of individuals and groups, including members of academic and research institutions, private- and public-sector stakeholders in the science, technology and tourism industries, and museum representatives.

The results of these consultations allowed the Canada Science and Technology Museum to develop a new vision—Transformations—which implies:

- Transforming the way knowledge is shared, by engaging Canadians in the past present and future of science, technology and society.
- Transforming the Corporation's national presence, by enhancing the profile of science and technology activities in all provinces and territories.

## Collection Assessment and Review



Storage facility, filled to capacity.

### Addressing Standards in Current Collection Storage

Four projects related to safeguarding the collection were completed in 2009–2010:

- Repairs to warehouse flooring at 2495 Lancaster Road.
- Construction of a cold room at the Canada Aviation and Space Museum to properly store prints, drawings and photographs.
- Construction of a cold room at 2380 Lancaster Road to protect rare books in the collection.
- Installation of automated building control systems in Building 88 at the Canada Agriculture Museum to improve knowledge of environmental conditions for objects displayed in the Main Dairy Barn.

### Addressing Longer-Term Storage Issues

Storage facilities for the Corporation's collection are at 125 percent capacity and do not meet international museum standards. The Corporation is examining the possibility of a P3 (Public-Private Partnership) facility to house the collection. Discussions have been held with P3 Canada and other groups regarding their experiences. An evaluation of a risk-sharing model is also being studied to identify the best approach to the problem.

The original concept for the long-term storage facility includes accommodation for a further twenty years' growth, and a facility that could be temporarily leased to other national museums and research institutions. Under the current plan, the Corporation would provide the private sector with land for a multi-use development, in exchange for construction of the facility. Funds currently spent on leases could be re-profiled into the building and full ownership would ultimately revert to the Corporation.



The Canada Science and Technology Museum houses the oldest television set in Canada: a Ouimet television (ca. 1932), which was part of the first television broadcasting venture in Canada, made through CKAC in Montreal. CSTMC—1969.1044

- Transforming for sustainability, by developing “living exhibitions” that demonstrate sustainable building technologies at work and by providing a showcase for innovative companies and institutions whose products and services transform the way Canadians work, play and live.

A website—[www.transformations.technomuses.ca](http://www.transformations.technomuses.ca)— was also developed and launched to provide ongoing information and to solicit further feedback from Canadians across the country and around the world.



A fourth massing study was conducted on a new location that has recently become available. Straddling the Ottawa River between Ontario and Quebec, this site is considered a very viable location for a new Canada Science and Technology Museum.

# INTERNAL SERVICES (formerly Support Activities)

Collaborative approaches and professionalism

## Targets and Performance Measures

### Targets for 2009–2010



**Target:** 100% of employee performance management evaluations to be completed

**Result:** 100% of employee performance management evaluations completed



**Target:** 10% of competency profiles for Corporation's positions to be completed

**Result:** 100% of competency profiles for Corporation's positions completed



**Target:** \$5 million in total gross annual revenue, including \$400,000 from sponsored activities

**Result:** \$4.7 million in total gross annual revenue, including \$400,000 from sponsored activities

30 Milestones

### Performance Measures

- Improved internal customer satisfaction rating
- Employee satisfaction rating
- 60 employees took part in a variety of training and development programs

Internal Services refers to the Corporation's ability to support corporate infrastructure, resources and services. Internal customer satisfaction rating surveys are carried out every other year. The most recent survey was conducted in 2008–2009, with a 75 percent satisfaction rating. The next survey will be conducted in 2010–2011.

The employee satisfaction survey will be completed in June 2010. The result from the previous survey was 77% satisfaction.

One of the Corporation's greatest human resources challenges is a dramatically changing workforce. With 60 percent of senior management and 16 percent of operational staff eligible for retirement within the next five years, maintaining a sustainable workforce is a priority.

During 2009–2010, the Corporation made considerable progress in establishing a solid foundation for its human resources policies, practices and systems. Key initiatives included:

- Establishment of a framework for succession planning, which includes preparing competency profiles for all positions.
- Establishment of a training and development plan.
- Establishment of a Code of Ethics policy and related procedures.
- Establishment of an employee recognition program.
- Establishment of an internal communications plan.

In 2009–2010 the Corporation also successfully:

- Completed competency profiles for all Corporation positions.
- Analyzed all potential retirements anticipated by 2014.
- Identified critical positions.
- Established succession strategies and action plans for all potential successors to critical positions.
- Developed Key Leadership Competencies for all Corporation positions.

### Above and Beyond

All staff were encouraged to look at their assigned tasks and to "go beyond" to assess what they could do for the Corporation. Staff were enthusiastic in identifying the different ways in which they could make their work more efficient, while also helping the Corporation as a whole. This initiative continues to be monitored and employees are encouraged to keep looking for new and innovative ways to "go beyond."



Michelle Dondo-Tardiff receiving the Director of Agriculture Emeritus award from current director Kerry-Leigh Burchill.

The Corporation maintains a high degree of professionalism within its workforce. In 2009–2010, approximately sixty employees were approved for various forms of training and development.

#### Professional Development

In 2009–2010, the Corporation entered into a partnership with Leadership Ottawa, one of the city’s most reputable leadership training programs. This partnership allows one Corporation employee per session to benefit from the program, in return for free training space.



#### Human Resources Milestone

In order to maintain a sustainable workforce, the Corporation implemented a Human Resources Planning System in 2009–2010. The System is designed to ensure that the quality and quantity of human resources meet the Corporation’s ongoing organizational demands.



#### Employee Milestones

**Muse Awards:** Five employees were nominated by their peers for their work.

**Management Awards:** Twenty-two employees received Management Awards in the categories of Pride, National Outreach, Excellence, Team Work and Leadership.

**Emeritus Awards:** Three employees received Emeritus Awards for their dedication during their employment with the Corporation.

**President’s Pen:** Eleven employees were recognized by the President and CEO for their dedication and for making an extra effort to “go beyond.”

## Corporate Social Responsibility

The Corporation recognizes the value of community. In 2009–2010, the Corporation reached out to students, adults and new Canadians, while also raising funds for a number of causes, as detailed below:

- Thousands of students from several local beacon schools were given free admission to the Corporation’s Museums, helping to ensure that all children are able to enjoy school programming.
- Ten students from Inuvik were brought to Ottawa for the Career Day held at the Canada Aviation and Space Museum; they also benefited from a behind-the-scenes tour of the Canada Agriculture Museum.
- As members of the federal Public Service, Corporation employees took part in the 2009–2010 United Way campaign. Through a variety of events, employees raised more than \$43,000 — an increase of 19% from funds raised last year.
- Several hundred dollars were raised and donated to the Salvation Army’s Haiti Relief Fund in the Corporation’s name.
- Employees and visitors donated generously to the Salvation Army’s Toy Mountain program, which included a drop-off location at the Canada Science and Technology Museum.

## Environmental Responsibility

The Corporation has made major strides in “greening” its offices, programs and exhibitions. Recent initiatives include:

- Using substantial amounts of reclaimed and recycled materials for its travelling exhibition, **Beyond the Trees**.
- Adopting an internal policy dedicated to reducing printing (and using both sides of all paper), whenever possible.
- Encouraging greater reliance on electronic means for both internal and external communications.
- Monitoring and regularly-scheduled maintenance of all HVAC systems to ensure optimal energy efficiency.



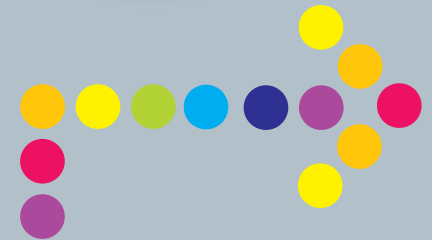
## Volunteers



The Corporation has a well-established volunteer program: in 2009–2010 some 330 dedicated individuals donated over 26,000 hours to projects at all three Museums. Many Corporation volunteers have specific areas of expertise, including research, archiving, and conservation and restoration skills. In addition, student volunteers are an invaluable asset to the Museums’ Summer Camp program, helping staff animators with arts and crafts projects in particular.

Canada Aviation and Space Museum volunteers also took part in the video project *Voices from the Canada Aviation and Space Museum*, which involved interviewing and filming several Museum volunteers to record their personal connections to aircraft and artifacts in the Museum’s collection. The eight resulting videos will be used as promotional and educational tools, and shorter versions will be uploaded to YouTube with links back to the Museum website.

The Canada Agriculture Museum benefited from the Katimavik Program, in which sixteen youth from across Canada volunteered over 600 hours to the Museum, while gaining valuable work experience.



### Volunteer Milestones

- Over 14,000 visitors enjoyed a ride on the Shay steam locomotive at the Canada Science and Technology Museum.
- Thousands of visitors discovered and used shortwave radio in the **Connexions** exhibition at the Canada Science and Technology Museum.
- Over 5,000 hours of work went into restoration of the Canadair North Star at the Canada Aviation and Space Museum.
- Nearly 15,000 photos in the CN photo collection were catalogued.
- The expertise and networks of Canada Science and Technology Museum volunteers helped in securing important acquisitions for the mining collection.



## Membership



### Spotlight on the Collection: Transportation—Aviation

#### Sagem Sperwer Reconnaissance Drone

Designed in France and used by many NATO countries, the Sagem Sperwer reconnaissance drone was the first unpowered aerial vehicle used by the Canadian Forces. The Canadian military recently donated its first Sperwer to the Canada Aviation and Space Museum. CSTMC—AT0091

The Membership Program is one of the Corporation's most important and successful initiatives: it contributes significantly to attendance and revenue targets. With 6,055 memberships representing over 26,000 active Members, the Program accounts for 109,050 museum visits, as well as additional patronage at after-hours activities.

The Program also collaborates extensively with community groups and in 2009–2010 it donated memberships in response to fifty-six requests from local schools, charities and community organizations.

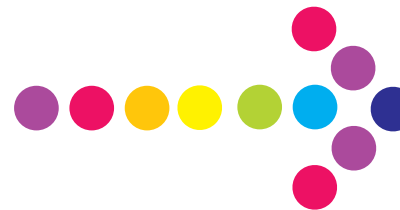
Other Program highlights in 2009–2010 included:

- Spearheading the Cultural Access Pass Program, inviting new Canadians to experience Canada's cultural institutions. The Corporation comprises three of the twelve cultural institutions offering free admission for a full year.
- Participation in MegaMondays with the *Ottawa Sun*, in return for two half-page ads, and ten weeks of mentions in the paper and on the *Ottawa Sun* website.
- Participation by 104 Members in two Members-Only Sleepovers, which sold out in less than forty-eight hours.

- Hosting a Members-Only Halloween Event—held over two days due to its tremendous popularity—welcoming more than 2,000 participants.
- Participation by 750 Members in a holiday event at the Canada Science and Technology Museum, during which over 300 kilos of food were donated to the Ottawa Food Bank.
- Organizing the 5th Annual Members' Photography Contest at the Canada Agriculture Museum, which was the most successful to date, with 152 entries.

*"I have enjoyed our family membership so much, particularly during a recent educational and happy day out as a family."*

— Paula,  
Corporation  
Member



### Membership Milestones

- 6,055 memberships sold
- Total revenues over \$323,000 (10% increase over 2008–2009)

## Sponsorships and Partnerships



Sponsorship remains integral to the Corporation's financial success and was a primary focus of revenue-generating activities for 2009–2010. Total sponsorship revenues and in-kind donations for the year amounted to \$294,000, not including efforts made through the Canada Science and Technology Museums Corporation Foundation.

Over the course of the year, the Corporation increased its focus on partnering with federal government organizations as well as the private sector. It was able to secure several major partnerships in 2009–2010:

- Toyota was secured as the major presenting partner for the exhibition **In Search of the Canadian Car**.
- Natural Resources Canada made it possible for the exhibition **Beyond the Trees** to travel to Newfoundland, New Brunswick and Alberta.
- An agreement with Transport Canada provided a car for security services, in exchange for vehicle operations data.
- Agriculture and Agri-Food Canada have committed to working with the Corporation to advance agricultural science in Ottawa.

- Open Text Corporation is partnering with the Corporation to provide a new content management and digital assets management system. Open Text will also be a partner in a 2011 exhibition on the “greening” of energy.
- The Corporation bartered its facilities in return for training courses and seminars for Corporation staff.
- 58 artifacts were generously donated to the Corporation's Collection.
- The Corporation signed five Memoranda of Understanding, aimed at enhancing partnerships and the visitor experience, with the following institutions: the Canadian Space Agency, Carleton University, Algonquin College, the National Film Board of Canada and Transport Canada.

In addition, the Corporation will continue to increase its efforts in the upcoming year to introduce its exhibitions and activities to venues across the country, in order to enhance its profile with corporate Canada, while also increasing sponsorship revenue and sponsor satisfaction.



### Spotlight on the Collection: Transportation—Land

#### Moto-Ski “Capri” Snowmobile

This Capri snowmobile was owned and operated primarily in Ontario in the early 1970s, at a time when the relatively new culture of snowmobiling was at its height in Canada. The Moto-Ski company was the third-largest snowmobile manufacturer in Canada. This particular model represents the company's final year of production; it was bought by Bombardier in March 1971. Bombardier continued to produce snowmobiles under the Moto-Ski name until 1985. CSTMC —AT011

# The Canada Science and Technology Museums Corporation Foundation

The Foundation's mandate is to complement and strengthen the Corporation's educational and outreach activities, while also generating additional revenues for its three Museums. The Foundation held two very successful events in 2009–2010, raising nearly \$70,000.

The **Tour of Duty Celebrating 100 Years of Flight**, held in November 2009, was a partnership with the Perley and Rideau Veterans' Health Centre Foundation. Held at the Canada Aviation and Space Museum, the event welcomed more than 370 guests and helped raise nearly \$80,000 for the two Foundations. The proceeds provide entry to Corporation programs for students facing socio-economic challenges, as well as greater access to Canada Aviation and Space Museum programs for people living with disabilities.

The June 2009 Canada Agriculture Museum event **Baskets with Panache!** auctioned off unique gift baskets created by community leaders. This year's event raised over \$32,000, allowing more than 1,800 financially-challenged local children to attend the Museum's School Programs and Summer Camps.



# SPONSORS

## Canada Science and Technology Museums Corporation

### Security Vehicle and Special Events

#### Major Sponsor

- Transport Canada

### Content Management System

#### Major Sponsor

- Open Text Corporation

## Canada Science and Technology Museum

### Edukits and Virtual Programs

#### Major Sponsor

- Transport Canada

### In Search of the Canadian Car Exhibition

#### Presenting Sponsor

- Toyota Canada Inc.

#### Contributing Sponsor

- TV Rogers, une division de Rogers Cable Communications inc.

## Canada Agriculture Museum

### Food for Health Travelling Exhibition (Opened in Ottawa 2007)

#### Presenting Sponsor

- Canadian Institutes of Health Research

#### Major Sponsors

- Agriculture and Agri-Food Canada
- Canadian Food Inspection Agency
- Canadian Partnership for Consumer Food Safety Education
- Health Canada

#### Supporting Sponsors

- Canadian Agri-Food Research Council
- Canadian Bacterial Diseases Network
- Canadian Egg Marketing Agency
- Genome Prairie
- National Research Council—Institute for Biological Sciences

### Dairy Demonstration

#### Ongoing Contributing Sponsor

- Saputo GP

## Canada Aviation and Space Museum

#### Major Sponsor

- NAV CANADA
- Curtiss-Wright Corporation

# VOLUNTEERS

Nabeelah Ahmed  
Zeeshan Ahmed  
Antonin Alain  
Thomas Alföldi  
Erik Allard  
Joseph Arnita  
Siddanth Arya  
Carmen Avila-Yíptong  
Joan Babstock  
Charles Baril  
Dorothy Barker  
Katie Barker  
Murray Beauliaua  
Ginette Bélanger  
Graham Bennett  
Douglas Biesenthal  
Biman Bihari  
Karen E. Blais  
Edward Bolton  
Mirko Bonotto  
Yves Bordeleau  
Rodolfo Botelho  
Edmund Bowkett, Jr  
Edmund Bowkett, Sr  
Paul Bown  
David Boyd  
Trent Bradford  
Renée-Lyne Brouzes  
Richard Brugger  
John Christopher Bryant  
Tharushi Bulathsinhala

Rob Burns  
David Burt  
Andrew Cameron  
Brent Cameron  
Shana Cameron  
Douglas Campbell  
Elizabeth Campbell  
Timothy Campos  
Michael Cano  
Gloria Carnevale  
Doug Carswell  
Kenneth Castle  
Shruti Chakravarthy  
Kamal Chaouni  
Garnet Chapman  
Reg Chappel  
Rana Cheaitani  
Marian Chen  
Melody Chen  
Robert Cherry  
Alain Chouinard  
Rosalie Chretien  
Philip Chrysler  
Maria Suk-Men Chung  
Glenn Cook  
John Corby  
Darin Cowan  
Don Craig  
Matthew Cummins  
Robert Cummins  
Cynthia D'Anjou (Katimavik)

Jenarth Davarajah  
Adrian Demayo  
Meghan DeMerchant  
Madeleine Denis  
Thomas Devey  
Eugene (Peter) Dick  
Neville Dick  
Austin Douglas  
Pierre Drapeau  
Duncan duFresne  
John Duggan  
Paul Duguay  
Martin Duong  
Garry Dupont  
Paul Ennis  
Mélanie Evans  
Robert Ferguson  
Brian Foo  
Evan Gagnon  
Jennifer Gann  
Marie Garbutt  
Gerald Gaugl  
Rolf Geiger  
Bruce Gemmill  
Charles Gendron  
Wayne Giles  
Harvey Gillespie  
Larry Gray  
Don Gregory  
Donald Haggart  
Victor Haggart

John Halpenny  
Sharmin Hares  
Stephen Harling  
Felicity Harrison  
Allan J. Heffler  
Mark Heyendal  
Robert Hobbs  
Ed Hogan  
George Hopp  
Jean-Michel Houde  
Bill Hough  
Peter Houston  
Matthew Inglis-Whalen  
Sadat Islam  
Ian Jackson  
Philip Jago  
Neil Johnstone  
Lyness Jones  
Siân (Ann) Jones  
Derek Jordan  
Tashelle Joseph  
Larry Joyce  
Michael Joyce  
Terry Judge  
Ernest Jury  
Rebecca Kaell  
Lara Khodr  
Charles King  
Larry Klein  
Michael Koivusalo  
Ron Lachance

Olivier La Fontaine  
James Laing  
Maurice Lamontagne  
Daniel Larose  
Richard Lawrence  
Claude Le Blanc  
Pierre Legault  
Ronald Lemieux  
Sophie LePage  
Duncan Leslie  
Jorn Lewis  
Jesse Lloren  
Richard Lodge  
Zachary Logue  
James Lohnes  
Jack Loucks  
Samuel Macdonald  
Donald MacNeil  
Natalya Maitz  
Rian Manson  
Patrick Massie  
John McDermott  
Campbell McNeil  
William McRae  
Nickoo Merati  
Robert Mercier  
Robert Merrick  
Thomas Miller  
Vernon Miller  
Elsa Mirzaei  
Valerio Moglie

Haidar Mohammad  
Robert Moore  
Patrick Morel-A-  
L'Huissier  
Christine Moreland  
Dave Moryas  
Alexander Munro  
Bob Murray  
Jessie Murray  
Joe Murray  
Michael Najm  
George Nassrallah  
Jihan Nassrallah  
Wissam Nassrallah  
Wilbert Neal  
Art Newton  
Emily Ngo  
Christina Nicholson  
Michael Nituch  
Brittany Norton  
Michael Nowell  
Jane O'Donovan  
Leo O'Donovan  
Ryan Zhi-Ming Ong  
Julia Pankova  
Ray Paquette  
Angela Pasco  
Thomas Patterson  
Christopher Payne  
George Pearce

Keith Penney, Sr  
George Popadyne  
Andre Poulin  
Tezmeen Fatima Qazi  
Tony Raab  
Sabiha Rahman  
Arun Rao  
Christène Razafimaharo  
Greg Reynolds  
James Riddoch  
Katherine Riley  
Alain Rioux  
Orazio Rizzi  
Charles Robinson  
Ross C. Robinson  
Michael Roy  
Miville Roy  
Mehrdad Saeidi  
Kamil Safarli  
Anny Sam  
Clayton Sanford  
Haydee Santos  
Kim Lee Santos  
Janine Schultz  
Sajeew  
Shanmuganathan  
Reg Shivel  
George Skinner  
Edward Slack  
Stanton Smail

Bob Smith  
Evan Smith  
Iain Smith  
Dave Stremes  
Andrea Stuhec-Leonard  
Stu Tait  
John Tasseron  
Charles (Bill) Tate  
David Tate  
Keith Teav  
Maha Temkit  
Anne Tencarre  
Thivija Thevarajah  
Jack Thorpe  
Tim Timmins  
Camelia Touzany  
Patrick Tunney  
Ray Tushingham  
Ian Umbach  
Lindsay Upiter  
Bill Upton  
Sid van Dyck  
Maurice-André Vigneault  
Bill Weiler  
Alan Westland  
George White  
Lawrence Wilcox  
Gerald (Gerry) Willis  
Mae Wilson  
Helen Yendall

Nan Zhang  
Nova Zhao  
Yifan Zhou  
Kathleen Zorzella



# MANAGEMENT DISCUSSION AND ANALYSIS

## Overview

In 2009–2010, the Corporation completed the fifth year in its existing Strategic Plan and produced a new Plan with a revised strategic direction. While remaining true to the Corporation's legislative mandate, its new Plan places greater emphasis on the Corporation's national presence and revenue generation. To better meet the objectives of the Plan, a revised organizational structure was put in place.

This past fiscal year, the Corporation continued to implement facility projects funded through 2006 and 2008 federal budgets. Stabilization of underground infrastructure and ventilation systems were a primary focus. In addition, construction of new classrooms and an auditorium began at the Canada Aviation and Space Museum, plans were completed for a visitor hub at the Canada Agriculture Museum, and modified accommodations for school groups were completed at the Canada Science and Technology Museum.

Funding to advance plans for a new Canada Science and Technology Museum facility allowed the Corporation to undertake consultations in major centres across Canada, engaging Canadians in the project. These consultations provided valuable feedback, while also fostering relationships that will be important in building a new national science and technology showcase.

The 2009–2010 fiscal year was financially challenging in many respects. In December 2009, the Corporation received confirmation that it would not be provided with the funding it had enjoyed in previous years for operation of the Canada Aviation and Space

Museum hangar. This financial setback prompted a thorough review of operations, resulting in reduced services to the public and the permanent loss of fifteen staff positions. In addition, the timing of the decision did not allow the Corporation to fully absorb the shortfall, resulting in an operating loss. Further adjustments to the Corporation's operating model will be required to assist it in delivering its mandate if a permanent source of funding for the hangar cannot be found. The Corporation did, however, receive encouraging news in the federal budget tabled in March 2010, which provided the Corporation with one-time funding of \$3.7 million to help cover certain fixed costs and redress the Corporation's current financial situation.

## Corporation Business

The Corporation's business can be summarized in four main areas of activity:

- Heritage Preservation—Collection management, conservation and research.
- Sharing Knowledge—Dissemination of research related to the Corporation's historically significant collection through educational and community programs, exhibitions and websites.
- Accommodations—Housing and securing the collection, accommodations for visitors and staff.
- Internal Services (formerly Support Activities)—Governance and central support services, which include human resources, finance and museum administration.



The Canada Science and Technology Museum is home to the oldest remaining piece of Canadian railway rolling stock: the Carillon-Grenville Railway Combination Coach, built in 1854. CSTMC—1973.0534



This Johnson Hobby Horse (or draisine) was built in 1818. Propelled by the rider's feet, this ancestor of the bicycle is on display at the Canada Science and Technology Museum. CSTMC—1981.0202

### Financial Perspective

The Corporation's base appropriation for 2009–2010 was \$25,597,000. This was supplemented by one-time funding of \$10,972,000 to address certain health and safety issues, as well as salary adjustments based on existing collective agreements. Total appropriation in Corporation statements is reported on an accrual basis in the amount of \$30,443,000. This, supplemented by revenue-generating activities of \$4,728,000, allowed the Corporation to implement its mandate.

	2009/10 \$000	2009/10 \$000	2008/09 \$000	2007/08 \$000
<b>REVENUES</b>	Planned	Actual	Actual	Actual
Parliamentary Appropriation	\$28,404	\$30,443	\$29,393	\$28,997
General Revenues	5,000	4,728	4,831	4,691
<b>Total Revenues</b>	<b>33,404</b>	<b>35,171</b>	<b>34,224</b>	<b>33,688</b>
<b>EXPENSES</b>				
Personnel	18,595	19,008	18,483	17,963
Accommodation	8,221	8,953	9,257	8,347
Depreciation	3,152	2,191	2,528	2,441
Operations	4,734	4,846	4,873	4,595
<b>Total Expenses</b>	<b>34,702</b>	<b>34,998</b>	<b>35,141</b>	<b>33,346</b>
<b>Net Income (Loss)</b>	<b>(1,298)</b>	<b>173</b>	<b>(917)</b>	<b>342</b>

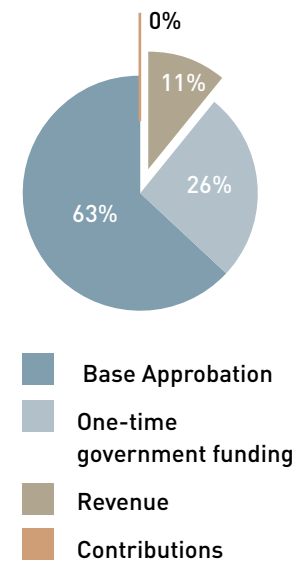
### Revenue Sources

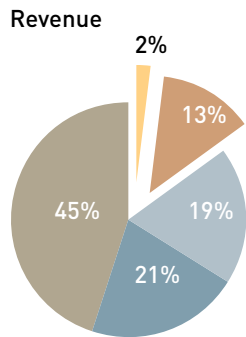
The Corporation has three primary sources of funds: government appropriation, self-generated revenues/cost recovery and philanthropic contributions.

Revenue generation remains a high priority for the Corporation. Senior management participates in a detailed revenue analysis each year, reviewing not only gross revenues but also the cost of generating these revenues. This exercise examines the Corporation's historical trends and compares these to industry trends, ensuring that the Corporation is focusing its efforts on areas with the greatest potential to improve revenue generation.

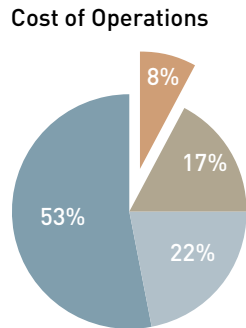
Admission revenues increased in 2009–2010, due in part to price increases at the Canada Science and Technology Museum, as well as to increased attendance at the Canada Aviation and Space Museum following a partial closure in 2008–2009. Development revenues include a membership program, fundraising and sponsorship. Sponsorship revenues are reported based on the terms of the agreement and not when the agreement is signed. Sponsorship revenue reported in 2009–2010 includes partnerships with both the public and private sectors on projects such as the travelling versions of the **Food for Health** and **Beyond the Trees** exhibitions, the upcoming Canada Science

Source of Funds





- Commercial Operations
- Other
- Admission
- Corporate Development
- Interest



- Personnel
- Accommodations
- Operations
- Depreciation

and Technology Museum exhibition, **In Search of the Canadian Car**, and educational programming. The Corporation's Membership Program also continues to grow, surpassing last year's record with earnings of 323,000, representing more than 26,000 individuals. Museum Members continue to be strong supporters of the Corporation, providing a healthy ongoing source of revenue.

Interest income decreased by \$308,000, despite an increase in cash balances. The Corporation invests its cash balances in a secured short-term market, which unfortunately suffered a dramatic decline in 2009–2010.

### Cost of Operations

The Corporation's total expenses were \$35.0 million in 2009–2010, with salaries and accommodations amounting to \$19.0 million and \$9.0 million respectively. The remaining \$7.0 million—a decrease of 0.3 million over the previous fiscal year—was available to spend on the collection and preservation of artifacts, ongoing research, developing and delivering exhibitions and programs, promoting the three Museums and administrative support.

### Salaries

Salaries remain the Corporation's most significant expense. This is normal for any knowledge-based institution. The structure of the Corporation, with its three separate museum sites, requires three times the costs for admission desks, visitor services and security. This has an impact on overall personnel costs in comparison with some of the Corporation's sister institutions, which may have only one museum site. A recent internal reorganization has centralized many services across the Corporation to help reduce costs. In addition, it is worth noting that the Corporation's new classification system, which complies with recent equity legislation, has increased total salary costs.

The Corporation focused on human resources management this year, making excellent progress in addressing issues raised in the most recent Auditor General's Special Examination Report. A succession plan has been put in place for all critical positions. The

Corporation employs many highly-skilled and uniquely-qualified individuals: a scarce resource within the marketplace. Balancing the cost of training their successors, within an environment in which salaries already claim a high proportion of available funds, will remain a challenge. For 2010–2011, the Corporation will be able to use the new funding received in the last budget to help address this issue.

### Facilities Management

Protecting and caring for a national collection of the Corporation's magnitude is an expensive undertaking. The effects of inflation on the Corporation's second-largest financial commitment have been growing at the expense of programs. The federal government, recognizing the condition of the Corporation's current facilities, has provided a much-needed injection of funds to address many of the more critical infrastructure issues.

The Corporation's facilities portfolio includes Crown-owned properties at different stages in their useful lives. The Canada Science and Technology Museum is a forty-three-year-old repurposed warehouse converted for use as a museum. The public building of the Canada Aviation and Space Museum is now twenty-one years old; the collection storage hangar is five years old. Operating funds for the hangar have not been secured on a permanent basis, resulting in an operational shortfall.

The Canada Agriculture Museum operates in Ottawa's Central Experimental Farm, which is owned by Agriculture and Agri-Food Canada. The heritage buildings housing the Museum provide an excellent backdrop for the display of agricultural technology and a partnership agreement has recently been reached with Agriculture and Agri-Food Canada to promote agricultural science and heritage on the site, including renovation of certain facilities. These changes are aimed at making the Museum a year-round museum, providing more opportunities for students to explore agricultural science and history.

Over 98 percent of the Canada Science and Technology Museum and Canada Agriculture Museum collections are



stored in three leased industrial facilities, due to a lack of public display space. These three warehouses, which lack appropriate environmental controls, round out the facility management portfolio. The Corporation is subject to market pressures for these accommodations, as seen when leases were recently renewed. This further reduces the funds available for exhibitions and programming.

The Corporation has recently renewed its efforts to secure funding for escalating operating costs. The Corporation has not received any inflationary adjustment for taxes, utilities or leases since taking over responsibility for its buildings in 1994. This situation is under review and will remain a priority. Securing adequate facilities funding would allow the Corporation to restore program funds that were used to manage pressing infrastructure issues. One strategy under consideration is delaying capital investment in the current Canada Science and Technology Museum, in anticipation of a decision regarding future use of this building.

#### Summary

The Corporation has continued to make excellent progress in rejuvenating its facilities, thanks to infrastructure funding received in 2006 and 2008. The effect of this has been particularly apparent at the Canada Aviation and Space Museum, with stabilization of underground infrastructure and the breaking of ground for a new auditorium and classrooms.

The Canada Agriculture Museum, although suffering a temporary shortage of space due to certain uninhabitable buildings, has made significant progress with its partners on the site and is well positioned to keep growing in popularity with enhancement of its facilities.

Thanks to funding received for the advancement of a new Canada Science and Technology Museum, the Corporation has developed a functional program for collection accommodation and a Concept Master Plan. It has also been able to visit major centres across the country to discuss collaborative opportunities and ideas for a new Museum facility.

The Corporation's accommodations have been improved through injections of funding for infrastructure. The Collection Development Strategy has advanced according to plan, although more resources are required within the documentation function. Information-sharing has been enhanced through improvements to the Corporation's websites, with travelling exhibitions and new educational packages receiving high accolades from the user community.

Improving its financial situation has been, and will continue to be, one of the Corporation's primary objectives. Rising facility costs and the identification of a permanent solution for the collection hangar at the Canada Aviation and Space Museum remain important issues. Resolution of these financial pressures is necessary if program delivery is to be stabilized, if sharing knowledge is to remain an important part of the Corporation's mandate, and if making its impressive collection available to all Canadians is to continue. The Corporation was fortunate to receive notice recently of \$3.7 million in special funding for the 2010–2011 fiscal year to help address its most pressing issues without further reductions in operations.

Within a knowledge-based economy, science and innovation are essential to a society's continued success. The Corporation is well positioned to increase the importance of science and technology in Canada, branding Canada an innovative country, leading to a corresponding increase in scientific and technological literacy and achievement. To support this process, the Corporation will continue, through its programs and activities, to help Canadians discover their scientific and technological heritage and understand its impact on their lives today, while also encouraging them to consider the future through the lens of innovation. The federal government's continued investment in the Corporation sends a clear and positive message both to staff and to the public at large.

Among the many rare items in the Corporation's collection is this cavity magnetron, dating from 1940. This particular example was used to start radar manufacture in North America during the darkest days of Second World War, giving the Allies a considerable advantage over German radar systems. CSTMC—1969.0482



# BOARD OF TRUSTEES

The Canada Science and Technology Museums Corporation is governed by a Board of Trustees representing all regions of the country. Trustees, acting collectively as the Board, are responsible for managing the business, activities and affairs of the Corporation, and for ensuring that all of the duties conferred on the Corporation by the *Museums Act* and Part X of the *Financial Administration Act* are carried out.

Appointed by a Governor-in-Council, the eleven members of the Board reflect the scope and diversity of the Corporation's mandate. Two new members were appointed to the Board in 2009–2010: Harold Bjarnason of Gimli, Manitoba and Virginia McLaughlin of Richmond Hill, Ontario. This year also saw the appointment of the new Chair: Dr Gary Polonsky of Courtice, Ontario.

## Committee Structure

Board Committees usually meet before each Board meeting or by teleconference, and report on their activities at each Board meeting. The five Board Committees are:

### Executive Committee

This Committee carries out the duties of the Board between Board meetings. The Committee held six meetings during the year.

### Audit and Finance Committee

This Committee oversees the Corporation's financial and management controls, as well as its practices and information systems. The Committee held three meetings during the year.

**Dr Gary Polonsky**  
Ontario

Retired Founding  
President, University  
of Toronto Institute of  
Technology  
Chair, EC\*

**Walter R. Parsons**  
Ontario

Retired Senior  
Vice-President and  
General Manager,  
Neilson Dairy  
(Ottawa)  
Vice-Chair, EC, MFC,  
NGC, CDC\*

**Neil Russon, CMA**  
New Brunswick

Partner, Accreon Inc.  
EC, AFC\*

**Eloise Opheim, O.C.**  
Saskatchewan

Founder, Parents  
Resource Institute  
for Drug Education  
(PRIDE)  
EC, AFC, NGC, CDC

**Robert Mantha**  
Quebec

Professor and Dean,  
Faculty of Business  
Administration,  
Université Laval  
AFC\*

**Frédéric Dugré**  
Quebec

President and CEO,  
H2O Innovation  
AFC, MFC

### Major Facilities Committee

This Committee ensures that best practices are followed with regard to the Corporation's major building projects. The Committee held three meetings during the year.

### Nominating and Governance Committee

This Committee reviews and recommends nominations for Trustee appointments and reappointments, reviews the Board's committee structure and membership, and ensures that a Board self-assessment process is in place. The Committee also monitors, and periodically reviews, the governance of the Corporation in light of best practices, and recommends appropriate changes aimed at enhancing the effectiveness of its operations to the Board. The Committee held three meetings during the year.

### Corporate Development Committee

This Committee provides advice on development and marketing matters. The Committee held three meetings during the year.

**Dr Ian McIlreath**  
Alberta

Geoscience Discipline  
Manager and  
Chief Geoscientist,  
Talisman Energy  
AFC, NGC\*

**Amiee Chan**  
British Columbia

President and CEO,  
Norsat International  
Inc.  
MFC, CDC

**Jean Saint-Cyr**  
Quebec

President  
and Founding  
Member, Design+  
Communication Inc.  
CDC, MFC\*

**Margaret E. Smith**  
Nova Scotia

Former Director  
of Health Records,  
Highland View  
Regional Hospital  
AFC, NGC

**B. Anne Wright**  
Ontario

Chartered Accountant  
MFC, CDC

**Harold Bjarnason**  
Manitoba

Retired Dean,  
Faculty of Agriculture  
and Food Sciences,  
University of  
Manitoba  
NGC, CDC

**Virginia McLaughlin**  
Ontario

President, Helmhorst  
Investments Ltd.

## Board of Trustees Activities

For the performance of their duties, Board members are paid an annual retainer and per diem amounts for committee meetings, which are set by the Governor-in-Council.

The Chairperson receives an annual retainer of \$8,400; the Vice-Chairperson \$7,400; and Board members \$4,200. In addition, all Board members receive an amount of \$325 per day for Board-related activities.

In addition to meetings of the Board and Board Committees, members participate in meetings with management and special activities for the Corporation.

### Activities from April 1, 2009 to March 31, 2010

Board Member	Board Meetings Attended <sup>1</sup>	Committee Meetings Attended <sup>2</sup>					Retainers + Per Diem Range
		EC	AFC	NGC	MFC	CDC	
James S. Paul* (Chair)	2	2	2	1	1	1	\$4,200–\$6,500
Dr. Gary Polonsky* (Chair)	2						\$2,100–\$5,000
Walter R. Parsons** (Vice-Chair)	5	6		2	1	3	\$7,400–\$45,000
Neil Russon	5	6	3				\$4,200–\$10,000
Eloise Opheim	5	4	1	3		3	\$4,200–\$10,000
Robert Mantha***	1		2				\$1,050–\$2,000
Frédéric Dugré	5		3		2		\$4,200–\$7,000
Dr. Ian McIlreath	4		2	3			\$4,200–\$7,000
Amiee Chan	5				3	1	\$4,200–\$7,000
Jean Saint-Cyr	4				3	3	\$4,200–\$7,000
Margaret E. Smith	5		3	3			\$4,200–\$7,000
Anne Wright***	3				3	3	\$3,150–\$6,000
Harold Bjarnason***	2			1		2	\$4,200–\$6,500
Virginia McLaughlin***							\$1,000–\$2,000

<sup>1</sup> Board: Four meetings and one teleconference were held.

<sup>2</sup> The Board undertook a review of its committee structure, resulting in a significant number of changes in committee membership:

EC: Executive Committee—six meetings were held.

AFC: Audit and Finance Committee—three meetings were held.

NGC: Nominating and Governance Committee—three meetings were held.

MFC: Major Facilities Committee—three meetings were held.

CDC: Corporate Development Committee—three meetings were held.

\* Mr. Paul resigned from his position on the Board in September 2009 and was replaced by Dr. Polonsky in January 2010.

\*\* Mr. Parsons, as part of his Board responsibilities, carried out the duties as Chair until a replacement was found and chaired the Canada Science and Technology Museums Corporation Foundation.

\*\*\* Mr. Mantha's and Ms. Wright's terms as Board members expired during the year. Mr. Bjarnason was appointed to the Board in April 2009 and Ms. McLaughlin was appointed in January 2010.

# FINANCIAL STATEMENTS

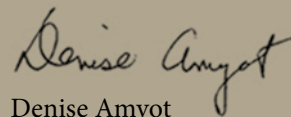
## Management's Responsibility for Financial Statements

The financial statements contained in this Annual Report have been prepared by Management in accordance with generally-accepted Canadian accounting principles, 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 the Annual Report and for ensuring that this information is consistent, where appropriate, with the information and data contained in the financial statements.

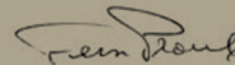
In support of its responsibilities, Management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the reliability of financial information, that assets are safeguarded and controlled, and that transactions are in accordance with the Financial Administration Act and regulations, as well as the Museums Act and the by-laws of the Corporation.

The Board of Trustees is responsible for ensuring that Management fulfils its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Audit and Finance 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 these groups are performing their responsibilities and to discuss auditing, internal controls, and other relevant financial matters. The Audit and Finance Committee has reviewed the financial statements with the external auditor 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.



Denise Amyot  
President and Chief Executive Officer



Fernand Proulx  
Chief Operating Officer  
May 21, 2010



## AUDITOR'S REPORT

To the Minister of Canadian Heritage and Official Languages

I have audited the balance sheet of the National Museum of Science and Technology as at March 31, 2010 and the statements of changes in shareholder's equity, operations and comprehensive income and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Corporation that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part X of the *Financial Administration Act* and regulations, the *Museums Act* and the by-laws of the Corporation.

John Rossetti, CA  
Assistant Auditor General  
for the Auditor General of Canada

Ottawa, Canada  
May 21, 2010

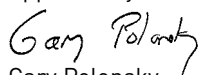
## BALANCE SHEET As at March 31

(in thousands of dollars)	2010	2009
<b>ASSETS</b>		
Current		
Cash and cash equivalents (Note 4)	\$15,626	\$12,814
Accounts receivable		
Government departments	2,514	1,827
Trade	312	176
Inventories	349	408
Prepaid expenses	236	147
	19,037	15,372
Restricted cash (note 5)	-	321
Collection (Note 6)	1	1
Property and equipment (Note 7)	57,370	54,807
Intangible assets (Note 8)	147	147
	\$76,555	\$70,648
<b>LIABILITIES AND SHAREHOLDER'S EQUITY</b>		
Current		
Accounts payable and accrued liabilities		
Government departments	\$984	\$918
Accrued salaries and other	2,630	3,237
Current portion of employee future benefits (Note 9)	724	582
Deferred revenues and parliamentary appropriations (Note 10)	653	502
	4,991	5,239
Employee future benefits (Note 9)	2,007	1,985
Long-term advance (Note 11)	4,533	4,408
Deferred capital funding (Note 12)	55,162	49,006
	66,693	60,638
SHAREHOLDER'S EQUITY		
Contributed surplus	10,102	10,102
Retained earnings (deficit)	(240)	(413)
Accumulated other comprehensive income	-	321
Retained earnings (deficit) and accumulated other comprehensive income	(240)	(92)
	9,862	10,010
	\$76,555	\$70,648

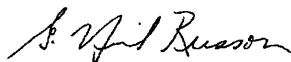
Commitments and contingencies (Notes 18 and 20)

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

Approved by the Board of Trustees



Gary Polonsky  
Chairman



Neil Russon  
Chairman, Audit and Finance Committee

## STATEMENT OF CHANGES IN SHAREHOLDER'S EQUITY

For the year ended March 31

(in thousands of dollars)	2010	2009
<b>CONTRIBUTED SURPLUS</b>		
Contributed surplus, beginning of year	\$10,102	\$10,102
Contributed surplus for the year	-	-
Contributed surplus, end of year	10,102	10,102
<b>RETAINED EARNINGS</b>		
Retained earnings (deficit), beginning of year	(413)	504
Net earnings (loss) for the year	173	(917)
Deficit, end of year	(240)	(413)
<b>ACCUMULATED OTHER COMPREHENSIVE INCOME</b>		
Accumulated other comprehensive income, beginning of year	321	422
Other comprehensive loss for the year	(321)	(101)
Accumulated other comprehensive income, end of year	-	321
<b>SHAREHOLDER'S EQUITY AT THE END OF THE YEAR</b>		
	\$9,862	\$10,010

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

## STATEMENT OF OPERATIONS AND COMPREHENSIVE INCOME

For the year ended March 31 (in thousands of dollars)	2010	2009
<b>REVENUES</b>		
Admission		
Science and Technology	\$1,228	\$1,136
Aviation and Space	468	311
Agriculture	413	409
Commercial operations	954	954
Corporate development	753	739
Interest	74	382
Other	838	900
Total revenues	4,728	4,831
<b>EXPENSES (Schedule)</b>		
Heritage preservation	4,609	5,032
Sharing knowledge	12,715	12,103
Internal services	6,530	6,221
Accommodations	8,953	9,257
Amortization of property and equipment	2,191	2,528
Total expenses	34,998	35,141
Excess of expenses over revenues	(30,270)	(30,310)
Parliamentary appropriations (Note 13)	30,443	29,393
Net earnings (loss) for the year	173	(917)
<b>OTHER COMPREHENSIVE INCOME</b>		
Restricted contributions received during the year	12	105
Contributions spent during the year	(80)	(206)
Contribution to Canada Science and Technology Museums Corporation Foundation	(253)	-
Other comprehensive loss for the year	(321)	(101)
Comprehensive loss for the year	\$(148)	\$(1,018)

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

## STATEMENT OF CASH FLOWS

For the year ended March 31 (in thousands of dollars)	2010	2009
<b>Cash flows from/(used in) operations</b>		
Cash received (clients)	\$4,462	\$4,097
Parliamentary appropriations received	27,684	25,277
Cash paid (employees and suppliers)	(33,467)	(33,600)
Interest received	82	384
Total cash flows used in operating activities	(1,239)	(3,842)
<b>Cash flows from/(used in) investing activities</b>		
Acquisition of property and equipment	(4,759)	(4,379)
Decrease in restricted cash	321	101
Total cash flows used in investing activities	(4,438)	(4,278)
<b>Cash flows from financing activities</b>		
Appropriations received for the acquisition of property and equipment	8,352	4,898
Cash received for restricted contributions	12	105
Increase in long-term advance	125	3,833
Total cash flows from financing activities	8,489	8,836
Increase in cash and cash equivalents	2,812	716
Cash and cash equivalents, beginning of year	12,814	12,098
Cash and cash equivalents, end of year	\$15,626	\$12,814
<b>Consisting of:</b>		
Cash	\$120	\$4,804
Cash equivalents	15,506	8,010
	\$15,626	\$12,814

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



# NOTES TO FINANCIAL STATEMENTS

March 31, 2010

## 1. Authority, mandate and operations

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

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

The Corporation operates as the Canada Science and Technology Museums Corporation. It manages three museum sites: the Canada Science and Technology Museum, the Canada Aviation Museum and the Canada Agriculture 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 (formerly Support Activities)

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

### Accommodations

This includes operating and maintenance expenses for all owned and leased facilities including security services.

## 2. Changes in accounting standards

Effective April 1, 2009, the Corporation adopted the following new accounting standards:

### (a) Goodwill and Intangible Assets:

The Canadian Institute of Chartered accountant (CICA) issued a new accounting standard, Section 3064, *Goodwill and Intangible Assets*, which was effective for the Corporation's first quarter of fiscal 2009-2010. This section replaces previous Section 3062, *Goodwill and Other intangible assets*, and Section 3450, *Research and Development Costs*. This section establishes new standards for the recognition and measurement of intangible assets. It did not impact the Corporation's financial statements.

### (b) Financial Instruments - Disclosures:

In June 2009, the CICA amended Section 3862, *Financial Instruments - Disclosure*, to include additional disclosure requirements about the fair value measurement for financial instruments and liquidity risk. These amendments require a three level hierarchy for financial instruments measured at fair value

that reflects the transparency and significance of the inputs used in making the fair value measurements. As the amendments only concern disclosure requirements, they do not have an impact on the financial statements of the Corporation. Comparative information is not required for the first year of application. The Corporation has provided this enhanced disclosure in note 16(a).

*(c) Financial Statement Concepts:*

The Corporation adopted the amended CICA Handbook Section 1000, *Financial Statement Concepts*. This amendment virtually eliminates the matching principle and provides guidance to clarify the distinction between assets and expenses. The Corporation has reviewed its assets and liabilities to ensure they meet the clarified criteria of amended Section 1000 and has determined that there is no impact on its financial statements.

### 3. Accounting policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles. The significant accounting policies are:

**(a) Cash equivalents**

The Corporation's investments are highly liquid and have a term to maturity of less than ninety days in Schedule "A" banks, government backed paper and commercial paper rated A++ by the Canadian Bond Rating Services (CBRS).

**(b) Inventories**

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

**(c) Collection**

The collection constitutes the major portion of the Corporation's assets but is shown at a nominal value of \$1,000 on the balance sheet 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.

**(d) Property and equipment**

Property and equipment are recorded on the following basis. Acquired property and equipment 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, less accumulated amortization for buildings. The estimated historical net costs of the buildings have been credited to deferred capital funding and the estimated historical cost of the land has been credited to the contributed surplus. Land for which the historical cost cannot be reasonably determined is recorded at a nominal value with a corresponding amount credited to the contributed surplus. Improvements that extend the useful life or service potential of buildings are recorded at cost. Building improvements are amortized over the lesser of the remaining useful life of the building or the estimated useful life of the improvements.

Amortization 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 10 years
Equipment	5 to 12 years

Amounts included in capital projects in progress are transferred to the appropriate property and equipment classification upon completion, and are amortized accordingly.

**(e) Employee future benefits**

*i) Pension benefits*

All eligible employees participate in the Public Service Pension Plan administered by the Government of Canada. The Corporation's contribution to the plan reflects the full cost of the employer contributions. This amount is currently based on a multiple of the employee's required contributions, and may change over time depending on the experience of the Plan. The Corporation's contributions are expensed during the year in which the services are rendered and represent its total pension obligation. The Corporation is not currently required to make contributions with respect to any actuarial deficiencies of the Public Service Pension Plan.

## ii) Severance benefits

Employees are entitled to severance benefits, as provided for under labour contracts and conditions of employment. The cost of these benefits is accrued as the employees render the services necessary to earn them. Management determined the accrued benefit obligation using a method based upon assumptions and its best estimates. These benefits represent an obligation of the Corporation that entails settlement by future payment.

## (f) Revenue recognition

### i) Parliamentary appropriations

The Government of Canada provides funding to the Corporation. Parliamentary appropriations received for specific projects are recorded as deferred revenues and parliamentary appropriations, and are recognized in the year in which the related expenditures are incurred. The portion of the parliamentary appropriation intended to be used to purchase depreciable property and equipment is recorded as deferred capital funding, and is amortized on the same basis, and over the same periods, as the related property and equipment. The remaining portion of the appropriation is recorded in the statement of operations and comprehensive income in the year for which it is approved.

### ii) Corporate development

Contributions by non-owners received for specific purposes are recorded as “Other Comprehensive Income” and recognized as revenue in the year in which the related expenses are incurred and requirements are met. Contributions by non-owners without restrictions are recognized as revenue when received or receivable, if the amount to be received can be reasonably estimated, and collection is reasonably assured.

Sponsorship revenues are deferred and recognized as revenue in the year in which the related expenses are incurred. Contributions and sponsorships in kind are recorded at their estimated fair market value when they are received. Volunteers contribute a significant number of hours per year. Because of the difficulty in determining their fair value, contributed services are not recognized in these financial statements.

Membership revenues for which services have not been rendered are deferred and accounted for as services are provided. Deferred sponsorship and membership revenues are recorded as deferred revenues.

### iii) Admission, commercial operations and other revenues

Revenues from admission, commercial operations and other revenues are recognized in the year in which the goods or services are provided by the Corporation. Funds received for future services are deferred.

### iv) Interest revenues

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

## (g) Financial instruments

The Corporation financial assets and financial liabilities are classified and measured as follows:

Asset/Liability	Category	Measurement
<b>Assets:</b>		
Cash	Held-for-trading	Fair value
Cash equivalents	Held-to-maturity	Amortized cost
Accounts receivable	Loans/Receivables	Amortized cost
Restricted cash	Held-to-maturity	Amortized cost
<b>Liabilities:</b>		
Accounts payable & accrued liabilities	Other financial liabilities	Amortized cost

## (h) Measurement uncertainty

The preparation of financial statements in accordance with Canadian generally accepted accounting principles 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, employee future benefits and estimated useful lives of property and equipment are the most significant items for which estimates are used. Actual results could differ significantly from those estimates.

#### (i) Future accounting change

In February 2008, the Accounting Standards Board (AcSB) confirmed that publicly accountable enterprises will be required to adopt International Financial Reporting Standards (IFRS) effective for years beginning on or after January 1, 2011. As well, in February 2008, the Public Sector Accounting Board (PSAB) amended the Introduction to Public Sector Accounting Standards to deem Government Business Enterprises (GBE) and Government Business-Type Organizations (GBTO) as publicly accountable enterprises. The Corporation is currently classified as a GBTO and was therefore required to adopt IFRS for its fiscal year ending March 31, 2012.

In December 2009, PSAB amended the Introduction to Public Sector Accounting Standards, eliminating the GBTO classification effective for years beginning on or after January 1, 2011. Government organizations previously classified as GBTO are required to reclassify themselves in the GBE, Government Not-For-Profit Organization (GNPO) or Other Government Organization categories and adopt the applicable accounting standards for years beginning on or after January 1, 2011.

The Corporation is currently evaluating its classification in accordance with the PSAB introduction and with the CICA Section 4400 applicable to GNPOs, and is monitoring related developments and changes to accounting standards that will impact its financial statements for the year ended March 31, 2012.

## 4. Cash and cash equivalents

The overall portfolio yield as at March 31, 2010 was 0.4% (2009 - 1.60%) and the average term to maturity is eighteen days (2009 - eight days).

The fair value of the cash equivalents is approximately \$15,511,000 and consists of Government secured bonds and commercial paper in accordance with the Corporation's Investment and Banking policy disclosed in note 16. Accrued interest of \$2,159 is recorded in accounts receivable.

## 5. Restricted cash

This represents the unspent amount of donations received from individuals and corporations for specific purposes. A corresponding amount is included in accumulated other comprehensive income. Restricted cash is managed in accordance with the donors' wishes and the by-laws of the Corporation.

In 2009-2010, the Corporation transferred its restricted fund balance to the Canada Science and Technology Museums Corporation Foundation. Further information related to the Foundation is disclosed in note 14.

## 6. 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
- Physical Sciences and Medicine
- Renewable Resources, including Agriculture and Forestry
- Transportation: Land, Marine, and Aviation

## 7. Property and equipment

(in thousands of dollars)

	Cost	Accumulated amortization	2010 Net book value	2009 Net book value
Land	\$ 10,102	\$ -	\$ 10,102	\$ 10,102
Buildings	55,046	22,424	32,622	33,827
Building improvements	20,497	13,621	6,876	4,406
Office furniture	5,911	4,319	1,592	1,477
Equipment	6,365	5,028	1,337	1,244
Capital projects in progress	4,841	-	4,841	3,751
	<b>\$ 102,762</b>	<b>\$ 45,392</b>	<b>\$ 57,370</b>	<b>\$ 54,807</b>

Cost and accumulated amortization of property and equipment as at March 31, 2009 amounted to \$98,018,000 and \$43,211,000 respectively.

## 8. Intangible assets

The Corporation has acquired an easement right from the Canadian Pacific Railway Limited in order to keep access to the rail. The easement right is recorded at cost and is not amortized since it is determined to have an indefinite useful life. The intangible asset is tested for impairment annually or more frequently if events or changes in circumstances indicate that the asset might be impaired.

## 9. Employee future benefits

### (9a) Pension benefits

The Corporation and all eligible employees contribute to the Public Service Pension Plan. This pension plan provides benefits based on years of service and average earnings at retirement. The benefits are fully indexed to the increase in the Consumer Price Index. The Corporation's and employees' contributions to the Public Service Pension Plan for the year were as follows:

(in thousands of dollars)	2010	2009
Corporation's Contributions	\$ 1,633	\$ 1,686
Employees' Contributions	848	805

### (9b) Severance benefits

The Corporation provides severance benefits to its employees based on years of service and final salary. This benefit plan is not pre-funded and thus has no assets, resulting in a plan deficit equal to the accrued benefit obligation. Benefits will be paid from future appropriations. Information about the plan, measured as at the balance sheet date, is as follows:

(in thousands of dollars)	2010	2009
Accrued benefit obligation, beginning of year	\$ 2,567	\$ 2,532
Cost for the year	419	324
Benefits paid during the year	(255)	(289)
Accrued benefit obligation, end of year	\$ 2,731	\$ 2,567
Short-term portion	724	582
Long-term portion	2,007	1,985
	<b>\$ 2,731</b>	<b>\$ 2,567</b>

## 10. Deferred revenues and parliamentary appropriations

Deferred revenues represent amounts received in advance of services rendered. Deferred parliamentary appropriations represent approved parliamentary appropriations received for work not yet completed or received in advance. Information on the deferred revenues and parliamentary appropriations is as follows:

(in thousands of dollars)	2010	2009
Revenues from sponsorships	\$ 89	\$ 108
Revenues from programs and other	538	339
Unused appropriations received for specific purposes	26	55
	<b>\$ 653</b>	<b>\$ 502</b>

## 11. Long-term advance

The Corporation received funding from the Treasury Board Secretariat to construct educational facilities, retail space and an auditorium at the Canada Aviation Museum. The Corporation also received funding to establish a foundation for the Canada Science and Technology Museums Corporation.

(in thousands of dollars)	2010	2009
Funding for construction of revenue generating facilities	\$ 4,208	\$4,083
Funding to establish a Foundation	325	325
	<b>\$ 4,533</b>	<b>\$ 4,408</b>

The Corporation received the funding on the basis that it will have up to twenty-five years to repay the funding for construction of revenue generating facilities and six years to repay the funding received to establish the Foundation. A repayment mechanism will be determined and the Corporation does not have to pay interest on this funding.

## 12. Deferred capital funding

Deferred capital funding represents the unamortized portion of parliamentary appropriations used, or to be used, to purchase depreciable property and equipment.

Changes in the deferred capital funding balance are as follows:

(in thousands of dollars)	2010	2009
Balance beginning of year	\$ 49,006	\$ 46,636
Appropriations used in the current year to purchase depreciable property and equipment	2,624	3,973
Appropriations received in the current year to acquire property and equipment in future years	5,723	925
Amortization	(2,191)	(2,528)
<b>Balance end of year</b>	<b>\$ 55,162</b>	<b>\$ 49,006</b>

## 13. Parliamentary appropriations

(in thousands of dollars)	2010	2009
Main estimates amount provided for operating and capital expenditures	\$ 34,479	\$ 27,195
Supplementary estimates:		
Capital and operating pressures	-	2,730
Hangar maintenance and operations	-	1,475
Severance adjustments and retroactive wage settlements	2,090	237
	<b>36,569</b>	<b>31,637</b>

Deferred appropriation used in current year for specific projects	30	126
Appropriations received in the current year to acquire property and equipment in future years	(5,723)	(925)
Amounts used to purchase depreciable property and equipment	(2,624)	(3,973)
Amortization of deferred capital funding	2,191	2,528
<b>Parliamentary appropriations</b>	<b>\$ 30,443</b>	<b>\$ 29,393</b>

## 14. 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 is a registered charitable non-profit organization under the *Income Tax Act* since April 1, 2008. This is a separate legal entity from the Canada Science and Technology Museums Corporation and all funds that will be raised by the Foundation will be for projects determined by the Foundation.

The Foundation will raise funds from patrons, corporations, associations and from the community. The amounts granted to the Corporation by the Foundation will be recorded as Corporate Development revenue in the Corporation’s statement of operations and comprehensive income.

In 2009-2010, direct expenses related to fundraising costs and disbursed by the Corporation, in the amount of \$197,000, were charged to the Foundation and recorded as an account receivable from the Foundation by the Corporation. 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. Similarly, these charges have not been allocated to the Foundation. In addition to the fundraising costs charged to the Foundation, administrative support costs of approximately \$150,000 were recorded in the Corporation.

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

## 15. Rockcliffe Flying Club

The Rockcliffe Flying Club (RFC) is a Transport Canada approved flight training school. The RFC operates the Rockcliffe Airport that is owned by the Canada Science and Technology Museums Corporation and located on the grounds of the Canada Aviation and Space Museum. 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 transaction is not recognized in these financial statements.

## 16. Financial instruments

### (a) Fair value

All financial instruments measured at fair value must be classified in fair value hierarchy levels prioritizing the valuation techniques used to determine the fair value of a financial instrument based on whether the inputs to those techniques are observable or unobservable:

- Level 1 – Financial instruments are considered Level 1 when valuation can be based on quoted prices in active markets for identical assets and liabilities.
- Level 2 – Financial instruments are considered Level 2 when they are valued using quoted prices for similar assets and liabilities, quoted prices in markets that are not active, or models using inputs that are observable.
- Level 3 – Financial instruments are considered Level 3 when their values are determined using pricing models, discounted cash flow methodologies or similar techniques and at least one significant model assumption or input is unobservable.

The carrying amounts of the Corporation’s cash and cash equivalents, accounts receivable, restricted cash, accounts payable and accrued liabilities approximate their fair values due to their short term to maturity, which corresponds to the level 1 fair value hierarchy classification.

## (b) Financial risk management

The Corporation has identified and assessed its exposure as follows:

### (i) 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 investments in marketable securities and accounts receivable. The Corporation has determined that the risk is not significant.

#### a) Investments in marketable securities

The Corporation manages its exposure to credit risk arising from investments in marketable securities \$15,511,000 (2009 – \$8,010,000) by limiting the investment to short-term bonds. As per the Corporation's *Investment and Banking* policy, corporate bonds must have a minimum credit rating of A++ by CBRS. The Corporation does not have any investments in non-bank asset-backed commercial paper.

#### b) Accounts receivable

The Corporation is exposed to credit risk from customers \$2,826,000 (2009 – 2,003,000) in the normal course of business. The accounts receivable are net of applicable allowance for doubtful accounts, 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.

As at March 31, 2010, \$301,000 (2009 – \$92,000) of accounts receivable were past due (over thirty days), but not impaired. The Corporation did not classify any accounts receivable as impaired as they generally relate to government clients which are considered low risk and have a history of subsequent collections.

### (ii) 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 comprehensive income or the fair value of its holdings of financial instruments. The Corporation has determined that the risk is not significant.

#### a) Foreign currency risk

The Corporation is exposed to foreign currency risk on revenue, cash and cash equivalents and accounts payable principally denominated in U.S. dollars. At March 31, 2010, cash and cash equivalents, and current liabilities include US \$9,840 (March 31, 2009 – US \$88,259), and US \$7,766 (March 31, 2009 – US \$2,271) respectively, which are exposed to changes in the U.S. – Canadian dollar exchange rate.

The approximate impact of a 10% rise in the Canadian dollar compared to the US dollar on these exposed balances at March 31, 2010 is a \$211 decrease in net income. The approximate impact of a 10% decline is a \$211 increase in net income.

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.

#### b) 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.

### (iii) Liquidity risk

Liquidity risk is the risk that the Corporation will not be able to meet its financial obligations as they fall due. The Corporation manages liquidity risk through the management of its cash and cash equivalents (Note 4) and capital (Note 17). The Corporation has determined that the risk is not significant.

As at March 31, 2010, the entire Corporation's accounts payable and liabilities are due within 365 days.

## 17. Capital Management

In accordance with Section 1535 Capital Disclosures of the *CICA Handbook*, the Corporation's capital is defined as including its contributed surplus, retained earnings and accumulated other comprehensive income. The Corporation's primary objective includes maintaining sufficient capital for operations and protecting its ability to meet its on-going obligations. As at March 31, 2010,



the Corporation's shareholder's equity was \$9,862,000 and the Corporation met its objective with regards to capital management.

The Corporation is not subject to externally imposed capital requirements and its overall strategy with respect to capital management remains unchanged from the year ended March 31, 2009.

## 18. Commitments

As at March 31, 2010, the Corporation had entered into various agreements for accommodation, protection services, facilities management services and exhibition rentals, for a total of \$17,301,000. The future minimum payments for the next five years are as follows:

(in thousands of dollars)	
2010-2011	\$ 10,118
2011-2012	2,560
2012-2013	2,400
2013-2014	1,338
2014-2015	885
	<b>\$ 17,301</b>

## 19. Related party transactions

In addition to related party transactions disclosed elsewhere in these financial statements, the cost of services provided by other federal departments, agencies, and Crown corporations which are reflected in the Statement of Operations and Comprehensive Income and the Statement of Changes in Shareholder's Equity, totalled \$4,692,360 (2009 - \$5,281,458). The Corporation incurred expenses such as property taxes, building rentals and employee benefits with related parties. Sales to related parties for the year ended March 31, 2010 were \$466,561 (2009 - \$266,227). These transactions were conducted in the normal course of operations, under the same terms and conditions that applied to outside parties and are recorded at the exchange amount.

## 20. Contingencies

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur, or fail to occur. 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 recorded in the Corporation's financial statements. As at March 31, 2010, there has been no provision recorded. The effect, if any, of ultimate resolution of these matters will be accounted for when determinable.

SCHEDULE OF EXPENSES for the year ended March 31		
(in thousands of dollars)	2010	2009
Personnel costs	\$19,008	\$18,483
Amortization of property and equipment	2,191	2,528
Professional and special services	1,996	2,119
Property taxes	1,915	2,324
Leases of buildings	1,813	1,723
Property management services	1,253	1,152
Utilities	1,051	1,226
Repair and upkeep of buildings	909	820
Material and supplies	766	662
Protection services	749	687
Design and display	580	615
Gift shops and product marketing	410	407
Miscellaneous	382	238
Publications	360	411
Advertising	340	426
Communications	292	246
Travel	256	284
Repair and upkeep of equipment	254	288
Office supplies and equipment	139	160
Freight, express and cartage	136	99
Rentals of equipment	92	105
Books	72	73
Purchase of objects for the collection	34	65
<b>Total expenses</b>	<b>\$34,998</b>	<b>\$35,141</b>

