



PATH TO RENEWAL

Annual Report 2014-2015
Canada Science and Technology Museums Corporation



CANADA SCIENCE AND TECHNOLOGY
MUSEUMS CORPORATION

Canada 



Path to Renewal

Renewal is a constant in the world of science. At the Canada Science and Technology Museums Corporation (the Corporation), it is also a way of life.

In addition to recurring themes of renewal—from the birth of baby animals each spring to an exploration of innovative technologies and scientific advances—the three Museums in the Corporation portfolio have also undertaken some extraordinary renewal projects this fiscal year.

Throughout the year, the Canada Agriculture and Food Museum continued to expand its offerings through its new Learning Centre. This year also saw remodelling of a portion of the exhibition floor at the Canada Aviation and Space Museum, as well as renewal of the **Living in Space** exhibition. On the heels of a very challenging year, the Canada Science and Technology Museum is now undergoing a complete makeover, both inside and out. Some of the Corporation's results fell short of last year's due to the unforeseen closure of the Museum for the latter half of 2014–2015. However, with an entrepreneurial spirit, the Corporation found alternative ways of pursuing the closed Museum's programming off-site, in schools, and at other museums, in order to continue serving the public. In fact, the Corporation's three Museums together welcomed more than 500,000 visitors through their doors; and through travelling exhibitions, artifact loans, and digital outreach, they reached 13.9 million Canadians. Following record-breaking attendance for the **STAR WARS™ Identities** exhibition in the prior year, the Canada Aviation and Space Museum this year continued to surpass its attendance target by a wide margin.

Science and technology always come into their own when faced with a problem to solve, or an innovation to tackle. The Canada Science and Technology Museums Corporation is no different, constantly seeking new ways to reach audiences, share technological and scientific advances, and showcase Canada's rich scientific legacy.

This Annual Report describes highlights of the 2014–2015 fiscal year, including renewed exhibitions, innovative programming, new collaborations, audience development, improved efficiencies, and a hint at what the future may hold.

Thank you to our volunteer photographers:
Tom Alföldi, Richard Lawrence, André Lévesque, Robert MacDonald,
Dave Moryas, Norman Smith, Bill Upton.

Table of Contents

MESSAGE FROM CHAIR **4**

MESSAGE FROM PRESIDENT AND CEO **5**

BOARD OF TRUSTEES **6**

OVERVIEW OF THE CORPORATION **8**

CANADA AGRICULTURE AND FOOD MUSEUM **10**

CANADA AVIATION AND SPACE MUSEUM **11**

CANADA SCIENCE AND TECHNOLOGY MUSEUM **12**

CORPORATE PLANNING FRAMEWORK **13**

KRA 1: SHARING KNOWLEDGE **14**

Engaging Events and Popular Programs 16

Innovative Exhibitions 17

Sharing Expertise 17

KRA 2: NATIONAL PRESENCE, PARTICIPATION AND OUTREACH **18**

National and International Outreach 20

Awards and Recognition 21

KRA 3: ADVANCE OUR INTERNATIONALLY RENOWNED COLLECTION **22**

Preserving Canada's Heritage 24

Building the Collection 25

KRA 4: ENSURE CORPORATE SUSTAINABILITY **26**

Generating Revenues 28

Sponsorships and Agreements 28

Memoranda of Understanding and Other Agreements 30

Membership Matters 31

Accommodations 31

Recognizing Volunteers 32

KRA 5: BECOME AN EMPLOYER OF CHOICE **34**

A Collaborative and Engaging Workplace 36

Corporate Social Responsibility 36

MANAGEMENT DISCUSSION AND ANALYSIS **38**

FINANCIAL STATEMENTS **42**



Message

from Chair,
Dr Gary Polonsky

A Nation of Innovators

On behalf of the Board of Trustees, I am pleased to present this Annual Report, with the theme “Path to Renewal”. As you will see, this past year was pivotal for the Corporation due to a number of coincidental developments—some foreseen, some not.

The first and most important of these was the arrival in July 2014 of the Corporation’s new President and CEO, Alex Benay. The Board and I welcome Alex to the Corporation. His experience in the public and private sectors, and his keen knowledge of the digital world in which we live, are extremely well suited to addressing the challenges confronting the Corporation and to implementing its new strategic objectives. I would also like to recognize and thank, on behalf of the Board, the Corporation’s Chief Operating Officer, Fernand Proulx, who took on additional responsibilities as Interim President and CEO, steering the Corporation with a steady and capable hand for more than a year prior to Alex’s arrival.

The second development—entirely unexpected, but perhaps a blessing in disguise—was the September 2014 closing of the Canada Science and Technology Museum. As a number of long-term facilities issues came to an unexpected head, we were grateful that the Government of Canada quickly stepped in to fund the Museum’s renewal. This new federal funding will help us to create a modern and vibrant science and technology museum that will open just in time to welcome the tens of thousands of Canadians expected to travel to Ottawa in 2017 to celebrate Canada’s sesquicentennial year.

With the closing of the Canada Science and Technology Museum, the Board—which was partially renewed this past year with two new Trustees—refocused its attention to a certain extent. The Board is fortunate to have a number of Trustees with significant expertise in building development and project management, several of whom have stepped forward to help guide this important capital project. As members of the newly formed Major Facilities Committee, they will oversee the Museum’s renewal in close association with the Corporation’s management team.

The “Path to Renewal” theme applies not only to the Canada Science and Technology Museum, but also to new Strategic Objectives for the Corporation and its three Museums. This past year marked the conclusion of the Corporation’s most recent five-year plan, and development of a new plan that will take us into early 2020. The Strategic Objectives contained in the new plan reflect both current challenges and long-term goals. In the years ahead, the Corporation’s three Museums will continue to promote a national culture of science, technology, and innovation, with a particular focus on the innovators of tomorrow. By meeting people where they are—through digital experiences, extensive educational outreach, and a partnership hub that celebrates Canadian scientific culture and enterprise—the Corporation and its Museums will continue to serve as a springboard designed to help launch Canada’s future scientific and technological breakthroughs.

With a new President and CEO on board, new Strategic Objectives in place, and an inspiring new Canada Science and Technology Museum in development, our path to renewal is clear. As we continue the ongoing evolution of three outstanding Museums, and the development of ever more innovative programs, we are secure in the knowledge that we are helping to encourage and inspire Canada’s future scientific and technological leaders.



Message

from President and CEO, Alex Benay

As I close out my first fiscal year as CEO, I have to say that it's been quite a ride. Beyond the Corporation's usual attention to innovation in programming, exhibitions, revenue generation and more, we have been given a mandate to renew an entire museum within a very short period of time.

Daunting though it might seem, this is a welcome challenge. Innovation and renewal are the name of the game for all science and technology institutions, and ours is no different. During the past year, for example, the Canada Agriculture and Food Museum continued to expand its offerings at its new year-round Learning Centre. The Canada Aviation and Space Museum went even further, remodelling a portion of its exhibition floor and renewing its **Living in Space** exhibition, all the while shattering attendance records in the process.

We also continued to refresh and expand our digital offerings. Our First World War *Ace Academy* app has been a resounding success, having been downloaded in 144 countries since launching on November 5, 2014. Our redesigned websites are all up and running. We hosted educational Google Hangouts and all three Museums added new videos to their popular YouTube channels. The transformation of the Corporation to a digital organization also saw the national science and technology artifact collection database going online, which resulted in members of the public interested in big data creating new apps. The Corporation also started 3D scanning its artifacts to make them more accessible digitally.

The big story, of course, is the renewal of the Canada Science and Technology Museum. Following serious concerns about health and safety, as well as collection preservation, the Museum closed to the public in September 2014. The Museum's outdoor Technology Park was similarly affected when its iconic *Atlas* rocket, which had become too fragile to maintain in an upright position, was dismantled.

Much of what we do is, of course, made possible in part through the financial support of the Government of Canada. This past year, rather having us simply patch over problems at the Canada Science and Technology Museum, the federal Government announced that it would provide special funding for renewal of the Museum, inside and out. Plans include stabilizing the building, upgrading the exhibition spaces, and modernizing the exterior façade. Perennial favourites such as the locomotives and Crazy Kitchen will return. Public consultation will also be taking place, as we ask Canadians to weigh in on various options for the renewed facility.

Another major initiative this past fiscal year involved the creation of an entirely new five-year plan. It is an exciting vision, designed to help the Corporation reinforce its position as one of the world's most venerable science and technology museum corporations.

There are some exciting challenges ahead. Mindful of the fact that we hold our collection and institutions in trust for all Canadians—who support us additionally through donations and memberships—we look forward to interacting with

Canadians even more as the new Museum begins to take shape. We also anticipate welcoming greater numbers of Canadians to our two other Museums, and to our websites.

Despite the challenges presented by the closing of the Canada Science and Technology Museum, attendance grew substantially at our two other Museums—particularly the Canada Agriculture and Food Museum. We continued to provide innovative online content, reaching more people across the country than ever before. We initiated a Corporation-wide greening initiative that has been wholeheartedly embraced by staff. The Canada Science and Technology Museum Corporation is clearly possessed of an outstanding entrepreneurial spirit, always going above and beyond to find alternative ways of providing programming offsite, in schools, at other museums, and online, in order to continue serving the public.

The Corporation's employees—on the front lines and behind the scenes—create the magic and miracles that ensure, day in and day out, that visitors are welcomed warmly, and that they leave inspired. With the closing of the Canada Science and Technology Museum, we were unfortunately faced with eliminating a number of staff positions in late 2014. On behalf of the Corporation, I would like to thank each of these former employees for their hard work, creativity, and commitment.

As we begin a new year, I would also like to extend my warmest thanks to the Board and staff of the Canada Science and Technology Museums Corporation for meeting the year's challenges with both spirit and aplomb. I also look forward to the next couple of years, when we will show Canadians and the wider world what we can really accomplish together.



CSTMC BOARD OF TRUSTEES—NOVEMBER 26, 2014

Front row, left to right: Dr Marie-Claire Bélanger, Virginia McLaughlin, Helen Johns.
 Back row, left to right: David James Cohen, Alex Benay, Dr Gary Polonsky, Jim Silye,
 Dr Harold Bjarnason, Glen Schmidt.

Absent: Jane Hungerford, Eloise Opheim, Neil Russon, Margaret E. Smith.

Name, Region

Term—BOARD COMMITTEES

(over the 2014–2015 fiscal year)

Dr Gary Polonsky, Ontario
 January 14, 2010 to January 13, 2018—Chair, EC, FARM, GC, MF

Jim Silye, Ontario
 June 18, 2010 to June 17, 2018—Vice-Chair, EC, FARM, MF

Dr Marie-Claire Bélanger, Quebec
 March 1, 2012 to February 29, 2016—GC, MF

Dr Harold Bjarnason, Manitoba
 April 23, 2009 to September 30, 2017—FARM

David James Cohen, Quebec
 June 13, 2014 to June 12, 2018—MF

Dr C. David Desjardins, New Brunswick
 February 5, 2015 to February 4, 2019

Jane Hungerford, British Columbia
 March 7, 2013 to March 6, 2017—GC

Helen Johns, Ontario
 October 4, 2012 to October 3, 2016—FARM

Virginia McLaughlin, Ontario
 December 18, 2009 to December 17, 2016—GC, EC, MF

Eloise Opheim O.C., Saskatchewan
 June 27, 2009 to June 12, 2014—GC

Neil Russon, C.M.A., New Brunswick
 January 29, 2008 to February 29, 2016—EC, FARM

Glen Schmidt, Alberta
 December 17, 2013 to December 16, 2017—FARM, MF

Margaret E. Smith, Nova Scotia
 March 5, 2009 to February 5, 2015—GC

Board of Trustees

The Corporation is governed by a Board of Trustees, appointed by the Minister of Canadian Heritage and Official Languages, with the approval of the Governor-in-Council. The Board is accountable to Parliament, through the Minister of Canadian Heritage and Official Languages, for the Corporation's business affairs. The full Board held four meetings during the 2014–2015 fiscal year.

The Board is composed of up to 11 Trustees, including a Chair and Vice-Chair from across Canada. Four committees support the work of the Board: the Executive Committee; the Finance, Audit and Risk Management Committee; the Governance Committee; and the newly formed Major Facilities Committee. Trustees are collectively responsible for strategic leadership and accountability, management of the Corporation's business activities and affairs, and ensuring that all duties conferred upon the Corporation by the *Museums Act* and Part X of the *Financial Administration Act* are carried out.

In addition to meetings of the Board and Board Committees, Trustees take part in meetings with Management, as well as special activities on behalf of the Corporation. The Board also engages with the public at its Annual Public Meeting, during which it shares the Corporation's mandate, priorities and fiscal management.

During the past fiscal year, Alex Benay was appointed President and CEO of the Canada Science and Technology Museums Corporation, effective July 2, 2014. In addition, Dr C. David Desjardins of New Brunswick and David James Cohen of Quebec joined the Board of Trustees.

COMMITTEE STRUCTURE

Board Committees usually meet before each Board of Trustees meeting, or via teleconference, and report on their activities at Board meetings. There are currently four Board Committees, as described below.

Executive Committee

The Executive Committee (EC) consists of the Chair, the Vice-Chair, two additional Trustees designated by the Board, and the President and CEO, who sits as a non-voting member. This Committee establishes the Corporation's annual performance objectives, and has full authority to act when the full Board of Trustees is unable to meet in a timely fashion. The Executive Committee held two meetings during the 2014–2015 fiscal year.

Finance, Audit and Risk Management Committee

The Finance, Audit and Risk Management (FARM) Committee oversees the Corporation's financial management, its practices, and its information systems. This Committee reviews and advises the Board of Trustees on the Corporation's five-year operating and capital plans, as well as annual and quarterly financial statements. The FARM Committee also selects internal audits; reviews and advises the Board of Trustees on plans and reports from auditors; and oversees the Corporation's risk-management policies and practices. The Committee is composed of no less than four Trustees, in addition to the Chair of the Board and the President and CEO, who are non-voting members of the Committee. The Committee held four meetings during the 2014–2015 fiscal year.

Governance Committee

The Governance Committee (GC) monitors and reviews governance of the Corporation in relation to best practices, and recommends changes aimed at enhancing operational effectiveness. The GC also reviews the Board's committee structures and memberships, and ensures that a Board self-assessment process is in place. The Committee reviews and recommends nominations

for trustee appointments and reappointments, and is comprised of no less than four Trustees, as well as the Chair of the Board and the President and CEO, who are non-voting members. The Committee held three meetings in 2014–2015.

Major Facilities Committee

The Major Facilities Committee (MF) was formed as a result of the additional Board oversight required for the renewal of the Canada Science and Technology Museum. Terms of references for the Committee were drafted in 2014–2015 and the Committee's first meeting was held in April 2015.

The terms of Trustees Eloise Opheim, Saskatchewan, and Margaret E. Smith, Nova Scotia, ended in 2014–2015. Two new members, Dr C. David Desjardins and David James Cohen, joined the Board of Trustees in 2014–2015.



Overview of the Corporation

VISION

To inspire all Canadians to celebrate and engage with their scientific, technological, and innovative past, present, and future in a place where innovations of the past meet the future.

MISSION

As keepers of Canada's scientific and technological collection, the Museums' mission is to collect, explore, and engage through science, technology, and engineering.

The Canada Science and Technology Museums Corporation includes the Canada Agriculture and Food Museum, the Canada Aviation and Space Museum, and the Canada Science and Technology Museum. Together, the three Museums are responsible for preserving Canada's scientific and technological heritage, while also promoting, celebrating, and sharing knowledge of that heritage.

MANDATE

The Corporation was established as an autonomous Crown corporation on July 1, 1990, under 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 Canada's Capital Region and report to Parliament through the Minister of Canadian Heritage and Official Languages.

EXECUTIVE MANAGEMENT

The Corporation's daily operations are managed by its President and Chief Executive Officer, supported by a senior management team consisting of the Director General of each Museum; the Chief Operating Officer; the Executive Director, Corporate Secretariat; the Vice-President, Collection, Research and Conservation; the Vice-President, Public Affairs and Marketing; the Vice-President, Human Resources; and the Director, Business Development.

Corporate Reporting Structure





Renewal is a way of life on any farm. Located on the Central Experimental Farm in the heart of Ottawa, the Canada Agriculture and Food Museum showcases agricultural innovation, as well as the renewal that comes with the changing seasons. As Canada's national museum of agricultural science and technology, it offers a wide range of exhibitions and educational programming, as well as special events related to Canada's agricultural heritage.

Canada Agriculture and Food Museum

Among national museums, the Museum is unique in managing a collection that includes livestock. Throughout the year, families and school groups enjoy numerous opportunities to learn more about Canada's agricultural animals in traditional activities such as milking, butter-making and sheep-shearing.

Other programming highlights of the past year included special events for Mother's Day, Father's Day, Canada Day, and Food Day Canada. Adults were treated to a series of canning workshops, teaching them how to safely preserve nature's bounty. Children learned about helpful insects in the Museum's first-ever Bug Day. And families were invited to try their hand at traditional agricultural technologies, from churning butter and grinding grain, to bread-making and animal care.

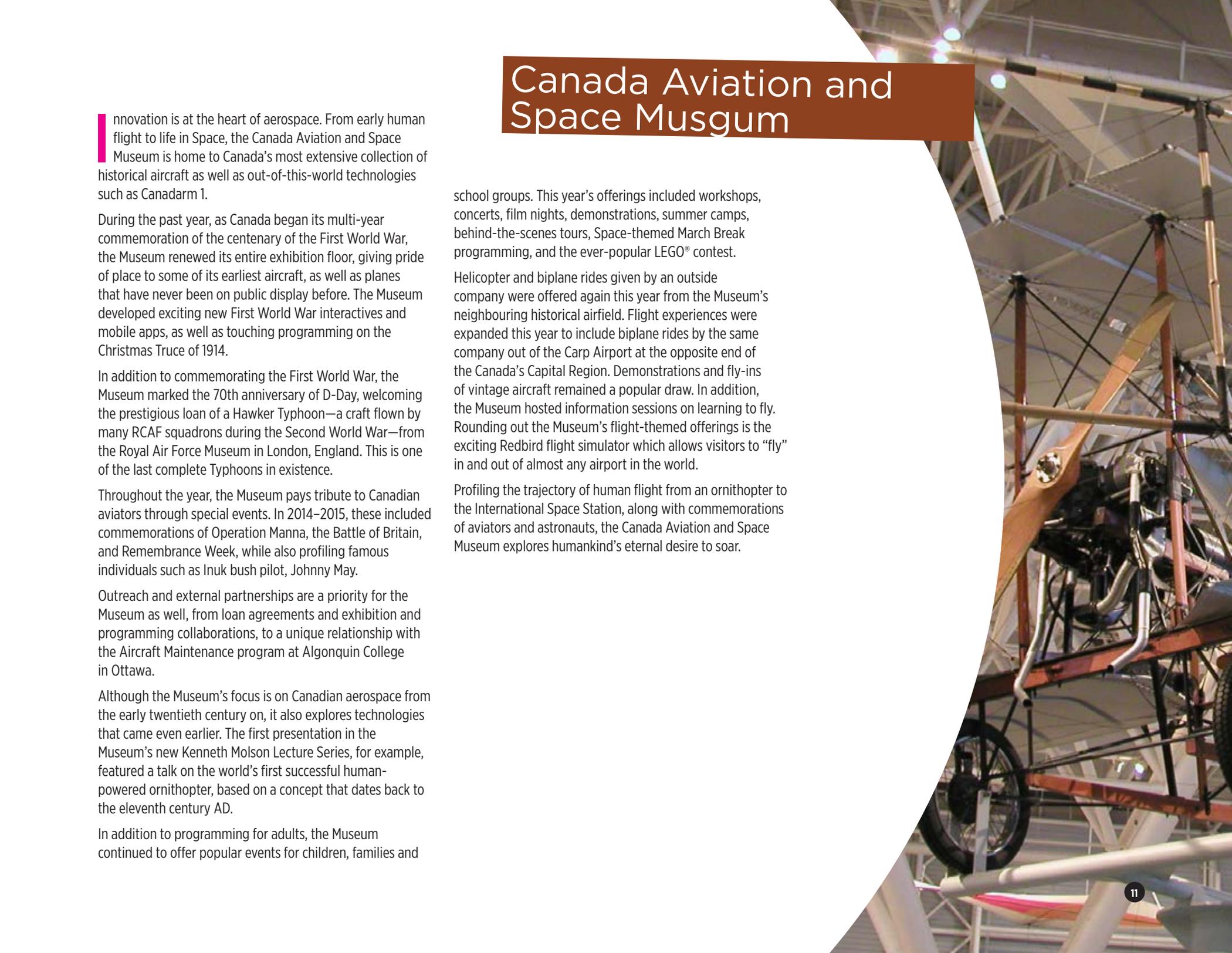
This year's exhibitions included an interpretive station on biodigester technology, exploring the production of biogas from cattle manure. **Food Preservation: The Science You Eat** examined the role of science in keeping food safe. Ongoing exhibitions on bees and worms helped visitors learn more about these small but critically important creatures. And, in honour of the centenary of the First World War, **Canadian Veterinarians Caring for War Horses** showcased the pivotal role played in wartime by horses and by the people who cared for them.

The Museum's dairy operation remained highly successful this year. In 2013, it earned Gold-level certification in the Raw Milk Quality Recognition Program from the Dairy Farmers of Ontario, and has since increased its revenues.

In addition, the Museum participated in Canadian Agricultural Literacy Week in early March 2015, which encourages Canadians to visit an agricultural museum, a farm, or find ways to participate online in the community.

As a working farm in the heart of the Canada's Capital Region, the Museum is exceptionally well-placed to explore Canada's agricultural past, as well as advances in agricultural technology and the future of food. Through events tied to seasonal renewal, the Museum allows visitors of all ages to become familiar with the journey of food from farm to plate, as well as the technologies that support farmers and consumers alike.

Canada Aviation and Space Museum



Innovation is at the heart of aerospace. From early human flight to life in Space, the Canada Aviation and Space Museum is home to Canada's most extensive collection of historical aircraft as well as out-of-this-world technologies such as Canadarm 1.

During the past year, as Canada began its multi-year commemoration of the centenary of the First World War, the Museum renewed its entire exhibition floor, giving pride of place to some of its earliest aircraft, as well as planes that have never been on public display before. The Museum developed exciting new First World War interactives and mobile apps, as well as touching programming on the Christmas Truce of 1914.

In addition to commemorating the First World War, the Museum marked the 70th anniversary of D-Day, welcoming the prestigious loan of a Hawker Typhoon—a craft flown by many RCAF squadrons during the Second World War—from the Royal Air Force Museum in London, England. This is one of the last complete Typhoons in existence.

Throughout the year, the Museum pays tribute to Canadian aviators through special events. In 2014–2015, these included commemorations of Operation Manna, the Battle of Britain, and Remembrance Week, while also profiling famous individuals such as Inuk bush pilot, Johnny May.

Outreach and external partnerships are a priority for the Museum as well, from loan agreements and exhibition and programming collaborations, to a unique relationship with the Aircraft Maintenance program at Algonquin College in Ottawa.

Although the Museum's focus is on Canadian aerospace from the early twentieth century on, it also explores technologies that came even earlier. The first presentation in the Museum's new Kenneth Molson Lecture Series, for example, featured a talk on the world's first successful human-powered ornithopter, based on a concept that dates back to the eleventh century AD.

In addition to programming for adults, the Museum continued to offer popular events for children, families and

school groups. This year's offerings included workshops, concerts, film nights, demonstrations, summer camps, behind-the-scenes tours, Space-themed March Break programming, and the ever-popular LEGO® contest.

Helicopter and biplane rides given by an outside company were offered again this year from the Museum's neighbouring historical airfield. Flight experiences were expanded this year to include biplane rides by the same company out of the Carp Airport at the opposite end of the Canada's Capital Region. Demonstrations and fly-ins of vintage aircraft remained a popular draw. In addition, the Museum hosted information sessions on learning to fly. Rounding out the Museum's flight-themed offerings is the exciting Redbird flight simulator which allows visitors to "fly" in and out of almost any airport in the world.

Profiling the trajectory of human flight from an ornithopter to the International Space Station, along with commemorations of aviators and astronauts, the Canada Aviation and Space Museum explores humankind's eternal desire to soar.



The Canada Science and Technology Museum is Canada's national science and technology museum, and one of the oldest of its kind in the world. It was not only Canada's first interactive science and technology museum, but also remains the country's largest and most comprehensive.

Canada Science and Technology Museum

Over the next few years, renewal will be the name of the game for this venerable institution. In November 2014, the federal Government announced an investment of \$80.5 million for upgrades to the Museum, including roof replacement, renewing the Museum's façade and exhibition spaces, and retrofitting of the building envelope to meet seismic and fire-suppression building codes. Closed to the public in September 2014, the Museum will reopen in 2017, in time for Canada's 150th birthday.

Prior to the Museum's September closure, it offered a full slate of programming and exhibitions. Its stargazing and astronomy-themed events remained particularly popular, as did special events such as International Museum Day, International Astronomy Day, day camps, and this year's Ottawa Mini Maker Faire. Throughout the summer, visitors could enjoy everything from classic cars, to lighthouse tours, to water rockets, to fun with artifact identification.

Nor were exhibitions neglected. In April 2014, the Museum opened its newest **TechnoZone** exhibition with **Data: New Ways of Seeing the World**, showcasing data visualization techniques that turn information into knowledge. Following the closure, the Museum has sought new and innovative ways of delivering content, using offsite venues. The new exhibition **Echoes in the Ice: Finding Franklin's Ship** was presented at the Library and Archives Canada facility in

downtown Ottawa, and featured recent Parks Canada photographs and videos from what is considered the find of a century.

March Break programming was also available, this time at the Canada Aviation and Space Museum. Space Mining and Gaming gave young visitors a chance to learn about the challenges and opportunities associated with mining in Space, while taking part in a Minecraft gaming workshop.

Enhancing these personal encounters with science and technology, the Museum also produced additional virtual experiences. The popular Do Try This at Home series offered two new sets of experiments, and Family Hangout – Trains and Locomotives! offered a free online workshop introducing the Museum's locomotives, as well as a Q&A session with an expert, and a train-inspired craft.

The Museum has long been committed to providing important learning opportunities. These include its ongoing participation in National Science and Technology Week each fall, the Summer Institute for Elementary Teachers, and this year's Interpreters in Training program for youth ages 14 to 19.

In addition to renewing the Museum interior, its outdoor Technology Park also underwent a significant change in February 2015, when the iconic *Atlas* rocket was dismantled and placed in storage. Although the Museum had been able to maintain the rocket with internal air pressure for more than 40 years, the skin had become too leaky, making safety an issue.

For the past 48 years, the Museum has been a highly popular destination for families and school groups. For nearly two generations, it has inspired Canadian students to consider careers in science, technology and engineering. When it reopens in 2017—the year Canada marks 150 years of Confederation, and the Museum's own 50th anniversary—it will be primed to reach out to an ever-expanding audience as keen to plumb the depths of what lies beneath our feet as they are to reach for the stars.

Corporate Planning Framework

In order to meet its goals as Canada’s national science- and technology-collecting institution, the Corporation works within the framework described below. Each of the Key Result Areas (KRAs) has performance indicators that are monitored to assess performance.

PROGRAM ALIGNMENT ARCHITECTURE			
<p>SHARING KNOWLEDGE (Education and Outreach)</p> <p>Disseminating knowledge related to the Corporation’s collection through educational and community programs, exhibitions, websites, and artifact and archival loans.</p>	<p>HERITAGE PRESERVATION (Collection and Research)</p> <p>Researching, developing, managing, and conserving the collection.</p>	<p>INTERNAL SERVICES (Corporate Management)</p> <p>Providing governance and central support services, such as human resources, procurement, and finance.</p>	<p>ACCOMMODATIONS</p> <p>Maintaining suitable facilities for the collection, for visitors, and for administrative functions.</p>
<p>KRA 1</p> <p>Share knowledge through our programs and compelling visitor experiences.</p> <p>Outcome</p> <p>Engaged Canadians with the past, present, and future of science, technology, and society through rich and compelling experiences.</p>	<p>KRA 3</p> <p>Advance our internationally renowned collection.</p> <p>Outcome</p> <p>Enriched the collection and enhanced its national and international reputation.</p>	<p>KRA 4</p> <p>Ensure corporate sustainability.</p> <p>Outcome</p> <p>Demonstrated responsible management and governance of financial and other resources.</p>	<p>KRA 1</p> <p>Share knowledge through our programs and compelling visitor experiences.</p> <p>Outcome</p> <p>Engaged Canadians with the past, present, and future of science, technology, and society through rich and compelling experiences.</p>
<p>KRA 2</p> <p>National presence, participation and outreach.</p> <p>Outcome</p> <p>Increased our outreach in all provinces and territories, with a variety of stakeholders involved in science, technology, and culture.</p>		<p>KRA 5</p> <p>Become an employer of choice.</p> <p>Outcome</p> <p>Attracted, developed, supported, and retained a highly skilled, dynamic, and diverse workforce.</p>	<p>KRA 4</p> <p>Ensure corporate sustainability.</p> <p>Outcome</p> <p>Demonstrated responsible management and governance of financial and other resources.</p>



KRA 1

Sharing Knowledge

Each year, all three of the Corporation's Museums renew their offerings, sharing knowledge through a broad selection of programs and visitor experiences. In 2014–2015, the Corporation effectively shared knowledge of the past, present and future of science and technology with Canadians across the country, providing to them informative exhibitions, innovative programs, and the newest in research from Canadian experts around the world.

KRA 1: SHARE KNOWLEDGE THROUGH OUR PROGRAMS AND COMPELLING VISITOR EXPERIENCES

INDICATORS/TARGETS	RESULTS 2014–2015	RESULTS 2013–2014
Attendance at all three Museums meet projected targets Yearly target: CAFM: 165,000 CASM: 185,000 CSTM: 300,000**	CAFM: 179,564 (+23.8% from 2013–2014) CASM: 211,151 (-50.6% from 2013–2014)* CSTM: 115,824** Corporation: 506,539	CAFM: 145,076 CASM: 359,224* CSTM: 285,263 Corporation: 789,563
Review visitor satisfaction rate from yearly visitor survey Target: visitor satisfaction = 90%	CAFM: 97% satisfaction rating CASM: 92% satisfaction rating CSTM: rating not available**	A new and more cost-effective visitor survey tool was developed for testing and use in 2014–2015
Number of new exhibitions at each Museum	CAFM: 4 CASM: 0 CSTM: 3	19 new exhibitions

* Last year's CASM attendance includes a spike due to *Star Wars™ Identities: The Exhibition*; 2014–2015 numbers were up 11% from 2012–2013.

** The CSTM closed on September 11, 2014 due to airborne mould discovered during annual September maintenance.



Science and technology are characterized by innovation, and the Corporation's three Museums are no exception. Programming and special events are constantly renewed and refreshed, providing visitors with exciting experiences that range from views of a shipwreck in the Arctic Ocean, to life on a Canadian farm, to mining in Space.

Engaging Events and Popular Programs

CANADA AGRICULTURE AND FOOD MUSEUM

Making full use of its new Learning Centre, the Canada Agriculture and Food Museum offered canning workshops and other activities for adults, along with popular family-friendly programming around seasonal agricultural events from Easter to A Pioneer Winter. Sheep-shearing, baby animals and activities such as animal care, baking and ice-cream making were all well-attended.

CANADA AVIATION AND SPACE MUSEUM

The Canada Aviation and Space Museum renewed its programming with a number of innovations this year, including special events related to the centenary of the First World War, and a new mobile flight school app. Through an outside company, it also expanded its biplane flights to an airfield at the Carp airport at the opposite end of the city, and continued to provide a full slate of commemorations, demonstrations of skydiving, concerts, and its highly popular LEGO® contest.

CANADA SCIENCE AND TECHNOLOGY MUSEUM

Despite challenges associated with its aging building, the Canada Science and Technology Museum offered an active slate of programming throughout the spring and summer of

this fiscal year. Events and workshops related to classic cars, astronomy, the maker movement, and artifact identification were all featured. Following its closure in September 2014 for renewal, the Museum expanded its programming to other locations, including the Canada Aviation and Space Museum, where it offered March Break activities.

SCHOOL PROGRAMS

At the three Museums, a total of 40,702 students attended 1,428 innovative educational programs and workshops, designed to encourage and enhance interest in science and technology.

DAY CAMPS

Summer day camps at all three Museums are some of the region's most popular summer activities. At the Canada Agriculture and Food Museum, camp attendance increased by 10% to a total of 1,214 children ages 4 to 14, exploring topics ranging from animal care, to ecology, to cooking. At the Canada Aviation and Space Museum, 147 campers attended the inaugural Sonart Music and Aviation Camps, which combine aerospace activities with music lessons and outdoor sports. And at the Canada Science and Technology Museum, 832 children ages 6 to 12 took part in camp experiences ranging from astronomy, to robotics, to gadgets.

The Corporation's three Museums are known for presenting inspiring and entertaining exhibitions that make science and technology not only relevant but fun. Interactive components, renewed exhibitions and new artifacts all characterized this year's exhibition offerings. The Corporation is currently in the third year of its most recent five-year exhibition plan.

Innovative Exhibitions

The Canada Agriculture and Food Museum opened three new exhibitions this year. The first, **Food Preservation: The Science You Eat**, looks at the technology that goes into keeping food safe. In honour of the centenary of the First World War, **Canadian Veterinarians Caring for War Horses** looked at the pivotal roles played by horses in the war effort, as well as those who ensured their health and wellbeing. In addition, the Museum featured small ongoing exhibitions on bees, worms and biogas.

At the Canada Aviation and Space Museum, several islands were reworked, and the area devoted to First World War aircraft was renewed, in honour of the centenary of that conflict.

At the Canada Science and Technology Museum, **Data: New Ways of Seeing the World** a new exhibition in **TechnoZone**, opened in April 2014. Although the Museum closed in September for renovations, in October 2014 it opened offsite, at Library and Archives Canada, a new exhibition on the Franklin Expedition, called **Echoes in the Ice: Finding Franklin's Ship**.

As part of its mandate, the Corporation shares its expertise with other museum institutions, as well as with a wide range of other organizations.

Sharing Expertise

Members of staff present the results of their research through lectures, publications and other initiatives. They serve on committees and other professional bodies across Canada and around the world, exchanging knowledge in the fields of science, technology, education and leadership, actively engaging in public dialogue about the relevance and value of science and technology to everyday life.



KRA 2

National Presence, Participation and Outreach





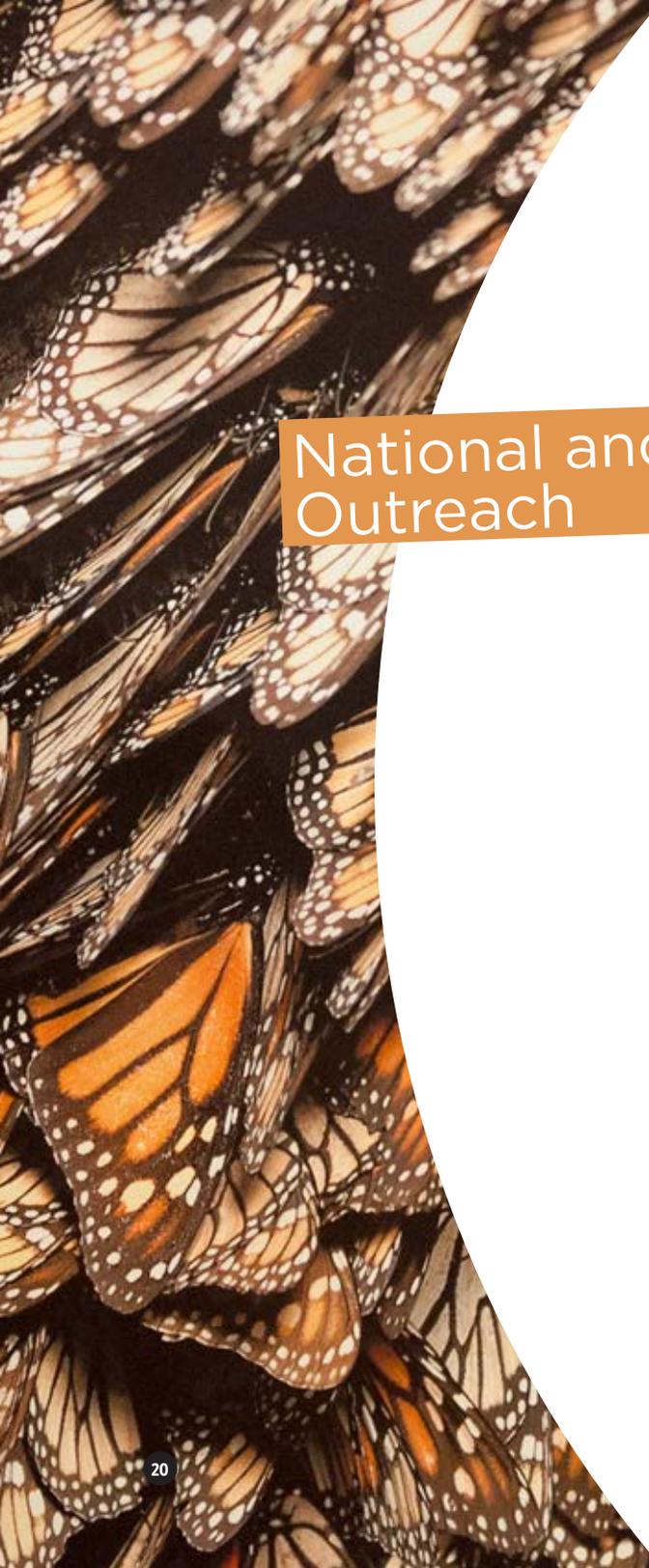
With a strong online presence, and active engagement in outreach and the development of new markets, the Corporation successfully extended its reach across Canada and around the world.



KRA 2: NATIONAL PRESENCE, PARTICIPATION AND OUTREACH

INDICATORS/TARGETS	RESULTS 2014–2015	RESULTS 2013–2014
Web visits meet projected targets Target: 3% increase in web visits from 2013–2014		
Analytics (A)	1,315,047 (-23% from 2013–2014)*	1,652,060 web visits
Number of artifacts on loan	304 artifacts on loan	387 artifacts on loan
Number of venues	55 venues	57 venues
Number of visitors	2,428,952 visitors	2,833,256 visitors
Number of conferences, workshops and/or symposiums participated in	58 conferences, workshops and/or symposiums	46 presentations

* Web visits were below target due to the closure of the CSTM and the spike in 2013–2014 caused by *Star Wars™ Identities: The Exhibition*.



National and International Outreach

Each year, the Corporation's products travel around the world. In 2014–2015, travelling exhibitions were presented at 19 venues, reaching 3.83 million visitors. In addition, 304 artifacts from the national collection were loaned to other institutions.

Highlights for this year's travelling exhibition program included **On the Trail of the Monarch Butterfly**, which travelled to the Canadian Embassy in Washington, D.C., as well as to seven major venues in Mexico and several in Canada. **Food for Health**, produced by the Canada Agriculture and Food Museum, was presented at the Musée François-Pilote in La Pocatière, Quebec; and the **Canadian Science and Engineering Hall of Fame** travelling exhibition was presented at the J.-Armand Bombardier Museum in Valcourt, Quebec.

The Corporation works frequently with educational institutions, including the Canada Aviation and Space Museum's affiliation with the Aviation Maintenance program at Algonquin College. Other initiatives include workshops at national and international conferences, outreach at festivals and parks, as well as events ranging from agricultural fairs to air shows.

The Corporation's popular Educational Activity Kits (Edukits), based on the pan-Canadian science curriculum, bring fascinating science experiences to students and teachers across Canada. A new way of lending the kits was implemented in the fall of 2014, increasing the time Edukits are available in the classroom while reducing travel time. Edukits travelled as far afield as the Northwest Territories, Newfoundland, and Saskatchewan. In addition, a new Edukit was developed with Scouts Canada this year.

A VIRTUAL AND ONLINE PRESENCE

The Corporation has long been an innovator in the use of social media and other online initiatives. Distance education, crowdsourcing, web-based resources and webinars are all actively used by all three Museums.

Highlights of the past year included the completion of the renewal of all three individual Museum websites, as well as the corporate site, incorporating new brand identities and enhanced content such as blogs from the CEO and curators. The Canada Aviation and Space Museum created the Corporation's first mobile app, called *Ace Academy*, and the three Museums each added new videos to their YouTube channels, while also increasing engagement with their social media streams. In addition, the Canada Aviation and Space Museum raised more than \$20,000 through its first-ever crowd funding campaign for the Legacy Project, a youth-driven film project at the Museum. Through the first-person accounts from Canadian Veterans as well as from European civilians, the documentary will showcase the people and stories of the Second World War through the lens of aviation. The completed film, as well as curriculum-linked classroom resources, will be available as a free download for schools across Canada in 2016. And finally, the Corporation hosted Google Hangouts for educational purposes, and participated in worldwide online initiatives such as #MuseumWeek.

RECOGNIZING SCIENTIFIC AND TECHNOLOGICAL ACHIEVEMENT

The Corporation is active in celebrating the scientific and technological achievements of Canadians across the country. In 2014–2015, three new members were inducted into the Canadian Science and Engineering Hall of Fame: engineer James Milton Ham, geophysicist Lawrence Whitaker Morley, and crop geneticist Vernon Douglas Burrows.

OUTREACH

Let's Talk Energy (LTE) remains the Corporation's flagship outreach program, reaching more than 2 million Canadians across the country. As in previous years, LTE included

exhibitions, special events such as Let's Talk Energy Week, social media and various online resources.

In all of its educational outreach materials, the Corporation ensures that it follows provincial curricula. This makes its school programs and other initiatives relevant and helpful to students and educators alike.

The Corporation's most popular summer study session—the Summer Institute for Elementary Teachers—was back again this year. In July 2014, 39 participants from across the country travelled to Ottawa to learn more about ways of engaging their students in STEM (science, technology, engineering and mathematics). In addition, in February 2015, a day-long Reading Artifacts workshop was held at the Canada Aviation and Space Museum, co-organized by the Carleton University School of Architecture, and was attended by 30 invited participants from Canada, the United States and Europe.

Awards and Recognition

The Corporation is often recognized for the work it does—as are members of staff. This year, the Ontario Museum Association awarded its Award of Excellence to the Canada Science and Technology Museum for its popular Summer Institute for Elementary Teachers.

The new Learning Centre at the Canada Agriculture and Food Museum was recognized with an Award of Excellence from the Ottawa Architectural Conservation Awards. The award honours the transformation of a machinery-testing facility built in 1936 into a state-of-the-art Learning Centre featuring exhibition spaces, learning labs and other visitor amenities.

In addition, the Corporation received the prestigious Award of Outstanding Achievement in New Media from the Canadian Museums Association towards the end of the fiscal year. The award recognized outstanding work with new media for the Canada Aviation and Space Museum's *Ace Academy* app.



**AWARD OF OUTSTANDING ACHIEVEMENT
IN NEW MEDIA**



KRA 3

Advance our Internationally Renowned Collection

The Corporation's three Museums house a national collection that features some of the world's most valuable scientific and technological artifacts, from vintage aircraft, to nanobots, to rare animal breeds.

Over the past year, the Corporation has continued to enrich its collection through acquisitions and long-term loans, many resulting from the Corporation's acknowledged reputation within the museum world.

KRA 3: ADVANCE OUR INTERNATIONALLY RENOWNED COLLECTION

INDICATORS/TARGETS	RESULTS 2014–2015	RESULTS 2013–2014
Number of acquisitions: past, present, future	Accession lots: 90	Accession lots: 149
Percentage of artifacts catalogued according to corporate standards	55%	54%
Number of deaccessions/area freed up due to deaccessioning	100 artifacts deaccessioned / 1,780 m ² freed up	48 deaccessions / 753 m ² freed up
Number of completed Collections Assessments (CAs) Target: 4 completed CAs	2 completed*	N/A
Percentage of collection accessible online	96% of the 3D collection is accessible on CHIN** (new indicator)	N/A
Number of publications	11 publications	12 publications

* Target was not met due to changes in priorities and reallocation of resources.

** The percentage is not likely to change due to cataloguing backlog.



The Corporation's Conservation and Collection staff not only monitor the condition of all artifacts in the Corporation's care, but also assess artifacts for potential acquisition. The breadth of the Corporation's collection requires highly specialized knowledge of an immense array of scientific disciplines and technology, ranging from early aircraft and spacesuits, to nanotechnology and locomotives, to tractors and milking machines.

Preserving Canada's Heritage

In addition to maintaining the collection, staff also prepare artifacts for display, travel, long-term storage, and loans.

DOCUMENTING CANADA'S SCIENCE AND TECHNOLOGY HISTORY

Documentation is key if a museum's collection is to remain relevant and useful to researchers and future generations. Provenance, condition reports, and other documentation are crucial, as is digitization of artifact data.

The Corporation continues to enhance its documentation of the national collection, while also expanding efforts to make an increasing proportion of the collection available online.

Each year, the Corporation adds objects of national and international importance to its collection. This year's key acquisitions included cheese cultures dating back to the 1960s, the world's most successful ornithopter to date, and a rare house trailer from the 1930s.

Building the Collection

NOTABLE ACQUISITIONS

Canada Agriculture and Food Museum

- A collection of notebooks and freeze-dried live cheese cultures from the lab of internationally recognized Canadian dairy scientist Dr Douglas Emmons.

Canada Aviation and Space Museum

- The *Great Flapper*, a flying machine whose jet-assisted flight of 17 seconds in July 2006 was the longest time ever achieved by a piloted, powered ornithopter.
- An agreement to acquire a Royal Aircraft Factory S.E. 5a aircraft, one of the most successful fighter planes of the First World War.
- Aircraft components preserved from the crash investigation of Swissair Flight 111, which went down off the coast of Nova Scotia in early September 1998.

Canada Science and Technology Museum

- The prototype of the hydrogen-fluoride cell detector, the first technology to detect extra-solar orbiting bodies.
- A collection of 65 mining lamps, the oldest dating from the eighteenth century.
- A collection of anaesthesia equipment that was used in Canada from 1900 until roughly 1960.
- The Brantford Travel Coach—a rare example of the house trailer built by the Canada Carriage & Body Co. Ltd. around 1937.





KRA 4

Ensure
Corporate
Sustainability



Effective revenue generation, management of human resources, and other internal initiatives ensure an organization's success. In 2014–2015, the Corporation continued its responsible management of its financial and other resources.



KRA 4: ENSURE CORPORATE SUSTAINABILITY

INDICATORS/TARGETS	RESULTS 2014–2015	RESULTS 2013–2014
Amount of operating revenue and interest revenues generated Target: \$5,235,000 in revenue generation	Budget: \$5,235,000 Actual: \$4,863,000*	\$9,439,000**
Amount of contributions from sponsorships, in-kind services, the Foundation, and outside organizations Target: \$1,600,000 in contributions	Sponsorship total: \$1,979,000	\$2,303,000**
Number of capital projects finished on time and on budget Target: 90% of projects completed on time and on budget	Delayed projects at the CAFM and CASM begun; to be completed in Q1 2015–2016 CSTM emptied of artifacts and exhibitry Project manager and prime consultant for CSTM facilities project hired	3 capital projects finished on time and on budget, the largest being completion of the Event Pavilion at the CAFM
Number of greening initiatives and efficiencies Target: 1 greening initiative	3 scheduled greening projects were started and completed: Enhanced recycling at the CAFM Enhanced recycling at the CASM More efficient chiller at the CASM	2 greening initiatives: New LED lighting at the CSTM and administrative buildings

* Closure of the CSTM for the last 7 months of 2014–2015 impacted revenues.

** CASM revenues and sponsorships spiked (and exceeded targets) in 2013–2014, due to **STAR WARS™ Identities: The Exhibition**.



Support The Legacy Project- Cro



+ Add to ← Share *** More

Published on Nov 12, 2014
The Legacy Project is a documentary being created by Canadian film, the RCAF, RAF, WAAF, and the Polish Air Force — as well as from former an oral history project has transformed into a documentary that also in

ALL COMMENTS (2)

Share your thoughts

Top comments ▾

28

Canada Aviation and Space Museum Shared on Google+ · 7 months ago
I know that we have come to you often and asked for your help but this is such an in- been able to capture, so for a sneak peek visit <http://ow.ly/EhQ5w>

The Corporation generates revenues each year through admission fees, parking fees, fundraising events, programming, thematic experiences, donations, collaborations, and sponsorships.

Generating Revenues

HIGHLIGHTS OF THE PAST YEAR INCLUDE:

- In September 2014, the Canada Science and Technology Museum was closed due to airborne mould. As a result, revenue targets for admission, parking and commercial operations were not met in 2014–2015.
- Contributions from sponsorships, in-kind services, the Foundation, and outside organizations exceeded their target mainly because of important sponsorship revenues associated with exhibitions that have been recognized in the current fiscal year.

- The Canada Aviation and Space Museum and Canada Agriculture and Food Museum have each drawn a portion of Canada Science and Technology Museum visitors, consequently recording their highest admission revenues ever (excluding revenues generated by **STAR WARS™ Identities: The Exhibition** at the Canada Aviation and Space Museum in 2013–2014).
- There were significant contributions from sponsors and partners for initiatives related to energy, food sciences, and Space discovery.
- The Canada Science and Technology Museums Corporation Foundation raised more than \$550,000 this fiscal year. The Foundation also undertook its first-ever crowdfunding campaign for the Legacy Project, a youth-driven film project at the CASM. The campaign raised \$20,058.10 for the project.
- There was an important increase in revenues from farm operations, due to expansion of the dairy herd.

Sponsorships and Agreements

Sponsorships and collaborations are two targeted ways the Corporation seeks to increase revenue. This past year, the Corporation signed and renewed a number of multi-year cash and in-kind agreements with private- and public-sector representatives. The list below identifies the initiatives supported by sponsors and collaborators.

- **Biodigester Display**
Canadian Gas Association
Saskatchewan Research Council

- **Food Literacy**
Agriculture and Agri-Food Canada
Bernardin Ltd.
Canadian Food Inspection Agency
Health Canada (Food Directorate)
Nestlé Canada
Public Health Agency of Canada
Tetra Pak Canada
- **In Search of the Canadian Car**
AUTO21
Rogers TV
Toyota Canada
- **International Year of Pulses Display**
Pulse Canada
- **Kenneth Molson Lecture Series**
Kenneth M. Molson Foundation
- **The Legacy of the Canadarm**
Canadian Space Agency
- **Let's Talk Energy**
Canadian Association of Petroleum Producers
Canadian Gas Association
Canadian Natural Resources Limited
Canadian Nuclear Safety Commission
Cenovus Energy
ConocoPhillips
Encana
Imperial Oil Foundation
OpenText
Suncor Energy Foundation
Sustainable Development Technology Canada
University of Ottawa – School of Electrical Engineering and Computer Science
- **Living in Space**
Canadian Space Agency
- **Metallurgy Project**
Canadian Institute of Mining, Metallurgy and Petroleum
Canadian Mineral Processors
HATCH
Metallurgy and Materials Society

- **Potash: Feeding the World**
Agrium
Canadian Fertilizer Institute
Potash Corporation of Saskatchewan
The Mosaic Company
- **Space Mining and Gaming Workshop**
Natural Resources Canada
- **Summer Institute for Elementary Teachers**
FLUOR Canada
- **TechnoZone: Data** and **TechnoZone: Eye in the Sky**
Natural Sciences and Engineering Research Council of Canada
- **TechnoZone: Harvesting Sunlight** and **TechnoZone: Underwater Imaging**
Public Works and Government Services Canada (Build in Canada Innovation Program)
- **Video Game Traveling Exhibition**
Electronic Arts, Inc.
Social Sciences and Humanities Research Council of Canada

The Corporation also wishes to acknowledge the following additional partners:

Bee Maid Honey
Big Ass Fans
Bonduelle Amériques
Canadian Federation of Agriculture
Canadian Nuclear Laboratories
Curtiss-Wright
Dairy Farmers of Ontario
Farm Credit Canada
Industry Canada
Louis Bonduelle Foundation
Master Gardeners
Nutrients for Life
Ontario Agri-Food Education
ThinkData Works

Potash
Feeding the World
La potasse
Nourrir le monde

Presented by / Présentée par

caic®  **PotashCorp**
Helping Nature Provide

Supported by / Appuyée par

 **CANADIAN FERTILIZER INSTITUTE**
INSTITUT CANADIEN DES ENGRAIS



This year, the Corporation signed Memoranda of Understanding (*) and/or collaborated with the following organizations. Memoranda of Understanding with external partners support collaboration, as well as the pooling of knowledge, services and financial resources towards the development of programs and exhibitions that meet common goals.

Memoranda of Understanding and Other Agreements

- Aéroports de Montréal
- Algonquin College
- ASM Materials Education Foundation
- Bytown Railway Society Inc.
- Canadian 4-H Council
- Canadian Anesthesiologists Society*
- Canadian Conservation Institute
- Canadian Council of Technicians and Technologists
- Canadian Food Inspection Agency
- Canadian Space Agency
- Canadian Warplane Heritage Museum
- CANARIE
- Carleton University
- China Soong Ching Ling Foundation Research Centre
- Cité de l'énergie (Shawinigan, Quebec)
- Department of National Defence
- Embassy of Mexico in Canada
- Energy Exchange*
- Engineers Canada
- Foreign Affairs, Trade and Development Canada
- Gone West Productions*
- Health Canada (Health Products and Food Branch)
- Inter-American Institute for Cooperation on Agriculture (IICA)
- International Pilot Academy
- Le Groupe Molior
- Let's Talk Science*
- Library and Archives Canada*
- NACE Foundation of Canada
- National Film Board of Canada
- National Museum of Emerging Science and Innovation (Miraikan), Tokyo, Japan
- National Music Centre
- National Research Council Canada
- Natural Resources Canada
- Nutrients for Life Foundation Canada
- Rare Breeds Canada
- Rockcliffe Flying Club
- Royal Air Force Museum*
- Royal Canadian Geographical Society
- SE3D Interactive*
- University of Ottawa

Membership Matters

The Corporation's Membership Program remains one of the most successful among all national museum programs. This year, the Membership Program generated \$452,000 in revenue, exceeding its revenue target, which was modified mid-year from \$457,000 to \$327,000 to take into account the closure of the Canada Science and Technology Museum. Members enjoy a wide range of privileges, including free admission to more than 330 museums and science centres around the world, discounts, and special members-only events. These include an annual members-only Hallowe'en event, and the popular Tech the Halls holiday party.

During the fiscal year, the Corporation peaked at more than 7,300 active member households, matching the record high of last year. The program also sold more than 2,200 members-only parking passes, generating an additional \$66,000 in revenue for the Corporation. In addition, 70 memberships were donated to schools, charities and community organizations. All proceeds from membership fees help fund exhibitions, artifact acquisitions, and programs.

Accommodations

Maintaining safe physical spaces for public programming, exhibitions, collection storage, and administration is essential to everything the Corporation does.

At the Canada Science and Technology Museum, concern for the wellbeing of visitors, employees, and collection due to airborne mould resulted in the closing of the Museum in September 2014 for remediation and renewal of the building over the next three years. Similar concerns led to the February 2015 dismantling of the *Atlas* rocket in the Museum's Technology Park. The Museum will reopen in 2017, the year of Canada's 150th anniversary, and the Museum's own 50th anniversary.

At the Canada Aviation and Space Museum, portions of the exhibition floor were renewed and reorganized, allowing for an enhanced display of First World War aircraft, the addition of aircraft never before displayed, and an improved path for visitors through the aircraft collection.

Major excavations to replace sewers and water mains at the Canada Agriculture and Food Museum from November 2014 through March 2015 resulted in challenges for visitor pedestrian access and for farm operations. Broken water mains required emergency measures to maintain water supplies to the Museum's livestock. The situation is now resolved.





One of the Corporation's greatest strengths is its corps of skilled volunteers. Over the past year, 426 dedicated individuals contributed 30,471 hours to projects at all three Museums—in areas ranging from animal care to aircraft restoration. One of the Corporation's most dedicated volunteers, Bruce Kettles, completed a record 10,000 volunteer hours at the Canada Aviation and Space Museum this year.

Recognizing Volunteers

Kristen Abraham
Nadia Ady
Sereen Akel
Gheed Al Nassan
Antonin Alain
Constant Alexiou
Thomas Alföldi
Khalid Al-Nassan
Husein Amiji
Georges Ankenmann
Adam Arakelian
Ivana Azdajic
Morgan Bakelmun
Charles Barbeau
Michel Barbeau
Charles Baril
Martin Baroodi
Sharon Barr
Jamie Bastien
Frank Bayerl
Nancy Beaulieu
Murray Beaulieu
Cloée Benay
Graham Bennett
Carl Bergevin
Harshul Bhanjana
Reg Blain
Elizabeth Blais
Zoe Blais
Rachel Bleskie
Edward Bolton

James Book
Neven Bosiljic
Bernard Bouchard
Catherine Bourdeau
Michel Bourduas
Allan Bowes
Bonita (Bonnie) Bowkett
Edmund Bowkett Jr
Edmund Bowkett Sr
Leslie Bown
Paul Bown
David Boyd
Matthew Boyd
Gary Boyle
Jane Bray
Nicholas Brodeur
Cédric Brosseau
Carl Broughton
Bruce Brown
Richard Brugger
John Christopher Bryant
James Buck
Colin Buda
Tasha Burhunduli
John Burroughs
David Burt
Roger Button
Andrew Cameron
Brent Cameron
Shana Cameron
Grace Campbell

José Candanedo
Pablo Cardona
Etzel Cardona Olloqui
Cédrik Carrière
Lucie Carrière
Doug Carswell
Ben Cejvan
Rahul Chakravarthy
Paulina Chametka
Matthew Chan
Therese Chan
Angela Chang
Guy Charron
Nicholas Chase
Ashley Chen
Stella Chen
Robert Cherry
Yaying Chi
Alain Chouinard
Luc Chouinard
Bryan Christie
Philip Chrysler
James Clark
Philip Clark
Solange Claude
Geoffrey Cockhill
Catrina Cole
Roger Collin
Glenn Cook
John Corby
Michel Côté

Vincent Côté-Larouche
Darin Cowan
Sheryl Cox
Caitlin Dafoe
Ralph Daguilh
Nadia Dakdouki
Doug Dalziel
Attila Danko
Anando Das
Imran Datoo
Akkad Dawood
Robert Day
Frank Deehan
Maria del mar Cuevas
Roger Delisle
Robert Desjardins
Gilian Desnoyers
Madeline Dettorre
Thomas Devey
Robert Dick
Michael DiCola
Yvette Diepenbrock
Jerry Dong
Austin Douglas
John Douglas
Pierre Drapeau
Benjamin Dudley
Peter Dudley
John Duggan
Garry Dupont
Krishan Easparan

Dave Elliott	Erin Howard-Hoszko	Erin Li	Sarah Mulrooney-Estan	Braden Rozman	James Taylor
Paul Ennis	Mara Hristoforov	Eva Li	Hrishikesh Murkute	André Russo	Qingrui (Richard) Teng
Andrew Evans	Paul Hughes	Graham Littlewood	Bob Murray	Tony Rybczynski	Christopher Teron
Kenzia Fénéus	Leslie Hull	David Liu	Jessie Murray	Maky Sakho	John Thibert
Jerrie Feng	Corinne Ibalanky	Gracie Liu	Joe Murray	Robert Sampson	John Thompson
Ishan Fernando	Mirabelle Ibalanky	Karen Louise Lochhead	Gabriel Nartey	Francis Samson	Srikar Thungathurti
Jean-François Ferrary	Grace Ingraham	Lilia Lockwood	Wilbert Neal	Wesley Schmidtke	Tim Timmins
Nigel Fitton	Ian Jackson	Richard Lodge	Alexandra Nederlof	Al Schulte	Jerry Tong
Hillard Francis	Seyedhadi Jafaripourzare	James Lohnes	Chafic Nehme	Alan Scott	Jacob Toohey
Bertram Frandsen	Philip Jago	Ben Loiselle	Linh Nguyen	Pacifique Sebarenzi	Eliana Torontow
Ghislaine Frappier	William James	Ruben Lopez	Charles Patrick O'Dale	Stephen Sedgwick-Williams	Christophe Tran
Christopher Fuchs	Leila Jaouad	Jack Loucks	Jane O'Donovan	Anita Sengupta	Peter Trobridge
Jennifer Gagnon	Malak Jebara	Daisy Lowdon	Leo O'Donovan	Robson Senior	Daniel Tuana
Jennifer Gann	Tony Jeong	David Lowdon	Isabella Orozco-Madison	Deniz Sevnik	Janet Tulloch
Gerald Gaugl	Victoria Jeong	Derrick Luczak	Gavin Osborne	William Shaw	Bill Upton
Rolf Geiger	Adam Johnston	Wolfram Lunscher	Daniel Owen	Reg Shevel	Patrick Vachon
Bruce Gemmill	Paul Johnston	Robert MacDonald	George Pachulski	Amir Shukayev	Geneviève Vallières
Charles Gendron	Neil Johnstone	Donald MacNeil	Joanna Pachulski	Nirmal Sinha	Sabrina van der Aa
Wayne Giles	Ernest Jury	Marc Maggi	Michael Pantano	Simon Sinn	Maurice-André Vigneault
Harvey Gillespie	Elisa Kazan	Laura Mardiros	Sheena Parsons	George Skinner	Jacob von Chorus
Bianca Go	Nick Kazan	Émilie Marshall	John Peacock	Graham Skjenna	Ana Vrzic
William Goldney	Tyler Kent	Pierre Martin	Judith Peckham	Olaf Skjenna	Melissa Wang
Leslie Goodwin	Bruce Kettles	Bryon Mask	Caitlyn Pellerin	Stanton Smail	Beth Webster
Bruce Grant	Robert Kostecka	Shamus McCoy	Émélie Pellerin	David Smellie	Bill Weiler
Robert Grant	Peter Krayer von Krauss	John McDermott	Robert Pennett	Bob Smith	Alan Westland
Don Gregory	Norman Kummer	Bryden Mcdonald	Terrie Pereira	Jody Smith	Avery Wheat
Spencer Griffin	Paul Labbé	Fraser McDonald	Alexander Perreault	Nelson Smith	Daphne Wheat
Yvan Guay	Paul Labranche	Eric McGlashan	Alexandra Phan	Norman Smith	John Wiebe
Rohini Gupta	Michel Lacasse	Stephen McIntyre	Line Pivin	Michael Smolinski	Adrian Wildangier
D.A. (Sandy) Haggart	Ron Lachance	Saskia Mckay	Guy Poirier	Anthony Smyth	Douglas Wilson
Victor Haggart	Christine Laframboise	Casey Mclaughlin	Louise Poirier	Kristine Sondergaard	Mae Wilson
John Halpenny	Vincent Lafrenière	Larry McNally	George Popadyne	Karen Sops	Suet Ling Wong
Yasmine Hamdani	Jessie Laing	Campbell McNeil	Stephen Porrior	Allison Sparkes	Frank Wu
Richard Harding	Maurice Lamontagne	Garrett McNeil	Gillian Port	Jean-Pierre Spénard	MaryAnn Wu
Stephen Harling	Daniel Larose	Robert Mercier	Cayley Potter	Thomas Spencer	Joy Xu
Felicity Harrison	Jacob Latrémouille	Robert Merrick	Bruce Stagg	Bruce Stagg	Alanah Yazbeck
Peter Hayman	Sarah Lawless	Len Michaud	Ian Stewart	Ian Stewart	Josh Yazbeck
Allan J. Heffler	Richard Lawrence	Pamela Middelton	Ronald St-Martin	Ronald St-Martin	Helen Yendall
Liam Henderson	Adam Lawson	Vernon Miller	William Stocker	William Stocker	Tim Young
Brandon Hext	Jason Le	David Milne	Dave Stremes	Dave Stremes	Wendy Young
Mark Heyendal	Claude Le Blanc	Michael Moghadam	Jonathan Strong	Jonathan Strong	Stephanie Youngdale
Amanda Higginson	Patrick Leblanc	Beth Monaco	Laura Stuart	Laura Stuart	Giuseppe Zanetti
Colin Hine	Michel Legault	Emma Montero	Cecilia Su	Cecilia Su	Mahdi Zeghal
Vivian Ho	Patrick Legault	Robert Moore	Tina Su	Tina Su	Annie Zhang
Matthew Hobbs	Pierre Legault	Colin Morehouse	Bill Sundman	Bill Sundman	Jessica Zhang
Robert Hobbs	Pierre-Nicolas Legault	Patrick Morel-A-L'Huissier	Kayla Szymczuk	Kayla Szymczuk	Wei Lin Zhang
Ed Hogan	Éric Lemay	Jacqueline Morrison	Sam Tacit	Sam Tacit	Lisa Zhong
Carolyn Holland	Joseph Lemieux	Dave Moryas	Giancarlo Talarico	Giancarlo Talarico	
Michael Hope	Ronald Lemieux	Bill Moulton	John Tasseron	John Tasseron	
Bill Hough	Terrence Leversedget	Cameron Mowat	Bill Tate	Bill Tate	
Richard Houle	André Lévesque	Farid Mullally	David Taylor	David Taylor	

KRA 5



ONE OF THE MOST DANGEROUS HAND-TO-HAND WEAPONS EVER TO WALK THIS EARTH, AND HE CARRIES AN EASY WAY TO WIN.

Become an Employer of Choice



A man in a dark shirt is standing at the front of a room, addressing a group of people seated at round tables. The room is dimly lit, with a large screen in the background showing a boxer celebrating. The audience members are seen from behind, some looking towards the speaker. There are water bottles and papers on the tables.

The continued success of any organization depends on its human resources. Over the past several years, the Corporation has developed numerous initiatives designed to attract, develop, support, and retain its dynamic workforce.

Beyond providing expertise to the Corporation itself, members of staff are actively committed to social responsibility, from educational support and community outreach to raising funds for worthy causes.

KRA 5: BECOME AN EMPLOYER OF CHOICE

INDICATORS/TARGETS	RESULTS 2014–2015	RESULTS 2013–2014
Number of opportunities for Management to engage staff on corporate priorities and direction	CAFM: monthly staff meetings CASM: workplace ethics, monthly staff meetings CSTM: engagement meetings on the development of the new CSTM Corporation: Pixar Story Telling, all-staff meetings, Braintrust, Thematic Series	10 opportunities for Management to engage staff in corporate priorities and direction, including all-staff meetings and a thematic series of lectures for all management staff
Number of training hours for staff corporate-wide	2,054 hours/316 participants*	2,635 hours/494 participants

* These numbers were affected by the unforeseen closure of the CSTM and the relocation of staff.



A Collaborative and Engaging Workplace

As a top employer, the Corporation works hard to keep its employees challenged, engaged, and supported. Staff, in turn, work equally hard to provide quality visitor experiences, while promoting corporate values and mandates. Ongoing coaching and training opportunities further enhance employee satisfaction.



Corporate Social Responsibility

Staff take an active role in sharing the Corporation's expertise, facilities and programs, while also raising awareness of social and environmental issues. Over the past year, these activities have included the official deaccession of 100 objects for possible donation to smaller institutions, the donation of 432 museum passes for fundraising purposes, and commemorations and performances benefitting causes that range from children's rights to support of military families.

The Corporation also has ongoing fundraising initiatives including its annual Science and Tech Soirée—which raised more than \$110,000 in support of access to science and technology programming for underprivileged children—and the Youth Fund programs at all three Museums, which benefitted 2,732 students from 71 schools and 6 community organizations.

On June 18, 2014, the Canada Agriculture and Food Museum presented its annual *Baskets with Panache!* fundraising event. This popular activity, now in its 8th year, has raised more than \$286,000 to date, allowing the equivalent of 18,000 children with physical or financial challenges to participate in the Museum's educational programming. This year's event raised a further \$31,000.

Environmental sustainability is also important to the Corporation, and includes enhanced recycling programs, energy efficiency, and monitoring of utility use.



2014-
2015

Management Discussion and Analysis

Management Discussion

and Analysis

The Canada Science and Technology Museums Corporation is committed to achieving the mandate established by the *Museums Act*, while providing the financial and operational foundation necessary to supporting ongoing renewal and delivery of its many products.

STRATEGIC DIRECTION

The Board of Trustees established the current strategic direction in 2010–2011, extending over a five-year period. This Annual Report reflects the final year of the planning period. Using the Program Alignment Architecture, the Corporation established five Key Result Areas (KRAs) to serve as general goals. Each KRA includes performance indicators, which can be monitored to assess its objectives and strategies.

The five Key Result Areas are:

1. Share knowledge through our programs and compelling visitor experiences.
(Sharing Knowledge and Accommodations)
2. National presence, participation and outreach.
(Sharing Knowledge)
3. Advance our internationally renowned collection.
(Heritage Preservation)
4. Ensure corporate sustainability.
(Internal Services and Accommodations)
5. Become an employer of choice.
(Internal Services)

As this Annual Report demonstrates, over the past year the Corporation continued to work diligently towards meeting, and sometimes surpassing, its strategic objectives and priorities.

ENVIRONMENTAL SCAN

Economic Climate

While the Canadian economy is continuing to recover from the downturn of 2009 and more recent economic uncertainty, the discretionary income of Canadian families and visitors from other countries remains somewhat restricted, in turn affecting tourism to Canada's Capital Region.

Alternative Funding

Alternative funding methods remain popular. Crowdfunding platforms such as Kickstarter and Indiegogo reach both national and international communities, allowing donors to help fund special projects and initiatives. The Corporation continues to explore the potential represented by such opportunities, but they are not the key to sustainability. In challenging economic times such as these, it is more difficult to attract sponsors and to grow beyond earned revenues.

Demographics

To remain relevant to the people they serve, the Corporation's three Museums must take Canada's changing demographics into account. Key factors include an aging population and greater cultural diversity.

The Corporation continues to explore ways of adjusting its programming and services to accommodate these broad demographic shifts, while also seeking ways in which it can meet the needs of smaller groups through carefully targeted initiatives.

Digital Environment and Outreach

National outreach remains a top priority for the Corporation. Virtual connections and conversations are a primary way of engaging Canadians in discussions on science, technology, engineering and mathematics. Social media are a key means of engagement, enabling the widespread promotion of

museum events through tools such as Facebook, Twitter, YouTube, and the Corporation's redesigned websites. The Corporation has begun 3D scanning its artifact collection to make it more accessible digitally.

Connections made through social media can also benefit the Corporation through community participation in decisions such as the content and appearance of the renewed Canada Science and Technology Museum. Although highly active in social media, the Corporation must continue to build on its current strategy and engage, to an even greater extent, with Canadians and with others around the world.

RISK ANALYSIS

Financial pressures pose the greatest risk to the Corporation's ability to achieve its mandate. The pressures stem from the rising costs associated with all aspects of operating, staffing and maintaining the Corporation's Museums and collection storage facilities. Non-discretionary costs absorb nearly all of the Corporation's appropriations, leaving little funds available for programming or recapitalization. This made it difficult to effectively repair the roof deficiencies at the Canada Science and Technology Museum, and the delay in repairs led to the Museum having to close in September 2014 due to mould. These pressures also hampered the Museum's ability to adequately attract and engage visitors in a way worthy of its status as Canada's national museum of science and technology. The situation changed in November 2014, when the federal Government announced an additional investment of \$80.5 million to support the renewal of the Canada Science and Technology Museum. The Museum will be closed for a period of three years, during which it is finding alternative ways of reaching out in order to foster science and technology literacy. The

Corporation continues to explore solutions to address the continuing and increasing risks associated with the condition and capacity of the leased buildings holding the national science and technology collection.

To balance these pressures, the Corporation practices sound fiscal management, cost-reduction measures, and diversified revenue generation internally. In addition, the Corporation reaches out externally to develop and enhance relationships with key stakeholders, forming new collaborative financial relationships to deliver programs.

BUDGET OVERVIEW

The Corporation's total budget for 2014–2015, reported on an accrual basis, was \$38.7 million, comprising funds from three different sources: parliamentary appropriations, operating revenues, and contributions.

Parliamentary Appropriations

Parliamentary appropriations increased from \$29.9 million in 2013–2014 to \$31.7 million in 2014–2015, on an accrual basis. During the same period, on a cash basis, total voted appropriations increased from \$27.0 million to \$33.4 million as the Corporation received special funding for remediation of the Canada Science and Technology Museum.

Operating Revenues

Operating revenues decreased from \$9.3 million in 2013–2014 to \$4.9 million in 2014–2015. This decrease is due largely to a return to normal levels, following a significant rise resulting from the presentation of the blockbuster *STAR WARS™ Identities: The Exhibition* at the Canada Aviation and Space Museum in fiscal year 2013–2014. The closure of the Canada Science and Technology Museum in September 2014 for a period of remediation, repair, and renewal also contributed to a decrease in operating revenues.

Contributions

Contributions recognized as revenues vary from year to year, based upon the revenues required to fund specific programs and install new exhibitions. Contributions decreased by \$300,000, from \$2.303 million in 2013–2014 to \$1.979 million in 2014–2015. This was due primarily to relatively low exhibition activity, resulting from the September 2014 closure of the Canada Science and Technology Museum.

OPERATING EXPENDITURES

The Corporation's total expenses for 2014–2015 were \$37.8 million, compared to \$41.8 million in 2013–2014. Personnel and accommodations costs continue to be the largest uses of funds, amounting to \$19.4 million and \$13.5 million, respectively.

Sharing Knowledge

Expenses related to Sharing Knowledge decreased from \$15.5 million in 2013–2014 to \$13.7 million in 2014–2015. This decrease is due largely to the unusual disbursements required in 2013–2014 to operate, maintain and advertise the *STAR WARS™ Identities* exhibition.

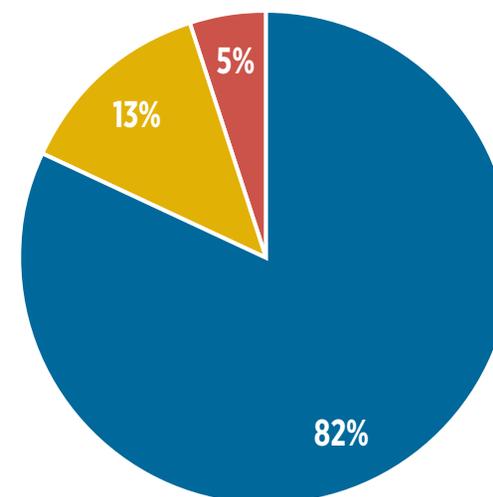
Heritage Preservation and Internal Services

Expenses related to Heritage Preservation remained relatively stable at \$4.1 million, as compared to \$4.3 million in 2013–2014. Expenses related to Internal Services decreased from \$7.9 million in 2013–2014 to \$6.6 million in 2014–2015, due primarily to an anomalous increase required for operation of the *STAR WARS™ Identities* gift shop during the previous fiscal year.

Accommodations

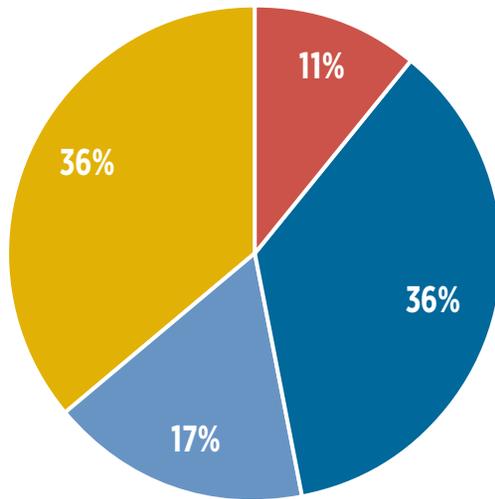
Expenses related to Accommodations decreased from \$14.1 million in 2013–2014 to \$13.5 million in 2014–2015. This decrease is due primarily to the deferral of many repair and maintenance projects planned for the Canada Science and Technology Museum because of the Museum closure. Closure of the Museum also contributed to savings in utilities and property taxes.

SOURCE OF FUNDS



- Parliamentary Appropriations
- Operating Revenues
- Contributions

OPERATING EXPENDITURES



- Heritage Preservation
- Sharing Knowledge
- Internal Services
- Accommodations

NET RESULTS OF OPERATIONS AND YEAR-END POSITION

The net results of operations yielded a surplus of \$883,000 in 2014–2015. All major facilities capital projects such as the replacement of the roof and repairs were put on hold at the Canada Science and Technology Museum in September 2014, when the Corporation was made aware of a significant problem with mould. In addition, admission revenues at the Canada Aviation and Space Museum and the Canada Agriculture and Food Museum surpassed their targets by close to \$200,000, contributing to the surplus. Savings were also made in personnel costs, property taxes and utilities due to the closure of the Canada Science and Technology Museum.

Capital

Tangible capital assets decreased from \$67.4 million in 2013–2014 to \$63.9 million in 2014–2015, due to amortization expenses of \$3.7 million and write-offs of \$1.4 million from the closure of the Canada Science and Technology Museum, offset by \$1.5 million for the acquisition of tangible assets. Most of these acquisitions were made for exhibitions at the Canada Agriculture and Food Museum and the Canada Aviation and Space Museum, along with specific purchases of equipment to advance the Corporation’s digital strategy.

OUTLOOK

Next year, the Corporation will adopt new five-year objectives, through which the Museums will emerge in 2020 better equipped and more nimble to serve Canadians. In order to remain relevant to all Canadians, the Corporation must extend its reach beyond Canada’s Capital Region. The use of social media and digital resources is a primary focus of the Corporation’s outreach efforts, including renewed websites and web content, as well as engagement with platforms such as Flickr, Twitter, YouTube, Pinterest, Facebook and more.

The Corporation’s entrepreneurial staff and leadership will continue to develop creative product lines, thematic exhibition additions, and engaging experiences—such as simulators and aircraft rides at the Canada Aviation and Space Museum, and wagon rides at the Canada Agriculture and Food Museum—to deepen visitor engagement and add to the Corporation’s revenue streams.

Although virtual tools provide Canadians with ready access to the national collection, there is no substitute for encounters with actual artifacts. While preserving its national collection on behalf of all Canadians, the Corporation also seeks to share this scientific and technological heritage with the wider world. By continuing to promote artifact loans, and expanding its inventory of travelling products, the Corporation further fosters scientific and technological literacy across Canada and around the world—a mandate that becomes increasingly relevant as society deepens its dependence on science and technology in everything from manufacturing to agriculture.

Preserving this rich heritage in leased accommodations which have their own infrastructure issues will continue to be one of the Corporation’s main focuses, along with redressing the ongoing financial pressures. Over the next two years engaging Canadians in reinventing their Canada Science and Technology Museum will be an exciting venture developing a space with a combination of real and virtual experiences where past meets the future.

As we near Canada’s 150th year of Confederation in 2017—which will include opening a renewed Canada Science and Technology Museum—it is important to show Canadians not only where they’ve been, but where they’re headed. Through careful stewardship of its physical, human and financial resources, coupled with ongoing efforts to attract additional partners and stakeholders, the Corporation is guardedly optimistic regarding its ability to continue inspiring young Canadians, while also instilling pride across the country in our scientific and technological heritage.

2014-
2015

Financial Statements

Management's Responsibility for

Financial Statements

The financial statements contained in this Annual Report have been prepared by Management in accordance with Canadian Public Sector Accounting standards for government not-for-profit organizations, and the integrity and objectivity of the data in these financial statements are Management's responsibility. Management is also responsible for all other information in 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 responsibility, Management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the reliability of financial information that assets are safeguarded and controlled, and that transactions are in accordance with Part X of the *Financial Administration Act* and regulations, as well as the *Museums Act* and regulations 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 Finance, Audit and Risk Management Committee, which includes a majority of members who are not officers of the Corporation. The Committee meets with Management and the independent external auditor to review the manner in which Management is performing its responsibilities and to discuss auditing, internal controls, and other relevant financial matters. The Finance, Audit and Risk Management Committee has reviewed the financial statements and has submitted its report to the Board of Trustees. The Board of Trustees has reviewed and approved the financial statements.

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



Alex Benay
President and CEO



Fernand Proulx
Chief Operating Officer

June 26, 2015



Auditor General of Canada
Vérificateur général du Canada

INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage and Official Languages

Report on the Financial Statements

I have audited the accompanying financial statements of the National Museum of Science and Technology, which comprise the statement of financial position as at 31 March 2015, and the statement of operations, statement of changes in net assets and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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 comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the National Museum of Science and Technology as at 31 March 2015, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

240 rue Sparks Street, Ottawa, Ontario K1A 0G8

Report on Other Legal and Regulatory Requirements

As required by the *Financial Administration Act*, I report that, in my opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the National Museum of Science and Technology 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 regulations and the by-laws of the National Museum of Science and Technology.

Maurice Laplante, CPA, CA
Assistant Auditor General
for the Auditor General of Canada

26 June 2015
Ottawa, Canada

STATEMENT OF FINANCIAL POSITION

As at March 31

<i>(in thousands of dollars)</i>	2015	2014 Restated Note 4
ASSETS		
Current		
Cash and cash equivalents (Note 5)	\$9,039	\$10,568
Accounts receivable		
Government departments	7,614	1,021
Trade	438	502
Inventories	522	470
Prepaid expenses	67	36
	<u>17,680</u>	<u>12,597</u>
Collection (Note 6)	1	1
Capital assets (Note 7)	63,894	67,380
	<u>\$81,575</u>	<u>\$79,978</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities		
Government departments	\$315	\$1,210
Accrued salaries and other	3,591	3,301
Current portion of employee future benefits (Note 8)	618	375
Deferred contributions and deferred revenues (Note 9)	9,380	4,891
	<u>13,904</u>	<u>9,777</u>
Employee future benefits (Note 8)	205	237
Long-term advance (Note 10)	4,533	4,533
Deferred contributions related to capital assets (Note 11)	50,018	53,399
	<u>68,660</u>	<u>67,946</u>
NET ASSETS		
Unrestricted	2,813	1,930
Investment in capital assets	10,102	10,102
	<u>12,915</u>	<u>12,032</u>
	<u>\$81,575</u>	<u>\$79,978</u>

Contractual obligations and contingencies (Notes 16 and 18).
The accompanying notes and schedules form an integral part of these financial statements.

Approved by the Board of Trustees



Gary Polonsky
Chairman



Neil Russon
Chair, Finance, Audit and Risk Management Committee

STATEMENT OF OPERATIONS

For the year ended March 31

<i>(in thousands of dollars)</i>	2015	2014 Restated Note 4
REVENUES		
Operating (Schedule 1)	\$4,898	\$9,270
Contributions (Schedule 1)	1,979	2,303
Interest	151	169
Total revenues	<u>7,028</u>	<u>11,742</u>
EXPENSES (Schedule 2)		
Heritage Preservation	4,120	4,327
Sharing Knowledge	13,667	15,500
Internal Services	6,563	7,859
Accommodations	13,481	14,117
Total expenses	<u>37,831</u>	<u>41,803</u>
Deficit before parliamentary appropriations	(30,803)	(30,061)
Parliamentary appropriations (Note 12)	31,686	29,972
Surplus (deficit) for the year	<u>\$883</u>	<u>(\$89)</u>

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

STATEMENT OF CHANGES IN NET ASSETS

For the year ended March 31

<i>(in thousands of dollars)</i>	2015	2014
INVESTMENT IN CAPITAL ASSETS		
Investment in capital assets, beginning of year	\$10,102	\$10,102
Change in investment in capital assets for the year	-	-
Investment in capital assets, end of year	<u>10,102</u>	<u>10,102</u>
UNRESTRICTED NET ASSETS		
Unrestricted net surplus beginning of year	1,930	2,019
Surplus (deficit) for the year	883	(89)
Unrestricted net surplus, end of year	<u>2,813</u>	<u>1,930</u>
NET ASSETS, END OF YEAR	<u>\$12,915</u>	<u>\$12,032</u>

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

STATEMENT OF CASH FLOWS

For the year ended March 31

<i>(in thousands of dollars)</i>	2015	2014 Restated Note 4
Operating activities:		
Cash received (clients)	\$5,357	\$10,373
Parliamentary appropriations received for operations	26,208	27,384
Cash paid to suppliers	(14,236)	(16,486)
Payments related to salary and benefits	(18,447)	(20,362)
Cash received from the Foundation	191	231
Interest received	152	238
Net cash generated (used) through operating activities	(775)	1,378
Capital activities:		
Payments related to capital acquisitions	(1,821)	(3,204)
Net cash used through capital activities	(1,821)	(3,204)
Financing activities:		
Sponsorship received for the acquisition of capital assets	270	742
Appropriations received for the acquisition of capital assets	797	457
Net cash generated through financing activities	1,067	1,199
Increase (decrease) in cash and cash equivalents	(1,529)	(627)
Cash and cash equivalents, beginning of year	10,568	11,195
Cash and cash equivalents, end of year	\$9,039	\$10,568

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

NOTES TO FINANCIAL STATEMENTS

March 31, 2015

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 and Space Museum, and the Canada Agriculture and Food Museum. The Corporation's operations are organized by functionality as follows.

Heritage Preservation

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

Sharing Knowledge

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

Internal Services

This includes services such as human resources, finance and facilities management, 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. It also includes a significant portion of the amortization expense since the main capital acquisitions relate to the Corporation facilities.

2. ACCOUNTING POLICIES

The significant accounting policies are:

(a) Basis of presentation

These financial statements have been prepared in accordance with Canadian Public Sector Accounting standards (PSAS) applicable to government-not-for-profit organizations. The

Corporation has prepared the financial statements applying the Section 4200 series of PSAS. The Corporation applies the deferral method of accounting for contributions for not-for-profit organizations.

(b) Cash and cash equivalents

The Corporation's investments are highly liquid as they are redeemable on demand without prior notice or penalty and limited to fixed income securities in reputable financial institutions that are members of the Canadian Payment Association, government-backed paper and commercial paper rated A++ by the Canadian Bond Rating Services (DBRS).

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

(c) Accounts receivable

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

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

(d) Inventories

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

(e) Collection

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

Items purchased for the collection are recorded as expenses in the year of acquisition. Items donated to the Corporation are recorded as assets at the nominal value.

(f) Capital assets

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

have been credited to deferred contributions related to capital assets and the estimated historical cost of the land has been credited to net assets under the heading of investments in capital assets on the Statement of Financial Position. Land for which the historical cost cannot be reasonably determined is recorded at a nominal value with a corresponding amount credited to net assets. Improvements that extend the useful life or service potential of buildings and exhibitions are capitalized and recorded at cost. Building and exhibition improvements are amortized over the estimated useful life of the improvements.

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

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

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

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

(g) Employee future benefits

i) Pension benefits

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

ii) Severance and termination benefits

Prior to May 11, 2012, employees were entitled to severance benefits, as provided for under labour contracts and conditions of employment. The cost of these benefits was accrued as the employees render the services necessary to earn them. The Corporation has modified this benefit as of May 11, 2012 for all employees. The severance benefit ceased to accumulate as of that date. Consequently, employees had the choice to receive their severance benefit payment earned to that date immediately, defer the payment until retirement, or a combination of the two options, based on their continuous years of service with the Corporation as of May 11, 2012. As at March 31, the outstanding payments due have been accrued and are re-measured on a yearly basis to take into consideration salary increases. Actuarial gains (losses) are recognized in the Statement of Operations on a systematic basis as severance payments are being made to employees who are leaving the Corporation.

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

iii) Sick leave benefits

Employees accumulate unused sick leave days available which may be used in future years. An employee's unused sick leave balance is carried forward until the employee departs the Corporation, at which point any unused balance cannot be redeemed for pay and the Corporation's liability lapses. The Corporation recognizes the cost of future sick leave benefits over the periods in which the employees render services to the Corporation. The valuation of the liability is based on Management's best estimate of inflation, discount rate, employee demographics and sick leave usage of active employees.

(h) Revenue recognition

i) Parliamentary appropriations

The Government of Canada provides funding to the Corporation.

Parliamentary appropriations received for the purchase of amortizable capital assets including exhibitions with a useful life of over one year are initially recorded as deferred contributions on the Statement of Financial Position. When a purchase is made, the portion of parliamentary appropriation used to make the purchase is recorded as deferred contributions related to capital assets and is recognized as revenue on the same basis and over the same periods as the related capital assets acquired.

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

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

ii) Operating

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

iii) Contributions

Contributions from sponsorships received for the purchase and developments of exhibitions with a useful life over one year are initially recorded as deferred contributions on the Statement of Financial Position. When a purchase is made, the portion of sponsorships used to make the purchase is recorded as deferred contributions related to capital assets and is recognized as revenue on the same basis and over the same periods as the related capital assets acquired.

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

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

Contributions in kind, when used in the normal course of the Corporation's operations and would otherwise have been purchased, are recorded at their estimated fair value when they are received. Because of the difficulty in determining their fair value, contributed services from volunteers and contributed services from the Rockcliffe Flying Club (Note 14), lease from Agriculture and Agri-Food Canada (Note 17), and donated objects for the collection (Note 6) are not recognized in these financial statements.

iv) Interest revenues

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

(i) Foreign currency translation

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

Realized gains and losses resulting from foreign currency translation are reported on the Statement of Operations. Gains are reported as Other revenues in the Schedule of Operating Revenues and losses are reported as Miscellaneous expenses on the Schedule of Expenses.

(j) Financial assets and liabilities

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

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

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

(k) Contingent liabilities

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

(l) Measurement uncertainty

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

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

The key assumptions concerning the future and other key sources of estimation uncertainty at the Statement of Financial Position date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

i) Estimated useful lives of capital assets

The estimated useful lives of capital assets are based on Management's intentions with respect to the asset, historical experience with the asset, internal asset management plans and other factors as determined by Management. The useful lives are reviewed on an annual basis and any revisions to the useful lives are accounted for prospectively.

There are no other accounting assumptions or estimates that have been identified to have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities in the next fiscal year.

3. ADOPTION OF NEW CANADIAN PUBLIC SECTOR ACCOUNTING STANDARDS

Effective April 1, 2014, the Corporation adopted section PS 3260 – Liability for Contaminated Sites. This section establishes how to account for and report a liability associated with the remediation of contaminated sites. There was no significant impact of adopting this standard for the year ended March 31, 2015.

4. ACCOUNTING CHANGES AND RESTATEMENT

During the year, the Corporation has reviewed its approach for the capitalization of permanent exhibitions costs as assets. In the past, the Corporation expensed the cost related to permanent exhibitions and recognized any related government and sponsorship funding as Revenue.

In fiscal year 2015, the Corporation concluded that permanent exhibitions should be capitalized. Consequently, the Corporation has corrected its capital assets and deferred contributions related to capital assets, resulting in a retroactive restatement of prior years' balances.

The impact of this correction is as follows:

<i>(in thousands of dollars)</i>	2014 As previously stated	2014 Adjustments	2014 Restated
Statement of Financial Position:			
Capital assets	\$64,718	\$2,662	\$67,380
Deferred contributions related to capital assets	50,737	2,662	53,399
Statement of Operations:			
Revenues:			
Contributions	3,138	(835)	2,303
Expenses:			
Sharing Knowledge	16,126	(626)	15,500
Parliamentary appropriations	29,763	209	29,972
Cash flow statement:			
Operating activities:			
Cash received (clients)	11,115	(742)	10,373
Parliamentary appropriations received for operations	27,394	(10)	27,384
Cash paid to suppliers	(17,431)	945	(16,486)
Capital activities:			
Acquisition of capital assets	(2,259)	(945)	(3,204)
Financing activities:			
Appropriations received for the acquisition of capital assets	447	10	457
Sponsorships received for the acquisition of capital assets	-	742	742
SCHEDULE 1: SCHEDULE OF OPERATING REVENUES AND CONTRIBUTIONS:			
Grants and sponsorships	1,980	(564)	1,416
Other contributions	336	(271)	65
SCHEDULE 2: SCHEDULE OF EXPENSES:			
Amortization of capital assets	3,312	323	3,635
Design and display	2,585	(949)	1,636

5. CASH AND CASH EQUIVALENTS

The Corporation makes short-term, low-risk investments in guaranteed fixed income securities. The overall portfolio yield as at March 31, 2015 was 1.20% (2014 – 1.31%) and the average term to maturity is 24 days (2014 – 19 days) redeemable on demand.

<i>(in thousands of dollars)</i>	2015	2014
Cash	\$1,234	\$1,838
Short-term investments	7,805	8,730
	9,039	10,568
Less amounts allocated for restricted purposes	2,638	4,219
Unrestricted cash and cash equivalents	\$6,401	\$6,349

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

During the year ended March 31, 2015, the Corporation de-accessioned 100 objects (2014 – 48 objects) for a total amount of \$1,000 (2014 – \$2,000) and accessioned 90 objects (2014 – 149 objects) to its collections through the accessioning/de-accessioning process for artifacts. Proceeds of sales of artifacts were used to acquire new objects for the collection.

7. CAPITAL ASSETS

<i>(In thousands of dollars)</i>	March 31, 2015			March 31, 2014 Restated		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Land	\$10,102	\$ -	\$10,102	\$10,102	\$ -	\$10,102
Buildings	74,804	31,473	43,331	74,804	29,671	45,133
Building improvements	24,429	17,414	7,015	24,203	16,034	8,169
Office furniture	1,095	680	415	816	584	232
Equipment	2,884	2,248	636	2,518	2,097	421
Computer software	1,306	1,198	108	1,276	1,160	116
Permanent exhibitions	1,477	393	1,084	3,442	780	2,662
Easement rights	147	-	147	147	-	147
Capital projects in progress	1,056	-	1,056	398	-	398
	\$117,300	\$53,406	\$63,894	\$117,706	\$50,326	\$67,380

Capital assets with a net book value of \$1,368,000 (2014 – \$38,000) were written off during the fiscal year including an amount of \$1,353,000 for permanent exhibitions at the Canada Science and Technology Museum due to the closure. The write-off amount has been presented under amortization expense in the Schedule of Expenses.

8. EMPLOYEE FUTURE BENEFITS

(a) Pension benefits

The President of the Treasury Board of Canada sets the required employer contributions based on a multiple of the employees' required contribution. The required employer contribution rate for 2014–2015 was dependent on the employee's employment start date. For employment start dates before January 1, 2013, the Corporation's general contribution rate effective at year end was 10.43% (2014 – 10.88%) and for employment start dates after December 31, 2012, the Corporation's general contribution rate effective at year end was 9.02% (2014 – 9.47%). Total contributions of \$1.52 million (2014 – \$1.76 million) were recognized as expense in the current year.

The Government of Canada holds a statutory obligation for the payment of benefits relating to the Plan. Pension benefits generally accrue up to a maximum period of 35 years at an annual rate of 2% of pensionable service times the average of the best 5 consecutive years of earnings. The benefits are coordinated with Canada/Québec Pension Plan benefits and they are indexed to inflation.

(b) Severance, termination and sick leave benefits

Information about the benefit plans, measured as at the Statement of Financial Position date, is as follows:

<i>(in thousands of dollars)</i>	2015	2014
Accrued benefit obligation, beginning of year	\$841	\$774
Cost for the year	446	205
Benefits paid during the year	(275)	(138)
Accrued benefit obligation, end of year	1,012	841
Unamortized actuarial gains and (losses)	(189)	(229)
Accrued benefit liability, end of year	\$823	\$612
Short-term portion	\$618	\$375
Long-term portion	205	237
Accrued benefit liability	\$823	\$612

9. DEFERRED CONTRIBUTIONS AND DEFERRED REVENUES

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

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

<i>(in thousands of dollars)</i>	2015	2014
Balance at the beginning of year	\$4,891	\$6,554
Add:		
Restricted contributions from non-government sources	205	231
Restricted appropriations received or due	6,279	-
Sponsorships and other contributions received or due	1,005	2,160
Less:		
Restricted contributions from non-government sources recognized	(205)	(231)
Restricted appropriations used	(1,221)	(1,812)
Sponsorships and other contributions used during the year	(1,365)	(1,980)
Funds (used) received for the provision of goods and services	(209)	(31)
Balance at the end of year	\$9,380	\$4,891

As of March 31, 2015, unused deferred parliamentary appropriations totaled \$7,819,000 (2014 – \$2,761,000), deferred grants and sponsorships totaled \$1,098,000 (2014 – \$1,458,000) and other deferred revenues totaled \$463,000 (2014 – \$672,000).

10. LONG-TERM ADVANCE

The Corporation received funding from the Treasury Board Secretariat between fiscal years 2008 and 2010 to construct educational facilities, retail space and an auditorium at the Canada Aviation and Space Museum. The Corporation also received funding in fiscal year 2008 to establish a foundation for the Canada Science and Technology Museums Corporation.

<i>(in thousands of dollars)</i>	2015	2014
Funding for construction of revenue generating facilities	\$4,208	\$4,208
Funding to establish a foundation	325	325
	\$4,533	\$4,533

The Corporation received the funding on the basis that a repayment mechanism be established. However repayment of the funding for the construction of revenue generating facilities was not expected before 25 years after the project commences and the repayment of the funding received to establish the Foundation was not anticipated before 6 years of the date the Foundation starts its operations. As of March 31, 2015, a repayment mechanism has yet to be established. The Corporation is not subject to pay interest on this funding.

11. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS

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

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

<i>(in thousands of dollars)</i>	2015	2014 Restated
Balance at the beginning of year	\$53,399	\$53,720
Amounts used to purchase capital assets	1,539	3,208
Amortization of deferred contributions related to capital assets	(4,920)	(3,529)
Balance at the end of year	\$50,018	\$53,399

For the year ended March 31, 2015, amounts used to purchase capital assets were funded by appropriations totaling \$798,000 (2014 – \$2,270,000) and sponsorships totaling \$741,000 (2014 – \$938,000). As of March 31, 2015, amortization of deferred contributions related to capital assets – portion sponsorships totaled \$748,000 (2014 – \$103,000) and amortization of deferred contributions related to capital assets – portion appropriations totaled \$4,172,000 (2014 – \$3,425,000).

12. PARLIAMENTARY APPROPRIATIONS

<i>(in thousands of dollars)</i>	2015	2014 Restated
Main estimates amount provided for operating and capital expenditures	\$33,144	\$26,491
Supplementary estimates: Severance adjustments and retroactive wage settlements	226	512
	33,370	27,003
Deferred appropriations used in current year	32	1,813
Appropriations approved in current year for expenses and purchases of capital assets in future years	(5,090)	-
Amounts used to purchase depreciable capital assets	(798)	(2,269)
Amortization of deferred contributions related to capital assets	4,172	3,425
Parliamentary appropriations	\$31,686	\$29,972

13. CANADA SCIENCE AND TECHNOLOGY MUSEUMS CORPORATION FOUNDATION

The Canada Science and Technology Museums Corporation Foundation (the "Foundation") was incorporated under the *Canada Corporations Act* on November 14, 2007 and 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 are raised by the Foundation are for projects determined by the Foundation.

The Foundation raises funds from patrons, corporations, associations and the community. The amounts granted to the Corporation by the Foundation are recorded as Contributions in the Corporation's Statement of Operations. For the fiscal year 2014–2015, the Foundation made a contribution of \$205,000 (2014 – \$231,000) to the Corporation. These funds were spent in accordance with donors' wishes.

The Corporation and the Foundation are related by virtue of the Corporation's economic interest in the Foundation. The Corporation is considered to have significant influence based on the Foundation's purpose being integrated with that of the Corporation, the Corporation's involvement in setting policies and strategic direction of the Foundation, and the significant amount of funds raised by the Foundation for the benefit of the Corporation.

In 2014–2015, direct expenses related to fundraising costs and disbursed by the Corporation were:

- in part, charged to the Foundation and recorded as an "account receivable from the Foundation" by the Corporation for the amount of \$54,000 (2014 – \$45,000);
- in the other part, absorbed by the Corporation to recognize Foundation's efforts to bring in sponsorships that have been recorded directly in the Corporation's financial statements in the amount of \$132,000 (2014 – \$184,000).

As at March 31, 2015, the amount due by the Foundation to the Corporation was \$279,000 (2014 – \$321,000).

It is the Corporation's policy not to allocate the costs relating to building and equipment maintenance, administration services, and information technology to other functions of the Corporation and to the Foundation. These administrative support costs provided without charge to the Foundation are estimated at \$105,000 (2014 – \$105,000).

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

14. ROCKCLIFFE FLYING CLUB

The Rockcliffe Flying Club (RFC) is a 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 has an economic interest in the Rockcliffe Flying Club due to the significant resources provided to the RFC in exchange for maintenance of the property. The Corporation provides the RFC with the airport at no cost in exchange for the operation and maintenance of the airport runways, taxiways, aprons, grounds, parking lots and access roadway. Because of the difficulty in determining the fair value of the services received or the services given, the transaction is not recognized in these financial statements.

15. FINANCIAL INSTRUMENTS AND EXPOSURE TO RISK

The Corporation has identified and assessed its exposure as follows:

(a) Fair value

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

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

<i>(in thousands of dollars)</i>	March 31, 2015		March 31, 2014	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Long-term advance	\$4,533	\$3,276	\$4,533	\$3,023

(b) Credit risk

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

i) Cash

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

ii) Cash equivalents

The Corporation manages its exposure to credit risk arising from cash equivalents \$7,805,000 (2014 – \$8,730,000) by limiting the investment to short-term fixed income securities. Per the Corporation's Investment and Banking policy, corporate bonds must have a minimum credit rating of A++ by DBRS.

iii) Accounts receivable

The Corporation is exposed to credit risk from customers in the normal course of business. At March 31, 2015, accounts receivable totaled \$8,052,000 (2014 – \$1,523,000). These figures are reported net of an allowance for doubtful accounts of \$71,000 (2014 – \$127,000), which are established based on specific credit risk associated with individual clients and other relevant information. Concentration of credit risk with respect to receivables is limited, due to the small value of transactions with clients other than Government departments.

The change in the allowance for doubtful accounts receivable during the year ended March 31, 2015 was a decrease of \$56,000 (2014 – decrease of \$193,000) relating to past due balances.

As at March 31, 2015, \$191,000 (2014 – \$151,000) of accounts receivable were past due (over 30 days), but not impaired.

(c) Market risk

Market risk is the risk that changes in market price, such as foreign exchange rates and interest rates, will affect the Corporation's future cash flow or the fair value of its holdings of financial instruments. The Corporation has determined that the risk is not significant.

i) Foreign currency risk

The Corporation is exposed to foreign currency risk on its cash and cash equivalents and accounts payable principally denominated in US dollars.

The Corporation operates primarily within Canada. Foreign currency risk is very limited, due to the small value of transactions in currencies other than Canadian dollar. At March 31, 2015, cash and cash equivalents, and current liabilities include US\$43,000 (2014 – US\$45,000), and US\$1,000 (2014 – US\$12,000) respectively, which are exposed to changes in the United States – 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, 2015 is a \$4,000 (March 31, 2014 – \$3,000) decrease in surplus. The approximate impact of a 10% decline is a \$4,000 (2014 – \$3,000) increase in surplus.

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

ii) Interest rate risk

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

(d) Liquidity risk

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

The Corporation manages liquidity risk through the management of its cash and cash equivalents (Note 5). The Corporation's objective for managing liquidity risk is to manage operations and cash expenditures within the appropriation authorized by Parliament and the Corporation's self-generated revenues. The Corporation has determined that the risk is not significant.

As at March 31, 2015, the entire Corporation's accounts payable and liabilities are due within 365 days (2014 – within 365 days). No repayment mechanism has been established yet for the Corporation's long-term advance.

The Corporation's objectives, policies and processes for managing the risks and methods used to measure the risks are consistent with those in place as at March 31, 2014. In addition, the exposure to the risks and how they arise also remained unchanged with the prior year.

16. CONTRACTUAL OBLIGATIONS

As at March 31, 2015, the Corporation had entered into various agreements for accommodation, protection services, facilities management services and exhibition rentals, for a total of \$18,667,000. The future minimum payments for the next five years are as follows:

<i>(in thousands of dollars)</i>	
2015-2016	\$6,350
2016-2017	2,777
2017-2018	2,179
2018-2019	1,784
2019-2020 and subsequent years	5,577
	<hr/>
	\$18,667

17. RELATED-PARTY TRANSACTIONS

The Corporation is related as a result of common ownership to all Government of Canada departments, agencies and Crown corporations. Related party also includes key management personnel having authority and responsibility for planning, directing and controlling the activities of the Corporation. This includes the Senior Management Team, all members of the Board of Trustees and immediate family members thereof. The Corporation enters into transactions with these entities in the normal course of operations, under the same terms and conditions that applied to outside parties and are recorded at the exchange amount.

In addition to those related-party transactions disclosed elsewhere in these financial statements, the following transactions were carried out with related parties. The Corporation has transactions with related party including but not limited to sales and purchases of goods and rendering and receiving of services. The most significant transactions with related parties include the property taxes and employee benefits expenses.

<i>(in thousands of dollars)</i>	2015	2014 Restated
REVENUES FROM RELATED PARTIES		
Operating revenue	\$142	\$82
Contributions	377	702
	<hr/>	
	\$519	\$784
EXPENSES WITH RELATED PARTIES		
Personnel costs	\$3,512	\$3,205
Property taxes	1,232	1,335
Other expenses	304	317
	<hr/>	
	\$5,048	\$4,857
<hr/>		
Sponsorships and other contributions used to purchase capital assets during the year	\$742	\$753
	<hr/>	

In addition, during the year, the Corporation received services which were obtained without charge from other government organizations such as contributed support from employees from other government organizations. These services received without charge have been recognized in the Corporation's Statement of Operations as follows:

Statement of Operations

<i>(in thousands of dollars)</i>	2015	2014
REVENUES		
Contributed services	\$317	\$591
EXPENSES		
Sharing Knowledge	\$317	\$591

Also, during the year, the Corporation received services which were obtained without charge from the Agriculture and Agri-Food Canada, and from the Office of the Auditor General of Canada. Lease of buildings for the Canada Agriculture and Food Museum buildings located on the Central Experimental Farm site, and auditing services were provided without charge and are not presented in the Corporation's Statement of Operations.

18. CONTINGENCIES

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the Corporation's financial statements. As at March 31, 2015, a provision of \$65,000 has been recorded based on the Corporation's and external legal firm assessment of potential liability (2014 - \$70,000). The effect, if any, of ultimate resolution of these matters will be accounted for when determinable.

19. CANADA SCIENCE AND TECHNOLOGY MUSEUM TEMPORARY CLOSURE

On September 11, 2014, the presence of airborne mould was discovered at the Canada Science and Technology Museum (CSTM). Consequently, the CSTM was closed from that date. On November 17, 2014, the Government of Canada announced an \$80.5 million investment to repair and upgrade the CSTM. This funding is essential to address the health and safety issues that are of immediate concern, and to support the Corporation's work promoting Canada's long history of scientific and technological achievement. Specifically, the funds will go toward removing the mould and replacing the CSTM's roof, retrofitting and upgrading the CSTM's exhibition spaces and floor space, upgrading the building's fire suppression systems and its seismic structural strength, and bringing the CSTM's exterior facade up to date to match the new, modern interior. The work will be completed during the next two years and the CSTM is expected to re-open in 2017.

Following the closure of the CSTM, the Corporation proceeded with the mould remediation project at a cost of \$1,135,000 as of March 31, 2015. The remediation was completed in April 2015. As a result of the closure, permanent exhibitions located at the CSTM have been written off for an amount of \$1,353,000. Also, in order to compensate for the loss of revenues associated with the closure, the Corporation laid off some employees. The impact of these lay-offs was incorporated in these financial statements. In addition, the impact of the closure resulted in savings in operating costs, mainly in repairs and upkeep of buildings, and utilities but these savings were not significant.

Finally, as at March 31, 2015, the Corporation is aware that remediation costs related to the removal of asbestos contained in the roof will be incurred within the next two years as part of the repair and upgrade of the CSTM. Since no reasonable estimate of the amount related to the removal of the asbestos can be made, at this time, no liability has been recorded in the current year's financial statements.

20. COMPARATIVE INFORMATION

Certain comparative figures have been reclassified to conform to the current year's presentation.

SCHEDULE 1: SCHEDULE OF OPERATING REVENUES AND CONTRIBUTIONS

for the year ended March 31

Operating Revenues

<i>(in thousands of dollars)</i>	2015	2014
General admissions and programs		
Science and Technology	\$889	\$1,340
Aviation and Space	674	3,327
Agriculture and Food	717	611
Boutique sales	682	1,722
Facility rental and concessions	325	339
Parking	441	540
Membership	452	494
Farm operations	358	306
Thematic experiences	99	131
Other revenues	261	460
TOTAL	\$4,898	\$9,270

Contributions

<i>(in thousands of dollars)</i>	2015	2014 Restated
Grants and sponsorships	\$1,372	\$1,416
Contributed services	317	591
Other contributions from individuals and corporations	85	65
Contributions from the Foundation	205	231
TOTAL	\$1,979	\$2,303

SCHEDULE 2: SCHEDULE OF EXPENSES

for the year ended March 31

<i>(in thousands of dollars)</i>	2015	2014 Restated
Personnel costs	\$19,447	\$20,488
Amortization and write-downs of capital assets	5,025	3,635
Professional and special services	2,048	2,117
Leases of buildings	2,011	1,931
Property taxes	1,660	1,720
Property management services	1,440	1,434
Utilities	1,180	1,426
Repairs and upkeep of buildings	1,015	2,039
Material and supplies	985	1,151
Protection services	689	893
Design and display	234	1,636
Advertising	335	797
Gift shops and product marketing	328	949
Repair and upkeep of equipment	291	300
Communications	242	259
Travel	234	191
Publications	170	256
Office supplies and equipment	150	122
Purchase of objects for the collection	103	19
Miscellaneous expenses	75	175
Freight, express and cartage	72	127
Rentals of equipment	62	101
Books	35	37
TOTAL	\$37,831	\$41,803