



Summary of the
CORPORATE PLAN
2022–2023 to 2026–2027

Summary of the
Operating and Capital Budgets
2022–2023

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EXECUTIVE SUMMARY

Ingenium (or “the Corporation”) safeguards the national science and technology collection and operates the Canada Science and Technology Museum, the Canada Aviation and Space Museum, and the Canada Agriculture and Food Museum.

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

A commitment to equity, diversity, inclusion, and accessibility, as well as to Truth and Reconciliation, is a lens applied to all of its activities and offerings, including all elements of the Strategic Plan 2020 to 2025. Over 2022-23, the Corporation will pursue the third year of its Strategic Plan, with a focus on carrying out the activities contributing to its three strategic goals:

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

Working toward these goals, the majority of the Corporation’s spending will be on salaries and facilities costs. Its operating budget for 2022-23 is \$39.798 million (cash basis), with \$35.764 million sourced from appropriations—including temporary funding to support its pandemic recovery and address payments-in-lieu-of-taxes (PILT)—and \$4.025 million from revenues and contributions.

The capital budget of \$5.8 million (cash basis) for 2022-23 will be used to complete the Ingenium Centre and health and safety-related projects, and for essential lifecycle repairs of assets. As of 2023-24, the budget returns to the base funded level of \$800,000 to care for capital assets.

1.0 OVERVIEW AND GOVERNANCE

The National Museum of Science and Technology¹ was established as a Crown corporation with the passage of the *Museums Act, 1990*. This legislation sets out the public policy role for all national museums, as well as the Corporation’s specific mandate. As cultural Crown corporations, the national museums operate at arm’s length from government with regard to programming decisions. Part X of the *Financial Administration Act* sets out its authority and accountability framework as an agent Crown corporation. As a consolidated Crown corporation, Ingenium relies on parliamentary appropriations as its primary source of revenue, supplemented by operational revenues and contributed income.

A registered independent charity, operating under the name Ingenium Foundation, provides philanthropic support to the Corporation: <https://ingeniumfoundation.ca/>

| | | | | |
|---------------------------|---|-------------|---------------|----------------|
| PUBLIC POLICY ROLE | “plays an essential role, individually and together with other Museums and like institutions, in preserving and promoting the heritage of Canada and all its peoples throughout Canada and abroad, and in contributing to the collective memory and sense of identity of all Canadians;” # and “is a source of inspiration, research, learning and entertainment that belongs to all Canadians and provides, in both official languages, a service that is essential to Canadian culture and available to all.” | | | |
| MANDATE | “To foster scientific and technological literacy throughout Canada by establishing, maintaining, and developing a collection of scientific and technological objects, with special but not exclusive reference to Canada, and by demonstrating the products and processes of science and technology and their economic, social and cultural relationships with society.” | | | |
| VISION | Ingenium ignites ingenuity | | | |
| MISSION | Ingenium is a catalyst for unlocking the curious and creative minds of a nation of innovators | | | |
| VALUES | Creativity | Inclusivity | Collaboration | Accountability |

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

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

1.1 Main Activities and Principal Programs

The Corporation develops and safeguards a national collection of science and technology artifacts and archival materials, which are showcased in unique digital experiences, national outreach initiatives as well as at the three national museums it operates. The museums and the collection are housed in 16 buildings at three sites across Ottawa, and include spaces for exhibitions, public and educational

¹ This is the Corporation’s commonly used name and brand name since 2017 is the name used in public communications, other than when its legal name, the National Museum of Science and Technology, is required. “The Corporation” refers to the governing body of the museums.

program delivery, curatorial research, and conservation laboratories. The Corporation collaborates with academic, public, non-governmental and industry partners to leverage knowledge, experiences and audiences nationally and internationally, promoting and fostering Canada's culture of innovation.

1.1.1 The Museums²

The Canada Agriculture and Food Museum (CAFM) is a unique demonstration working farm featuring hundreds of animals including heritage breeds and a dairy operation, as well as immersive learning experiences through a demonstration kitchen, educational programming and interactive exhibitions. Located on a national historic site and active scientific research station, it showcases the relationships between the environment, science, technology, agriculture and food.

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

The Canada Science and Technology Museum (CSTM) provides immersive experiences that facilitate discovery, play and experiential learning to better understand Canada's innovation story. It seeks to spark visitors' curiosity and creativity as they explore the museum's exhibitions that feature a wide range of topics including transportation, women in industry, Indigenous astronomy, ocean science, and wearable technology, see science in action on the demonstration stage, or tinker in the maker studio.

1.1.2 The Collection and the Ingenium Centre

The Corporation stewards an extensive collection of scientific and technological objects emblematic of Canadian ingenuity, representing over 116,000 3D parent artifacts and more than 2.1 million 2D and archival materials. It is particularly rich in the areas of communication, manufacturing, natural and renewable resources, domestic and industrial technologies, scientific instrumentation and transportation. Its aviation collection is deemed among the best in the world. The Corporation curates and conducts research on the collection, resulting in compelling stories of how human innovation contributed to the modern world.

The Ingenium Centre is a purpose-built facility that houses the national science and technology collection, as well as a portion of the National Gallery of Canada (NGC) collection, in specialized environments that meet preservation standards while facilitating collection access. The Centre reunites the collection with the staff that cares for it, as well as corporate services, leading to more efficient practices and processes as well as opportunities to create new forms of heritage content. A research institute complements the Centre's library and archives, conservation labs and workshops. This institute makes space for innovative and experimental research related to the collection, and facilitates collaboration among Ingenium research staff, students, visiting scholars, artists, scientists, and guest curators. Once the fit-up of the Digital Innovation Lab is complete, it will leverage partnerships around digital engagement and develop digital skills in the heritage sector, in order to create new digital heritage content and experiences around the collection that facilitate connections and enhance engagement with Canada's innovation heritage.

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

1.1.3 Outreach Initiatives

Digital and physical outreach initiatives expand the Corporation’s ability to reach, connect, and engage across Canada, and represent Canadian innovation internationally. These include:

- classroom resources and training teachers which support curricula;
- travelling exhibitions, displays, and artifact loans;
- programming at public events (e.g., fairs, libraries);
- outreach programs targeting equity-seeking communities;
- lecture series, conference presentations and research publications;
- science communication and engagement training and support to other organizations;
- digital experiences: virtual programs, tours and workshops, virtual exhibitions, mobile games and applications;
- online platforms: the Ingenium Channel (an aggregator and interpreter of science and technology information), Open Heritage, Open Archives, and Open Data; and
- the international *Women in STEM* (Science, Technology, Engineering, and Mathematics) program.

1.2 Corporate Governance Structure

1.2.1 Board of Trustees

The *Museums Act* provides for a Board of Trustees, consisting of up to 11 trustees (including a chair and a vice-chair), appointed by the Minister of Canadian Heritage with the approval of the Governor in Council. Incumbents continue in office until they resign or a replacement appointment has been made.

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

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

| Name / Province | Term length | Term period | Biography |
|-----------------------------------|-------------|--|---|
| Neil Russon, NB Chair | 4 years | May 9, 2019 – May 8, 2023 | https://ingeniumcanada.org/corporation/board-of-trustees#neil-russon |
| Marian K. Brown, BC Vice-Chair | 4 years | June 30, 2019 – June 29, 2023 | https://ingeniumcanada.org/corporation/board-of-trustees#marian-k-brown |
| Dr. Matthew A. Lafrenière, ON | 3 years | May 21, 2019 – May 20, 2022 | https://ingeniumcanada.org/corporation/board-of-trustees#matthew-a-lafreniere |
| Dr. Michael Geist, ON | 4 years | March 1, 2018 – February 28, 2022 | https://ingeniumcanada.org/corporation/board-of-trustees#drmichael-geist |
| Christian Idicula, AB | 4 years | March 1, 2018 – February 28, 2022 | https://ingeniumcanada.org/corporation/board-of-trustees#christian-idicula |
| Radosveta Ilieva, QC | 3 years | October 27, 2017 – October 26, 2020 | https://ingeniumcanada.org/corporation/board-of-trustees#radosveta-ilieva |
| Paul Johnston, ON | 4 years | June 1, 2018 – May 31, 2022 | https://ingeniumcanada.org/corporation/board-of-trustees#paul-d-johnston |

| <i>Name / Province</i> | <i>Term length</i> | <i>Term period</i> | <i>Biography</i> |
|------------------------|--------------------|-------------------------------------|---|
| Heather Kennedy, AB | 3 years | June 13, 2018 – June 12, 2021 | https://ingeniumcanada.org/corporation/board-of-trustees#heather-kennedy |
| Andréanne Leduc, QC | 4 years | October 27, 2017 – October 26, 2021 | https://ingeniumcanada.org/corporation/board-of-trustees#andreeanne-leduc |
| Dr. Marianne Sadar, BC | 4 years | October 27, 2017– October 26, 2021 | https://ingeniumcanada.org/corporation/board-of-trustees#dr-marianne-sadar |
| Kirstine Stewart, ON | 3 years | April 13, 2021 – April 12, 2024 | https://ingeniumcanada.org/corporation/board-of-trustees#kirstine-stewart |

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Compensation for the Board is determined by the Governor in Council³.

1.2.2 Board Committees

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

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

The **finance, audit and risk management committee (FARMC)** oversees the Corporation’s financial management controls, its practices and its information systems. In addition to providing oversight of the risk management policies and practices within the Corporation, the FARMC also selects internal audits and reviews and advises the Board of Trustees on plans and reports from internal and external auditors. The committee is composed of no fewer than four trustees plus the Chair of the Board.

The **governance committee (GC)** monitors and reviews the governance of the Corporation regarding best practices for corporate governance and stewardship, and recommends appropriate changes to enhance corporate functioning and decision-making.

The GC supports orientation and training program for all Trustees. It also supports the Board’s succession planning by ensuring that the Board’s skills matrix is regularly updated and identifying any gap in skills, experience or representation. It reviews the Board’s committee structure and oversees the Board’s self-evaluation process.

In accordance with the government’s performance management program for chief executive officers of Crown corporations, the Chair of the Board of Trustees is responsible for establishing an annual performance agreement with the CEO. The GC prepares this agreement.

The GC provides governance oversight for human resource management, including the review of relevant policy instruments and annual reports.

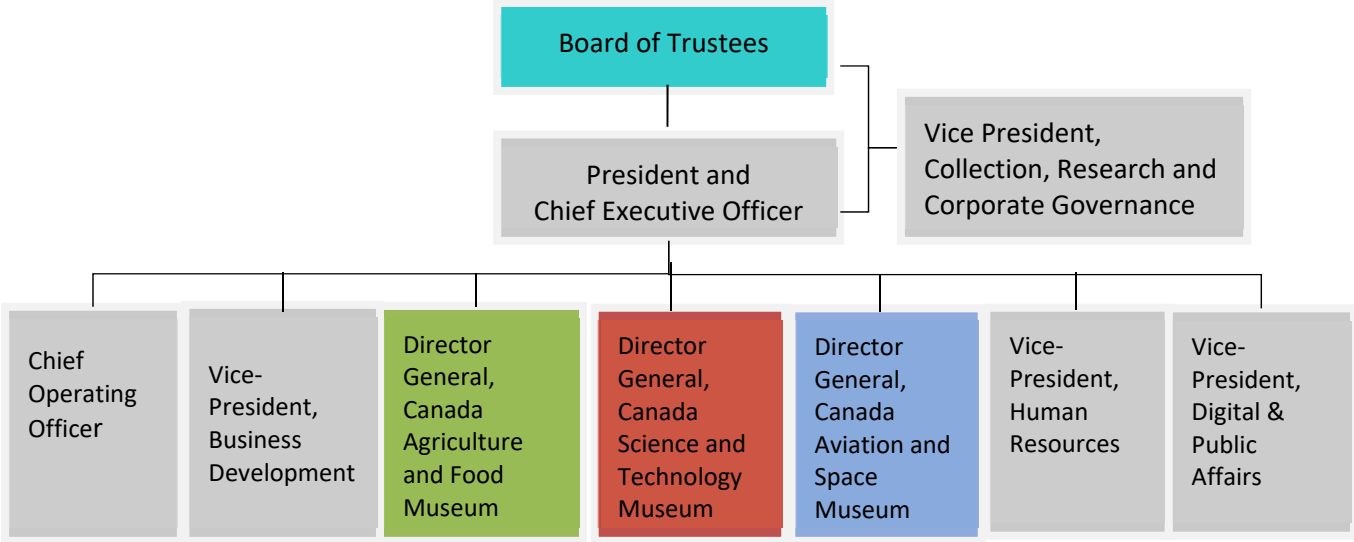
The committee is comprised of no fewer than four trustees plus the Chair of the Board.

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

The **sustainability and outreach committee (SOC)** provides strategic guidance regarding greater financial stability, revenue diversification, and stakeholder engagement. It monitors and evaluates progress in meeting contributions and fundraising targets and plans, and co-ordinates with the Ingenium Foundation’s philanthropic activities as appropriate. The SOC provides advice on strategic engagement and relationship-building, including identifying and engaging with key stakeholders and partners to assist the Corporation in implementing its strategic plan. Membership is comprised of four to six trustees plus the Chair of the Board.

The **major facilities committee (MFC)** is an ad-hoc committee that provides enhanced oversight of the major infrastructure projects and long-term infrastructure plans. Membership is composed of no fewer than four trustees plus the Chair of the Board.

1.2.3 Executive Management



Executive compensation is tied to performance results. Performance and at-risk pay for the CEO is determined by the performance agreement established, reviewed, and approved by the Executive Committee of the Board of Trustees. The current CEO – Christina Tessier – was appointed on June 11, 2018 for a 5-year term ending on June 10, 2023.

2.0 OPERATING ENVIRONMENT

2.1 Key Internal Factors

Ingenium's greatest strength is its knowledgeable and experienced staff. The level of full-time equivalent employees (FTEs) of 236 for 2022-23 reflects the winding down of the collection move while on-site program offerings ramp up, and is on par with past and future averages.

All permanent and term staff are covered by the public service pension and benefits plan. Most staff are unionized as part of the Public Service Alliance of Canada.

Similar to the service industry, a portion of the museums' front-of-house staff⁴ work on a part-time or casual basis. The Corporation offers internships, co-ops, and research fellowships to support recruitment within the museums and across the heritage sector. The Corporation monitors the retirement eligibility of staff and provides training and learning opportunities according to the succession plan. A strong volunteer base supports its activities, with limited on-site volunteering set to resume in 2022-23.

The Corporation has benefited from significant federal investments in infrastructure projects since 2016, which helped to resolve some long-standing issues with the state of its facilities and collection storage conditions, and outdated museum content at the CSTM. The Ingenium Centre's new research institution and digital innovation lab will foster more opportunities to develop digital cultural experiences.

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

2.2 Key External Factors

COVID-19 Pandemic: The pandemic continues to severely impact the cultural sector and museum visitors. The museums have adapted to the cyclical site closures and reopenings, and follow all of the province's and municipality's public health measures. Site closures have also delayed the move of the national collection into the Ingenium Centre by over eight months as staff could not work during the pandemic. As public health measures are suspended and/or lifted, Ingenium will continue to adapt its practices and projections as the pandemic situation evolves.

Technology: With the rapid pace of technological change and growing experimentation with extended reality, museums have more opportunities to create personalized experiences for on-site and virtual visitors such as tours customized to their interests.⁵ The pandemic necessitated a rapid shift to remote technology solutions and encouraged innovative program and service delivery, which is expected to lead to consumer demand for the same or similar programs both on-site and virtually post-pandemic. This will increase costs for museums because resources are needed to deliver both while virtual programs are more difficult to monetize due to competition and expectations for free content, and also because on-site visitation can lead to spending on parking, boutique products and food. Technology can rapidly become outdated and make the content unusable, unattractive and irrelevant to audiences. More museums are investing in technological solutions like data and devices, to better understand user

⁴ Front of house staffing examples: admission and boutique cashiers, tour guides, and education and public program staff.

⁵ A term encompassing virtual reality (VR), augmented reality (AR), and mixed reality (MR).

behaviour and meet increasing expectations for seamless and unique digital museum experiences for online audiences and those coming on-site.

Economy: Canada’s projected GDP growth of 4.4 percent in 2022⁶ suggests it is in recovery. However, disruptions and inflation caused by supply chain issues and labour shortages are eroding the Corporation’s buying power. While emergency benefits and wage subsidies supported the stability of household incomes, increased consumer debt and expected interest rate increases in 2022 could lead to reduced discretionary spending, including in cultural experiences.

Tourism: Tourism through 2020 and 2021 has been limited by border closures, travel advisories, and stay-at-home orders. Tourism is expected to resume gradually, with a full return in 2025. However, the number of tourists in the region over the planning period is also expected to be lower than pre-2020 due to the closure of Parliament’s Centre Block – a major tourist draw for Ottawa – until 2029.

Competition: Online, Ingenium competes with all other institutions that provide science, technology, and innovation content; however, its unique collection, knowledge and expertise, set it apart. In the NCR, four national museums compete for similar audiences, contributors, and donors. COVID-19 shifted donor priorities towards health and social service needs. Ingenium must remain appealing to the philanthropic sector by demonstrating social impact locally, nationally and to equity groups.

Audience expectations: The Corporation must evolve to meet the needs of changing demographics, cultural differences, and the growing expectation that museums demonstrate social impact and community value and make their content and experiences more accessible and relevant for diverse audiences. The Corporation can build on current offerings such as adapted museum sites and programs for visitors with disabilities. Additionally, the accelerated shift to digital, including for school content and delivery will likely permanently alter how the younger demographics interact with cultural institutions.⁷

2.3 Compliance, alignment with government priorities, examinations and audits

The Corporation strengthened its compliance monitoring and reporting program to better support the Board of Trustees’ oversight of compliance with legislative and policy requirements. There have been no incidents of non-compliance in 2021-22.

The Corporation’s plans align with government direction and key priorities, particularly those related to its mandate and the subject matter of the museums: Diverse and Inclusive Canada; Canada in the World; Creative Canada; Environment and Climate Change; Indigenous Peoples; Jobs and Innovation; and Fair and Open Government.

Given the far-reaching impact of science and technology on the country’s economy, environment and people, the Corporation’s mandate and activities also align with other government priorities. With regard to innovation and skills development, the Corporation undertakes initiatives to inspire Indigenous peoples, youth and women to explore careers in sectors vital to Canada’s economic prosperity: science, technology, engineering, and mathematics. It is pursuing inclusivity and accessibility in its physical and virtual infrastructure. Its exhibition and programs touch on important environmental themes, such as ocean discovery and protection, green technology and climate change.

⁶ TD Bank. “Canadian Quarterly Economic Forecast.” 21 September 2021.

⁷ <https://capitalcurrent.ca/night-at-the-museum-how-canadas-history-hubs-are-struggling-through-the-dark-days-of-covid-19/>

Examples of key activities supporting these priorities include consultation and collaboration with Indigenous communities to develop co-curated content, research, and programming; Rick Hansen Foundation Accessibility Certification for the Canada Science and Technology Museum, Canada Aviation and Space Museum, and the Ingenium Centre; internal working groups and external advisory groups; tours and programs customized for a range of needs; energy efficiencies in new buildings and carbon neutral shipping for travelling exhibitions.

Special Examination

The Auditor General of Canada (OAG) conducts an annual attestation audit and a special examination at least once every 10 years, pursuant to the *Financial Administration Act*. The OAG conducted a special examination of Ingenium from November 2017 to April 2018, which became public in March 2019 and is [available online](#). The Action Plan addressing the OAG's recommendations was completed in 2021.

Internal Audits

Ingenium typically conducts one internal audit annually, based on a three-year audit plan, leveraging external expertise to improve its processes and practices. An environmental-based audit will be conducted in 2022-23.

3.0 GOALS, ACTIVITIES, RISKS, EXPECTED RESULTS, AND PERFORMANCE INDICATORS

Over 2022-23, the Corporation will pursue the third year of its five-year Strategic Plan 2020-2025.

The Corporation's strategic plan is a response to societal factors that are making museums – especially science and innovation museums – more critical than ever. With society's declining trust in traditional institutions, science museums remain a vital and trusted link between science, innovation and the public. This responsibility grew exponentially in importance in the face of the COVID-19 pandemic in which Canadians' understanding of scientific findings, and their willingness to change their behaviour accordingly, is paramount to their health and, in some cases, their survival.

The pandemic also intensified societal inequalities and increased awareness of the responsibility all institutions have to support equity groups. In recognition of this responsibility, the Corporation is developing a plan to address equity, diversity, inclusion, and accessibility (EDIA), which it will begin to implement in 2022-23. It will guide the Corporation's approach to all of its planned activities.

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

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

#

The Corporation has identified strategies and major activities, with key deliverables and implementation milestones, that demonstrate how it will make measurable progress on each strategic goal. Due to the pandemic, timelines have been extended for some major activities, mainly those that were to occur on site. The strategic goals and activities and financial plan presented herein, were approved by the Board of Trustees on December 1, 2021.

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

A new performance measurement framework launched in 2020-21. The Corporation is setting targets and identifying baselines iteratively over the planning period because this work was disrupted by pandemic-related site closures and restrictions. Some indicators introduced for the first time in this framework, or which require on-site audience surveying, may not have baselines until 2022-23. Only those indicators with results to report are presented in this section to show the progress made to date against outcomes.

3.1 Strategic Goal 1: Collaborate to Innovate

Collaboration with academia, government, industry, and cultural institutions enables Ingenium to reach Canadians in more ways, with enhanced and expanded content. The Corporation selects collaborators who are both aligned with its STEAM goals and with its corporate values and EDIA (equity, diversity, inclusion, and accessibility) commitments.

The Corporation also helps others communicate and meaningfully interpret highly technical STEAM (science, technology, engineering, arts and mathematics) subject matter for the public as well as to share its content across the country. The Digital Innovation lab will strengthen its position as a digital leader in the heritage sector and increase opportunities to work with the creative sector to develop engaging digital cultural experiences. Outreach, including travelling exhibitions and digital products, shares Canada’s innovation story and perspectives, nationally and internationally. This increase in public knowledge can help grow these fields in various ways. For instance, nurturing innovation competencies among youth and encouraging their enrollment in relevant academic disciplines. Participation in national and international partnerships and networks provides opportunities for Canada’s cultural sector professionals to engage on the world stage, increasing Canada’s profile and respect for Canadian expertise and perspectives in the international landscape. These mutually beneficial relationships support progress on a common goal: to inspire and support Canadians to innovate.

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

| <i>Strategies</i> | <i>Major Activities</i> | <i>Key Deliverables and Implementation Milestones</i> |
|--|---|--|
| Be a leader and partner of choice across the STEAM ecosystem | Build and leverage sustainable partnerships that grow the STEAM skills pipeline | <p>Implement (2022-25) and review (2025-26) a partnership plan to select partners that advance shared STEAM goals</p> <p>Expand Living Lab (applied user-centered research) model across the museums’ sites:</p> <ul style="list-style-type: none"> • Expand CAFM academic partnerships beyond the National Capital Region (2022-25) • Expand CASM Virtual Technology Lab (2021-23) • Expand University of Ottawa Living Lab partnership at CSTM to include other research areas (2022-24) • Establish the Digital Innovation Lab in the Ingenium Centre (2022-23) <p>Enable partners and educators to engage youth in STEAM:</p> <ul style="list-style-type: none"> • Create a plan to scale up and share youth STEAM programs (2021-23) • Enhance professional development opportunities for teachers and other educators by expanding the Summer Institute for Elementary Teachers and launching mini-courses at the museums (2021-24) • Increase CASM programming with a focus on the science of flight, aerospace careers and space (2020-25) • Launch GO STEAM program for underserved youth in partnership with community groups (2022-23) <p>Leverage the Aerospace Network to deliver programs that inspire interest in aerospace disciplines/careers (2020-25):</p> <ul style="list-style-type: none"> • Host annual job fair and other career exploration opportunities (starting in 2022) |

| | | |
|---|--|--|
| | | <ul style="list-style-type: none"> Deliver Earth in Focus travelling exhibition and educational programming in partnership with the Canadian Space Agency (2021-24) |
| Bridge science, technology, and society of key issues of our time | Leverage platforms, expertise and partnerships to engage Canadians on key issues of our time | <p>Develop a Science Engagement framework (2021-23) and use the principles of science capital to shape the learning content, interpretation, training, programming, and special events (starting in 2023). Evaluate the impacts (2025-26) and revise the framework (2026-27).</p> <p>Formalize national and international research partnerships through joint projects, publications, conferences, fellowships and collaborators (2021-25)</p> <p>Collaborate on research related to communicating climate change (2021-23) and understanding the social impact of energy and resources (2022-23)</p> <p>Develop programming and displays at the Department of Fisheries and Ocean's Atlantic and Pacific Science Enterprise Centres (2021-24)</p> <p>Implement a 5-year plan for traveling exhibitions and outreach, that will support the development and reach of traveling exhibitions, nationally and internationally, on topics such as on Aquaculture (2023-25) and Soil Superheroes (2021-24)</p> <p>Develop and deliver programs that will highlight the UN Decade of Ocean Science (2021-30)</p> |
| Empower a culture of Canadian innovation | Embed the dimensions of innovation culture within our offerings | <p>Integrate (2022-24) key innovation competencies (creativity, risk-taking, problem-solving, resilience) and inquiry-based learning in the Corporation's programs, and evaluation implementation (2025-26)</p> <p>Share Canadian innovators' stories of success, failure, and perseverance:</p> <ul style="list-style-type: none"> Continue the annual STEAM Horizon Awards (ongoing) Review the Research Strategy based on emerging trends (2025-26) Conduct research that tells stories of Canadian innovation with emphasis on understanding the process of innovation, including electronic music (2020-23); deindustrialization* (2021-25); Curating under Quarantine: innovation in the time of pandemic (2020-25); Aviation and the North (2022-25); Aviation and Aerospace during the Cold War (2021-23) |

#

| Outcomes | Indicators | 2020-21 | 2021-22 | 2022-23 |
|--|--|---|--|---|
| | | Actual | Actual [†] | Target ^{**} |
| Youth have expanded access to STEAM-related learning (short) | Individuals trained to deliver STEAM content | 656 | 609 | 130 participants |
| | Youth participation in STEAM learning | 5,752 | 10,503 | 43,695 youth |
| Growth of partnerships and networks (short) | Growth of partnership and network agreements | New agreements: 14 Expanded agreements: 10 | New agreements: 18 Expanded agreements: 2 | 7 New agreements and 40 total active partners |

| | | Active partners: 38 | Active partners: 56 | |
|--|---|---------------------------------|--|--------------------|
| Strengthened capacity of the STEAM ecosystem (medium) | Capacity-building among partners | <i>Survey not yet conducted</i> | 67% of partners agreed | 70% |
| Canadians have a trusted source of information on key issues of our time (short) | Audience trust | <i>Survey not yet conducted</i> | 98% | 90% |
| | Media coverage (mentions and interviews) | 1,024 | 1,217 | 1,000 |
| Audiences feel confident engaging with key issues of our time (medium) | Audience confidence engaging with key issues | <i>Survey not yet conducted</i> | <i>Baseline year</i> | 75% |
| Strengthened culture of Canadian innovation (long) | Audience exhibiting innovative tendencies | <i>Survey not yet conducted</i> | <i>94% reported wanting to see or think of things in a new way</i> | 50% ⁺⁺⁺ |
| | Audience inspired by knowledge of Canadian innovators/innovations | | <i>92% reported knowing more</i> | 60% ⁺⁺⁺ |

⁺ Targets for indicators that rely on survey tools for measurement were delayed due to the pandemic context.

⁺⁺ Targets for 2022-23 were established prior to actual results for 2021-22 being known.

⁺⁺⁺ Targets based on external benchmark of the Rideau Foundation’s Culture of Innovation Index 2021.

3.2 Strategic Goal 2: Access for All

The Corporation is committed to pushing the boundaries of engagement with all Canadians, and its EDIA commitments are best represented in these activities. It will reduce physical, cognitive, sensory, and socioeconomic barriers to create welcoming museum experiences. The Corporation will collaborate with Indigenous communities to honour their ways of adapting to, and knowing the world, and reflect more diverse perspectives of those traditionally under-represented groups in collections and museums’ content. This will present a more inclusive and comprehensive interpretation of Canadian innovation. The Corporation will model inclusive cultural experiences by leveraging its national platform to share its experiences and learning with other institutions.

The pandemic necessitated a shift to digital delivery that is unprecedented in scope and speed. The Corporation shifted some resources toward leveraging digital technologies to develop, adapt, and share its offerings and collection with audiences online. It will continue to try to support the learning needs of educators, students, and parents as the pandemic evolves and beyond.

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

| Strategies | Major Activities | Key Deliverables and Implementation Milestones |
|--|---|---|
| Champion physical, cognitive, sensory, and socioeconomic accessibility | Make our experiences more accessible and share its accessibility best practices | <p>Launch programming for specific groups and communities, and adapt offerings based on community feedback (2021-2027):</p> <ul style="list-style-type: none"> • Expand free/subsidized programming to welcome visitors from different socioeconomic situations (2020-23) • Adapt programming to welcome audiences with sensory processing disorders and their families (2022-25) <p>Improve physical accessibility across the Corporation's sites:</p> <ul style="list-style-type: none"> • Conduct CAFM Accessibility Audit (2023-24) and implement action plan (2024-26) • Implement recommendations from the CASM Accessibility Audit in partnership with impacted communities (2020-25) • Implement accessible wayfinding standards (2022-25) • Complete the remedial lighting and sound work at CSTM (until 2023) <p>Contribute as a Founding Member of the Canadian Accessibility Network (2020-25)</p> <p>Develop Accessibility Action Plan in compliance with the <i>Accessible Canada Act</i> (2022) and implement initiatives (2023-2026)</p> <p>Collaborate on projects with Carleton University's Access Living Lab (2022-23)</p> <p>Publish Ingenium Channel articles highlighting the Corporation's experiences with accessibility to inspire and support other institutions (2020-25)</p> |
| Harness the power of digital to connect with Canadians | Develop creative and exploratory digital experiences to engage Canadians in meaningful ways | <p>Launch the Digital Innovation Lab Strategy (2020-23) and review and adapt to emerging technology (2025-27):</p> <ul style="list-style-type: none"> • Undertake pilot projects that facilitate digital collection projects (e.g. 3D modeling, mixed reality, AI) • Identify key partnerships that will support the Corporation's efforts to engage all Canadians • Implement new operating and commercialization models (2022-23) <p>Implement a renewed digital engagement strategy (2022-25)</p> <p>Leverage digital opportunities to bring the Corporation's educational content across Canada:</p> <ul style="list-style-type: none"> • Adapt and leverage existing resources to meet audiences' needs for online resources during and after the COVID-19 pandemic (2020-23) and review based on permanent adaptations from the pandemic (2023-27) |
| | Enhance discoverability and information about the collection | <p>Implement an API (Application Programming Interface) for enhancing collection access, collaboration, and engagement digitally (2022-23)*</p> <p>Identify key collections that are popular with audiences and well-suited to 2D and 3D scanning and sharing through open platforms (2020-25)</p> |

| | | |
|--|--|--|
| | | Establish a data governance framework to create accurate and trusted open data sets, data visualizations and other data products (2020-23) |
| Respect and include diverse voices and communities | Engage with diverse communities to co-create stories, experiences, and collections | Create welcoming experiences and programs with underrepresented groups including, recent immigrants, 2SLGBTQIA individuals, and Official Languages minorities (2021-23) Advance collaborative research with communities to uncover new layers of meaning in the collection that reflect diverse perspectives (2020-25) Assess the impacts of its community engagement model and efforts (2025-26) |
| | Honour Indigenous ways of knowing in a spirit of reconciliation | Pursue an Indigenous astronomy research partnership, including delivering the multi-event international Indigenous astronomy conference (2020-23), and offering travelling exhibition tour management for Indigenous partners (start in 2022) Pursue a multi-year collaboration on Indigenous food systems including projects and exhibitions (2021-25)* Develop (2021-23) and implement (2023-26) an Indigenous communities engagement strategy and work with communities to: <ul style="list-style-type: none"> • Improve the Corporation’s youth and intergenerational knowledge-sharing programs (2021-25) • Increase the recognition of Indigenous peoples’ contributions in aviation (2020-25) • Address the Truth and Reconciliation recommendation (69 and 70) for improving the description of collection objects (starting in 2021) |

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| Outcomes | Indicators | 2020-21 | 2021-22 | 2022-2023 |
|--|--|--|---|---|
| | | Actual | Actual* | Target** |
| Enhanced accessibility of our museums and programs (short) | Audiences perception of accessibility of Ingenium’s sites and programs | <i>Survey launched in 2021-22</i> | 76% of self-identifying members rated Ingenium’s accessibility as good or excellent | 75% |
| Canadians have access to our offerings and collection through innovative digital means (short) | Virtual connections and engagements | 3.6 million | 3,221,753 virtual connections 2,129,448 virtual engagements | 3.2M virtual connections 2.1M virtual engagements |
| | Digital availability of selected collections | Archives: 38% 3D artifacts: <i>not yet determined as the collection move is ongoing</i> | Archives: 41% 3D artifacts: <i>collection move not yet complete</i> | Archives: 40% 3D artifacts: <i>TBD once the collection move is completed in Q2 2022-23</i> |

| | | | | |
|--|---|-------------------------------------|---|--|
| Members of diverse communities are engaged in shaping museum experiences and the collection (short) | Collaborations with diverse communities | 3 | 11 | 6 |
| Indigenous ways of knowing are respected and honoured (short) | Collaborations with Indigenous communities | 12 | 9 | 5 |
| Canadians who traditionally faced barriers participated in onsite and online museum experiences (medium) | Canadian regions engaged | 61% | Present in 85% of Canada's regions | 65% |
| | Visitorship representation | <i>Survey launched in 2021-22</i> | Indigenous people: 2% Members of visible minority communities: 15% Persons with Disabilities: 18% | <i>Target will be determined once 2021 census figures become available in Q3 2022-23</i> |
| Diverse communities feel a sense of belonging in museum experiences (long) | Sense of belonging among audiences from diverse communities | <i>Survey launched in 2022-2023</i> | | <i>Target TBD once baseline to be established in Q2 2022-23*</i> |

* Targets for indicators that rely on survey tools for measurement were delayed due to the pandemic context.

** Targets for 2022-23 were established prior to actual results for 2021-22 being known.

3.3 Strategic Goal 3: Strengthen our Foundations

The Corporation's success rests on core foundations: the Corporation's team, collection, financial resources, offerings, and infrastructure. The COVID-19 pandemic has generated additional pressures for these foundations including significantly reduced revenues, new personal and professional circumstances for staff, and a rapid shift in operational processes. By strengthening these foundations, the Corporation is ensuring that the resources are in place to achieve successful program outcomes aligned with its Strategic Plan and that the Corporation can continue to adapt throughout the pandemic and the post-COVID-19 era.

The Corporation will provide its team with the training and support they need to live the shared corporate values: collaboration, inclusivity, creativity, and accountability. It is committed to creating a workplace that attracts and retains a diverse and representative workforce.

The Ingenium Centre will be leveraged to improve research, knowledge-sharing, and preservation of the collection. The collection documentation, digitization and move projects will culminate in significantly greater care for the collection, and increase Canadians' access to it and inspiration by it to innovate.

The Corporation will secure the museums as destinations of choice for local visitors and tourists by improving its understanding of, and response to, a diverse range of audiences and by focusing its site investments on meaningful improvements. By establishing a sustainable, long-term capital replacement plan, the Corporation would be able to make the capital investments needed for sustainability of its assets and optimal program delivery. It will grow long-term funding partnerships to help deliver on its Strategic Plan and toward financial sustainability. This strategic goal supports the mandate in two areas:

stewardship and management of corporate infrastructure, resources, and services; and heritage preservation and research.

| Strategies | Major Activities | Key Deliverables and Implementation Milestones |
|--|---|---|
| Empower our team to live its shared corporate values | Strengthen our workplace culture | <p>Implement a staff engagement plan for the Strategic Plan 2020-25:</p> <ul style="list-style-type: none"> • Provide training and awareness on Corporate values, risk-taking, and innovation (starting in 2020) • Support a staff-led Learning Network (2021-23) to facilitate communities of practice, working groups and training on themes of equity, diversity, inclusivity, and accessibility; digital skills and corporate values <p>Implement (2022-24) a recruitment and retention strategy that encourages individuals from underrepresented communities to apply for employment, student, research, and volunteer positions. Assess and revise the strategy (2025-26).</p> <ul style="list-style-type: none"> • Implement a plan to support the continued development of a more inclusive team culture (beginning in 2022) <p>Implement hybrid workplace procedures (2022-23)</p> |
| Unlock the full potential of the Ingenium Centre and national collection | Establish the Ingenium Centre as a centre of excellence for collections care, research and access | <p>Implement (2021-2026) a 5-year plan that established the Research Institute as a leader in material culture research</p> <p>Expand programs that leverage the collection to support the next generation of heritage professionals (e.g. Adjunct Curators, fellowships, collaborating scholars) (2020-23)</p> <p>Complete the collection move into the Ingenium Centre (through 2022)</p> <p>Develop a plan addressing the collection cataloguing backlog and secure funding for implementation (2021-23)*</p> <p>Launch thematic collection tours in the Ingenium Centre (2022-23)</p> |
| Secure the museums as destinations of choice | Attract new visitors and increase repeat visitation | <p>Implement (2022-23) and evaluate (2025-26) an Audience Development plan to inform the development of offerings for new audiences</p> <p>Deliver the 3-year Exhibition Plan including Food Security* (2020-24), Soil Superheroes (2021-22), Aquaculture (2022-27), Indigenous Foodways* (2024-25), as well as hosting externally-produced exhibitions</p> <p>Improve the availability and quality of amenities at Museum sites to meet visitor needs and expectations (2020-22)</p> <p>Target new groups for on-site educational programming and camps including home schools, community centres, youth associations, school boards (2021-23)</p> |
| | Pursue capital investments for optimal program delivery | <p>Pursue funding for implementation of sustainable, long-term capital replacement plan (starting in 2021)</p> <p>Update the master site plans for CAFM (2020-22) and develop funding strategies for:</p> <ul style="list-style-type: none"> • A Foodways Innovation Centre* (<i>working name</i>) (2022-25) • Aerospace Campus* (including conservation labs) (2021-25) |

| | | |
|---|---|--|
| | | <ul style="list-style-type: none"> • CSTM STEAM Park* (2024-25) |
| Increase and diversify revenue, contributions, and philanthropic giving | Increase the profitability of commercial operations | <p>Identify new sources of revenue and new markets for NMST offerings, such as:</p> <ul style="list-style-type: none"> • Unique venue rentals experiences for the business meeting and retreat market (2022-23) <p>Develop (2021-23) and implement (2023-26) a marketing strategy to align resources with the most profitable commercial operations</p> |
| | Grow multi-year funding relationships | <p>Implement strategy with the Foundation to increase the donor base and philanthropic giving in support of the Strategic Plan (2021-25)</p> <p>Establish and begin implementing a road forward to secure sustainable funding for the Research Institute (2020-2023) through grants and other contributions</p> <p>Align partnership development with 3-year exhibition and programming plans (rolling, ongoing)</p> |

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| Outcomes | Indicators | 2020-21 | 2021-22 | 2022-23 |
|---|--|--|--|--|
| | | Actual* | Actual** | Target** |
| Staff feel that the organization is a great place to work (short) | Employee engagement | <i>Biennial survey not conducted</i> | 70% | 70% |
| A more collaborative, creative, inclusive and accountable workforce (medium) | Workforce representation | <i>Women: 62.3%</i> <i>Aboriginal Peoples: 3.5%</i> <i>Persons with disabilities: 3.5%</i> <i>Vis. Min.: 6.7%</i> | <i>Women: 56.7%</i> Indigenous people: 3.7% Persons with Disabilities: 5.7% Members of visible minority communities: 7.8% | <i>Women: 56.7%</i> <i>Indigenous peoples: 3.7%</i> <i>Persons with Disabilities: 5.7%</i> <i>Vis.Min.:7.8%</i> |
| | Staff exhibiting our shared values | Survey launched in 2021-22 | 95% of partners agreed that staff exhibited our shared values | 85% |
| | Staff feel supported to live our shared values | <i>Biennial survey not conducted</i> | 70% feel supported to live our values | 70% |
| The national collection is better preserved, researched, and accessible (short) | Collection rehoused in the Ingenium Centre | 48% | 83% of the collection rehoused | 100% |
| | Research sharing opportunities | 275 | 170 research sharing opportunities created | 143 |
| | Collection documentation | Trade lit: 4.4% Archives: 6% 3D accession lots: 1% | | Trade Literature (backlog cleared) Target: 7.5% Archives (backlog cleared) Target: 10% |

| | | | | |
|---|---|------------------------------------|--|--|
| | | | Archives: 8% Trade Lit: 6% Artifacts: 0.4% ⁸ | Artifacts Accession Lots only Target: 10% |
| Canadians experience a deeper engagement with the national collection (medium) | Use of on-site collection-based resources | 114 | 200 uses of the collection | 225 |
| Museum experiences encourage local residents and tourists to visit and revisit (short) | Visitorship | 90,000 | 236,147 visits | 240,000 visits |
| | Membership | 9,140 | 6,650 active memberships (annual average) | 4,500 active memberships |
| | General and tourism market shares | General: 39% | General market share: 32% Tourism market share: 26% | General and tourism market share of 25% |
| | Admission value | <i>Surveys launched in 2021-22</i> | 91% of members were satisfied with the admission value | Target: <i>TBD in 2022-23*</i> |
| Our business model is aligned to the needs of the Strategic Plan (short) | Profitability of commercial operations | Loss of \$444,000 | \$170,000 | \$0 |
| | Operating revenue (cash) | \$2.037M | \$4.059M | \$3.085M |
| | Contributions (cash) | \$2.737M | \$1.857M | \$840,000 |
| | Duration of financial partnerships | 48 months | 64 months | 48 months |
| The collection and museums are sustainable and relevant for present and future generations (long) | Care of the collection | <i>Baseline year</i> | 64% of collection assessed for hazards 18% of collection spaces met humidity specifications | 85% of collection assessed for hazards 41% of collection spaces met humidity specifications |
| | Exhibition renewal | 3.8% | 3.9% | 3.9% |

* Targets for indicators that rely on survey tools for measurement were delayed due to the pandemic context.

** Targets for 2022-23 were established prior to actual results for 2021-22 being known.

3.4 Corporate Risks

In 2017, the Corporation implemented an integrated risk management framework that is consistent with applicable standards and follows the International Standards Organization (ISO) 31000 – Risk Management. Based on this framework, the Corporation captures risks to the organization in a risk

⁸ The result for 2020-21 was an estimate before the full scope of the accession lots backlog was determined. The percentage has been adjusted for accurate reporting in 2021-22. No marked progress made because resources dedicated to collection move.

register, evaluates them based on likelihood and impact, and establishes a treatment action plan for each risk beyond the risk tolerance threshold, within a corporate risk profile.

For 2022-23, the following four prominent risks included in the corporate risk profile are found to be above the risk tolerance threshold, particularly given the continued uncertainty around the pandemic:

- **Biosecurity:** The risk that a biohazard event / pandemic will occur on NMST property, within the scope of service delivery, or in the National Capital Region due to the current global health environment, that could endanger staff and animals and completely disrupt program delivery.
 - **Mitigation:** During the pandemic, all staff who can telework are doing so. Two task forces have been established that review procedures, implement measures, and consult with staff and visitors on their needs. Ingenium is ensuring the implementation of all public health measures, including provision of PPE, sanitization, site modifications and circulation signage. Ingenium will also be reviewing its business continuity planning to integrate lessons learned from the pandemic.
- **Government funding:** The risk that Ingenium will not receive sufficient government funding due to the lack of indexation versus cost escalations, growing asset base, future economic salary increases, and ongoing unfunded costs for which a permanent solution has not been identified (e.g. increasing PILT and other operating costs over which the Corporation has little discretion).
 - **Mitigation:** Ingenium ensures diligent financial management to balance expenses with funding levels, and continues to inform government of cost pressures.
- **Competition/market conditions:** The risk that Ingenium will not adequately address changes in market fluctuations, remain competitive, and generate sufficient revenues, due to a limited marketing budget and a high level of competition for tourists within the National Capital Region, coupled with a decrease in tourism.
 - **Mitigation:** Ingenium will ensure that it will manage wage costs based on reduced visitor attendance caused by the pandemic. It continues to inform government of cost pressures.
- **Contributions and philanthropy:** The risk that Ingenium will not be able to obtain required level of contributions (including philanthropic giving) from third parties due to limited fundraising capacity and perception that as a federal institution, it should be funded by government.
 - **Mitigation:** Ingenium will implement a partnership strategy that is aligned with the Strategic Goals and current environment. It will develop an inventory of sponsorships and partnerships to explore additional projects with existing partners.

In addition to these, the Corporation is closely monitoring the following risks: Workforce size and allocation, Collection movement, Creative digital infrastructure, and Cybersecurity.

4.0 FINANCIAL DISCUSSION AND BUDGETS

4.1 Major assumptions with respect to funding and revenues

The Corporation will receive the base level of appropriations over the five-year period, \$28.5 million annually (cash basis), as well as additional temporary funding for COVID relief and recovery of \$5.516 million in 2022-23. The Corporation will also receive funding to cover payments-in-lieu-of-taxes (PILT) increases over 2022-23 to 2024-25 and for a PILT amount owing from 2020-21. Hence, the Corporation shows a positive balance for 2022-23 to pay that PILT owed.

The Corporation will receive also receive \$3 million in 2022-23 to complete the fit-up of the Ingenium Centre, and use \$2 million in deferred appropriations received in previous years to complete health and safety-related projects.

Over the remaining period, the Corporation projects losses due to projected inflation, projected pandemic residual effects on revenues, PILT costs beyond 2025, and the absence of any salary increases that may result from negotiations of new Collective agreements over the period. Projections will be revised in future years as more information comes to light.

The Corporation's self-generated revenues and contributions represent about 25 percent of its income in a typical year. The largest portion is generated by charging fees for admissions and programs, membership, thematic experiences, parking, and facility rentals. Hence, revenues are highly correlated with visitor attendance. The following table provides a breakdown of attendance by museum.

Table 1 – Visitor Attendance

| | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | 2022-23 |
|--------------|----------------|----------------|---------------|----------------|----------------|----------------|
| | | Actuals | | Budget | Forecast | Budget year |
| CSTM | 509,000 | 367,000 | 28,000 | 46,000 | 46,000 | 99,700 |
| CASM | 227,000 | 209,000 | 27,000 | 28,000 | 45,000 | 72,300 |
| CAFM | 202,000 | 193,300 | 35,000 | 34,000 | 41,000 | 68,000 |
| Total | 938,000 | 769,300 | 90,000 | 108,000 | 132,000 | 240,000 |

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Fiscal year 2018-19 was the first full year of operating the renewed Canada Science and Technology Museum (CSTM), with the presentation of the critically-acclaimed *The Art of the Brick* special exhibition that summer, which led to an all-time record attendance. The effects of reopening quickly wore off and the closure of the museums in March 2020 also contributed to lower attendance figures.

The projected attendance for 2022-2023 has been revised to approximately 40 percent of the visitation level that would have been expected. It is higher than 2021-2022 results due to the assumption that the museums will be open for more of the year. It considers broad factors such as ongoing travel restrictions affecting tourism, on-site capacity limits and physical distancing, vaccine hesitancy, reluctance to visit public spaces and fears of contagion. It is not known when on-site field trips will resume, or when the public's appetite for on-site programs will return; however, the Corporation assumes no further pandemic-related site closures in future years.

As public health measures are expected to gradual lift, COVID impacts on attendance, travel and tourism should dissipate. Revenues are expected to fully recover by 2025-26.

The Corporation continues to collaborate with federal entities, heritage and academic institutions, as well as the private sector, to raise contributed funds essential to renewing its exhibitions and programs.

After the contribution pipeline contracted in 2020, it has rebounded as the economy recovers and the Corporation leverages its proven track record of successful promotion and outreach on Canada's innovation culture. The projected levels of contributions, for which \$840,000 is targeted in 2022-23 and incrementally increasing each following year to reach \$2 million as of 2026-27, reflects the growth expected by providing improved research, digital, exhibition and program collaborations facilitated by the Ingenium Centre.

4.2 Major assumptions with respect to expenses

In 2022-23, the Corporation's spending will be lower in heritage preservation and outreach as the move of the national collection into the Ingenium Centre is completed. Meanwhile, staffing will ramp up to increase on-site program delivery in response to audience demand, which could also include continued virtual delivery. Spending will also increase in museum and collection buildings to reflect final investments in capital projects.

Over the planning period, the Corporation will complete the final interior fit-up and the exterior site works for the Ingenium Centre, as well as complete health and safety-related projects at its sites, these being funded from special capital appropriations received over 2016 to 2021.

Ingenium is carrying a loan repayment obligation of \$4.2 million it received from the Management Reserve in 2008 to renovate the CASM. The Corporation is expected to repay it within 25 years, using the net income from an increase in revenues and fundraising for these new spaces. Revenue losses during the pandemic have delayed this repayment potential.

4.3 Financial Statements

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

Table 2 – Statement of Financial Position

| <i>(in thousands of \$)</i> | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|---|------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| | <i>Actual</i> | <i>Forecast</i> | <i>Budget</i> | <i>Projection</i> | <i>Projection</i> | <i>Projection</i> | <i>Projection</i> |
| ASSETS | | | | | | | |
| Current assets | | | | | | | |
| Cash and cash equivalents | \$21,778 | \$14,943 | \$13,044 | \$9,313 | \$6,761 | \$5,125 | \$3,594 |
| Accounts receivable: | | | | | | | |
| - Government departments | \$717 | \$900 | \$900 | \$900 | \$900 | \$900 | \$900 |
| - Trade | \$472 | \$375 | \$375 | \$375 | \$375 | \$375 | \$375 |
| Inventories | \$627 | \$600 | \$600 | \$600 | \$600 | \$600 | \$600 |
| Prepaid expenses | \$879 | \$400 | \$400 | \$400 | \$400 | \$400 | \$400 |
| | \$24,473 | \$17,218 | \$15,319 | \$11,588 | \$9,036 | \$7,400 | \$5,869 |
| Other assets | | | | | | | |
| Collection | \$1 | \$1 | \$1 | \$1 | \$1 | \$1 | \$1 |
| Capital assets | \$255,788 | \$257,988 | \$252,187 | \$240,887 | \$229,587 | \$218,287 | \$206,987 |
| | \$280,262 | \$275,207 | \$267,507 | \$252,476 | \$238,624 | \$225,688 | \$212,857 |
| LIABILITIES AND EQUITY | | | | | | | |
| Current liabilities | | | | | | | |
| Accounts payable and accrued liabilities | \$8,241 | \$8,241 | \$7,190 | \$7,190 | \$7,190 | \$8,690 | \$10,190 |
| Current portion of employee future benefits | \$492 | \$200 | \$200 | \$200 | \$200 | \$200 | \$200 |
| Deferred revenue | \$12,479 | \$5,479 | \$3,479 | \$3,479 | \$3,479 | \$3,479 | \$3,479 |
| | \$21,212 | \$13,920 | \$10,869 | \$10,869 | \$10,869 | \$12,369 | \$13,869 |
| Other liabilities | | | | | | | |
| Employee future benefits | \$263 | \$200 | \$200 | \$200 | \$200 | \$200 | \$200 |
| Long-term advance | \$4,208 | \$4,208 | \$4,208 | \$4,208 | \$4,208 | \$4,208 | \$4,208 |
| Deferred capital funding | \$242,544 | \$244,844 | \$239,144 | \$227,944 | \$216,744 | \$205,544 | \$194,344 |
| | \$268,227 | \$263,172 | \$254,421 | \$243,221 | \$232,021 | \$222,321 | \$212,621 |
| Net assets | | | | | | | |
| Unrestricted | \$1,933 | \$1,933 | \$2,984 | -\$847 | -\$3,499 | -\$6,735 | -\$9,866 |
| Investment in Capital | \$10,102 | \$10,102 | \$10,102 | \$10,102 | \$10,102 | \$10,102 | \$10,102 |
| | \$12,035 | \$12,035 | \$13,086 | \$9,255 | \$6,603 | \$3,367 | \$236 |
| TOTAL LIABILITIES AND NET ASSETS | \$280,262 | \$275,207 | \$267,507 | \$252,476 | \$238,624 | \$225,688 | \$212,857 |

Table 3 – Income Statement*(in thousands of \$)*

| | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|---|-----------------|-----------------|-----------------|-------------------|-------------------|-------------------|-------------------|
| | <i>Actual</i> | <i>Forecast</i> | <i>Budget</i> | <i>Projection</i> | <i>Projection</i> | <i>Projection</i> | <i>Projection</i> |
| REVENUE | | | | | | | |
| Admission and programs | | | | | | | |
| Science and Technology | \$221 | \$405 | \$800 | \$1,200 | \$1,600 | \$2,000 | \$2,050 |
| Aviation and Space | \$186 | \$266 | \$360 | \$570 | \$750 | \$960 | \$970 |
| Agriculture and Food | \$142 | \$239 | \$355 | \$540 | \$720 | \$940 | \$950 |
| Boutique Sales | \$280 | \$383 | \$400 | \$660 | \$880 | \$1,100 | \$1,150 |
| Facility rentals and concessions | \$58 | \$33 | \$80 | \$360 | \$480 | \$600 | \$620 |
| Parking | \$171 | \$230 | \$240 | \$480 | \$640 | \$600 | \$650 |
| Membership | \$320 | \$312 | \$360 | \$600 | \$800 | \$1,000 | \$1,050 |
| Farm Operations | \$355 | \$346 | \$330 | \$330 | \$330 | \$330 | \$330 |
| Travelling exhibitions | \$99 | \$71 | \$60 | \$120 | \$160 | \$180 | \$200 |
| Other | \$205 | \$83 | \$100 | \$150 | \$200 | \$260 | \$260 |
| Total operating revenue | \$2,037 | \$2,368 | \$3,085 | \$5,010 | \$6,560 | \$7,970 | \$8,230 |
| Contributions | \$1,566 | \$905 | \$840 | \$1,200 | \$1,600 | \$2,000 | \$2,200 |
| Interest | \$142 | \$91 | \$100 | \$75 | \$75 | \$75 | \$75 |
| TOTAL REVENUE | \$3,745 | \$3,364 | \$4,025 | \$6,285 | \$8,235 | \$10,045 | \$10,505 |
| EXPENSES | | | | | | | |
| Heritage preservation and research | \$5,932 | \$6,800 | \$5,210 | \$5,250 | \$5,250 | \$5,260 | \$5,260 |
| Exhibitions, programs and outreach | \$15,089 | \$16,700 | \$16,893 | \$17,425 | \$17,950 | \$18,340 | \$18,470 |
| Museum and collection buildings | \$22,746 | \$20,045 | \$20,275 | \$20,600 | \$20,800 | \$21,110 | \$21,270 |
| Internal services | \$7,566 | \$7,636 | \$7,860 | \$8,000 | \$8,130 | \$8,285 | \$8,350 |
| TOTAL EXPENSES | \$51,333 | \$51,181 | \$50,238 | \$51,275 | \$52,130 | \$52,995 | \$53,350 |
| Net Results of operations before government funding | -\$47,588 | -\$47,817 | -\$46,213 | -\$44,990 | -\$43,895 | -\$42,950 | -\$42,845 |
| Parliamentary Appropriation* | \$46,881 | \$47,817 | \$47,264 | \$41,159 | \$41,243 | \$39,714 | \$39,714 |
| NET EARNINGS (LOSS) | -\$707 | \$0 | \$1,051 | -\$3,831 | -\$2,652 | -\$3,236 | -\$3,131 |

* See Table 7

Table 4 – Statement of Cash Flows

| <i>(in thousands of \$)</i> | 2020-21 <i>Actual</i> | 2021-22 <i>Forecast</i> | 2022-23 <i>Budget</i> | 2023-24 <i>Projection</i> | 2024-25 <i>Projection</i> | 2025-26 <i>Projection</i> | 2026-27 <i>Projection</i> |
|--|--------------------------|----------------------------|--------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| OPERATING ACTIVITIES | | | | | | | |
| Cash received (clients) | \$4,897 | \$2,282 | \$3,086 | \$5,010 | \$6,560 | \$7,970 | \$8,230 |
| Parliamentary Appropriations received for operations | \$34,375 | \$36,319 | \$35,766 | \$29,159 | \$29,243 | \$27,714 | \$27,714 |
| Cash paid to suppliers | -\$16,568 | -\$19,880 | -\$20,139 | -\$19,627 | -\$20,482 | -\$19,847 | -\$20,202 |
| Payments related to salary and benefits | -\$21,841 | -\$19,550 | -\$19,549 | -\$19,548 | -\$19,548 | -\$19,548 | -\$19,548 |
| Cash Received from the Foundation | \$177 | \$905 | \$840 | \$1,200 | \$1,600 | \$2,000 | \$2,200 |
| Interest received | \$178 | \$91 | \$100 | \$75 | \$75 | \$75 | \$75 |
| Net cash flows generated from/used for Operating activities | \$1,218 | \$167 | \$104 | -\$3,731 | -\$2,552 | -\$1,636 | -\$1,531 |
| CAPITAL ACTIVITIES | | | | | | | |
| Payments related to capital acquisitions | -\$3,715 | -\$13,800 | -\$5,800 | -\$800 | -\$800 | -\$800 | -\$800 |
| Net Cash used through Capital Activities | -\$3,715 | -\$13,800 | -\$5,800 | -\$800 | -\$800 | -\$800 | -\$800 |
| FINANCING ACTIVITIES | | | | | | | |
| Funding for acquisition of capital assets | \$4,587 | \$6,798 | \$3,797 | \$800 | \$800 | \$800 | \$800 |
| Net cash flows from Financing activities | \$4,587 | \$6,798 | \$3,797 | \$800 | \$800 | \$800 | \$800 |
| Increase (Decrease) in Cash and short-term investments | \$2,090 | -\$6,835 | -\$1,899 | -\$3,731 | -\$2,552 | -\$1,636 | -\$1,531 |
| Cash and cash equivalents, beginning of year | \$19,688 | \$21,778 | \$14,943 | \$13,044 | \$9,313 | \$6,761 | \$5,125 |
| CASH AND CASH EQUIVALENTS, END OF YEAR | \$21,778 | \$14,943 | \$13,044 | \$9,313 | \$6,761 | \$5,125 | \$3,594 |

Table 5 – Changes in Net Assets

| <i>(in thousands of \$)</i> | 2020-21 <i>Actual</i> | 2021-22 <i>Forecast</i> | 2022-23 <i>Budget</i> | 2023- 24 <i>Projection</i> | 2024-25 <i>Projection</i> | 2025-26 <i>Projection</i> | 2026-27 <i>Projection</i> |
|--|--------------------------|----------------------------|--------------------------|-------------------------------|------------------------------|------------------------------|------------------------------|
| Investment in capital assets, beginning of period | \$10,102 | \$10,102 | \$10,102 | \$10,102 | \$10,102 | \$10,102 | \$10,102 |
| Changes in investment in capital assets | - | - | - | - | - | - | - |
| Investment in capital assets, end of period | \$10,102 | \$10,102 | \$10,102 | \$10,102 | \$10,102 | \$10,102 | \$10,102 |
| Unrestricted net assets, beginning of period | \$2,640 | \$1,933 | \$1,933 | \$2,984 | -\$847 | -\$3,499 | -\$6,735 |
| Surplus (loss) for the period | -\$707 | \$0 | \$1,051 | -\$3,831 | -\$2,652 | -\$3,236 | -\$3,131 |
| Unrestricted net assets, end of period | \$1,933 | \$1,933 | \$2,984 | -\$847 | -\$3,499 | -\$6,735 | -\$9,866 |
| NET ASSETS END OF PERIOD | \$12,035 | \$12,035 | \$13,086 | \$9,255 | \$6,603 | \$3,367 | \$236 |

Table 6 – Parliamentary Funding

| <i>(in thousands of \$)</i> | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|---|-----------------|-----------------|-----------------|-------------------|-------------------|-------------------|-------------------|
| | <i>Actual</i> | <i>Forecast</i> | <i>Budget</i> | <i>Projection</i> | <i>Projection</i> | <i>Projection</i> | <i>Projection</i> |
| Base Appropriations | \$27,317 | \$28,514 | \$28,514 | \$28,514 | \$28,514 | \$28,514 | \$28,514 |
| Payments-in-lieu-of-taxes increase | \$0 | \$1,500 | \$2,534 | \$1,445 | \$1,529 | \$0 | \$0 |
| COVID-19 Pandemic relief | \$5,339 | \$6,103 | \$5,516 | \$0 | \$0 | \$0 | \$0 |
| Retroactive wage adjustment | \$2,639 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Health and safety projects | \$3,250 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Ingenium Centre Fit-Up | \$0 | \$7,000 | \$3,000 | n.a. | n.a. | n.a. | n.a. |
| Sub-Total <i>Main Estimates</i> | \$38,545 | \$43,117 | \$39,564 | \$29,959 | \$30,043 | \$28,514 | \$28,514 |
| Deferred appropriations used in current year | \$2,545 | \$7,000 | \$2,000 | \$0 | \$0 | \$0 | \$0 |
| Appropriations approved in current year for specific projects in future years | -\$3,250 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Amount used to purchase capital assets | -\$1,763 | -\$13,800 | -\$5,800 | -\$800 | -\$800 | -\$800 | -\$800 |
| Amortization of deferred Capital funding | \$10,804 | \$11,500 | \$11,500 | \$12,000 | \$12,000 | \$12,000 | \$12,000 |
| Appropriations reported in Statements | \$46,881 | \$47,817 | \$47,264 | \$41,159 | \$41,243 | \$39,714 | \$39,714 |

4.3.1 Notes supporting the financial assumptions

Parliamentary Appropriations: The Corporation assumes it will continue to receive the base level of appropriations over the five-year period, \$28.5 million annually.

In addition, the Corporation will receive temporary funding for COVID relief of \$5.516 million in 2022-23, as it had in 2020-21 and 2021-22, however, it does not presume to receive COVID relief in the future. The Corporation will receive continued temporary increase in PILT funding over the next three fiscal years in the amounts of \$1.483 million in 2022-23; \$1.445 million in 2023-24; and \$1.529 million in 2024-25, as well as an amount of \$1.051 million to address an unfunded PILT payable amount due since 2020-21.

In 2021-22, base appropriations were adjusted to reflect economic salary increase funding. Projections exclude assumption of future funding adjustment for future economic salary increases.

The Corporation will receive \$3 million in 2022-23, the remaining balance of the \$10 million announced in 2021-22 to complete the fit-up of the Ingenium Centre, and use \$2 million in deferred appropriations received in previous years to complete health and safety-related projects delayed by the pandemic.

Detailed Revenue Assumptions

The largest portion of operating revenues is generated by charging fees on museum activities and services, including admissions and programs, memberships, thematic experiences, parking, facility rentals. The Corporation also generates income from boutique sales, the sale of milk produced at CAFM, and a portion of catering and concession proceeds. Revenues are highly correlated with museum attendance projections. The pandemic impacts on revenues are expected to dissipate through 2025-26, as public activity returns to normalcy.

Admission revenue: The admission gate revenue projection for 2022-23 assumes that the current public health measures will continue to impact attendance, such as travel restrictions, group size limits, as well as the public's hesitation to visit non-essential public spaces and toward tourism. The projections for the following years are based on the incremental visitation recovery anticipated through 2025-26.

Programming revenue: Museums offer public programs, educational programs, field trips, special events, seasonal camps, guided tours, and birthday parties. The Corporation assumes it will gradually reintroduce limited onsite delivery of various programs and activities over 2022-23 and that it will take time to rebuild this audience. It will also closely monitor the demand for continued virtual programming, as it is likely that both on-site and virtual delivery may be required to retain audiences.

Membership revenue: The Corporation offers a tiered membership program with categories for families, seniors, students, major donors and others. While attendance and membership sales were significantly down in 2020-21 and 2021-22 due to museum closures, membership sales and renewals are expected to begin their recovery in 2022-23.

Retail revenue: The CASM and CSTM have on-site boutiques, complemented by an online retail site, which sell books, toys, games, giftware, apparel, and branded merchandise. They had been experiencing a positive trend in the average retail revenue per visitor since reopening the CSTM in 2017, from \$1.85 per visitor to \$2 per visitor in 2019-20. Boutique sales dropped substantially due to the site closures in 2020 and 2021. Retail revenues began to rebound in late summer 2021 and are expected to fully recover to pre-pandemic levels by 2025-26.

Parking revenue: Parking at the museum sites is available at a maximum charge of \$8 per day. The Corporation receives all parking revenue, and pays a management fee to a third party which monitors the lots, collects parking fees, and maintains the meters. Over the planning period, the parking revenues are expected to incrementally recover until they level off in 2025-26, aligned with the new base attendance level.

Facility rentals revenue: The calculation of facility rentals revenue uses a fee-per-event model plus a profit-sharing model with an on-site food services provider at CASM and CSTM. Preferred caterers also pay an annual fee. The awareness of rental spaces in the CAFM Learning Centre, the CASM and the renewed CSTM had grown in recent years, until all events had to be cancelled from March 2020 until October 2021. The facilities rentals revenue projection for 2022-23 assumes there will be a low number of bookings and little concession revenue as its new provider gets established. Over the planning period, the Corporation assumes a slow increase in rentals and in the profit margin per rental.

Travelling Exhibitions revenue: The Corporation collects fees for the rental of travelling exhibitions by other venues domestically and internationally. Travelling exhibitions are developed with financial contributions from third-parties. Ingenium has grown its travelling exhibition program, with exhibitions of various sizes, both 2D and 3D types, which are marketed to both heritage institutions and non-traditional venues like libraries and embassies. However, due to the pandemic, many bookings were cancelled or postponed, while the rate of new bookings plummeted. The revenues in this category are only expected to begin recovery once public venues re-open to full capacity.

Farm operations revenue: The CAFM includes a demonstration working farm which generates revenues from milk production and livestock sales. This is the only revenue category that will not experience a sharp decline and incremental recovery due to the COVID. Farm operations revenues are projected at a consistent level over the planning period.

Other (miscellaneous) revenue: The revenues in this category depend heavily on the visitor participation in thematic experiences at CAFM and CASM for an additional fee, as well as the number of special events at the museums. Licensing and copyright fees are also recognized in this category. The proceeds of the sales of surplus assets, rationalized as part of the collection, general warehouse and office move, were the main contributor to the significant increase in these revenues in recent years.

Sponsorships and contributions: These include in-kind and financial contributions garnered through partnership agreements and from the Ingenium Foundation, a registered charity and separate legal entity, which is dedicated to providing access to the Corporation's exhibitions and educational programs, as well as funds to care for the national collection. In-kind contributions include support from employees of other government organizations for which the fair market value can be determined.

Interest revenue: The short-term cash balance is invested in low-risk vehicles (i.e. GICs) with an expected yield of 1.5 percent. The cash balance that was carried in recent years was mainly associated with the capital funds in reserve to complete the Ingenium Centre and health and safety-related infrastructure recapitalization projects. As the Corporation uses funds to complete infrastructure projects in 2022-23, interest revenue will be much lower over the planning period.

Description of the Core Responsibilities

Heritage Preservation and Research includes all of the activities dedicated to developing and caring for the collection, such as cataloguing and conserving artifacts and archives, conducting historical research, and providing library and information management services. It also includes the costs for preparing the collection and moving it to the new Ingenium Centre. Curatorial, conservation and collection staff salaries are included here.

Exhibitions, Programs and Outreach includes all the activities dedicated to the interpretation of the collection and the demonstration of scientific and technological processes through exhibitions, national initiatives, educational resources, skills development and outreach offerings. Salaries of the museums' staff are included in this category.

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

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

4.4 Operating Budget

The planned spending over 2022-23 will allow Ingenium to progress in its major activities presented in section 3, maintain essential operations, services and assets, as well as its program integrity, toward achieving outcomes for Canadians. The Corporation will operate in a balanced position thanks to temporary COVID-19 relief and recovery funding of \$5.516 million to offset the revenue losses and additional costs associated with the pandemic impacts, as well as temporary additional funding of \$1.5 million for Ingenium Centre PILT obligations, which exceed Ingenium's base PILT funding.

Table 7 – Operating Budget by Major Activity

| <i>(in thousands of \$)</i> | 2018-19 | 2019-20 | 2020-21 | 2021-22 | | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | Actuals | | | Budget | Forecast | Budget | Projection | Projection | Projection | Projection |
| Personnel costs | 23,276 | 23,308 | 22,317 | 22,500 | 22,672 | 22,800 | 22,950 | 23,000 | 23,050 | 23,050 |
| Facilities non-discretionary costs | 11,510 | 12,251 | 12,301 | 10,570 | 10,495 | 10,725 | 10,485 | 10,710 | 10,935 | 11,170 |
| Mold remediation | 170 | - | - | - | - | - | - | - | - | - |
| Collection moving | 502 | 1,586 | 735 | 800 | 1,500 | - | - | - | - | - |
| Amortization | 7,823 | 9,621 | 11,357 | 12,500 | 11,600 | 11,600 | 12,100 | 12,100 | 12,100 | 12,100 |
| Collection development and management | 796 | 586 | 520 | 665 | 580 | 580 | 590 | 590 | 600 | 600 |
| Programming and exhibitions | 5,546 | 4,870 | 2,301 | 2,252 | 2,444 | 2,493 | 2,800 | 3,100 | 3,400 | 3,500 |
| Internal services support | 1,650 | 1,620 | 1,560 | 1,450 | 1,500 | 1,530 | 1,540 | 1,550 | 1,560 | 1,570 |
| Advertising | 674 | 812 | 91 | 455 | 200 | 300 | 480 | 640 | 800 | 800 |
| Gift shop products | 647 | 536 | 151 | 150 | 190 | 210 | 330 | 440 | 550 | 560 |
| Total accrual basis | 52,594 | 55,190 | 51,333 | 51,342 | 51,181 | 50,238 | 51,275 | 52,130 | 52,995 | 53,350 |
| Less amortization* | (7,723) | (9,521) | (11,257) | (12,400) | (11,500) | (11,500) | (12,000) | (12,000) | (12,000) | (12,000) |
| Less increase in accounts payable** | - | - | (1,051) | - | - | 1,051 | | | (1,500) | (1,500) |
| Total cash basis | 44,871 | 45,669 | 39,025 | 38,942 | 39,681 | 39,789 | 39,275 | 40,130 | 39,495 | 39,850 |

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

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

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

There was a steep decline in Exhibitions, programs and outreach due to the pandemic-related museum closures and cancellation of on-site programs, camps, and other activities, which reduced the need for casual and term positions.

The forecast of expenses for 2022-2023 reflected increased costs for developing and delivering programs and exhibitions, internal services, advertising, and acquiring gift shop products to sell. Personnel costs and non-discretionary facilities expenses and amortization expenses are increasing due to the Ingenium Centre completion and the extension of the collection move project. Collection development and management expenses will be slightly higher due to the acquisition of materials and supplies to care for the collection

To operate and maintain its 16 buildings and protect its collection across the three museum sites, Ingenium incurs substantial fixed non-discretionary including rent, PILT, security, property maintenance and utilities. These costs are affected by inflation and determined by market prices and contract negotiations. Leases of buildings will end in 2022-23 as the last remaining leased storage facility will be vacated when the move is complete in summer 2022. In 2022-23, the Corporation will do its best to keep facilities spending within budget despite prices spiking due to ongoing supply chain issues and rising inflation.

4.5 Capital Budget

The capital budget for 2022–23 will be used to complete health and safety-related recapitalization projects, and to complete of the interior fit-up and exterior site works for the new Ingenium Centre made possible by special federal funding. The base capital budget of \$800,000 will be used to make critically needed repairs in building systems, information technology systems, conservation laboratory and material handling equipment, and furniture and fixtures.

Moreover, with audience expectations for digital, interactive cultural content fuelled by rapidly advancing media technology, IT and digital software and hardware require continuous upgrades.

The Corporation’s capital budget is presented in the context of a five-year capital spending outlook in Table below.

Table 8 – Capital Budget

| <i>(in thousands of \$)</i> | 2018- 19 | 2019- 20 | 2020- 21 | 2021-22 | | 2022- 23 | 2023- 24 | 2024- 25 | 2025- 26 | 2026- 27 |
|--|----------------|---------------|--------------|---------------|-----------------|---------------|--------------------|-------------|-------------|-------------|
| | <i>Actuals</i> | | | <i>Budget</i> | <i>Forecast</i> | <i>Budget</i> | <i>Projections</i> | | | |
| <i>Heritage preservation & research</i> | | | | | | | | | | |
| Technical equipment | 9 | 0 | 0 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| <i>Exhibitions, programs & outreach</i> | | | | | | | | | | |
| Farm equipment | 0 | 0 | 0 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| Permanent exhibitions | 1,029 | 580 | 1,381 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>Museum and collection buildings</i> | | | | | | | | | | |
| Ingenium Centre | 76,665 | 18,861 | 742 | 7,692 | 7,000 | 3,000 | - | - | - | - |
| Health & Safety projects | 337 | 143 | 267 | 4,308 | 6,000 | 2000 | - | - | - | - |
| CSTM Lifecycle repairs | 212 | 0 | 0 | 150 | 150 | 150 | 150 | 150 | 150 | 150 |
| CASM Lifecycle repairs | 0 | 0 | 100 | 125 | 125 | 125 | 125 | 125 | 125 | 125 |
| CAFM Lifecycle repairs | 0 | 0 | 0 | 75 | 75 | 75 | 75 | 75 | 75 | 75 |
| Security equipment | 0 | 0 | 0 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| Tenant improvements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>Internal services</i> | | | | | | | | | | |
| Fleet and other equipment | 0 | 0 | 137 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| IT infrastructure | 106 | 0 | 40 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |
| Total (cash basis) | 78,398 | 19,584 | 2,667 | 12,800 | 13,800 | 5,800 | 800 | 800 | 800 | 800 |

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4.5.1 Health and Safety Projects

In budget 2016, the government approved five-year capital funding of \$12.624 million for the Corporation to make repairs and recapitalize its facilities and equipment in order to address health and safety concerns associated with deferred recapitalization projects. To date, all the projects have been completed within plus/minus 5 to 10 percent of their estimate, allowing the Corporation to remain within the overall funding allocation.

Projects that were to be completed in 2020-21 experienced delays in their planning and implementation due to impacts of the pandemic (reduced activities and site closures), as follows:

- the renovation of the small artifacts storage and conservation laboratory buildings 193 and 194 at the CASM site, which involves replacing the roof, mechanical systems (HVAC), and fire, life and safety systems, will be completed by March 2023;

- the repairs and replacement of the airport runway perimeter fence at CASM will occur in spring 2022, as the work requires favourable weather conditions; and
- the relocation of parking at the CAFM was approved and the project will be completed in 2022-23.

4.5.2 The Ingenium Centre

As part of the federal infrastructure initiative announced in federal budget 2016, the Corporation received capital funding totalling \$150.2 million, to construct a new purpose-built collections conservation centre to preserve and protect priceless Canadian heritage artifacts. This building provides specialized temperature and humidity controlled, sealed and secure artifact storage, as well as laboratories and workshops, research space, a library and archives and corporate offices. The Corporation is the Centre's primary occupant, which includes a space for art storage for the National Gallery of Canada. Co-tenancy builds on natural synergies that lead to efficiencies.

Due to site, design and construction issues arising from unforeseen sub-terrain conditions, labour strikes, material shortages, manufacturing delays, tariffs, design requirements imposed through the land use approval, among other factors, the cost to construct the Ingenium Centre grew beyond estimations and funding level. Hence, some elements were deferred in order to ensure the base construction and fit-up of the Centre. Through budget 2021, the federal government provided an additional \$10 million to complete the building equipment fit-up and site circulation. In total, the Ingenium Centre once completed will have cost approximately \$160 million.

Thanks to the project funding top-up received through budget 2021, the project will be able to meet most of its objectives: providing safer collections access; providing appropriate temperature and humidity-controlled and secure environments and new labs for collection preservation; consolidating staff with collections and labs for increased productivity and efficiency; and establishing a new research institute focused on the collection and Canada's material culture.

The construction of the Ingenium Centre was completed in 2019-2020. Over 2021-22, the final racking fit-up was installed, while the service elevator, exterior circulation, pedestrian pathways and parking improvements will be completed in 2022-23, along with the digital lab and vitrine installations.

The Corporation held a soft opening in November 2019, coinciding with its Annual Public Meeting and the launch of its Strategic Plan for 2020-25. Reviews were positive. Ingenium will hold a formal public launch after the pandemic-related restrictions on public gatherings are lifted and the move is completed, in 2022-23.