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THE CORPORATION REACHES OUT

Building on a series of nation-wide consultations during the 2009–2010 fiscal year, the Canada Science and Technology Museums Corporation (CSTMC) and its three Museums—the Canada Science and Technology Museum (CSTM), the Canada Agriculture Museum (CAgM), and the Canada Aviation and Space Museum (CASM)—have dramatically expanded their presence and “outreach” across the country. It has been an exceptional year for forging new partnerships, working with new sponsors, creating collaborative national initiatives, and reaching out to new constituencies. By the scope of their offerings and the extent of their reach to all parts of the country, Canada’s science and technology museums are truly national institutions.

This report details the achievements of the 2010–2011 fiscal year, from engaging and popular programming to successful special events, cutting-edge collaborations, important new acquisitions, and new facilities such as the new wing for the Canada Aviation and Space Museum.
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**Technomuses.ca**

How to use the QR Codes in this Annual Report:

This is a QR code – short for Quick Response Code – in which data are encoded in black modules arranged in a square pattern on a white background. They were created by Toyota in the mid-1990s, and are becoming more common worldwide for accessing information. Anyone with a mobile phone equipped with a camera and a reader can access more texts and multimedia content. Look for QR codes throughout this document.

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The National Museum of Science and Technology, now operating as the Canada Science and Technology Museums Corporation (CSTMC), is established on July 1st as an autonomous Crown corporation with the passage of the Museums Act.

For the first time, a Canadian scientific instrument is launched beyond Earth’s orbit. It is the High Flux Telescope (HFT), designed by the National Research Council’s Herzberg Institute of Astrophysics.
MESSAGE FROM THE CHAIR

The goal of our work—the purpose for our very existence—is not only to preserve and make known the immense and impressive scientific and technological heritage of this country. It is also to engage with individual Canadians, and particularly with today’s youth, to ensure that budding scientists and engineers find the inspiration and support they need to transform an interest into a career, and curiosity into solid research. Ensuring that the intellectual wealth of the nation expands into the future is one of our most important tasks. Canada is the country that developed insulin, Imax, the Canadarm, and the Blackberry®. Canada has everything it needs to become a leading Nation of Innovation.

I am proud to report that this has been another exceptional year for the Corporation and its three Museums—the Canada Science and Technology Museum, the Canada Agriculture Museum, and the newly-expanded Canada Aviation and Space Museum. Our goal is to reach out and inspire all Canadians to engage with their scientific and technological past, present, and future. We have seen stable visitor numbers at our Museums, a massive increase in off-site visits with well over five million contacts, and over three million visits to our websites. We are clearly doing something right, with 91% of visitors to our Museums recommending them to others.

However, recent studies examining the state of science education and science literacy in Canada have yielded disturbing results. A 2010 survey of Canadian youth ages 12 to 18 years by the Canadian Foundation for Innovation and Ipsos–Reid indicated that 78% of respondents considered an understanding of science to be important. However, 53% of high school students interviewed reported that they had no interest in a career in the sciences. This figure may explain, at least partially, why Canada ranks a poor 24th out of 35 nations in the percentage of students graduating in the sciences. This is a call to action. It tells us that much work is needed to make the acts of inquiry and discovery meaningful again for young Canadians.

And so this is our task and our promise in the coming year—to continue to engage and inspire, to seek out and share knowledge and ideas, to establish collaborations and partnerships that will enhance our programmes and collections, and to reach out to new communities and audiences. The Corporation and its Museums are committed to achieving these goals, and to ensuring Canada’s current and future strength as a leading nation in research and innovation.
MESSAGE FROM THE PRESIDENT AND CEO

The Canada Science and Technology Museums Corporation has had an exceptional year of growth, transformation, and innovation. New partnerships have been forged, unique and creative ideas have been presented in innovative exhibitions and programmes, and we have engaged with 9,000,000 real-space and virtual visitors—a full 1,000,000 more than last year! We have been honoured to receive the patronage of the new Governor General of Canada (a first for the Corporation), to welcome the Prime Minister of Canada to one of our Museums, and to present our collections to cabinet ministers, such as Ministers Clement, McKay, and Goodyear, diplomats, Governors General Michaëlle Jean and David Johnston, museum colleagues from around the world, and several VIPs, including Nobel Laureate and Holocaust survivor Elie Wiesel.

We are very proud of our achievements, of the exceptional connections we have made with Canadians, and of our vision for a future where all Canadians share an interest in and commitment to science, technology, and engineering. The Corporation’s staff have shown a remarkable dedication to sharing their expertise with colleagues and with the community at large, they are committed to generating new ideas and initiatives for reaching out ever further into this country and beyond.

There is still much work to be done, more communities to reach, more knowledge and ideas to share. The Corporation will soon launch a major national initiative devoted to an exploration of issues around the production, consumption, and conservation of energy, Let’s Talk Energy: Engaging Ideas for Canada’s Future. During the six-year run of the initiative, which will conclude in 2017, Canada’s 150th birthday, it is our intention to create a national real-space and virtual network that will engage in a challenging and innovative conversation about energy. It is our hope and commitment that every province and territory will have partner venues contributing to this critical national dialogue.

In 2010, the Corporation celebrated its 20th anniversary. It was also the year in which the Corporation took the main stage, establishing itself in a leadership position not only amongst science and technology centres, but as part of the national dialogue on the critical role of science, technology, and engineering in Canadian society. In tandem with this, we established successful partnerships with many sectors of the Canadian community. These partnerships with businesses, academic organizations, and local groups have enriched the Corporation’s programmes and activities, and our profile across the country. These relationships expand our access to knowledge, resources, and new energies and perspectives, all of which combine to invigorate and enable our primary duties: reaching out to Canadians, sharing our collections and knowledge, and reinforcing the importance of science, technology, and engineering in the lives of every individual.

“You must take great pride in your stewardship of the extraordinary collection housed at the Canada Science and Technology Museum. I know that through your various programs and exhibitions you engage Canadians in the past, present and future of Canadian innovation.”

The Rt. Hon. Stephen Harper, P.C., M.P. Prime Minister of Canada
The Canada Science and Technology Museums Corporation governs the Canada Science and Technology Museum, the Canada Agriculture Museum, and the Canada Aviation and Space Museum, which are collectively responsible for preserving and protecting Canada's scientific and technological heritage while also promoting, celebrating, and sharing knowledge of that heritage.

The Corporation was established as an autonomous Crown corporation on July 1, 1990, with the passage of the Museums Act.
As stated in the Act, the mandate of the Corporation is:

To foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technological objects, with special but not exclusive reference to Canada, and by demonstrating the products and processes of science and technology and their economic, social and cultural relationships with society.

The Corporation and its three Museums are located in the National Capital Region and report to Parliament through the Department of Canadian Heritage.

The Corporation, which celebrated its 20th anniversary in 2010, continues to offer exceptional and unique programming and exhibitions, popular and accessible websites, and the expertise and enthusiasm of an engaged and active staff. A new initiative is underway that will create a six-year national dialogue about Canada’s relationship with energy in the past, the present, and the future. This is intended to explore key issues in Canadian culture and also to elevate the profile and importance of science and technology within the general population. The goal is to make science, technology, and engineering relevant to all Canadians so that they will be seen as priorities for the country’s future advancement as a nation and its future stability.

QUICK FACTS

The Corporation’s offerings reached over 9,000,000 Canadians, both on- and off-line.

Total attendance: 643,000, the second highest amongst national museums

CAgM: 140,000
CASM: 177,000
CSTM: 326,000

240 employees

5,300,000 visitors off-site

3,197,894 web visits

Close to 1,000,000 people reached through social media initiatives

885 media mentions

6,000 memberships, the highest of all national museums

Nearly 14 million visitors over the past 20 years

414 artifacts on loan at 61 venues across the country, viewed by 497,380 visitors across Canada

336 volunteers

Online educational offerings downloaded close to 193,000 times

93.2% visitor satisfaction rating

22 new Memoranda of Understanding (MOUs) with a wide variety of partners

6 professionals seconded to the Corporation

475,081 items in the collection including artifacts, trade literature, monographs, engineering drawings, journals, and rare books and serial titles

155 presentations were made by staff, across Canada and around the world

Over 64,000 students participated in school programming at the three Museums
The Museum not only exhibits the history of Canada’s unique agricultural heritage, it is also a wonderful place to see, hear, and smell the workings of a real farm [...] What I like about this is that they are not petting zoo animals, and aren’t clambering to get little pellets of food from you. They mosey, they munch on their hay, they come to you if they so desire.”

Local Tourist Ottawa Blog

essential industry. Learning-based exhibitions and programming are combined with more light-hearted fare, such as an annual Easter Egg Hunt, sheep-shearing demonstrations, and harvest events.

Taking advantage of its natural setting and easy access to the out-of-doors, the CAgM provides visitors with opportunities for guided or self-directed explorations of the ways in which agricultural science and technology affect the everyday lives of Canadians. For over 28 years, the Museum’s distinctive programmes and exhibitions—as well as its outstanding populations of livestock, many of rare and heritage breeds, including dairy and beef cattle, horses, and a variety of small animals—have reached out to and attracted thousands of urban families, as well as visitors from across Canada and around the world.

A highlight of this year’s activities at the CAgM was the introduction in May 2010 of a “live hive,” complete with a specially-identified queen bee, as an enhancement to a new exhibition, Taking Care of Beesness. This exhibition complements the virtual exhibition that was launched in February 2010.

Another major success this year was the re-opening in February 2011 of the Small Animal Barn, which had been closed to the public for three years. A wide variety of pigs, sheep, and goats, some of them rare breeds, are housed in this barn and are now on view for enthusiastic visitors.
University of British Columbia biochemist Michael Smith wins the Nobel Prize (Chemistry) for developing the technique of site-directed mutagenesis, which allows the DNA sequence of any gene to be altered in a designated manner.

Agriculture and Agri-Food Canada and the Canada Science and Technology Museums Corporation agree to share responsibility for Public Programmes at the Central Experimental Farm.

CANADA AVIATION AND SPACE MUSEUM

Located next to an historic but still active airfield, the Canada Aviation and Space Museum houses the most extensive aircraft collection in the country, and one of the finest in the world. The Museum, in its newly expanded facility, presents Canada’s aeronautical history in an innovative and compelling way by tracing how aviation has contributed to the exploration and expansion of this country. While it has been said that the train opened Canada to the West, it was the airplane that opened Canada to the North.

The Museum offers regular programming in combination with special events that commemorate milestones in various threads of Canadian history. The 2010–2011 fiscal year, for example, saw the repeat of a successful summer camp programme, as well as a unique celebration of the 60th anniversary of the Battle of Britain, in which roughly 200 aircraft participated. The Museum’s outstanding programmes, activities, and special events celebrate the role that aviation has played in Canada, and in the lives of individual Canadians, since the earliest days of powered flight. These offerings will soon reach out to Canadians across the country, and to aviation enthusiasts around the world, as the Museum’s newly-installed distance-learning technologies are activated in the coming months.

With a recently expanded mandate emerging from the Corporation’s new association with the Canadian Space Agency, the Museum is now responsible for developing, preserving, interpreting, and displaying artifacts related to Canada’s contributions to the space industry.

The most important achievement among many this year at CASM was the completion and opening of a $7-million new wing which includes a grand hall, a new auditorium, a multi-purpose room, and new food service and retail spaces. Also featured in the new spaces are two state-of-the-art classrooms fitted with the latest in distance-learning technologies. The Museum’s programmes and learning activities can now be shared with an even greater audience, in all parts of the globe.

“One of the most beautiful aviation museums in the world, the Canada Aviation and Space Museum is a must-see attraction during your visit to Canada’s National Capital Region. Only 10 minutes from Parliament Hill, the Museum presents the entire history of Canada’s aeronautical legacy, from the pioneer era to the jet age. Over 130 aircraft bear witness to the dream of flying and to the important role played by Canadians in the development of aviation.”

Outaouais Tourism
The Canada Science and Technology Museum, Canada’s oldest interactive science and technology museum, is committed to celebrating and “making known” Canada’s rich scientific and technological heritage, as well as the extraordinary innovations for which Canadians are responsible. Encouraging youth to enjoy and appreciate science, and to consider science as a viable career option, is an increasing priority for the Museum.

The Museum collection holds some of the rarest and most unusual artifacts in the world. By presenting these and other objects in engaging exhibitions, offering relevant and innovative programming and an accessible and distinctive web presence, the Museum helps visitors understand the connections that can be made between science and technology and how we live our daily lives. Science and technology are involved in virtually everything we do. The Museum’s goal is to make this connection obvious and to show that the study of science is an important and desirable activity for today’s youth.

By showcasing and interpreting the many exceptional treasures in its collection, the Museum increases scientific literacy, inspires pride in Canadian achievements, and points to the limitless possibilities that lie ahead. Today, the Museum’s programmes reach hundreds of thousands of students each year, putting it in a unique position to support federal policy aimed at making present and future Canadian scientists world leaders in scientific and technological innovation.

In 2010–2011, the Museum opened an important and unique exhibition, In Search of the Canadian Car, which explores and celebrates Canada’s contribution to the automobile industry. Beginning with Canada’s earliest motorised vehicle, the 1867 Taylor Steam Buggy from Stanstead, Quebec, the exhibition asks visitors to examine what makes a car Canadian. It also includes a section on the future that is regularly updated. Soon to be added to the exhibition will be a mint-condition 1965 Thunderbird, donated to the Museum by Randy Bachman, member of the legendary Canadian bands The Guess Who and Bachman-Turner Overdrive, and formerly owned by another great Canadian musician, Burton Cummings.

CSTM was honoured to be the first museum in North America, and the only one in Canada, to exhibit the Fénix Capsula 1, the rescue capsule used to support the 33 miners who had been trapped for 69 days in a collapsed gold and copper mine in Copiapó, Chile. The Ambassador of Chile, His Excellency Roberto Ibarra, was a special guest at the opening event, attesting to the international profile of the Museum’s activities and programmes.

“Being little, there wasn’t much that I enjoyed more than a trip to the Canada Museum of Science and Technology. I loved teetering through the Crazy Kitchen, exploring the locomotives and peering through the windows of the various train cars and playing with the telephone switchboard. And oh, my goodness, the buttons you could press. This was a museum where not only were you allowed to touch things, it was encouraged!... Today, an outing to the Museum brings me as much joy as ever, but for different reasons. I’m introducing my one-year-old son, ‘Moe,’ to this amazing Museum.”

Kids in the Capital Blog
The programming language Java, created by Calgary native James Gosling, is launched. Java is currently one of the most popular programming languages in use for everything from software to web applications.

The CSTMC begins to use e-mail.

Donation of a dosimeter used on the Russian space station Mir in 1993–1994 to measure a cosmonaut’s exposure to radiation.
The Corporation continues to reach out to Canadians from coast to coast to coast through a variety of real-space and virtual products and experiences. The Corporation is a popular presence within the National Capital Region, offering exceptional events and innovative programming to a wide range of audiences.

Children participating in the Ice Cream Festival, CAqM, summer 2010.
University of British Columbia’s Murray Goldberg develops a distributed, Internet-based learning tool for his computer science students: WebCT. Today, the software is used by more than 10 million students at over 2,500 universities and colleges in 80 countries.

Acquisition of the radio communication artifact collection from Marconi Co.

The CASM publishes a CD-ROM Flypast—Envol based on its collection.

### Targets and Performance Measures for 2010–2011:

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<tr>
<th>Target – Key Result Area 1</th>
<th>Results</th>
<th>Information</th>
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<tbody>
<tr>
<td>Two new public- or private-sector partnerships per Museum</td>
<td>Target surpassed</td>
<td>22 newly-signed partnerships across the Corporation. These partnerships and MOUs will help contribute to and promote Canadians’ achievements and a culture of science and technology across Canada.</td>
</tr>
<tr>
<td>Achieve 3.5 million virtual visits</td>
<td>Target surpassed: 4,122,530</td>
<td>3,197,894 virtual visits recorded, plus close to one million people reached through social media initiatives. While the websites are being refurbished, we have been able to reach out through social media such as Flickr, Facebook, Twitter, etc. <strong>Facebook</strong> 1,182 “likes,” an increase of 225%. 2,505 referrals to websites, an increase of 413%. <strong>Twitter</strong> 1,730 followers. 26 staff actively using Twitter on behalf of the three Museums. 663 referrals to websites, an increase of 208%. <strong>YouTube</strong> 206,785 video views, an increase of 166%. <strong>Flickr</strong> 711,771 views, an increase of 40%.</td>
</tr>
<tr>
<td>Achieve 1.5 million off-site visits (i.e., visitors attending workshops and demonstrations outside the Museums or viewing travelling exhibitions and artifacts on loan from the Museums, not including website visits)</td>
<td>Target surpassed: 5.3 million off-site visits</td>
<td>An installation of panels from the CASM exhibition, <em>Canadian Wings</em>, at Pierre Elliot Trudeau International Airport, Dorval, has reached more than 3.5 million visitors.</td>
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### Targets and Performance Measures for 2010–2011:

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<tr>
<th>Target – Key Result Area 2</th>
<th>Results</th>
<th>Information</th>
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| 85% of visitors surveyed “agree” or “strongly agree” that they would recommend the Museum to a friend | Target surpassed: 91.4% | CSTM: 87.4%  
CASM: 94.0%  
CAgM: 92.9% |
| 10% of exhibits to include new interactives or hands-on activities | Target surpassed: 25% | 141 new interpretive units and interactives on display. |
| 25% of collection on display representing new technologies | 6% of collection on display represents new technologies | This target was not achieved due to limited acquisition funds and fewer donations/loans received from potential partners than originally anticipated. A number of negotiations are under way. |

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### Performance Measures

**Key Result Area 1**

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<tr>
<th>Performance Measures</th>
<th>Results</th>
<th>Information</th>
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</thead>
<tbody>
<tr>
<td>Number and location by province of off-site programs, workshops, and demonstrations</td>
<td>46 off-site programmes, workshops, and demonstrations reaching close to 16,000 participants in six provinces and one territory</td>
<td></td>
</tr>
<tr>
<td>Number of online educational offerings downloaded</td>
<td>Online educational offerings from all three Museums were downloaded close to 10,000 times</td>
<td></td>
</tr>
</tbody>
</table>
| Number of website visits and page views | 3,197,894 website visits  
9,926,425 page views |
| Number of artifacts on loan/Number of venues/Number of locations by province/Number of visits | 414 artifacts on loan at 61 venues viewed by 497,380 visitors  
Number of venues, by province/territory:  
British Columbia: 2  
Alberta: 1  
Manitoba: 1  
Ontario: 29  
Quebec: 19  
New Brunswick: 1  
Nova Scotia: 4  
Newfoundland and Labrador: 1  
Northwest Territories: 2  
Yukon: 1 |
| Number of researchers using the collection | 620 researchers used the collection |

The number of artifacts on loan across the country rose from 2009–2010 figures. The Corporation’s collections were represented in British Columbia, Alberta, Manitoba, Ontario, Quebec, Nova Scotia, New Brunswick, Newfoundland and Labrador, Yukon, and the Northwest Territories.

The researchers come from a wide range of backgrounds including students, engineers, historians, and lawyers, to name but a few.
The Horse and Cattle Barn at the Canada Agriculture Museum is destroyed by fire.

The Canadian Science and Engineering Hall of Fame finds a new home at the CSTM.

All three Museums launch World Wide Web sites.

First summer day camp offered to children 6 to 10 years old at the CAgM.
### Performance Measures Key Result Area 2

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<tr>
<th>Performance Measures</th>
<th>Results</th>
<th>Information</th>
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<tbody>
<tr>
<td>Visitor satisfaction</td>
<td>93.2% visitor satisfaction rating</td>
<td>Results from visitor satisfaction surveys in 2010 clearly indicate that visitors are highly satisfied with their experiences at each of the Corporation’s three Museums.</td>
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<tr>
<td>Attendance for all three Museums remained stable in 2010–2011</td>
<td>CAgM: 139,655 CASM: 176,917 CSTM: 325,961 TOTAL: 642,533</td>
<td>Attendance, while still strong, is slightly less than in 2009–2010. In general, science centres and museums across Canada saw a 17% decrease in attendance in 2010–2011, while the Corporation’s Museums experienced a decrease of about 5%. The opening of the renovated Canadian Museum of Nature and of Calypso Theme Waterpark had an impact on visitation to all three Museums.</td>
</tr>
<tr>
<td>Number of new interactives</td>
<td>60 new interactives</td>
<td>This is new benchmark.</td>
</tr>
<tr>
<td>Number of new technologies on display</td>
<td>40 new technologies on display</td>
<td>Some of the new technologies on display include artificial corneas, holograms, an electric snowmobile, and two solar cars.</td>
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### Performance Measures Key Result Area 2 (cont.)

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<tr>
<th>Performance Measures</th>
<th>Results</th>
<th>Information</th>
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<tr>
<td>National Outreach through travelling exhibitions</td>
<td>3,653,629 people viewed Corporation exhibitions</td>
<td><strong>Beyond the Trees</strong> Musée de la civilisation, Quebec City, Quebec. <strong>Karsh: Image Maker</strong> Art Gallery of Alberta, Edmonton, Alberta. <strong>Food for Health</strong> Pier 21, Halifax, Nova Scotia, and Musée du Fjord, Saguenay, Quebec. <strong>Canadian Science and Engineering Hall of Fame</strong> National Research Council’s Herzberg Institute of Astrophysics, Penticton, British Columbia. <strong>Canadian Wings</strong> Pierre Elliot Trudeau International Airport, Dorval, Quebec. Edukits were enjoyed by students in British Columbia, Saskatchewan, the Northwest Territories, Nunavut, Ontario, Quebec, and New Brunswick.</td>
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Key web-based accomplishments during 2010–2011 include:

- The addition of in-depth historical information to the individual aircraft pages on the CASM website.
- The introduction of new artifact spotlights on the CSTM and CAgM websites, as well as on YouTube and Flickr.
- A collaboration between Knowledge and Information staff and Carleton University students to create a website featuring items from the Corporation’s extensive collection of trade literature.
- The launch of a virtual cross-curricular lesson plan on the International Space Station intended for grades 6 to 9.
- The CAgM launched a virtual education activity programme on biosecurity.
- A new virtual programme for high schools exploring the environmental impact of vehicle use in Canada, created in partnership with Transport Canada.
- The ongoing use of social media such as Twitter, Facebook, YouTube, and Flickr to disseminate Corporation programmes and events. Available online this year are three new “Do Try This at Home” experiment guides, and over 70 new YouTube videos.
- Opening in August 2011 of the virtual exhibition, In Search of the Canadian Car, in conjunction with the Virtual Museum of Canada.
- The CAgM virtual exhibition Bees: A Honey of an Idea continued to be popular.
NATIONAL PROFILE

The Corporation supports and participates in national initiatives that promote the study and expansion of science and technology in our country, our communities, and our homes. Particular emphasis was placed in 2010-2011 on creating networks and linkages for sharing science- and technology-based information, resources, and initiatives across the country.

Notable successes during 2010–2011 include:

- The Honourable Christian Paradis, Minister of Natural Resources, and the Honourable Gary Goodyear, Minister of State (Science and Technology), announced the launch of Let’s Talk Energy, (http://energy.technomuses.ca/english/index.html) the Corporation’s pan-Canadian initiative, at the World Energy Congress (WEC) held in Montreal, Quebec, in September 2010. Over 5,000 delegates were in attendance from all parts of the globe.

The CSTM is the lead institution for National Science and Technology Week (NSTW), held every October. NSTW celebrates the significance of Canada’s science and technology history, the importance of science and technology in today’s world, and Canada’s ongoing role as a world leader in innovation. In 2010, the challenge was for individual Canadians to submit a video to the CSTM YouTube channel describing what they would do to become NSTW champions. Over 100 organizations participated in 330 activities across Canada, an increase of 30% compared to last year.

Participating organizations included the NRC Herzberg Institute of Astrophysics in Victoria, British Columbia; Salish Sea Expeditions in Victoria, British Columbia; the Department of Fisheries and Oceans; Telus World of Science in Calgary and Edmonton, Alberta; Canadian Light Source (Synchrotron) in Saskatoon, Saskatchewan; and the Hugh John Flemming Forestry Centre in Fredericton, New Brunswick.

- The Corporation led the development of an interdepartmental and cross-sectoral proposal for the Canadian Council of Academics that will seek an expert assessment of the state of Canada’s science culture.

- The Corporation’s new e-bulletin was distributed regularly to over 4,000 recipients across the country, and has received tremendously positive feedback.

“What an exciting series of events. Thank you for keeping me informed!”

Gail Dexter Lord
Co-President, Lord Cultural Resources

“I do like receiving these newsletters which certainly publicize the considerable number and wide variety of activities at the Museums.”

John Edwards
former CEO, National Museums of Canada

ENGAGING EVENTS AND POPULAR PROGRAMMES

The Museums offered many of their most popular programmes and events including Canada Day celebrations, Halloween events, and camps during the March Break and the summer. Highlights of this year’s programmes and special events include some perennial favourites as well as new and inspiring events:

Canada Science and Technology Museum

- Doors Open Ottawa was held on June 5, 2010, with more than 830 people visiting the Conservation and Collections facilities at CSTM.

- Dr Norman Bethune was inducted into the Canadian Science and Engineering Hall of Fame
during a ceremony on October 14, 2010. Opening remarks were delivered by the Chinese Ambassador, His Excellency Lan Lijun, and 25 Chinese delegates to the Canada–China Cultural Dialogue were in attendance. Other new inductees into the Hall of Fame included Drs James Till, Ernest McCullough, and George C. Laurence.

- On February 19, 2011, the CSTM led the first Cool Science Saturday event, with the National Capital Commission, Parks Canada, and other federal departments and agencies such as Natural Resources Canada, the Canadian Space Agency, and the National Research Council Canada. Over 4,500 visitors participated in engaging and entertaining science activities and experiments inspired by Canada’s cold climate and by the lost Franklin expedition of 1845.

- The CSTM hosted the Science and Engineering Olympics during the week of February 23, 2011. Over 110 students in grades 7 to 12 were challenged to build a fun machine, bionic arm, or trebuchet, or to design a website.

- The Engineering Challenge was held at the CSTM on February 24, 2011. This event, geared towards grades 4 to 6, attracted over 230 students from 30 schools, and was organized in partnership with the National Research Council Canada.

- March Break activities were very popular at all three Museums. The CASM hosted a LEGO® contest in which over 200 children participated, the largest group to date.

“Winterlude was an immense success. […] This success would not have happened without you and your team’s support and cooperation [in setting up Cool Science]. Thank you! We look forward to working together on future Winterludes.”

Marie Lemay, P.Eng.
CEO, National Capital Commission

From left to right: Dr James Till, Dr Ernest McCullough, Dr George C. Laurence, Dr Norman Bethune.
A new school programme, *What Museums Do: Behind the Scenes*, was offered twice at CSTM. Close to 100 eager students participated in this special programme on Museums Day and during National Science and Technology Week.

The CSTM was the site of the first North American presentation in a capital city of the Fénix Capsula 1, used during the rescue, in October 2010, of 33 miners from the San José gold and copper mine in Copiapó, Chile. The capsule was on display from March 31 to May 1, 2011.

**Canada Aviation and Space Museum**

- More than 3,000 visitors from 13 countries, including the Honourable Peter McKay, Minister of National Defence, attended the Battle of Britain event on September 19, 2010, at the CASM. The highlight of the event was a parade of approximately 200 aircraft.

- The CASM’s 50th anniversary was celebrated on October 23, 2010, with a range of events and products, including the official launch of the *Voices from the Canada Aviation and Space Museum* documentary film series (http://bit.ly/mhQRax). These short films bring the stories of eight of the CASM’s volunteers, ages 84 to 92, to life. Six different bookmarks featuring aircraft from the collection were also produced to commemorate the anniversary. Six thousand of these bookmarks were distributed to the CASM visitors between May and October 2010.

On February 23, 2011, the CASM opened its new wing with the second annual Aviation Career Day and the Green Aviation Research and Development Network (GARDN) Conference. The new wing includes a 250-seat auditorium, a multi-purpose room, and two classrooms fitted up to offer distance-learning programmes. A new food services area and a large retail space are also included in the new wing.

"First, bravo for organizing this first conference in a prestigious location (who would have believed it was only delivered the day before?)."

Jacques Gatard, ONERA (Toulouse, France)

Attendee at the GARDN Conference at the CASM

- The CASM and Vintage Wings of Canada offered a *Warbird University Ground School* on the Curtiss P-40 Kittyhawk and the North American NA-122 Mustang. These two-day events offered technical and operational information on two classic fighter aircraft flown by RCAF pilots in the Second World War.
Canada Agriculture Museum

- The CAgM launched a new family program called *Chews Wisely*. This programme helps families to make informed food choices and provides information about how to decipher food labels to ensure that healthy selections are made.
- During Queen Elizabeth’s visit to Ottawa on Canada Day 2010, the Royal 22nd Regiment’s mascot, a goat named Batisse, was housed at the CAgM. The goat is a descendant of the original regimental mascot, presented to the “Van Doos” by the Queen in 1955.
- In November 2010, the CAgM hosted the 4-H “Show Your Colours” event, which is the kick-off to the National 4-H Month. The day’s theme was “The Cow”, and more than 200 participants enjoyed activities at the Museum.

“I really appreciate… all the wonderful things the Farm does for our city and community . . . teaching our kids care, compassion and respect for the animals who feed us, this place is awesome. Your counsellors at your camp are enthusiastic and caring, paying special attention to every parent's concern and request. Keep up the great work and we will continue to promote and support this wonderful asset to our capital city.”

Tammy Hum

- On November 9, 150 people participated in the *TEDxKids @ The Hill event*. This independently organized TED event brought children and adults together to help develop an educational movement that brings TED Talks into the schools and encourages experimentation with practical projects through exposure to big ideas.

*Café scientifique* monthly evenings, which are open to the general public, remain popular. More than 350 people participated in discussions on subjects ranging from the relationship between science and religion, to genetically modified organisms, to healthcare.

*Science Talks*, a monthly free public lecture series, continued in 2010–2011 and featured specialists in science, engineering, and medicine discussing topics such as “Communication Technology: Bringing us Closer Together or Pushing Us Further Apart?” and “Genetically Modified Organisms: A Question of Ethics, Survival or Health?” More than 1,000 people have attended these talks to date.
Denise Amyot and Lt. Col. Maryse Carmichael attend the inauguration of the new wing at the CASM, February 23, 2010.

Dr Ryan Harris (Parks Canada), Denise Amyot, Governor General, His Excellency the Right Honourable David Johnston, and Tom Perlmutter (National Film Board) attend the opening of Echoes in the Ice, and the launch of National Science and Technology Week at the CSTM, October 15, 2010.

Senator Pamela Wallin at the commemoration of the Battle of Britain, CASM, September 19, 2010.

Guests, along with the Chilean Ambassador, His Excellency Roberto Ibarra, and Claude Faubert, Director General of the CSTM, attend the opening of the Fénix Capsula 1 exhibition, March 30, 2011.

The Honourable Jean-Pierre Blackburn, Minister of Veterans Affairs, and Chief of the Air Staff, André Deschamps, attend the commemoration of the Battle of Britain at the CASM, September 19, 2010.

Chilean Ambassador, His Excellency Roberto Ibarra, welcomes two guests to the opening of the Fénix Capsula 1 exhibition at the CSTM, March 30, 2011.

The Honourable Jason Kenney, Minister of Citizenship, Immigration and Multiculturalism, attends a citizenship ceremony at the CSTM, April 12, 2010.
The Right Honourable Stephen Harper and Denise Amyot attend a citizenship ceremony at the CASM, October 19, 2010.

The Honourable Peter McKay, Minister of National Defence, and the Governor General, Her Excellency the Right Honourable Michaëlle Jean, attend the commemoration of the Battle of Britain, CASM, September 19, 2010.

Lois Steinhardt, exhibition curator, Governor General, His Excellency the Right Honourable David Johnston, and Denise Amyot, attend the opening of *Echoes in the Ice*, and the launch of National Science and Technology Week at the CSTM, October 15, 2010.

The Honourable Gary Goodyear, Minister of State (Science and Technology), seated in a mock-up of an F-35 jet.

Governor General, His Excellency the Right Honourable David Johnston, speaks at the opening of *Echoes in the Ice* and the launch of National Science and Technology Week at the CSTM, October 15, 2010.

British High Commissioner Anthony Cary places a wreath during the commemoration of the Battle of Britain, CASM, September 19, 2010.

Chief of the Air Staff, André Deschamps, and Stephen Quick, Director General of the CASM, attend the inauguration of the new wing of the CASM, February 23, 2010.

Chinese Ambassador, His Excellency Lan Lijun, speaks at the induction of Dr Norman Bethune into the Canadian Science and Engineering Hall of Fame, October 14, 2010.

To mark 160 years of research on the northern lights, a 20-metre, 4-stage Black Brant 12 Canadian sounding rocket carries a detection mission 1,000 km into the heart of an aurora borealis.

The Honourable John Manley hosts a direct downlink transmission at the CSTM from the space shuttle *Endeavour*.

Inauguration of the CN Images of Canada virtual gallery.
Summer Camps
The CAgM’s Summer Camp programme was once again a major success. Selling out in less than 24 hours, these camps are certainly some of the most popular summer activities in the National Capital Region. Over 900 children enjoyed fun learning activities in four different camps. The CSTM’s summer camp programme was as popular as ever, more than 1,000 children enjoyed an exciting and educational summer experience.

Summer Institute
The Corporation’s national award-winning Annual Summer Institute was held for a second time from August 16 to 20, 2010, and welcomed 25 participants, including students, museum staff, and academics from across the country, the United States, and China. This annual event brings together students, post-doctoral researchers, and museum staff to investigate how to make better use of artifacts in research and other ongoing work. The programme is unique amongst major museological institutions around the world and has been replicated in other parts of the world.

“The Summer Institute took me out of my comfort zone in a very positive and productive way.”

2010 participant

INNOVATIVE EXHIBITIONS—SHARING COLLECTIONS, IDEAS, AND EXPERIENCES
Reaching out to Canadians through innovative, relevant, and engaging exhibitions is one of the greatest achievements of the Corporations’ three museums. Highlights of the 2010–2011 exhibition programme include:

• The CAgM exhibition, Taking Care of Beesness, which opened in March 2010, is still drawing visitors of all ages. A “live hive” with a specially-identified queen bee was added to the exhibition in May 2010. The Museum’s programme kitchen, which produces a variety of foods featuring honey, has proven to be a tremendous success, with standing room only for most of the sessions.

• In April and May 2010, the CSTM was honoured to host the photographic exhibition, Water for Life: An African Photo Exhibition, produced by WaterCan/EauVive, a Canadian charitable organization supporting access to clean water and basic sanitation in eastern Africa. Through the exhibition and international programming, Canadians were given a candid glimpse into a world where access to basic needs like clean water and sanitation is a daily struggle.

“...our partnership with the Canada Science and Technology Museum marked our first opportunity to show the exhibition publicly after its official unveiling on Parliament Hill... This partnership far exceeded our expectations.”

Gary H. J. Pluim
Executive Director, WaterCan/EauVive

• The CSTM’s new permanent exhibition, In Search of the Canadian Car, opened in June 2010. The exhibition has proven popular with a wide range of audiences and continues to engage new visitors. It will be refreshed every six months with new artifacts representing emerging automobile technologies—including the most recent hybrid from Toyota and the most recent addition of all, an electric car, the Tesla Roadster. Moreover, from August 3 to September 12, the Esteban V solar race car built by students at the École Polytechnique de Montréal was on display. The virtual version of this exhibition will be launched in August 2011.

• From September 2010 to January 2011, the CSTM hosted an incoming travelling exhibition, Arresting Images, prepared by the Ontario Provincial Police Museum. The exhibition presented reproductions of criminal photo cards (mug shots) dating from 1886 to 1908. It offered a unique perspective on the practices of early policing in Ontario, as well as the emerging use of photographic portraits as a police identification tool.

• On October 15, 2010, the Governor General of Canada, His Excellency the Right Honourable David Johnston, opened the CSTM exhibition Echoes in the Ice: History, Mystery and Frozen Corpses. This exhibition, created in partnership with Natural Resources Canada and Parks Canada, profiled the explorers involved in the search for the Northwest Passage and decoded the mysteries of the lost Franklin Expedition of 1845.

• On February 26, 2011, the Small Animal Barn at the CAgM reopened to the public after being closed for over three years. The building now houses examples of a wide variety of pigs, sheep, and goats that can be found on farms across Canada, several of them rare breeds.
The CSTM was the site of the first North American presentation of the *Fénix Capsula 1*, used during the rescue, in October 2010, of 33 miners from the San José gold and copper mine in Copiapó, Chile. The capsule was on display from March 31 to May 1, 2011.

The Corporation is pursuing partnerships with post-secondary and other institutions to provide venues in which to showcase research into emerging technologies. The CSTM has created *TechnoZone*, exhibition spaces dedicated to the display of new technologies. Recent exhibitions include artificial corneas from the University of Ottawa, new hologram technology from Rabbitholes®, and the Tesla *Roadster Super Car*, a battery-powered electric car from Transport Canada.

**REACHING OUT NATIONALLY AND INTERNATIONALLY**

**Travelling Exhibitions and Loans**

The Corporation circulated five exhibitions to five provinces and reached 3,650,500 visitors in 2010–2011.

- **Beyond the Trees** completed its national tour in Quebec City, Quebec: 103,000 visitors.
- **Karsh: Image Maker**, a collaboration with Library and Archives Canada, presented at the Art Gallery of Alberta in Edmonton, Alberta: 40,000 visitors.
- **Food for Health**, a collaboration amongst five federal partners linked to agriculture and health, toured Nova Scotia and Quebec: 7,000 visitors.
- **The Canadian Science and Engineering Hall of Fame** was presented at the National Research Council’s Herzberg Institute of Astrophysics in Penticton, British Columbia: 500 visitors.
- **Canadian Wings**, CASM’s special installation at Pierre Elliot Trudeau International Airport, Dorval, Quebec: 3,500,000 visitors.
24 Canada Science and Technology Museums Corporation

- 93.2% Visitor Satisfaction Rating
- 5.3 Million Off-Site Visits
- 16,000 Off-Site Programme Participants
- 10,000 Downloaded Educational Packages
- Almost 10 Million Web Page Views

Loan Milestones
- 56 new loans
- 357 renewed loans
- Loans in six provinces and two territories

Artifacts on Loan and Travelling
- Canada Agriculture Museum
- Canada Aviation and Space Museum
- Canada Science and Technology Museum

Travelling Exhibitions

Karsh: Image Maker at the Art Gallery of Alberta, Edmonton, Alberta

Food for Health at the Pier 1 Museum, Halifax, Nova Scotia and at the Musée du Fjord, Saguenay, Quebec

The Canadian Science and Engineering Hall of Fame at the Herzberg Institute of Astrophysics, Penticton, British Columbia

Canadian Wings at the Pierre Elliot Trudeau International Airport, Dorval, Quebec

Beyond the Trees at the Musée de la civilisation, Quebec City, Quebec

• 93.2% visitor satisfaction rating • 5.3 million off-site visits • 16,000 off-site programme participants • 10,000 downloaded educational packages • almost 10 million web page views • 1 million downloads
In addition to touring exhibitions, the Corporation was active in lending individual artifacts to sister institutions across the country. During this year, 414 artifacts were lent to 61 venues nation-wide where they were viewed by 497,380 visitors.

Edukits

Edukits bring museum-calibre science experiences to students and teachers across the country. Based on the pan-Canadian science curriculum, each Edukit provides classrooms with exciting hands-on activities. In 2010–2011, a total of 11 kits were used by 3,725 students in British Columbia, Saskatchewan, the Northwest Territories, Nunavut, Ontario, Quebec, and New Brunswick.

Sharing our Expertise Nationally and Internationally

The vast experience and knowledge within the Corporation are shared through close collaboration with other museums, science centres, academia, scientific, technological, and engineering organizations, and communities nationally and internationally.

Staff are continuously called on as speakers and hold positions on a wide variety of professional bodies, both nationally and internationally, especially to share and exchange in their fields of science, education, and leadership expertise.

The Corporation's staff continuously undertake collaborations through public talks, publications, individual consultations, and participation in educational initiatives, sharing their enthusiasm and knowledge to engage Canadians and global citizens in the vital public dialogue about the importance of science, technology, and engineering in everyone's daily life.

The President and CEO of the Corporation was invited to share her extensive knowledge in corporate leadership on several occasions nationally and internationally, including Expo 2010 Shanghai, China; International Institute of Administrative Sciences (IIAS) Conference in Indonesia; the CISCO Public Services Summit in Stockholm, Sweden; the Johnson-Shoyama Graduate School of Public Policy in Regina; CANADA 3.0 in Waterloo; the Canadian Science Policy Centre Conference in Montreal; the World Energy Congress, Montreal; the Association of Canadian Community Colleges in Niagara Falls; and the Government of Canada Collaborative Management Conference in Ottawa. She also held meetings with key stakeholders in Calgary, Montreal, Moncton, Toronto, and Regina.

Management has also met to share ideas, experiences, and best practices with representatives from the Republic of Indonesia's Finance and Development Supervisory Agency, Afrique Conseil, and the China National Tourism Administration, as well as the United Kingdom, the United States of America, and Australia.

“I have met [with] Mr. Fern Proulx and Mr. Ian [MacLean]. They are very nice persons who gave us excellent explanations about performance measurement. We [have been] very happy in Ottawa, Canada [and] especially thank you and your colleagues [for] helping us.”

Iskandar Novianto, Ak., N.Si
Finance and Development Supervisory Agency, Republic of Indonesia

The official name of the Special Purpose Dexterous Manipulator or “Dextre” is announced. This Canadian advanced technology robot is the third and last component of the Mobile Servicing System, Canada’s contribution to the International Space Station.

Donation of the “Tokamak,” an experimental medium-scale thermonuclear fusion reactor.

Donation of the DeBondt collection of 10,000 automotive advertisements.

Acquisition of the Borel-Morane, the oldest existing airplane known to have flown in Canada.
As the fields of science, technology, and engineering continue to evolve and expand, the Corporation prioritizes the acquisition of new artifacts and objects representing emerging technologies. The Corporation preserves its collection for future generations by establishing and maintaining appropriate conditions for storing, displaying, and accessing artifacts and archival materials. Conservation staff assess the condition of individual objects and perform treatments that will ensure the ongoing preservation of Canada's scientific and technological heritage.

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

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

### Targets and Performance Measures for 2010–2011:

<table>
<thead>
<tr>
<th>Targets – Key Result Area 3</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete 78.0% of the Collection Development Strategy</td>
<td>Target achieved: 78.0% of the Collection Development Strategy completed</td>
</tr>
<tr>
<td>53.5% of the Corporation's 3-D collection documented to the current Corporation standard</td>
<td>Target achieved: 53.5% of Corporation's 3-D collection documented to Corporation standard</td>
</tr>
<tr>
<td>Review 350 artifacts under the Documentation Project</td>
<td>Target achieved: 350 artifacts reviewed</td>
</tr>
</tbody>
</table>

### Key Result Area 3 – An internationally recognized collection

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of Historical Assessments completed</td>
<td>78% of Historical Assessments completed</td>
</tr>
<tr>
<td>Percentage of Collection Assessments completed</td>
<td>78% of Collection Assessments completed</td>
</tr>
<tr>
<td>Produce Conservation Reports for new acquisitions</td>
<td>300 Conservation Reports completed for new acquisitions</td>
</tr>
<tr>
<td>Number of artifacts reviewed under the Collections Rationalization Project</td>
<td>502 artifacts reviewed under the Collections Rationalization Project</td>
</tr>
<tr>
<td>New acquisitions</td>
<td>1,219 artifacts acquired</td>
</tr>
<tr>
<td>Deaccessions</td>
<td>11 artifacts deaccessioned</td>
</tr>
</tbody>
</table>
PRESERVING CANADA’S HERITAGE

The Conservation Division is responsible for preserving and restoring artifacts in the collection, and supports the Corporation’s outreach programme by preparing artifacts for exhibition and loan and for touring exhibitions. In addition to these ongoing tasks, other major conservation accomplishments include:

• A workshop on the care and preservation of plastics was held at the CSTM in June 2010. The event, presented by the Canadian Association for Conservation, the Canadian Conservation Institute, and the Corporation, included information sessions followed by practical workshops in the CSTM Conservation labs.

• The ongoing restoration of several large artifacts in the collection, including the CSTM’s CN 40 locomotive, the Cape North Lighthouse, and the CASM’s North Star aircraft.

DOCUMENTING CANADA’S HISTORY

In the age of digitization and social media, accurate and standardized documentation of collections is increasingly important. As more collections are shared digitally, the availability of up-to-date artifact data is critical to guarantee access and ensure effective outreach. The highlight of this year’s activity is the ongoing work on the Collections Rationalization Project (CRP). This project combines updated cataloguing of the collections with an assessment of the areas where collecting emphasis should be placed. The Project includes the Collection Development Strategy (CDS), which is the guiding framework for all collection activities. The CDS, praised as a model of rigour and efficiency around the world, defines the way in which the Corporation approaches the development of its collection. The products of historical research are Historical Assessments (HAs) that identify and analyze important concepts, ideas, objects, and issues key to the historical development of each main subject area. Collection Assessments (CAs) compare a profile of the existing collection with an ideal collection, informing recommendations for the acquisition and deaccession of artifacts. This extensive project has revealed that there is a need for more contemporary artifacts, especially in the agricultural collection. There is also a need to develop the space artifact collection to reflect the newly expanded mandate of the CASM.

RECOGNIZING OUR EFFORTS

Corporation Museums and staff were recognized for their exceptional contributions to the study of science and technology in Canada:

• Dr David Pantalony, Curator, Physical Science and Medicine, received the Canadian Association of Science Centres national “Making a Difference” award. Among his other contributions, he initiated the Museum’s first-ever “Reading Artifacts” Summer Institute, which brought together students, curators, and other experts to discover the stories behind scientific instruments in the collection. His vision and collaborative approach have made the museum artifact collection even more relevant to visitors, staff, and researchers alike.

• During its Annual Conference on May 13, 2010, the Canadian Museums Association awarded the Award of Outstanding Achievement to Karsh: Image Maker. This exhibition presenting the life, influence, and work of legendary Canadian photographer Yousuf Karsh and his equipment was developed in partnership with Library and Archives Canada.

Denise Amyot accepts the national Award of Outstanding Achievement from the Canadian Museums Association for Karsh: Image Maker.

David Pantalony, Curator, Physical Sciences and Medicine (right), accepts the “Making a Difference” national award from the Canadian Association of Science Centres.

The Canada Agriculture Museum celebrates its 20th anniversary.
• The Dairy Farmers of Ontario awarded a Certificate of Merit to the CAgM in recognition of its Grade A farm premises and of the fact that it shipped milk of above-average quality in 2010.

• Several of the Corporation's videos on CHIN’s Canada’s Got Treasures website were among the site’s Top 10 favourites. They include the Canadienne cow, the Sackbut synthesizer, and the DHC Beaver float plane. http://bit.ly/cIC5GP.

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BUILDING THE COLLECTIONS

Acquisitions guarantee the richness of the national science and technology collection, while at the same time providing new artifacts and stories for outreach and programming opportunities. Notable new acquisitions in 2010–2011 include:

• Two important artifacts acquired by the CSTM from the British Antarctic Expedition of 1910–1913, headed by Robert Scott: a theodolite and a polar sundial.

• A 1965 Ford Thunderbird acquired by the CSTM from Randy Bachman of The Guess Who. The car was originally owned by Burton Cummings.

• A Sagem CU-161 Sperwer acquired by the CASM from the Canadian Forces. This French-designed uninhabited aerial vehicle (UAV) was used in Afghanistan between 2003 and 2009, for reconnaissance purposes.
Access to collections can be achieved in many and varied ways: presenting engaging and innovative exhibitions, sharing unique collections through touring exhibitions and loans, ensuring virtual access through digitization projects, and providing the opportunity for behind-the-scenes tours.

- The Corporation maintained its commitment to improved access to the collection for all Canadians by continuing to offer specialized tours of the collection storage facilities at the CSTM, as well as of the hangar at the CASM. More than 5,500 visitors had participated in over 370 tours of the collections as of November 2010.
- Access to the collections was enhanced by digitizing artifacts for virtual outreach activities.
- The Corporation actively supported the exhibition activities of 61 sister museums in eight provinces and two territories through its extensive lending programme. Over 400 Corporation artifacts were on loan to other institutions, and these were seen by 497,380 visitors.
- All three Museums collaborated with sister institutions by exhibiting artifacts borrowed from across Canada. This gave other museums an opportunity to share Canada’s treasures with National Capital Region audiences. In 2010–2011, over 1,000 artifacts from other institutions were displayed at the three Corporation Museums.
- The Corporation’s Library joined the Capital Smart Libraries programme, which allows researchers to search library catalogues from across the National Capital Region using one search engine.
STEWARDBING AND MANAGING THE CORPORATION’S INFRASTRUCTURE, RESOURCES, AND SERVICES

Key to the Corporation’s ability to achieve its mandate is its success in managing its resources with a view to long-term corporate sustainability. The Corporation continues to maintain its highly effective stewardship of resources in combination with sound corporate governance.

Targets and Performance Measures for 2010–2011:

<table>
<thead>
<tr>
<th>Targets &amp; Key Result Area 4</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>$4.98 million in total gross revenue, including $1 million from contributions including sponsored activities.</td>
<td>$4.5 million in total gross revenue, including $815,000 in revenue from contributed income. In addition, the Corporation also received close to $1 million in in-kind services in 2010–2011, substantially all from related parties. The Corporation generated $3.7 million in earned income during 2010–2011. Revenues from commercial operations have decreased this fiscal year due to the relocation of the boutique at the CASM to a small temporary location during construction of the new revenue generating facilities at the CASM.</td>
</tr>
</tbody>
</table>

| 15% of CSTMC policies, directives, and guidelines annually reviewed, updated or newly developed. | Target surpassed with 25% of Corporation documents reviewed. |

<p>| One initiative per year aimed at improvements to meet “greening” objectives. | Target achieved. Implementation of corporate-wide policies, such as double-sided printing as the default setting for all Corporation printers, use of green cleaning products in cleaning contracts, and time-sensors to shut off the lights automatically. |</p>
<table>
<thead>
<tr>
<th>Targets – Key Result Area 5</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>To be named a Top Employer within a five-year period.</td>
<td>In progress. The Corporation researched the criteria to be recognized as a Top Employer and is applying for the yearly Top Employer award in May 2011.</td>
</tr>
</tbody>
</table>

100% of employee performance evaluations completed annually. | Target achieved. 100% of employee performance evaluations completed. |

**Key Result Area 4 – Corporate Sustainability**

<table>
<thead>
<tr>
<th>Performance Measures Key Result Area 4</th>
<th>Results</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue generated from contributed income.</td>
<td>$815,000 in revenue from contributed income.</td>
<td></td>
</tr>
</tbody>
</table>

Percentage of projects identified in the operational plans that are directly linked to the strategic objectives of the Corporation. | A concerted effort was made to ensure that all projects and activities planned for the 2010-2011 year were directly linked to the objectives of the Corporation. A new monthly Progress Report has been developed which will be completed by all VPs and DGs. | |

Employee and internal services satisfaction rating. | Two surveys were conducted this fiscal year which resulted in a 76% satisfaction surveys rating with the way in which internal services are provided to employees and 70.2% overall employee satisfaction rating towards the Corporation. | |

**Performance Measures Key Result Area 5**

<table>
<thead>
<tr>
<th>Performance Measures Key Result Area 5</th>
<th>Results</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee satisfaction and internal customer satisfaction with corporate services (these ratings are assessed in alternate years).</td>
<td>71% employee satisfaction rating (based on a 75% response rate).</td>
<td></td>
</tr>
</tbody>
</table>

Percentage of critical positions that have an approved succession plan. | Succession plans have been developed for 100% of critical and at risk positions. | Succession plans have been developed for 82 critical positions, five of which have already been implemented. |

Number of employees with a learning and development plan. | 147 of 194 full-time permanent employees have a learning and development plan in place. | |

Percentage of the learning and development activities carried out according to plans. | 85% of the learning and development plans were carried out. | 68 employees took recommended training and 57 others took Health and Safety training. |

2005

A multidisciplinary scientific team from the Maurice Lamontagne Institute (Fisheries and Oceans Canada) develops technology to capture undersea sounds at depths. The technology is of particular significance to the protection of marine mammals and the chronicling of the effects of global warming.

Canadian Forces donates a CH-113 Labrador Rescue Helicopter.

Bombardier donates a Challenger aircraft.

• STEWARDING THE INSTITUTION • SOUND CORPORATE GOVERNANCE • $4.7 MILLION IN GROSS REVENUE • 25% OF CORPORATE POLICIES, DIRECTIVES, AND
IMPROVING THE MUSEUM SITES

Improvements to the physical plant result in renewed staff energies, and in enhanced interest from visitors and the community at large.

- In February 2011, the CASM completed a much-needed $7-million renovation. New facilities include two distance-learning classrooms, space for programme preparation, a grand hall with expanded retail space, a multi-purpose room, and a 250-seat auditorium. The Museum can now increase and improve its revenue-generating activities, outreach programmes, and enhanced learning initiatives.

- Construction of the Event Pavilion at the CAgM was postponed to 2011–2012, pending further discussions with Agriculture and Agri-Food Canada and the National Capital Commission. This new timeline will also allow for the Pavilion to be integrated more effectively into the overall site development plan for 2011–2013, resulting in cost efficiencies.

Biplane rides, CASM.
A number of successful initiatives were undertaken towards increasing revenues at each of the Corporation’s Museums. Highlights of these include:

- The general admission fee for the CAgM was increased slightly.
- A coin-operated ride was installed at the CAgM and generated a small profit, while also becoming a popular photo op feature for visitors. The CAgM is also exploring the installation of a souvenir vending machine and new refreshment machines.
- The CASM helicopter and biplane offered rides to over 3,000 visitors and generated in excess of $25,000 in revenue. Ottawa Magazine listed the biplane rides as one of the top ten “Thrill Seeker” pursuits for the summer of 2010.
- The e-boutique was refreshed, resulting in a 10% increase in sales compared to last year.

Publication of Canadian Wings: A Remarkable Century of Flight.

Donation of rare books by the Canadian Institute of Mining, Metallurgy and Petroleum.
• The Corporation’s facilities rental programme has enjoyed another successful year with more than 100 rental contracts and 19,000 attendees. The Corporation continues to find innovative ways to increase awareness of its rental facilities among various community groups, local businesses, and embassies. As a result of these efforts, Corporation facilities have been used for citizenship ceremonies involving the Prime Minister, for twenty embassy events, and for programmes organized by, for example, Big Brothers and Sisters, the Boys and Girls Club, and local colleges.

• Considerable work went into completing an integrated marketing plan for the Corporation. The Corporation is now taking a more synergistic approach to enhance cross-promotion among all three Museums.

GROWING MEMBERSHIP

The Membership Programme, one of the Corporation’s most important and successful initiatives, continues to be a remarkable success. With over 6,000 active members, the Corporation has the largest membership of all national museums.

Highlights of 2010–2011 include:

• The Membership team used the popular social media deal finder, Groupon, to sell memberships. This pilot project was a great success, with more than 1,000 memberships, equal to 10% of annual sales, sold in 24 hours.

• The Members’ Holiday Party was a tremendous success. Over 1,000 participants donated more than 454 kg (1,000 lb) of non-perishable food for the CAgM food drive for local food banks.

BUILDING SPONSORSHIPS AND PARTNERSHIPS

Sponsorship continues to be a vital aspect of the Corporation’s financial success and stability. Total contributed income for the year, including sponsorship revenues and contributions from the Foundation, was $815,000.

By entering into partnerships and collaborations with other organizations and institutions, the Corporation expands its available knowledge base and provides enhanced learning opportunities and experiences for colleagues and visitors. As part of a concerted effort to reach out to and collaborate with new partners and sponsors, the Corporation achieved the following results:

• Over 25 partnerships and sponsorships were established with key organizations such as:
  ◆ Canadian 4-H Council
  ◆ Algonquin College, Ottawa
  ◆ Canadian National Institute for the Blind
  ◆ Canadian Aeronautical Preservation Association
  ◆ Carleton University, Ottawa
  ◆ OpenText Corporation
  ◆ Royal Canadian Geographical Society
  ◆ Science Media Centre of Canada
  ◆ TEDxKids
  ◆ Toyota Canada
  ◆ University of Ottawa

First prize: childrens’ category, CAgM members’ photo contest.
Close to 20 partnerships with federal government departments and agencies have been leveraged to provide a public space for research and innovations in science and technology. These include, but are not limited to:

- Canadian Heritage Information Network
- Canadian Space Agency
- Library and Archives Canada
- National Capital Commission
- National Film Board of Canada
- Natural Resources Canada
- Parks Canada
- Public Health Agency of Canada
- Transport Canada

The Corporation continues to expand its network of funding sources, including but not limited to:

- Imperial Oil Foundation
- Canadian Centre for Energy Information
- Canadian Gas Association
- Canadian Nuclear Safety Commission
- Daro Technology

A MOU between the CAgM and Agriculture and Agri-Food Canada has now been finalized. Joint development of the Central Experimental Farm will benefit both organizations, maximizing the educational potential of agricultural science and technology and underlining the importance of agriculture on a national and international scale.

The Corporation also obtained services without charge from other government organizations as follows:

- salary and associated expenditures for employees from government organizations assigned to the Corporation;
- audit services provided by the Office of the Auditor General of Canada;
- lease of buildings and associated utilities for the CAgM buildings located on the Central Experimental Farm site provided by Agriculture and Agri-Food Canada.

These services provided without charge are neither included in the $4.5 million total gross revenue nor presented in the Corporation’s audited Statement of Operations and Comprehensive Income.

**FOSTERING PATRONAGE**

In December 2010, the Corporation was honoured to receive the Patronage of His Excellency The Right Honourable David Johnston, C.C., C.M.M., C.O.M., C.D., Governor General of Canada.

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RECOGNIZING VOLUNTEERS

The Corporation has a well-established volunteer programme. In 2010–2011, 336 dedicated individuals contributed over 30,200 hours to projects at all three Museums, an increase of 14% in the number of volunteer hours over 2009–2010.

The contributions of volunteers provide immense value to the Corporation's employees, who benefit from the expertise of volunteers in fields such as research, archival practice, conservation, and restoration.

The visitor experience is also enriched by the presence of volunteers. At the CSTM, visitors learn from volunteer animators about shortwave radio or enjoy a ride in the Shay locomotive. At the CASM, volunteers work on an aircraft engine or share their knowledge and experiences with the public in special presentations and lectures. At the CAgM, volunteer animal keepers apply basic care to the animals and engage visitors during special events.

Volunteers work on an aircraft engine, CASM.

Volunteers from the Ottawa Valley Mobile Radio Club, CSTM.

Volunteers working on the restoration of a Canadair North Star, CASM.

VOLUNTEER STATS

• 40 volunteers have contributed 8,500 hours into the restoration of the Canadair North Star at the CASM.

• Over 16,000 visitors took a ride aboard the Shay locomotive at the CSTM, which is run with the help of a partnership with the Bytown Railway Society.

• Youth volunteers contributed over 2,500 hours to summer camps in the three Museums.
Developing an integrated marketing approach for all three museums • Over 6,000 active members • Over 25 partnerships and

corporation facilities.

2008

The CSTM celebrates its 25th anniversary.

New virtual exhibition, Brushstrokes and Wingtips: Painting Canada’s Skies, at the CASM.

A new exhibition at the CSTM, Beyond the Trees, is developed in a unique partnership with Musée de la civilisation in Quebec and Montreal’s Centre des sciences.
CREATING A COLLABORATIVE AND ENGAGING WORKPLACE

The success of any institution depends upon the quality of the employee experience. Staff members who feel respected and heard are more likely, in turn, to feel engaged with their work and with the institution. It is the Corporation’s goal that all employees be excited and challenged by their individual work assignments and invested in the plans and initiatives developed for the Corporation as a whole. Key human resource successes in 2010–2011 included:

• Completing and implementing a succession plan for all positions where vacancies are anticipated in the next five years.

• Improving the availability of opportunities for career and professional development for all staff, including an “All-Staff Professional Development Day” that focused on social media and managing change.

• Organizing the first Extended Management Retreat since the establishment of the Corporation.

• Developing human resource policies, procedures, and initiatives building on a framework for strategic management of human resources.

• Establishing a Corporation-wide orientation programme.

• Performing mid-year performance evaluation and work plan reviews.

• Working on obtaining a classification as a Top Employer in the National Capital Region.

• Continuing to provide all services in both official languages and promoting bilingualism in the workplace, while offering official language training on site.

ACKNOWLEDGING STAFF MILESTONES

Staff milestones are acknowledged through the Corporation’s Awards Programme. The following awards were handed out between April and December 2010:

• 10 Retirement Awards

• 47 Service Awards

• 4 Muses Awards

• Management Awards (28 staff recognized for 8 different awards)

• 2 Emeritus Awards

• 15 President’s Pen Awards

The Corporation maintains its commitment to leadership at every level by empowering all employees to share their knowledge, skills, and expertise, both internally and externally. Over 50 presentations were given across the country by members of staff in 2010–2011.

Three staff members have obtained their Project Management Professional (PMP) accreditation, which is recognized around the world.
Denise Amyot (left) presenting certificates to Sonia Hamelin, Solange Claude, Hélène Sirois, Sandra Corbeil, Lucie Robillard, Erik Bisson, and Jean-François LaBrosse for ten years of service.

Denise Amyot (second from left) presenting certificates to Julian Lana-Sarrate, Serge Farah, Jennifer Keeney, and Gabrielle Trépanier for five years of service.

Denise Amyot (left) presenting certificates to Tom Saunders, Joe Quinn, and Robert Lavallée for 25 years of service.

Denise Amyot presenting certificate to Johic Nicolas for 15 years of service.

The CSTMC Foundation is created to support the Corporation’s fundraising endeavours through donations and partnerships.

A new exhibition, Karsh: Image Maker at the CSTM.

A new exhibition, Canadian Wings: a Remarkable Century of Flight, at the CASM.

A new virtual exhibition, Canadian Aviation through Time, at the CASM.
Awards given by management, December 13, 2010

Awards given by management are presented in recognition of an action, achievement, service delivery, or incident which demonstrates a Corporate value: Pride, Leadership, Excellence, or Team Work, or for an outstanding contribution to the achievement of Corporate priorities: National Outreach, Creating Synergies among Museums, or Revenue Generation. (Recipients’ names in photo captions are bolded.)

Excellence — Ice Cream Festival and CNIB Gardening Workshop
Anne Lemieux-Mitchell

Excellence — Continued Valuable Contribution
Gerry Nadon

Muses Awards – 2010-2011

Muses Awards are presented:

- To provide employees the opportunity to recognize peers and co-worker for actions which embody Corporate Values;
- To recognize special achievements outside the workplace;
- To recognize the achievements of retiring or retired employees who have made an outstanding contribution to both the Corporation and to the employee’s own discipline.

Muses Awards were presented to:
Bryan Casey on June 10, 2010
Fern Proulx on August 15, 2010
Serge Ouellette on January 13, 2011

Teamwork — In Search of the Canadian Car exhibition
Denise Amyot, Sandy Lynch on behalf of her late partner Garth Wilson, Erin Poulton, Randall Brooks. Absent: Suzanne Beauvais.

Teamwork — Science and Tech Soirée

Leadership — Government of Canada Workplace Charitable Campaign (United Way)
Julie Leclair, Denise Amyot.

Pride — Awards given by management
Fulfilling Corporate Social Responsibility

The Corporation has a responsibility to share the wealth of its facilities, expertise, and programmes with all sectors of the community. Reaching out to community groups, some of which might not otherwise have the opportunity to visit the Museums, enriches everyone involved. Highlights of this year’s activities in 2010–2011 are detailed below:

- On June 9, 2010, a group of 37 deaf students from Belleville, Ontario, came to the CAgM for a very successful day of sign language-facilitated educational programming. This activity was funded through the CAgM Youth Fund donations.

- On August 7, 2010, 600 underprivileged children from over 30 community organizations came to the CAgM to participate in the Ice Cream Festival. The special event was funded in part through a grant from TELUS.

- The CASM hosted a citizenship ceremony for new Canadians on October 19, 2010. Prime Minister Stephen Harper was the special guest.

- The CSTM was a drop-off location for electronic waste and car batteries to celebrate Energy Day 2010, on May 15, 2010. Over 10 tonnes of electronic waste and 40 car batteries were dropped off by staff and visitors. Visitors also enjoyed the sounds of Junkyard Symphony and a display of the electric car and the human-powered vehicle from the Electric Vehicle Council of Ottawa.

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- In honour of Earth Hour, the CSTM hosted a star party on March 26, 2011. More than 850 people, including the Mayor of Ottawa, Jim Watson, marvelled at the night sky through Canada’s largest refracting telescope in the Museum’s Helen Sawyer Hogg Observatory.

- The CAgM developed popular tours and programmes for FSL/ESL groups to introduce new Canadians to the Museum. The FSL/ESL groups reciprocated by teaching the educational staff how to say or write animal names in their first language.

- The CAgM first annual food drive was a great success, collecting over 700 kg of food for local food banks. The target was 600 kg, equivalent to the weight of the Museum’s Canadienne breed cow, Precieuse.

- The Corporation provided close to 200 museum passes to staff who were preparing holiday baskets for a variety of local charities.

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- The CSTM held special programmes for more than 528 families from the Military Families Resource Center for National Child Day on November 20, 2010.

Teamwork — Baskets with Panache!
Denise Amyot, Kelly Ray, Yves St-Onge.

Leadership — Aviation Career Day
Stephen Quick, Johic Nicolas, Marc Ducharme, Denise Amyot.

Excellence — Canada Aviation and Space Museum Construction Project
Denise Amyot, Ian MacLean, Fern Proulx. Absent: Yvan Bourgeois.
Providing and maintaining the physical environment required to house, protect, and display the collection, the public facilities where hundreds of thousands of onsite visitors are welcomed each year, and office and administration space for staff accommodates have a direct impact on the Corporation’s profile, the quality of the visitor experience, and the Museums’ status as major destinations. The amount and quality of appropriate storage space has a significant impact on the Corporation’s ability to develop and preserve the collection, and the working environment plays an important role in employee well-being and satisfaction. Cost-effective and efficient management of the facilities is also a key factor in the Corporation’s overall sustainability.

### Targets and Performance Measures for 2010–2011:

#### Targets – Key Result Area 2

**Implementation of a national communications campaign and a fundraising campaign for a new CSTM.**

- **Results:** Target achieved. Implementation of a national communications campaign and a fundraising campaign for a new CSTM is in progress.

#### Targets – Key Result Area 3

**Secure a business case for private-sector partner(s) for a new collection storage facility.**

- **Results:** Financial and market analysis completed. Securing a business case for private-sector partnerships in a new storage facility is in progress.

#### Targets – Key Result Area 4

**Completion of the Canada Aviation and Space Museum main building.**

- **Results:** Target achieved. Completed February 2011.

**Progress on the CAgM site plan.**

- **Results:** Target achieved. Completed March 2011.
KEY RESULT AREA 2 – NATIONAL PRESENCE, PARTICIPATION AND LINKAGES

A New Home for the Canada Science and Technology Museum

- Further to the cross-Canada consultations held in 2009-2010, the Corporation continues to garner support, from both the public and the private sectors, for a new CSTM building. The Corporation has now completed several studies, including one that found that the currently unused Domtar site on the Ottawa River would be a suitable location for the new building. The Corporation also initiated the development of a business case for the new Museum.

Establishing a Network

- The Corporation has developed a new Communications and Marketing policy. An e-bulletin has also been created and is currently sent out weekly to approximately 4,000 people. This bulletin provides the Corporation the opportunity to showcase activities and events at all three Museums.

Creating Connections

- An impressive and diversified network of supporters from across the country connected with our operations in 2010–2011, mainly related to the upcoming Let’s Talk Energy initiative. These supporters include:
  - Atomic Energy of Canada Limited
  - Canadian Association of Petroleum Producers
  - Canadian Honey Council
  - Canadian Nuclear Safety Commission
  - Canadian Wind Energy Association
  - Green Aviation Research and Development Network
  - Imperial Oil Foundation

“…I am pleased to see that several Alberta-based participants have expressed interest in becoming involved in the EverGreening of Energy project…”

Rob Liepert
Minister of Energy, Alberta

KEY RESULT AREA 3 – INTERNATIONALLY RENOWNED COLLECTION

An Improved Storage Facility

- With storage facilities at 130% capacity, the Corporation continues to work towards acquiring a new collection reserve facility which meets international standards. A financial and market analysis has been undertaken to advance to the next step of securing project approval.

KEY RESULT AREA 4 – CORPORATE SUSTAINABILITY

- All capital projects identified for the 2010–2011 fiscal year will be completed on time and on budget (anticipated result at the time of writing).

- The CASM capital project for the new wing won second prize from the General Contractors Association of Ottawa in the category of Advancement of Social Objectives in the Community.

- Imperial Oil Foundation has become a major sponsor for the Let’s Talk Energy initiative, with a donation of $600,000 over the next six years.
MANAGEMENT’S RESPONSIBILITY FOR
FINANCIAL STATEMENTS

The financial statements contained in this annual report have been prepared by Management in accordance with Canadian generally accepted accounting principles, and the integrity and objectivity of the data in these financial statements are Management’s responsibility. Management is also responsible for all other information in the annual report and for ensuring that this information is consistent, where appropriate, with the information and data contained in the financial statements.

In support of its 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 the Financial Administration Act and regulations, as well as the Museums Act and the by-laws of the Corporation.

The Board of Trustees is responsible for ensuring that Management fulfills 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 these groups are performing their 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.

Denise Amyot
President and Chief Executive Officer
June 10, 2011

Fernand Proulx
Chief Operating Officer
June 10, 2011
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 balance sheet as at 31 March 2011, and the statement of changes in shareholder's equity, statement of operations and comprehensive income 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 generally accepted accounting principles, 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 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Report on Other Legal and Regulatory Requirements

As required by the Financial Administration Act, I report that, in my opinion, Canadian generally accepted accounting principles 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 the by-laws of the National Museum of Science and Technology.

[Signature]

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

10 June 2011
Ottawa, Canada
### BALANCE SHEET

As at March 31  
(in thousands of dollars)  
<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents (Note 3)</td>
<td>$13,354</td>
<td>$15,626</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government departments</td>
<td>1,330</td>
<td>2,514</td>
</tr>
<tr>
<td>Trade</td>
<td>368</td>
<td>312</td>
</tr>
<tr>
<td>Inventories</td>
<td>409</td>
<td>349</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>200</td>
<td>236</td>
</tr>
<tr>
<td></td>
<td>15,661</td>
<td>19,037</td>
</tr>
<tr>
<td>Collection (Note 4)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Property and equipment (Note 5)</td>
<td>64,865</td>
<td>57,370</td>
</tr>
<tr>
<td>Intangible assets (Note 6)</td>
<td>352</td>
<td>147</td>
</tr>
<tr>
<td></td>
<td>$80,879</td>
<td>$76,555</td>
</tr>
<tr>
<td><strong>LIABILITIES AND SHAREHOLDER’S EQUITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government departments</td>
<td>$806</td>
<td>$984</td>
</tr>
<tr>
<td>Accrued salaries and other</td>
<td>4,266</td>
<td>2,630</td>
</tr>
<tr>
<td>Current portion of employee future benefits (Note 7)</td>
<td>614</td>
<td>724</td>
</tr>
<tr>
<td>Deferred revenues and parliamentary appropriations (Note 8)</td>
<td>1,045</td>
<td>653</td>
</tr>
<tr>
<td></td>
<td>6,731</td>
<td>4,991</td>
</tr>
<tr>
<td>Employee future benefits (Note 7)</td>
<td>1,956</td>
<td>2,007</td>
</tr>
<tr>
<td>Long-term advance (Note 9)</td>
<td>4,533</td>
<td>4,533</td>
</tr>
<tr>
<td>Deferred capital funding (Note 10)</td>
<td>57,353</td>
<td>55,162</td>
</tr>
<tr>
<td></td>
<td>70,573</td>
<td>66,693</td>
</tr>
<tr>
<td><strong>SHAREHOLDER’S EQUITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributed surplus</td>
<td>10,102</td>
<td>10,102</td>
</tr>
<tr>
<td>Retained earnings (deficit)</td>
<td>204</td>
<td>(240)</td>
</tr>
<tr>
<td></td>
<td>10,306</td>
<td>9,862</td>
</tr>
<tr>
<td></td>
<td>$80,879</td>
<td>$76,555</td>
</tr>
</tbody>
</table>

Commitments and contingencies (Notes 16 and 18)  
The accompanying notes and schedule form an integral part of these financial statements.

Approved by the Board of Trustees  
Gary Polonsky  
Chairman  
Neil Russon  
Chairman, Finance, Audit and Risk Management Committee
### Statement of Operations and Comprehensive Income

For the year ended March 31  
(in thousands of dollars)  

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Admission</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Science and Technology</td>
<td>$1,197</td>
<td>$1,228</td>
</tr>
<tr>
<td>Aviation</td>
<td>440</td>
<td>468</td>
</tr>
<tr>
<td>Agriculture</td>
<td>466</td>
<td>413</td>
</tr>
<tr>
<td><strong>Commercial operations</strong></td>
<td>757</td>
<td>954</td>
</tr>
<tr>
<td><strong>Corporate development</strong></td>
<td>815</td>
<td>753</td>
</tr>
<tr>
<td><strong>Interest</strong></td>
<td>128</td>
<td>74</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>708</td>
<td>838</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td>4,511</td>
<td>4,728</td>
</tr>
</tbody>
</table>

**Expenses**  
(Schedule)

| **Heritage preservation** | 4,891 | 4,609 |
| **Sharing knowledge** | 13,090 | 12,715 |
| **Internal services** | 6,398 | 6,530 |
| **Accommodation** | 9,480 | 8,953 |
| **Amortization of property and equipment, and Intangible assets** | 3,387 | 2,191 |
| **Total expenses** | 37,246 | 34,998 |

| **Excess of expenses over revenues** | (32,735) | (30,270) |
| **Parliamentary appropriations (Note 11)** | 33,179 | 30,443 |
| **Net earnings for the year** | 444 | 173 |

### Statement of Cash Flows

For the year ended March 31  
(in thousands of dollars)  

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from/(used in) operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash received (clients)</td>
<td>$3,925</td>
<td>$4,462</td>
</tr>
<tr>
<td>Parliamentary appropriations received</td>
<td>31,718</td>
<td>27,684</td>
</tr>
<tr>
<td>Cash paid (employees and suppliers)</td>
<td>(32,587)</td>
<td>(33,467)</td>
</tr>
<tr>
<td>Interest received</td>
<td>130</td>
<td>82</td>
</tr>
<tr>
<td><strong>Total cash flows used in operating activities</strong></td>
<td>3,186</td>
<td>(1,239)</td>
</tr>
</tbody>
</table>

| **Cash flows from/(used in) investing activities** | | |
| Acquisition of property and equipment | (11,088) | (4,759) |
| Decrease in restricted cash | - | 321 |
| **Total cash flows used in investing activities** | (11,088) | (4,438) |

| **Cash flows from financing activities** | | |
| Appropriations received for the acquisition of property and equipment | 5,565 | 8,352 |
| Cash received for restricted contributions | 65 | 12 |
| Increase in long-term advance | - | 125 |
| **Total cash flows from financing activities** | 5,630 | 8,489 |

| **Increase (decrease) in cash and cash equivalents** | (2,272) | 2,812 |
| **Cash and cash equivalents, beginning of the year** | 15,626 | 12,814 |
| **Cash and cash equivalents, end of the year** | $13,354 | $15,626 |

Consisting of:

| **Cash** | $321 | $120 |
| **Cash equivalents** | 13,033 | 15,506 |
| **Total** | $13,354 | $15,626 |

The accompanying notes and schedule form an integral part of these financial statements.
NOTES TO FINANCIAL STATEMENTS

March 31, 2011

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 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.

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

2. Accounting policies

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

(a) Cash equivalents
The Corporation’s investments are highly liquid and have a term to maturity of less than 90 days in Schedule “A” banks, government backed paper and commercial paper rated A++ by the Canadian Bond Rating Services (CBRS).

(b) Accounts receivable
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 and Comprehensive Income.

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

(d) Collection
The collection constitutes the major portion of the Corporation’s assets but is shown at a nominal value of $1,000 on the balance sheet because of the practical difficulties in reflecting it at a meaningful value.

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

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

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

<table>
<thead>
<tr>
<th>Asset</th>
<th>Useful Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>10 to 40 years</td>
</tr>
<tr>
<td>Building improvements</td>
<td>10 to 25 years</td>
</tr>
<tr>
<td>Office furniture</td>
<td>5 to 10 years</td>
</tr>
<tr>
<td>Equipment</td>
<td>5 to 12 years</td>
</tr>
</tbody>
</table>

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

(f) Intangible assets

Acquired computer software is recorded at cost and amortized on a straight-line basis over an expected life of five years, using a half year-rule in the year of acquisition. Amortization begins when the computer software is ready for its intended use and placed in service.

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

(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 benefits

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

(h) Revenue recognition

i) Parliamentary appropriations

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

ii) Corporate development

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

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

iii) Admission, commercial operations and other revenues

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

iv) Interest revenues

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

(i) Financial instruments

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

<table>
<thead>
<tr>
<th>Asset/Liability</th>
<th>Category</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets: Cash</td>
<td>Held-for-trading</td>
<td>Fair value</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>Held-for-trading</td>
<td>Fair value</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>Loans/Receivables</td>
<td>Amortized cost</td>
</tr>
<tr>
<td>Liabilities: Accounts payable &amp; accrued liabilities</td>
<td>Other financial liabilities</td>
<td>Amortized cost</td>
</tr>
</tbody>
</table>

(k) Future accounting standards

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

Effective for its 2011-12 fiscal year, the Corporation will be classified as a GNPO and will implement Public Sector Accounting Standards including the 4200 series of accounting standards applicable for government not-for-profit organizations. The Corporation has developed, and is implementing, a plan for the transition to the new accounting standards on a retrospective basis for the year ending March 31, 2012.

3. Cash and cash equivalents

The overall portfolio yield as at March 31, 2011 was 1.33% (2010 - 0.4%) and the average term to maturity is 118 days (2010 - 18 days) redeemable on demand.

The fair value of the cash equivalents is approximately $13,033,000 (2010 - $15,511,000) and consists of Government secured bonds in accordance with the Corporation’s Investment and Banking policy disclosed in note 14.

4. Collection

Part of the mandate of the Corporation is “to foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technological objects...” This collection is the main asset of the Corporation and is divided in the following areas:

- Communications
- Non-Renewable Resources and Industrial Design
- Natural Resources
- Physical sciences and Medicine
- Renewable resources, including Agriculture and Forestry
- instruments, tools and systems with direct application to mathematics, chemistry, physics, as well as astronomy, astrophysics, meteorology, surveying and mapping, and information technology
- Transportation: Land, Marine, and Aviation
5. Property and equipment

<table>
<thead>
<tr>
<th>(in thousands of dollars)</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
</table>
| Cost                     | 5. Property and equipment Board of Canada sets the required employer contributions based on a multiple of the employees’ required contribution. The general contribution rate effective at year end was 10.79% (10.67% for the prior year). Total contributions of $1.67 million ($1.63 million in prior year) 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 percent of pensionable service times the average of the best five consecutive years of earnings. The benefits are coordinated with Canada/Québec Pension Plan benefits and they are indexed to inflation.

(b) Severance benefits

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

<table>
<thead>
<tr>
<th>(in thousands of dollars)</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued benefit obligation, beginning of year</td>
<td>$2,731</td>
<td>$2,567</td>
</tr>
<tr>
<td>Cost for the year</td>
<td>315</td>
<td>419</td>
</tr>
<tr>
<td>Benefits paid during the year</td>
<td>(476)</td>
<td>(255)</td>
</tr>
<tr>
<td>Accrued benefit obligation, end of year</td>
<td>$2,570</td>
<td>$2,731</td>
</tr>
<tr>
<td>Short-term portion</td>
<td>$ 614</td>
<td>$ 724</td>
</tr>
<tr>
<td>Long-term portion</td>
<td>1,956</td>
<td>2,007</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,570</strong></td>
<td><strong>$2,731</strong></td>
</tr>
</tbody>
</table>

8. Deferred revenues and parliamentary appropriations

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

<table>
<thead>
<tr>
<th>(in thousands of dollars)</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues from sponsorships</td>
<td>$437</td>
<td>$89</td>
</tr>
<tr>
<td>Revenues from programs and other</td>
<td>582</td>
<td>538</td>
</tr>
<tr>
<td>Unused appropriations received for specific purposes</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,045</strong></td>
<td><strong>$653</strong></td>
</tr>
</tbody>
</table>

Cost and accumulated amortization of property and equipment as at March 31, 2010 amounted to $102,762,000 and $45,392,000 respectively.

6. Intangible assets

<table>
<thead>
<tr>
<th>(in thousands of dollars)</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>6. Intangible assets</td>
<td>2011</td>
</tr>
<tr>
<td>Accumulated amortization</td>
<td>$1,276</td>
<td>$1,071</td>
</tr>
<tr>
<td>Net book value</td>
<td>$205</td>
<td>$ -</td>
</tr>
<tr>
<td>Cost</td>
<td>147</td>
<td>147</td>
</tr>
<tr>
<td>Accumulated amortization</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net book value</td>
<td>147</td>
<td>147</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,423</td>
<td>$1,071</td>
</tr>
</tbody>
</table>

Intangible assets for an amount of $228,000 were acquired in the current year. Total amortization of intangible assets for the current year amounted to $23,000.

7. Employee future benefits

(a) 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. The President of the Treasury Board of Canada sets the required employer contributions based on a multiple of the employees’ required contribution. The general contribution rate effective at year end was 10.79% (10.67% for the prior year). Total contributions of $1.67 million ($1.63 million in prior year) 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 percent of pensionable service times the average of the best five consecutive years of earnings. The benefits are coordinated with Canada/Québec Pension Plan benefits and they are indexed to inflation.

(b) Severance benefits

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

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<tr>
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<td>419</td>
</tr>
<tr>
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<td>(476)</td>
<td>(255)</td>
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<td>$2,731</td>
</tr>
<tr>
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<td>$ 724</td>
</tr>
<tr>
<td>Long-term portion</td>
<td>1,956</td>
<td>2,007</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,570</strong></td>
<td><strong>$2,731</strong></td>
</tr>
</tbody>
</table>

8. Deferred revenues and parliamentary appropriations

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

<table>
<thead>
<tr>
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<th>2011</th>
<th>2010</th>
</tr>
</thead>
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<td>582</td>
<td>538</td>
</tr>
<tr>
<td>Unused appropriations received for specific purposes</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,045</strong></td>
<td><strong>$653</strong></td>
</tr>
</tbody>
</table>
9. Long-term advance

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

<table>
<thead>
<tr>
<th>(in thousands of dollars)</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding for construction of revenue generating facilities</td>
<td>$4,208</td>
<td>$4,208</td>
</tr>
<tr>
<td>Funding to establish a Foundation</td>
<td>325</td>
<td>325</td>
</tr>
<tr>
<td></td>
<td><strong>$4,533</strong></td>
<td><strong>$4,533</strong></td>
</tr>
</tbody>
</table>

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

10. Deferred capital funding

Deferred capital funding represents the unamortized portion of parliamentary appropriations used, or to be used, to purchase depreciable property and equipment. Changes in the deferred capital funding balance are as follows:

<table>
<thead>
<tr>
<th>(in thousands of dollars)</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at the beginning of the year</td>
<td>$55,162</td>
<td>$49,006</td>
</tr>
<tr>
<td>Appropriations used in the current year to purchase depreciable property and equipment</td>
<td>9,423</td>
<td>2,624</td>
</tr>
<tr>
<td>Appropriations received in the current year to acquire property and equipment in future years</td>
<td>-</td>
<td>5,723</td>
</tr>
<tr>
<td>Deferred appropriations used in current year</td>
<td>(3,858)</td>
<td>-</td>
</tr>
<tr>
<td>Amortization</td>
<td>(3,374)</td>
<td>(2,191)</td>
</tr>
<tr>
<td>Balance at the end of the year</td>
<td><strong>$57,353</strong></td>
<td><strong>$55,162</strong></td>
</tr>
</tbody>
</table>

11. Parliamentary appropriations

<table>
<thead>
<tr>
<th>(in thousands of dollars)</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Estimates amount provided for operating and capital expenditures</td>
<td>$30,684</td>
<td>$34,479</td>
</tr>
<tr>
<td>Supplementary estimates:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital and operating pressures</td>
<td>3,696</td>
<td>-</td>
</tr>
<tr>
<td>Severance adjustments and retroactive wage settlements</td>
<td>990</td>
<td>2,090</td>
</tr>
<tr>
<td>Deferred appropriation used in current year for specific projects</td>
<td>35,370</td>
<td>36,569</td>
</tr>
<tr>
<td>Deferred appropriation used in current year to purchase depreciable property and equipment</td>
<td>-</td>
<td>30</td>
</tr>
<tr>
<td>Appropriations received in the current year to acquire property and equipment in future years</td>
<td>3,858</td>
<td>-</td>
</tr>
<tr>
<td>Amounts used to purchase depreciable property and equipment</td>
<td>(9,423)</td>
<td>(2,624)</td>
</tr>
<tr>
<td>Amortization of deferred capital funding</td>
<td>3,374</td>
<td>2,191</td>
</tr>
<tr>
<td>Parliamentary appropriations</td>
<td><strong>$33,179</strong></td>
<td><strong>$30,443</strong></td>
</tr>
</tbody>
</table>

12. Canada Science and Technology Museums Corporation Foundation

The Canada Science and Technology Museums Corporation Foundation (the “Foundation”) was incorporated under the Canada Corporations Act on November 14, 2007 and is a registered charitable non-profit organization under the Income Tax Act since April 1, 2008. This is a separate legal entity from the Canada Science and Technology Museums Corporation and all funds that will be raised by the Foundation will be for projects determined by the Foundation.

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

In 2010-2011, direct expenses related to fundraising costs and disbursed by the Corporation, in the amount of $261,000, were charged to the Foundation and recorded as an account receivable from the Foundation by the Corporation. It is the Corporation’s policy not to allocate the costs relating to building and equipment maintenance, administration services, and information technology to other functions of the Corporation. The administrative support costs provided without charge to the Foundation are estimated at $120,000.
The financial statements of the Foundation have not been consolidated in the Corporation's financial statements and are available upon request.

13. Rockcliffe Flying Club

The Rockcliffe Flying Club (RFC) is a Transport Canada approved flight training school. The RFC operates the Rockcliffe Airport that is owned by the Canada Science and Technology Museums Corporation and located on the grounds of the Canada Aviation and Space Museum. The Corporation provides the RFC with the airport at no cost in exchange for the operation and maintenance of the airport runways, taxiways, aprons, grounds, parking lots and access roadway. Because of the difficulty in determining the fair value of the services received or the services given, the transaction is not recognized in these financial statements.

14. Financial instruments

(a) Fair value

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

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

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

(b) Financial risk management

The Corporation has identified and assessed its exposure as follows:

(i) Credit risk

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

a) Investments in marketable securities

The Corporation manages its exposure to credit risk arising from investments in marketable securities $13,033,000 (2010 – $15,511,000) by limiting the investment to short-term bonds. Per the Corporation's Investment and Banking policy, corporate bonds must have a minimum credit rating of A++ by CBRS. The Corporation does not have any investments in non-bank asset-backed commercial paper.

b) Accounts receivable

The Corporation is exposed to credit risk from customers $1,698,000 (2010 – $2,826,000) in the normal course of business. The accounts receivable are net of applicable allowance for doubtful accounts, which are established based on specific credit risk associated with individual clients and other relevant information. Concentration of credit risk with respect to receivables is limited, due to the small value of transactions with clients other than Government departments.

The change in the allowance for doubtful accounts receivable during the year ended March 31, 2011 was an increase of $158,000 (2010 – $129,000) relating to past due balances.

As at March 31, 2011, $284,000 (2010 – $301,000) of accounts receivable were past due (over 30 days), but not impaired.

(ii) Market risk

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

a) Foreign currency risk

The Corporation is exposed to foreign currency risk on revenue, cash and cash equivalents and accounts payable principally denominated in U.S. dollars. At
March 31, 2011, cash and cash equivalents, and current liabilities include US $58,873 (March 31, 2010 – US $9,840), and US $17,314 (March 31, 2010 – US $7,766) respectively, which are exposed to changes in the U.S. – Canadian dollar exchange rate.

The approximate impact of a 10% rise in the Canadian dollar compared to the US dollar on these exposed balances at March 31, 2011 is a $4,156 (March 31, 2010 – $211) decrease in net income. The approximate impact of a 10% decline is a $4,156 (March 31, 2010 – $211) increase in net income.

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

b) Interest rate risk

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

(iii) Liquidity risk

Liquidity risk is the risk that the Corporation will not be able to meet its financial obligations as they fall due. The Corporation manages liquidity risk through the management of its cash and cash equivalents (Note 3) and capital (Note 15). The Corporation has determined that the risk is not significant.

As at March 31, 2011, the entire Corporation’s accounts payable and liabilities are due within 365 days (March 31, 2010 – within 365 days).

15. Capital Management

In accordance with Section 1535 “Capital Disclosures” of the CICA Handbook, the Corporation’s capital is defined as including its contributed surplus, retained earnings and accumulated other comprehensive income. The Corporation’s primary objective includes maintaining sufficient capital for operations and protecting its ability to meet its on-going obligations. As at March 31, 2011, the Corporation’s Shareholder’s equity was $10,306,000 and the Corporation met its objective with regards to capital management.

The Corporation is not subject to externally imposed capital requirements and its overall strategy with respect to capital management remains unchanged from the year ended March 31, 2010.

16. Commitments

As at March 31, 2011, the Corporation had entered into various agreements for accommodation, protection services, facilities management services and exhibition rentals, for a total of $10,132,000. The future minimum payments for the next five years are as follows:

<table>
<thead>
<tr>
<th>(in thousands of dollars)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-2012</td>
<td>$4,159</td>
</tr>
<tr>
<td>2012-2013</td>
<td>3,195</td>
</tr>
<tr>
<td>2013-2014</td>
<td>1,880</td>
</tr>
<tr>
<td>2014-2015</td>
<td>898</td>
</tr>
<tr>
<td>2015-2016</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>$10,132</td>
</tr>
</tbody>
</table>

17. Related party transactions

In addition to related party transactions disclosed elsewhere in these financial statements, the cost of services provided by other federal departments, agencies, and Crown corporations which are reflected in the Statement of Operations and Comprehensive Income and the Statement of Changes in Shareholder’s Equity, totalled $4,673,440 (2010 - $4,692,360). The Corporation incurred expenses such as property taxes, building rentals and employee benefits with related parties. Sales to related parties for the year ended March 31, 2011 were $530,780 (2010 - $466,561). These transactions were conducted in the normal course of operations, under the same terms and conditions that applied to outside parties and are recorded at the exchange amount.

Also, during the year, the Corporation received services which were obtained without charge from other Government organizations as follows:

- Salary and associated expenditures for the assignment of employees from Government organizations to the Corporation;
- Audit services provided by the Office of the Auditor General of Canada;
- Lease of buildings and associated utilities for the Canada Agriculture Museum buildings located on the Central Experimental Farm site provided by the Agriculture and Agri-Food Canada.
These services provided without charge are not presented in the Corporation's Statement of Operations and Comprehensive Income.

18. Contingencies

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur, or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the Corporation's financial statements. As at March 31, 2011, there has been no provision recorded. The effect, if any, of ultimate resolution of these matters will be accounted for when determinable.

19. Comparative information

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

<table>
<thead>
<tr>
<th>SCHEDULE OF EXPENSES</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>(in thousands of dollars)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel costs</td>
<td>$19,200</td>
<td>$19,008</td>
</tr>
<tr>
<td>Amortization of property and equipment</td>
<td>3,387</td>
<td>2,191</td>
</tr>
<tr>
<td>Professional and special services</td>
<td>2,254</td>
<td>1,996</td>
</tr>
<tr>
<td>Leases of buildings</td>
<td>1,911</td>
<td>1,813</td>
</tr>
<tr>
<td>Property taxes</td>
<td>1,822</td>
<td>1,915</td>
</tr>
<tr>
<td>Property management services</td>
<td>1,363</td>
<td>1,253</td>
</tr>
<tr>
<td>Material and supplies</td>
<td>1,115</td>
<td>766</td>
</tr>
<tr>
<td>Utilities</td>
<td>1,019</td>
<td>1,051</td>
</tr>
<tr>
<td>Repair and upkeep of buildings</td>
<td>936</td>
<td>909</td>
</tr>
<tr>
<td>Design and display</td>
<td>848</td>
<td>580</td>
</tr>
<tr>
<td>Protection services</td>
<td>712</td>
<td>749</td>
</tr>
<tr>
<td>Gift shops and product marketing</td>
<td>422</td>
<td>410</td>
</tr>
<tr>
<td>Publications</td>
<td>329</td>
<td>360</td>
</tr>
<tr>
<td>Communications</td>
<td>298</td>
<td>292</td>
</tr>
<tr>
<td>Advertising</td>
<td>293</td>
<td>340</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>292</td>
<td>382</td>
</tr>
<tr>
<td>Travel</td>
<td>280</td>
<td>256</td>
</tr>
<tr>
<td>Repair and upkeep of equipment</td>
<td>228</td>
<td>254</td>
</tr>
<tr>
<td>Office supplies and equipment</td>
<td>140</td>
<td>139</td>
</tr>
<tr>
<td>Freight, express and cartage</td>
<td>125</td>
<td>136</td>
</tr>
<tr>
<td>Purchase of objects for the collection</td>
<td>111</td>
<td>34</td>
</tr>
<tr>
<td>Rentals of equipment</td>
<td>97</td>
<td>92</td>
</tr>
<tr>
<td>Books</td>
<td>64</td>
<td>72</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$37,246</strong></td>
<td><strong>$34,998</strong></td>
</tr>
</tbody>
</table>
OVERVIEW

The Corporation had a great year and with the injection of an additional $3.7 million in government funding, it was able to achieve a greater profile as a national institution and rebuild its equity. Following best practices, the Corporation’s first priority was to address previous years’ shortfalls. It then used the balance to implement the corporate plan priorities. The remaining funds did allow for some room to breathe and be more creative by delivering on projects such as National Science and Technology Week, and by taking the lead as a national institution on an energy literacy project. Regrettably, however, restraint was necessary in the latter part of the year to ensure a positive bottom line, which will allow the rebuilding of equity and create flexibility in dealing with ongoing financial challenges.

There was great progress in improving the Museums’ infrastructure using funds received in 2006 and 2008. Heritage preservation progressed through the Collections Rationalization Project with emphasis placed on enhanced documentation, according to the collection development strategy. Sharing knowledge was enhanced through using social media, improvements to the websites, travelling exhibitions, and new education packages made available to a growing user community.

Improving the financial situation has been, and will continue to be, one of the main focuses of the Corporation. The issues of rising facility costs and the identification of a permanent resolution for the operating cost of the collection storage hangar and administration facilities remain unresolved. An appropriate solution regarding financial pressures is required to stabilize program delivery and the sharing of knowledge and of the collections with all Canadians.

The Corporation is well positioned with a world class collection and exceptional personnel who have, year after year, delivered quality programs with very limited resources. In a knowledge economy, recognition of the importance of science and innovation is critical for success. The Corporation will continue to contribute by sharing knowledge, and by helping Canadians to discover the past and understand the present in order to influence the future. Site improvements and positive messages have invigorated staff, providing a source of new energy. A sustained investment is required to leverage the value of the institution in today’s economic climate.

OUR BUSINESS

The Corporation’s business can be summarized in four main activities:

- Heritage Preservation – Collection management, conservation, and research
- Sharing Knowledge – Dissemination of research related to the Corporation’s historically significant collection through educational and community programs, exhibitions, and websites
- Accommodations – Housing and securing the collection, providing spaces for the visiting public, and office accommodations
- Support Activities – Governance and central support services, which include human resources, finance, and museum administration.
FINANCIAL PERSPECTIVE

The base appropriation originally voted by the Federal Government for 2010–2011 was $25.6 million. This was supplemented by one-time funding from Government in the amount of $6 million to address health and safety issues and revenue generation initiatives. Funds, in the amount of $3.7 million, were also received to contend with operational pressures. The total appropriation in our statements is reported on an accrual basis in the amount of $35.3 million. This figure was supplemented by revenue-generating activities which added $4.5 million, and allowed us to make significant progress in delivering the Corporation’s mandate.

SOURCES OF FUNDS AND REVENUES

The Corporation has three main sources of funds—government appropriation, self-generated revenue/cost recovery, and contributions from philanthropy.

Revenue generation continues to be a priority for the Corporation as we make every effort to counter escalating operating costs. The focus continues to be on net revenue, being more selective in areas which will contribute to operations rather than simply increasing gross income.

There was a 5% decline in attendance over last year which can be attributed to the aging CSTM facility, the temporary closure of the CASM and the attraction created by the opening of the renewed Canadian Museum of Nature. Price adjustments have reduced the impact of declining attendance on revenues. The construction at the CASM required moving the retail operations to a smaller temporary location. This, combined with the temporary closure of the site, resulted in a decrease in facility rentals.

Corporate Development revenue includes a membership program and sponsorship. This year’s sponsorship revenues were mainly for the forthcoming Let’s Talk Energy exhibition, recognizing $360,000 of the $1,000,000 pledged for the project. Additional sponsorship funds were received from the corporate sponsor, Toyota Canada, for the exhibition In Search of the Canadian Car.

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>2010/11 $000 Planned</th>
<th>2010/11 $000 Actual</th>
<th>2009/10 $000 Actual</th>
<th>2008/09 $000 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parliamentary Appropriation</td>
<td>$33,595</td>
<td>$33,040</td>
<td>$30,443</td>
<td>$29,393</td>
</tr>
<tr>
<td>General Revenues</td>
<td>4,980</td>
<td>4,511</td>
<td>4,728</td>
<td>4,831</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>38,575</td>
<td>37,551</td>
<td>35,171</td>
<td>34,224</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>2010/11 Actual</th>
<th>2009/10 Actual</th>
<th>2008/09 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>18,877</td>
<td>19,200</td>
<td>19,008</td>
</tr>
<tr>
<td>Accommodations</td>
<td>8,573</td>
<td>7,763</td>
<td>7,690</td>
</tr>
<tr>
<td>Depreciation</td>
<td>3,069</td>
<td>3,248</td>
<td>2,191</td>
</tr>
<tr>
<td>Operations</td>
<td>7,173</td>
<td>6,848</td>
<td>6,109</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>37,692</td>
<td>37,059</td>
<td>34,998</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>883</td>
<td>492</td>
<td>173</td>
</tr>
</tbody>
</table>
Membership program revenues totalled $203,000, a slight decline compared to the previous year’s record revenues. Corporation members continue to be strong supporters, providing a healthy source of revenue as well as information and guidance in helping the Corporation to develop strong new products.

Interest income of $128,000 rounds out the sources of revenue, the results of short-term investments while implementing the capital infrastructure projects.

**Cost of Operations**

The Corporation’s total expenses were $36.0 million. The two main uses of funds were personnel and accommodations costs required to safeguard the collection, amounting to $19.2 million and $9.7 million respectively. Of the remaining funds, $7.1 million allowed the Corporation to deliver on its programs and make progress on the Collections Rationalization Project. Additional operating flexibility resulted from the injection of $3.7 million, received in the 2010 budget.

### Personnel

As this category accounts for more than 50% of the corporation’s total expenses, senior management have paid particular attention to this area. The high ratio of personnel to total cost is common in museums and other knowledge-based institutions. In 2010–2011, the proportion was slightly amplified by three factors:

- The hiring of short-term employees for projects such as the energy exhibition and other programs financed through the $3.7 million one-time investment, which offset the reduction in permanent staff of a year ago. The cost increase of 1% is less than the collective agreement increases, indicating that restraints have been undertaken in this area.
- Compliance with employment equity legislation has increased the salary envelope by approximately $1 million.
- The cost containment measures of the 2010 budget with regard to the funding of salary increases.

In compliance with the recommendations of the Auditor General’s Special Examination report, succession planning is now complete and will be updated annually to reduce the overall risk to the Corporation. Museums have a diverse and unique labour pool which is not always readily available. The funding injection in 2010–2011 did allow us to make some progress in training for positions in high risk areas.

### Facilities Management

Protecting and caring for a national collection is an expensive venture. The effects of inflation on the Corporation’s second-largest financial commitment have been growing at the expense of programs. The Government of Canada has recognized the condition of the Corporation’s current facilities and provided a much needed injection of funds to address many of the more critical issues.

Year four of the funding addressed base infrastructure such as much-needed parking upgrades and accommodations for fragile archival materials. The construction of the CASM auditorium and retail space was a highlight for the institution and will finally place this internationally-known collection in the top echelon of aviation-related destinations. Accommodations will also assist in generating revenue with unique facility rental spaces and an enhanced retail venue.

The focus has now turned to the CAgM with the beginning of a Concept Master Plan to alter the site in an effort to meet growing demand and highlight the importance of agriculture and technology on the health of Canadians.

Inflationary pressures from rising operating expenses such as utilities, service contracts, and property taxes continue to erode the Corporation’s tenuous financial footing. This situation remains a priority.

The building portfolio of the Corporation includes Crown-owned properties at different stages in their useful lives:

- A 44-year-old repurposed bakery distribution centre in an industrial park, which was converted in 1967 for temporary use as the Canada Science and Technology Museum. Recent investments have been limited to health and safety, legislative requirements, and energy efficiencies.
- The Canada Aviation and Space Museum, situated at the Rockcliffe Airport, includes a main purpose-built museum, now 23 years old, which serves mainly as a public display and interpretive facility, and provides administrative spaces. The collection is accommodated in a new storage hangar built...
in 2005, while the small artifact storage and conservation labs are housed on site in repurposed buildings from the original airport operations in the 1960s. Operating funds for the hangar have not been secured, resulting in ongoing financial pressure.

- The Canada Agriculture Museum operates from five leased buildings on Ottawa’s Central Experimental Farm, which are owned by Agriculture and Agri-Food Canada. These heritage buildings provide an excellent backdrop for the display of agricultural technology. A new long-term collaborative agreement has been signed recognizing the positive impact on the operations of both organizations. Enhancements to meet client demands and to raise the awareness of the importance of agriculture are underway.

As stated in the 2009 Auditor General’s Special Examination report, the Corporation continues to experience challenges related to collection storage. The collection is, in fact, stored in industrial grade warehouses, which have exceeded their physical capacity. Over 98% of the collection associated with the Canada Science and Technology Museum and the Canada Agriculture Museum is stored in three warehouses, as it cannot be accommodated in the current public display spaces. These three overcrowded (currently at 130% of their physical capacity), leased buildings without environmental controls make up the balance of the facility management portfolio. Efforts to improve this situation are underway through the study of options such as purpose-built buildings, transfer to available spaces, and public-private partnerships.

The Corporation also continues to look for efficiencies to offset financial pressures. A key component of the approach has been to delay capital investments in the Canada Science and Technology Museum while it continues to explore options for a new facility. Despite its short-term advantages, this approach does carry some risks that must be managed on an ongoing basis.

**SUMMARY**

The Corporation is making great progress on its strategic priorities, particularly in engaging Canadians, cultivating national recognition, and delivering innovative products and programmes.

The Corporation’s energy literacy initiative, *Let’s Talk Energy: Engaging Ideas for Canada’s Future*, began in 2010 and is intended to involve Canadians in meaningful discussions that will raise awareness and, it is hoped, change the behaviour, of citizens in relation to their energy use. This major initiative involves all staff, either directly or indirectly, in the preparation of three new exhibitions that opened in June 2011. The project, which has raised the Corporation’s profile with the energy sector, has involved industry leaders in a national advisory committee. Industry partnerships have been established, providing both content and funding to ensure the success of the initiative.

In 2007, the Government of Canada announced *Mobilizing Science and Technology to Canada’s Advantages*, which sets out a comprehensive, multi-year science and technology agenda. The CSTMC is also well positioned to contribute to a component of that agenda—the Knowledge Advantage—by advancing knowledge and research in key areas such as natural resources and energy. This, however, would require a sustained investment beyond the funds currently available to the Corporation.

The Corporation understands that, in order to remain relevant to all Canadians while also taking its place as a national leader in the field of science and technology, it must reach out beyond the National Capital Region. The focus continues to be on electronic media: rebuilding the Corporation’s websites and using social media such as Flickr, Twitter, YouTube, and Facebook. The Virtual Museums of Canada (VMC) programme also continues to provide excellent opportunities for reaching Canadians. A virtual exhibition on bees, developed with funding from VMC, was launched in 2010, and a web version of the exhibition, *In Search of the Canadian Car*, will be available in the summer of 2011. In addition, the Corporation’s websites are in the process of being entirely revitalized, using the most modern tools, to allow the Corporation to more easily keep the site up to date and current.

While virtual experience has a role in sharing the national collection, it cannot replace the experience of being in the presence of the real artifacts. The Corporation maintains a wealth of information and objects, and will continue to expand its efforts to preserve this wealth and share it with Canadians and the world. By continuing to promote artifact loans and expanding its inventory of travelling exhibitions, the Corporation is furthering its mission to foster scientific and technological literacy throughout Canada, a mission that gains in relevance with each passing year. To ensure that we continue to meet these goals, a suitable solution regarding funding and facilities will be required for the Corporation to be able to fulfill its mandate and better help Canadians understand our scientific and technological heritage and help cultivate our place in the future.
The Canadian Science and Technology Museums Corporation is governed by a Board of Trustees representing all regions of the country. Trustees, acting collectively as the Board, are responsible for strategic leadership and overall accountability of the Corporation, ensuring that all the duties conferred on the Corporation by the Museums Act and Part X of the Financial Administration Act are carried out.

Appointed by a Governor-in-Council, the members of the Board reflect the scope and diversity of the Corporation's mandate. This year saw the appointment of the new Vice-Chair of the Board, Jim Silye of Arnprior, Ontario.

Board of trustees, front row, left to right: Neil Russon, Gary Polonsky, Denise Amyot, Ian McIlreath.

Second row, left to right: Jim Silye, Margaret E. Smith, Amiee Chan, Eloise Opheim, Virginia McLaughlin, Frédéric Dugré.

Back row: Harold Bjarnason.
COMMITTEE STRUCTURE

The Board Committees usually meet before each Board meeting or by teleconference, and report on their activities at each Board meeting. The Board reduced its number of committees to three:

Executive Committee (EC)
This Committee carries out the duties of the Board between Board meetings. The Committee held one meeting during the year.

Finance, Audit, and Risk Management Committee (FARM)
This Committee oversees the Corporation’s financial and management controls, as well as its practices and information systems. The Committee held four meetings during the year.

Governance Committee (GC)
This Committee’s mandate is to assist with Board oversight of governance issues affecting the Corporation by monitoring, reviewing, and recommending appropriate systems and practices for effective direction and oversight. It also reviews and recommends nominations for Trustee appointments and reappointments, reviews the Board’s committee structure and membership, and ensures that a Board self-assessment process is in place. The Committee held three meetings during the year.

It should be noted that the Major Facilities Committee (MFC) and Corporate Development Committee (CDC) were abolished after the April 2010 Board meeting. Discussions previously held at the MFC and CDC meetings are now held at the full Board meeting.

<table>
<thead>
<tr>
<th>Name / Region</th>
<th>Title</th>
<th>Board Committees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Gary Polonsky</td>
<td>Retired Founding President, University of Ontario Institute of Technology</td>
<td>Chair, EC, FARM, GC</td>
</tr>
<tr>
<td>Ontario</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jim Silye</td>
<td>President and CEO, Eagle Rock Exploration Ltd., and President, Tyme Holdings Inc.</td>
<td>Vice-Chair, EC</td>
</tr>
<tr>
<td>Ontario</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neil Russon, CMA</td>
<td>Partner, Accrreon Inc.</td>
<td>EC, FARM</td>
</tr>
<tr>
<td>New Brunswick</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eloise Opheim, O.C.</td>
<td>Founder, Parents Resources Institute for Drug Education (PRIDE)</td>
<td>EC, GC, CDC</td>
</tr>
<tr>
<td>Saskatchewan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frédéric Dugré</td>
<td>President and Chief Officer of Operations, H2O Innovation</td>
<td>FARM, MFC</td>
</tr>
<tr>
<td>Quebec</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr Ian McIlreath</td>
<td>Geoscience Discipline Manager and Chief Geoscientist, Talisman Energy</td>
<td>FARM, GC</td>
</tr>
<tr>
<td>Alberta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aimee Chan</td>
<td>President and CEO, Norsat International Inc.</td>
<td>MFC, CDC, FARM</td>
</tr>
<tr>
<td>British Columbia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Margaret E. Smith</td>
<td>Former Director of Health Records, Highland View Regional Hospital</td>
<td>FARM, GC</td>
</tr>
<tr>
<td>Nova Scotia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Harold Bjarnason</td>
<td>Retired Dean, Faculty of Agriculture and Food Sciences, University of Manitoba</td>
<td>GC, CDC</td>
</tr>
<tr>
<td>Manitoba</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Virginia McLaughlin</td>
<td>President, Helmhurst Investments Ltd.</td>
<td>GC</td>
</tr>
<tr>
<td>Ontario</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walter R. Parsons</td>
<td>Retired Senior Vice-President and General Manager, Neilson Dairy (Ottawa)</td>
<td>Vice-Chair, EC, MFC, GC, CDC</td>
</tr>
<tr>
<td>Ontario</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Gary Polonsky at the inauguration of the new wing, CASM, February 23, 2011.
BOARD OF TRUSTEES ACTIVITIES

For the performance of their duties, Board members are paid an annual retainer and per diem amounts for committee meetings, set by the Governor-in-Council. The Chairperson receives an annual retainer of $8,400; the Vice-Chairperson, $7,400; and Board members, $4,200. In addition, all Board members receive an amount of $325 per day for Board-related activities.

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

Activities from April 1, 2010, to March 31, 2011.

<table>
<thead>
<tr>
<th>Board Member</th>
<th>Board Meetings Attended</th>
<th>Committee Meetings Attended</th>
<th>Retainers + Per Diem Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Gary Polonsky (Chair)</td>
<td>4</td>
<td>4 2 1</td>
<td>$8,400 + $13,500</td>
</tr>
<tr>
<td>Jim Silye (Vice-Chair)*</td>
<td>2</td>
<td>2 2</td>
<td>$3,000 + $6,000</td>
</tr>
<tr>
<td>Neil Russon</td>
<td>4</td>
<td>1 4</td>
<td>$2,500 + $4,500</td>
</tr>
<tr>
<td>Eloise Opheim</td>
<td>3</td>
<td>2 1</td>
<td>$2,500 + $4,500</td>
</tr>
<tr>
<td>Frédéric Dugré</td>
<td>4</td>
<td>4 1</td>
<td>$2,000 + $4,500</td>
</tr>
<tr>
<td>Ian McIlreath</td>
<td>4</td>
<td>3 3</td>
<td>$2,000 + $4,500</td>
</tr>
<tr>
<td>Amiee Chan</td>
<td>4</td>
<td>2 1 1</td>
<td>$4,000 + $4,500</td>
</tr>
<tr>
<td>Margaret E. Smith</td>
<td>4</td>
<td>4 3</td>
<td>$4,000 + $4,500</td>
</tr>
<tr>
<td>Harold Bjarnason</td>
<td>4</td>
<td>3 1</td>
<td>$3,500 + $4,500</td>
</tr>
<tr>
<td>Virginia McLaughlin</td>
<td>4</td>
<td>1 3 1</td>
<td>$2,000 + $4,500</td>
</tr>
<tr>
<td>Walter R. Parsons*, (Vice-Chair)</td>
<td>2 1</td>
<td>1 3 1</td>
<td>$1,500 + $7,200</td>
</tr>
<tr>
<td>Jean Saint-Cyr**</td>
<td>1</td>
<td>1 1</td>
<td>$950 + $1,100</td>
</tr>
</tbody>
</table>

* Walter R. Parsons: term expired during the year. Jim Silye was appointed to the Board in June 2010.
** Jean Saint-Cyr: term expired during the year and has not been replaced.

1 Board: four meetings were held.
2 EC: Executive Committee, one meeting was held.
FARM: Finance, Audit, and Risk Management, four meetings were held.
GC: Governance Committee, three meetings were held.
MFC: Major Facilities Committee, one meeting was held.
CDC: Corporate Development Committee, 1 meeting was held (dissolved in 2010).