



Annual Report 2022-2023



Ingenium

Canada's Museums of Science and Innovation
Musées des sciences et de l'innovation du Canada

Canada 

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Message from the Chair and CEO

Fiscal 2022-23 proved to be a strong year for the corporation as we focused efforts on the objectives outlined in our Strategic Plan 2020-25. Ingenium is fostering partnerships with other leaders in the STEAM (Science, Technology, Engineering, Arts, and Mathematics) ecosystem – collaborating to boost science literacy on key issues of our time. We're pushing the boundaries of engagement to connect with more Canadians and reflect diverse voices and communities. Lastly, we are securing our three museums as destinations of choice and preserving the national collection for future generations to strengthen our foundations.

The Ingenium Centre and the three museums are situated on the traditional and unceded territory of the Anishinaabe Algonquin Nation. Ingenium is committed to working with Indigenous Peoples to represent First Nations, Inuit, and Métis cultures and ways of knowing, through further development of the national collection, programming, and services. And Ingenium is advancing equity and inclusion across all of our programs and operations. We continued to engage with diverse communities in shaping experiences, and took strides to improve the accessibility of our physical and digital experiences. Finally, the creation of our first Accessibility Plan is also part of an ongoing commitment to becoming an inclusive organization that provides accessible programs, services, facilities, and employment opportunities.

A major milestone was achieved in August when the last of our artifacts was moved into the Ingenium Centre, the state-of-the-art facility designed to protect and showcase Canada's national science and technology artifacts and archives collections. It houses more than 85,000 artifacts and nearly two million 2D artifacts, which are now more accessible to all.

Local visitors and tourists alike flocked to the Canada Agriculture and Food Museum, Canada Aviation and Space Museum and Canada Science and Technology Museum in 2022-23. New exhibitions, special programming and field trips buoyed museum visitation. Overall, we welcomed a total of 569,670 visitors this past year. While still lower than pre-pandemic figures as we recover from its severe impacts, the increase in visitation from last year is a positive indicator that Canadians value the experiences our museums have to offer.

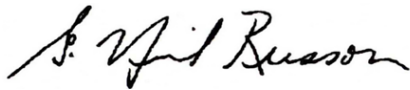
As our on-site programming was in full force, Ingenium continued to deliver virtual programs to millions of people across the country unlocking the curious and creative minds of future innovators. Ingenium was also present coast to coast to coast this year, largely through the lending of our travelling exhibitions, Edukits, and artifacts.

Like many similar cultural organizations, Ingenium generated an increase in revenue compared to the previous year due to returning visitation. Despite this modest revenue increase in fiscal 2022-23, long-term financial sustainability continues to be a pressing concern for the corporation because of compounding impacts of rising operational costs due to inflation and aging assets. We are grateful for the federal government's financial support that was included in the 2023 federal budget to help national museums address infrastructure maintenance pressures in the short term.

The contributions from our corporate partners and sponsors, the donations to the Ingenium Foundation, and the commitment from our volunteers are all instrumental in helping us achieve our goals. Together, their support makes it possible for us to share more stories of scientific and technological innovation with Canadians as we inspire the next generation of STEAM innovators.

This past year, the tenures of several board trustees ended, and we would like to take this opportunity to thank each for their commitment and hard work to ensure our organizational success through an especially difficult period. We welcomed new trustees in their place, and we look forward to working with them as we continue to move boldly forward in pursuit of our strategic plan.

We also thank our dedicated employees who unrelentingly welcomed visitors to our sites and delivered our STEAM programs to Canadians virtually and in person. This past year, employees rebounded from the negative pandemic challenges and shone with renewed enthusiasm, living up to our corporate values of creativity, inclusiveness, collaboration, and accountability.



Neil Russon,
Chair



Christina Tessier,
Director and CEO

Governance

Ingenium¹ is a Crown corporation governed by a Board of Trustees, who are appointed by the Governor in Council on the recommendation of the Minister of Canadian Heritage, and are selected through an open, transparent and merit-based selection process. They are representative of Canada's regions, linguistic duality, and cultural diversity. The Board is accountable to Parliament, through the Minister of Canadian Heritage, for Ingenium's business affairs.

The Board is composed of up to 11 Trustees, including a Chairperson and Vice-Chairperson. Trustees are nominated for a period not exceeding four years, and each is eligible to serve three consecutive terms (or, in the case of the Chair and Vice-Chair, two consecutive terms). If a Trustee has not been appointed by the time the term of an incumbent expires, the incumbent Trustee may continue in office until a successor has been appointed. Trustees are collectively responsible for strategic leadership and accountability, management of Ingenium's business activities and affairs, assessing the CEO's performance, and ensuring that all duties conferred upon Ingenium by the *Museums Act* and Part X of the *Financial Administration Act* are carried out. The Board also engages with the public at its Annual Public Meeting, during which it shares Ingenium's mandate, priorities, and financial oversight. The full Board met five times during the 2022-23 fiscal year.

COMMITTEE STRUCTURE

Five Board Committees support the work of the full board. Their key responsibilities and membership are provided below.

Executive Committee

The Executive Committee (EC) consists of the Chair, the Vice-Chair, two additional Trustees designated by the Board, and the Director and CEO, who sits as a non-voting member. This Committee has full authority to act when the full Board of Trustees is unable to meet in a timely fashion. The Executive Committee did not meet during the 2022-23 fiscal year.

Finance, Audit and Risk Management Committee

The Finance, Audit and Risk Management Committee (FARMC) oversees Ingenium's financial management, its practices, and its information systems. This Committee reviews and advises the Board of Trustees on Ingenium's five-year operating and capital plans, as well as annual and quarterly financial statements. The Committee also selects internal audits; reviews and advises the Board of Trustees on plans and reports from auditors; and oversees Ingenium's risk management policies and practices.

The Committee comprises no fewer than four Trustees, in addition to the Chair of the Board. The Director and CEO may attend meetings of the committee without a vote.

The Finance, Audit and Risk Management Committee held four meetings in 2022-23.

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

Governance Committee

The Governance Committee (GC) monitors and reviews the governance of Ingenium in relation to best practices, and recommends changes aimed at enhancing operational effectiveness. This Committee also reviews the Board's committee structures and memberships, and ensures that a Board self-assessment process is in place. This Committee establishes the Director and CEO's annual performance objectives, provides governance oversight for the health and safety of Ingenium employees and the culture and values of the Corporation, and reviews and recommends nominations for trustee appointments and reappointments. This Committee comprises no fewer than four Trustees, as well as the Chair of the Board and the Director and CEO, who are non-voting members. The Governance Committee held four meetings in 2022-23.

Major Facilities Committee

The Major Facilities Committee (MFC) was formed to provide additional Board oversight for the renewal of the Canada Science and Technology Museum, and the construction of the Ingenium Centre. The Committee comprises no fewer than four Trustees, as well as the Chair of the Board. The Director and CEO is a non-voting member of the Committee. The Major Facilities Committee held three meetings in 2022-23.

Sustainability and Outreach Committee

The Sustainability and Outreach Committee (SOC), established in August 2020, assists the Board of Trustees in providing strategic guidance to the Corporation to achieve greater financial stability, revenue diversification, and stakeholder engagement. This Committee is composed of at least four and not more than six Trustees, as well as the Chairperson and Director and CEO. The Sustainability and Outreach Committee held three meetings in 2022-23.

Board of Trustees (as at March 31, 2023)

Name, Region

Term – BOARD COMMITTEES

Neil Russon, New Brunswick

May 9, 2019 to May 8, 2023 – Chairperson, EC (Chair), FARMC, GC, MFC, SOC

Marian K. Brown, British Columbia

June 30, 2019 to June 29, 2023 – Vice-Chairperson, EC, GC (Chair), MFC, SOC

Mary Anne V. Chambers, Ontario

November 4, 2022 to November 3, 2026 – GC

Doramy Ehling, British Columbia

November 4, 2022 to November 3, 2026 – GC

Gervan Fearon, Ontario

November 4, 2022 to November 3, 2026 – FARMC

A. Christian Idicula, Alberta

March 1, 2018 to October 6, 2025 – EC, FARMC (Chair), SOC

Jascha Jabes, Ontario
December 2, 2022 to December 1, 2026 – GC

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

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

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

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

Trustees whose terms ended during fiscal year 2022-23:

Michael Geist, Ontario
March 1, 2019 to November 2, 2022 – EC, GC, SOC

Radosveta Ilieva, Quebec
October 27, 2020 to November 2, 2022 – FARMC, GC

Paul Johnston, Ontario
June 1, 2019 to November 2, 2022 – EC, FARMC, GC

Heather Kennedy, Alberta
June 13, 2018 to December 2, 2022 – EC, GC, MFC, SOC

Matthew Lafrenière, Ontario
May 23, 2019 to November 2, 2022 – FARMC

Marianne Sadar, British Columbia
October 27, 2017 to November 2, 2022 – GC, SOC

Executive Management

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



At March 31, 2023, the individuals serving in these positions were:

- Director and Chief Executive Officer: Christina Tessier
- Chief Operating Officer: Kimberlee Hemming
- Director General, Canada Agriculture and Food Museum: Kerry-Leigh Burchill
- Director General, Canada Aviation and Space Museum: Chris Kitzen
- Director General, Canada Science and Technology Museum: Lisa Leblanc
- Vice-President, Business Development: Darcy Ferron
- Vice-President, Collection, Research and Corporate Governance: Monique Horth
- Vice-President, Digital and Public Affairs: Olivier Carré-Delisle

Overview of Ingenium – Canada’s Museums of Science and Innovation

Vision

Ingenium ignites ingenuity

Mission

Ingenium is a catalyst for unlocking the curious and creative minds of a nation of innovators

Mandate

Ingenium – Canada’s Museums of Science and Innovation, whose legal name is the National Museum of Science and Technology, was established as an autonomous Crown corporation on July 1, 1990, under the *Museums Act*. As stated in the Act, the mandate of Ingenium is:

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

Ingenium oversees three national museums of science and innovation in Ottawa – the Canada Agriculture and Food Museum (CAFM), the Canada Aviation and Space Museum (CASM), and the Canada Science and Technology Museum (CSTM) — and the new Ingenium Centre, which houses an exceptional collection, research institute, and digital innovation lab.

Ingenium takes science engagement to the next level by co-creating participatory experiences, acting as community hubs and connectors, helping Canadians contribute to solving global challenges, and creating a collective impact which extends far beyond the physical spaces of our museums.

Ingenium is a vital link between science and society. Our engaging digital content, outreach programs, travelling exhibitions, and collaborative spaces help to educate, entertain, and engage audiences across Canada and around the world.

Canada Agriculture and Food Museum

The Canada Agriculture and Food Museum offers hands-on food literacy demonstrations and immersive exhibitions on a working farm in the heart of our nation's capital. It showcases milestones in Canadian agriculture which inform and inspire the future of food security and sustainable agriculture. It also highlights the relationship between agricultural science and technology and Canadians' everyday lives. Visitors to the site have a unique opportunity to experience hands-on demonstrations, participate in seasonal programs and see diverse breeds of farm animals as well as technology. Virtual visitors and national audiences are able to access learning modules, experiments, recipes and online programs that feature key issues of our time.

Canada Aviation and Space Museum

The Canada Aviation and Space Museum is aptly located at Ottawa's historic Rockcliffe Airport, a former military air base. The museum brings Canadian aviation to life, from its beginnings in 1909 to the present. It showcases the largest aviation collection in Canada, which is considered to be one of the finest in the world and includes more than 130 aircraft as well as artifacts such as propellers and engines. Visitors are introduced to both civil and military service, and the museum also includes the enthralling world of space flight. The original Canadarm used on the Endeavour space shuttle is a highlight of the museum's space technology exhibitions.

Canada Science and Technology Museum

The Canada Science and Technology Museum tells Canada's innovation story through discovery, play, and experiential learning. Acting as a bridge between science and technology and visitors, the museum's immersive spaces inspire a better understanding of the integral role innovation plays in shaping our shared future. As visitors walk through the exhibitions, visit the demonstration stage, or tinker in Exploratek, they become a part of Canada's story of science, technology, and innovation.

Ingenium Centre

The Ingenium Centre houses Canada's science and technology collection, with more than two million archival, trade literature, and library materials and more than 116,000 artifacts. It is home to the Ingenium Research Institute and the Ingenium Digital Innovation Lab. Through bold engagement and worldwide collaboration, both of these initiatives will put the Ingenium Centre at the heart of discovery and innovation, involving researchers, educators, and the public in new and creative ways.

Ingenium's Highlights

Collaborate to Innovate – Inspiring Canadian Ingenuity

In this third year of its five-year strategic plan, Ingenium is building on past partnership successes to help inspire Canadian ingenuity. The foundation of our program offerings lies in the strength of our partnerships, which are vital for Ingenium to position itself as a trusted leader across the STEAM ecosystem. Throughout the year, we have seen that curiosity, creativity, collaboration and innovation are key to our success. Initiatives such as the two-year GenAction climate change program bring this spirit of collaboration to life. With the aim of engaging 15,000 youth in diverse, hands-on, and locally relevant activities, Ingenium launched this program in partnership with the Canadian Association of Science Centres with the goals of achieving practical results such as reducing carbon emissions. This same collaborative effort strengthened the success of this year's Ingenium-NSERC STEAM Horizon Awards, which celebrated five innovative Canadian high school youth – including two Indigenous students – studying and pursuing careers in STEAM. The program provided each winning student with \$25,000 to fund their post-secondary education, thanks to the support of the year's event sponsors: the Natural Sciences and Engineering Research Council of Canada (NSERC), Indspire, Lockheed Martin Canada, Syncrude Operated by Suncor, and the Ingenium Foundation.

Through a rich variety of educational offerings, development opportunities for youth and educators, and collaborations forged across the STEAM ecosystem, Ingenium continues to find ways to build communities of knowledge around the national collection, and enable partners and educators alike to ignite a culture of innovation across Canada.

With the return to the classroom after more than two full years of COVID-caused interruptions, STEAM-related programming and activities got underway in earnest to boost science literacy across the country. All three Ingenium museums renewed their partnership with Connected North - a leading-edge initiative that fosters student engagement in remote Indigenous communities through two-way video communication - for the 2022-23 school year. Across all our sites, our reach was expanded through the development of specialized educational programming including on-site school programs, and new virtual field trips. Collaborating with the Canadian Council for Aviation and Aerospace, the Canada Aviation and Space Museum developed the museum's Aviation and Technology Virtual Field Trip targeted to high school students. At the Canada Agriculture and Food Museum, the AgVenture outreach school programs were restarted and integrated with existing virtual field trips. In its Exploratek "tinkering" studio where visitors of all ages experiment with STEAM subjects, the Canada Science and Technology Museum conducted an on-site professional development workshop for elementary teachers from a local Ottawa school board.

Further to museum programming, Ingenium continues to create wide-reaching development opportunities that connect directly with teachers and other educators. Thanks to donor contributions, Ingenium was able to expand the STEM Institute for Elementary Teachers that delivers innovative, hands-on, and high-energy workshops to elementary teachers to help them explore techniques to make science come alive and to teach students new ways to apply their knowledge. The 25 workshops cover a variety of science and mathematics topics, reaching approximately 250 teachers across Canada.

To boost STEAM engagement with underserved youth in the wider community, Ingenium launched its GO STEAM program with the support of the Ingenium Foundation and in partnership with 12 community groups. The program was offered at the Canada Science and Technology Museum, virtually, and off-site. Examples of local off-site organizations that benefited from GO STEAM presentations were the Wabano Aboriginal Health Centre, the Summer Solstice Indigenous Festival, the Ottawa Food Bank, and the Pinecrest Terrace House Community Centre. In total, more than 700 children aged 5 to 16 years old participated in 49 off-site programs throughout the year.

Across our museums, key partnerships also facilitated the development of a rich array of programming that fosters scientific literacy reflective of timely issues. Collaborative events such as the [First Annual UNESCO Geodiversity Day Event](#) - which featured symposiums, keynote speakers, and digital exhibitions -, the Canada Aviation and Space Museum's annual Kenneth Molson Lecture Series, and the Canada Agriculture and Food Museum's Food for Thought series showcase Ingenium's goal of sharing Canadian innovators' stories of success, failure, and perseverance. October's session with Canadian Inuk activist and Nobel Peace Prize nominee Sheila Watt-Cloutier encouraged participants to re-imagine a new way forward to mitigate climate change by focusing on solutions using Indigenous wisdom.

Ingenium put a spotlight on aquatic science and research through dedicated programming that highlights the ongoing UN Decade of Ocean Science (2021 to 2030). Through our national Women in STEM program, and in collaboration with the Canadian Commission for UNESCO and Fisheries and Oceans Canada (DFO), we shared stories of women and non-binary persons in ocean sciences at the Canadian Coalition of Women in Engineering, Science, Trades and Technology conference held in Halifax in May. The Canada Science and Technology Museum joined forces with the Canadian Museum of Nature to produce an Ocean Education Toolkit for museums and science centres that was delivered in June as part of Ocean Week Canada.

Some of our programming also included the rebuilding and promoting of the Capilano Hatchery, which helps counter the declining salmon stocks near North Vancouver. Ingenium continues to work closely with the local Nuxalk Nation on the hatchery's new future visitor centre which will incorporate accessibility features and feature Indigenous language and art.

A further STEAM ecosystem collaboration involved Ingenium signing an important memorandum of understanding with the Indigenous Science, Technology, Engineering and Math Cluster of the federal department of Agriculture and Agri-Food Canada. This MOU will guide Ingenium's efforts toward fulfilling its mandate to foster scientific literacy through the lens of STEM equity. It also supports Ingenium's commitment to work with Indigenous Peoples and partners to co-create content and honour First Nations, Inuit and Metis cultures and ways of knowing in our national collection, programming, and services we offer to the public. The agreement will also further the establishing and leveraging of sustainable partnerships that will grow the STEAM skills pipeline more widely and deeply in Canada. Lastly, the MOU will further enable Ingenium staff to access training and best practices for participating in reconciliation and knowledge-sharing activities.

At the Canada Aviation and Space Museum, the National Research Council, and several other aviation and aerospace stakeholders have developed the non-profit Centre for Advanced Research and Training in Aviation, Mobility and Space, or CARTAMS. CARTAMS brings together private and public organizations from across Canada to help foster innovation and skills development while raising public awareness about the vibrant aviation, mobility and space sectors.

Ingenium continued to create valuable national and international research partnerships and joint projects, through fellowships and collaborating researchers, publications, and conferences informed by our research and unique collection of artifacts. Several new collaborations launched over the year, including a three-year fellowship agreement with the Music Department at the University of Alberta that will give new perspectives on Ingenium's sound collections, a collaborative research project on mining abroad with Carleton University's History Department, and a research project involving a visiting PhD student scholar from the University of Toronto who is working with Ingenium's curator of Science and Medicine. Doctoral, postdoctoral, and graduate students started working and collaborating with several of Ingenium's curators on research projects related to mining, the DEW Line, SAGE computer systems, and northern aviation. Additionally, curators participated in a number of workshops of the Deindustrialization and the Politics of our Time project.

Access for All – Pushing the Boundaries of Engagement

Accessibility is a cornerstone of Ingenium's current five-year strategic plan. We prioritized physical, cognitive, sensory, and socioeconomic accessibility to remove barriers to our sites, programs, and activities to improve access and inclusivity to Canada's heritage.

Ingenium further strengthened its commitment to providing accessible opportunities for visitors, staff, and volunteers by developing a three-year Accessibility Plan, in accordance with the *Accessible Canada Act*. The Accessibility Plan is part of an ongoing commitment to becoming an inclusive organization that provides accessible programs, services, facilities, and employment opportunities. In addition, Ingenium established a new office and directorship of Truth, Reconciliation, Equity, Diversity, Inclusion, and Accessibility Relations and Initiatives.

Stemming from Ingenium's Accessibility Plan, multiple initiatives were undertaken at its three museums. For instance, the Canada Aviation and Space Museum included digital text-to-audio downloadable descriptions of two of its exhibitions on its website, and installed more of their newly-developed accessible console panels. As well, the museum developed digital braille visitor guides and downloadable and printable versions of self-guided tours to **Eyes on the Skies: Managing Air Traffic in Canada** and **Health in Space: Daring to Explore**. For its part, and to support its diverse audiences, the Canada Science and Technology Museum launched pre-visit tools such as sensory guides to prepare visitors for experiences they will encounter at the museum. Although designed for individuals with autism spectrum disorders or for those who may have other cognitive needs, these useful tools are available to all visitors to prepare for and to enhance their visits. The museum also hosted Mellow Mornings on selected Sunday mornings for visitors with various disabilities and for whom a calmer on-site environment would allow them to take full advantage of various museum experiences. The Welcome Wednesdays program was developed at the Canada Agriculture and Food Museum to provide free access to those in our community who otherwise might not be able to experience the museum's offerings such as the new **Aquaculture: Farming the Waters** exhibition that opened in September. The Welcome Wednesdays program offering free museum admission after regular hours was made possible through the support of the Ingenium Foundation and its generous donors. The Foundation supports improved access to other educational and outreach activities such as funding the Curiosity on Stage thought leadership events at the Canada Science and Technology Museum and provides funding for Ingenium's travelling exhibitions to visit remote communities.

Improving accessibility to the museums and to the collection also requires having an open mind to the often lesser-known, hidden, or even troubling stories that the artifacts and archives can tell. One of Ingenium's important accessibility goals is to advance collaborative research with communities and groups to uncover new layers of meaning in the collection that reflect varied perspectives. In this vein, curators and outside researchers are working on many diverse projects, including collaborative research on domestic technology artifacts; recording oral histories related to the Royal Canadian Air Force SWINTER Trials; working with underrepresented groups such as recent immigrants, 2SLGBTQIA+ individuals, and other identifiable minorities; and, consulting and working with specific groups to offer barrier-free on-site experiences.

Ingenium also boosted its efforts to help improve digital accessibility, in particular, with a new vision and strategy for its Digital Innovation Lab – to be Canada's go-to creative hub for improving access to digital experiences within the cultural sector. The lab's mission goes beyond just supporting Ingenium's own accessibility ambitions, but also to work with organisations that seek to develop products that are community-based and inclusive, and that help advance the development of digital accessibility standards and practices for everyone's benefit. In addition to newly acquired specialised 3D scanning and rendering equipment, the lab was also purposely fit-up with various accessibility features to increase user access but also to serve as a testing bed for newly developed digital prototypes.

An important goal for Ingenium is honouring Indigenous ways of knowing in a spirit of reconciliation. To this end, the corporation is taking several paths related to its collection and programming, and has begun this long-term undertaking of collaborating with Indigenous individuals and communities. Ingenium started working with Indigenous students and researchers to help co-create and assess some of its resources and activities. More specifically, we also continued our relationship with the Kitigan Zibi Anishinabeg to support the development of astronomy educational materials. To address specific recommendations in the Truth and Reconciliation Commission of Canada's report, Ingenium worked with colleagues at Library and Archives Canada and with members of the Federal Interdepartmental Indigenous STEM Cluster for guidance on improving the descriptions of collection objects by removing colonial references and revising wording in the information and descriptions of the artifact and archive collection databases. These continuing and longer-term efforts are supported by a new editing guide.

Engaging with Indigenous individuals and communities in a spirit of mutual collaboration, learning, and respect has led Ingenium to contact and work with Indigenous communities to offer and share programming support. In late September, just ahead of Truth and Reconciliation Day, the Canada Science and Technology Museum hosted two well-attended beading workshops for visitors that were run by Ojibway artist Kelly Nahwegahbow Marsolais. In March, Ontario Métis artist Tracey-Mae Chambers installed a textile artwork created specifically for one of the public spaces in the Learning Centre at the Canada Agriculture Food Museum. This art piece, on display until Fall 2023, is another in the artist's #hopeandhealingcanada initiative that has seen her install similar artistic creations in dozens of public locations across Canada since early 2022.

Another way for Ingenium to expand its reach and reduce barriers for Canadians, is through its travelling exhibition program. Community and regional museums across the country are typical venues that rent and display the corporation's travelling exhibitions. Ingenium also welcomes the display of its travellers in non-traditional venues, such as the mid-September display of **Space to Spoon** at the annual Lindsay Exhibition in Ontario. Immediately afterward, **Space to Spoon** moved for display at the nearby Kawartha Lakes Museum & Archives. Ingenium's travelling exhibitions engaged tens of thousands of Canadians in dozens of regions across the country, most of whom may not visit our museums in person.

And finally, the multi-year move of the national collection's nearly two-million archival and 2D materials and more than 85,000 3D artifacts from leased warehouses to the Ingenium Centre was completed in August 2022. Bringing the collection under one roof makes it much more available to museum staff, other museums' professionals, researchers, and the public. Ingenium also re-opened its libraries and archives to in-person, by appointment visits.

Strengthen our Foundations – Ensuring Long-Term Sustainability

The past year has seen efforts to secure Ingenium's museums as a destination of choice. Exhibitions are a mainstay feature of a museum's educational offerings, and in September the Canada Agriculture and Food Museum opened a new long-term exhibition titled **Aquaculture: Farming the Waters**. Developed in partnership with Fisheries and Oceans Canada, this new exhibition shows visitors that Canada's food production is more than just land-based farming – it also includes aquaculture. A travelling version of the exhibition is in development and will be ready to visit communities across the country starting in 2023. Both versions of the exhibition will run through the remaining years of the UN Decade of Ocean Science for Sustainable Development that ends in 2030.

Ingenium's three museums enjoyed a strong visitor base from inside the National Capital Region and from other nearby communities in Ontario and Quebec. This local visitation was boosted by the re-launch of our emailed monthly visitor newsletter that features the three museums' latest offerings. By fiscal year-end, the newsletter had more than 20,000 subscribers. Our longstanding partnerships with Ottawa Tourism and Tourisme Outaouais continued to attract visitors from farther afield, including Montreal and Toronto, significant sources of tourists to Ottawa.

The total visitor attendance figures at each museum were: Canada Agriculture and Food Museum: 151,618; Canada Aviation and Space Museum: 138,755, and at the Canada Science and Technology Museum: 278,865, for a grand total of 569,238 visitors. The three museums welcomed a total of 4,961 children to their very popular summer day camps that relaunched after a two-year hiatus due to the COVID pandemic.

Key revenue results for the operating year show operating revenue of \$8.3 million; commercial operations net profits of \$1.3 million, and the amount received on a cash basis from contributions, grants and sponsorships of \$1.5 million. More complete and detailed financial results are in the Financial Statements section of this report.

By unlocking the full potential of one of our foundational elements - our national collection - Ingenium is ensuring the long-term sustainability of its operations. Now that the move of the national collection to the Ingenium Centre is complete, we look forward to opening the Centre for public visits and tours in the year to come. As well, the Centre's potential as a focus of excellence for collections care, research, and access is beginning to be realized as originally envisioned. With the goal of expanding programs that leverage the collection to support the next generation of heritage professionals, students from Carleton University's three schools of Public History, Curatorial Studies, and Architecture, worked with Ingenium's artifact collections. Through the year, Ingenium curators and conservators collaborated with five adjunct curators and welcomed nearly 170 students and Fellows to the Ingenium Centre to work with the national collection. Through guest lectures and teaching, Research and Collection reached more than 850 university and college students across Canada.

In accordance with our commitment to working with Indigenous Peoples to reflect First Nations, Inuit, and Métis cultures and ways of knowing through and in the national collection, Ingenium in January signed a new Algonquin Safe-Keeping Agreement with an Algonquin artist in Kitigan Zibi. This agreement is a positive step towards ensuring that Indigenous nations maintain control and ownership over artifacts coming from their communities, and enables us to share these artifacts with Canadians respectfully. We are obliged to follow strict care and use guidelines identified by community for these items entrusted to us.

While under an artifact acquisition moratorium during the collection move, Ingenium nonetheless was able to add to its national collection several artifact and archive lots that were deemed of exceptional historical and technological importance. Highlights of Ingenium's acquisitions included:

- The last operational de Havilland Canada DHC-5A Buffalo CC-115 aircraft, which served the Royal Canadian Air Force from 1967 to 2022.
- A group of three drones and their related peripherals used by CTV Edmonton for news gathering between 2014 and 2020. News content collected daily by this Remotely Piloted Aircraft System was possibly the first in North America to be so regularly integrated into the television station's news broadcasts.
- A sample of a blade and the brake system from an experimental 230 kW vertical axis wind turbine (VAWT) that operated at the Iles-de-la-Madeleine, Quebec, from 1976 to 1986. This turbine demonstrated new wind power capabilities developed during an important period of VAWT research and experimentation in Canada.

Report on Performance Results

Ingenium's successes in 2022-23, as it pursued the third year of its five-year strategic plan through the continued challenges of the COVID-19 pandemic, reflect the resilience of the organization. Fueled by its dedicated and experienced staff, Ingenium met or surpassed 85% of its reported metrics for 2022-23.

This year, Ingenium sought feedback from a variety of stakeholders regarding their experiences with us through our corporate survey program which informed results on key indicators. As noted in the table below, ratings for three metrics were not reported due to the inability to administer the employee survey during Collective Bargaining, and the asset condition result was provided as a baseline year. With our additional eight surveys, we expanded the range and number of stakeholders surveyed while using consistent methodology and questions to obtain a holistic picture of our results. This approach is a conscious shift that moves beyond counting outputs and instead measures the impact of our offerings on or for Canadians. We will continue to build organisational capacity to leverage data both to inform decision-making and evaluate the impact of those decisions with the insights garnered from stakeholder surveys combined with many other data points.

Implementing this impact measurement approach produced telling results. Ingenium stakeholders, including museum visitors, members, and program participants, rated Ingenium experiences highly for increasing their confidence in engaging with key issues of our time (89%), inspiring them to see or think in a new way (90%), and increasing their knowledge of Canadian innovators and innovations (93%). These results speak to Ingenium's success at contributing to a society that innovates and works together to solve key societal problems.

There were similarly positive perceptions of Ingenium's work with stakeholders and towards our TREDIA (Truth and Reconciliation, equity, diversity, inclusion, and accessibility) commitments. Our employees received a perfect score from external partners for exhibiting our shared corporate values in their work (100%), our sites and programs were highly rated in terms of accessibility by Canadians with disabilities who came to our museums (88%), and all of our stakeholders rate their trust in Ingenium as extremely high (99%). Moreover, Ingenium's efforts to foster an inclusive environment were successful: 94% of visitors who self-identified as being from diverse communities reported a strong sense of belonging at Ingenium's museums.

Ingenium surpassed its target for individuals trained to deliver STEAM content but fell below the target for youth participants in STEAM learning. While Ingenium trained hundreds more educators through virtual and off-site training with a downstream effect that will reach hundreds more students and youths, its direct reach to youth was impacted by reduced resources available to deliver a program through a partner. Ingenium will revisit this initiative and revise next year's target accordingly.

Despite falling below target, Ingenium still reached over twice as many youth participants in STEAM learning activities and programs compared to last fiscal year (2021-22). This post-pandemic recovery can also be seen in other indicators, such as number of research sharing opportunities, usage of on-site collection resources, operating revenue, and number of visitors. With a total of 569,238 visitors this fiscal year, we have reached 74% of pre-pandemic visitor levels (2019-20).

The collection move into the Ingenium Centre, a new purpose-built collection conservation building, was delayed by work stoppages during the pandemic, which negatively impacted the work of cataloguing and digitizing key portions of the collection. A plan was developed in 2022-23 to address this cataloguing backlog, and a plan will be developed in 2023-24 for collections digitization. Both activities could be accelerated with additional funding.

Ingenium was present in over half of Canada's (economic) regions this year, largely through the lending of Ingenium's travelling exhibitions, Edukits, and artifacts as well as through the delivery of virtual or on-site training programs. Though below target, Ingenium engaged with Canadians in every province and territory, except Prince Edward Island, demonstrating a wide spread of activity. Moreover, the total number of engagement activities across all regions this year is comparable to last year's, showing a higher concentration of activities within fewer regions. Notably, since the beginning of this strategic plan in 2020, Ingenium has reached a cumulative total of 83% of Canadian (economic) regions.

These results reflect the beginning of Ingenium's recovery from challenging pandemic times as many on-site programs and activities returned this year. They also reflect how our employees pivoted in response to changing public expectations for museum experiences and learning through both on-site and virtual delivery. Together, these results speak to Ingenium's valuable role in contributing to a strong culture of innovation, fostering inclusion and a sense of belonging for diverse communities, and being a relevant public institution for generations to come.

Strategic Goal 1: Collaborate to Innovate

Strategies	Outcomes	Indicators	Rating	2021-22 Results	2022-23 Target	2022-23 Results
Empower a culture of Canadian innovation	Youth have expanded access to STEAM-related learning	Individuals trained to deliver STEAM content	Surpassed			
			Met	609	275	775 educators, co-op students, fellows, and interns trained in teaching and communicating science
		Below				
	Youth participants in STEAM learning	Surpassed				
			Met	10,503 youth	43,695 youth	29,534 youth participated in school programs, summer camps, distance learning, and lectures given by staff.
			Below			
Be a leader and partner of choice across the STEAM ecosystem	Growth of partnerships and networks in the STEAM ecosystem	Growth of partnership and network agreements	Surpassed	New agreements: 18	New agreements: 7	New agreements: 14
			Met			
		Below	Active partners: 56	Active partners: 40	Active partners: 56	
	Strengthened capacity of the STEAM ecosystem	Capacity-building among partners	Surpassed			
		Met	67%	70%	75% of partners reported strengthened capacity in STEAM	
		Below				

Bridge science, technology, and society on key issues of our time	Canadians have a trusted source of information on key issues of our time	Media coverage of our content and expertise	Surpassed	Met	1,217	1,000	4,611 media mentions and interviews
				Below			
	Our audiences feel confident engaging with key issues of our time	Audience trust	Surpassed	Met	98%	External comparison: 90% ¹	99% trust rating [73% strongly agree] from audiences, partners, and program participants
		Audience confidence engaging with key issues	Surpassed	Met	94%	75%	89% of audiences felt more confident engaging with a key issue of our time
				Below			
Empower a culture of Canadian innovation	Strengthened culture of Canadian innovation	Audience exhibiting innovative tendencies	Surpassed	Met	94%	External comparison ² : 50%	90% of audiences reported being inspired to see or think about things in a new way after their experience
				Below			
		Audience inspired by knowledge of Canadian innovations / innovators	Surpassed	Met	92%	External comparison ³ : 60%	93% of audiences reported having greater appreciation of Canada's role in scientific and technological advancement
				Below			

¹ Ontario Science Centre's Report on Attitudes Towards Science 2018

² Rideau Hall Foundation's Culture of Innovation Index 2021

³ Ibid.

Strategic Goal 2: Access for All

Strategies	Outcomes	Indicators	Rating	2021-22 Results	2022-23 Targets	2022-23 Results
Champion physical, cognitive, sensory, and socioeconomic accessibility	Enhanced accessibility of our museums and programs	Audiences perception of accessibility of Ingenium's sites and programs	Surpassed			88% of self-identifying audiences rated accessibility as good or excellent
			Met	76%	75%	
			Below			
Harness the power of digital to connect with Canadians	Canadians have access to our offerings and collections through innovative digital means	Virtual Connections and Engagements	Surpassed			Virtual connections: 4,344,381
			Met	Virtual connections: 3,221,753	Virtual connections: 3.2M	Virtual engagements: 1,070,071
			Below	Virtual engagements: 2,129,448	Virtual engagements: 2.1M	<i>(Modified definition of engagement in 2022)</i>
Respect and include diverse voices and communities	Diverse communities are engaged in shaping experiences and the collection	Digital availability of selected collections	Surpassed			Archives: 41%
			Met	Archives: 41%	Archives: 40%	3D artifacts: Collection move and digital lab completed in 2022-23.
			Below	3D artifacts: collection move not yet complete	3D artifacts: collection move not yet complete	3D digitization plan to come in 2023-24.
Respect and include diverse voices and communities	Diverse communities are engaged in shaping experiences and the collection	Collaborations with diverse communities	Surpassed			12 communities contributed to research, program or exhibition content
			Met	11	6	
			Below			

Collaborations with Indigenous communities are activated throughout Canada	Collaborations with Indigenous communities	Surpassed Met Below	9	5	13 new and on-going collaborations with Indigenous communities and associations
Audiences who traditionally faced barriers participated in onsite and online experiences	Visitorship representation	Surpassed	Indigenous people: 2%	<i>External comparison⁴:</i> Indigenous people: 2.9%	Indigenous people: 3%
		Met	Members of visible minority communities: 15%	Members of visible minority communities: 29%	Members of visible minority communities: 15%
		Below	Persons with disabilities: 18%	Persons with disabilities: 22%	Persons with disabilities: 18%
Canadian regions engaged	Canadian regions engaged	Surpassed			
		Met	71%	65%	Present in 53% of Canada's regions
		Below			
Diverse communities feel a sense of belonging in museum experiences	Sense of belonging among audiences from diverse communities	Surpassed Met Below	<i>Survey not conducted</i>	<i>External comparison⁵:</i> 84%	94% of visitors from Indigenous and diverse communities reported a sense of belonging

⁴ The intention is to increase the proportion of self-identifying visitors and members over the planning period. Current targets are based on demographics for the Ottawa-Gatineau region using 2021 Census (Indigenous people and Members of visible minority communities) and 2017 Statistics Canada survey Persons with disabilities.

⁵ Statistics Canada General Social Survey – Social Identity 2020

Strategic Goal 3: Strengthen Our Foundations

Strategies	Outcome	Indicator	Rating	2021-22 Result	2022-23 Target	2022-23 Result
Empower our teams to live our shared values	Our organisation is a great place to work	Employee engagement	N/A	70%	70%	Survey not conducted
		Staff exhibiting our shared values	Surpassed Met Below	95%	85%	100% of partners agreed that staff exhibited our shared values [78% strongly agreed]
	A collaborative, creative, inclusive, and accountable workforce	Staff feel supported to live our shared values	N/A	70%	70%	Survey not conducted
		Workforce Representation	Surpassed Met Below	Indigenous people: 3.7% Persons with disabilities: 5.7% Members of visible minority communities: 7.8%	Note ⁶ Indigenous people: 3.7% Persons with disabilities: 5.7% Members of visible minority communities: 7.8%	Indigenous people: 4.1% Persons with disabilities: 5.4% Members of visible minority communities: 10%
Unlock the full potential of the Ingenium Centre	The national collection is better preserved, researched, and accessible	Collection moved to the Ingenium Centre	Surpassed Met Below	83%	100%	100% of the collection rehoused.

⁶ Ingenium's intention is to increase the representation of self-identifying employees by 2025-26 as follows: Indigenous people for Professional and Administration Occupational Groups to 4%; Members of visible minority communities and Persons with disabilities for all occupational groups to 20%.

			Surpassed			
		Sharing research opportunities	Met	170	145	339 research sharing opportunities created
			Below			
			Surpassed			Archives: 8%
		Collection documentation ⁷	Met	Archives: 8%	Archives: 10%	Trade Literature: 6% (delay by technology change)
			Below	Trade Lit: 6%	Trade Lit: 7.5%	Artifacts: 3% (delayed by extended move period)
			Below	Artifacts: 0.4%	Artifacts: 10%	
Canadians have a deeper engagement with the national collection		Use of on-site collection-based resources	Surpassed			
			Met	200	225	1,127 uses of the collection
			Below			
			Surpassed			
		Visitorship	Met	236,147	240,000	569,238 visits
			Below			
Secure the museums as destinations of choice	Our museum experiences inspire local residents to visit and revisit		Surpassed			
		Membership	Met	6,650	4,500	7,758 active memberships (annual average)
			Below			
			Surpassed			
		General market share	Met	32%	25%	30% market share of NCR national museum visitors
			Below			

⁷ The trade literature and archives metrics measure progress against the documentation backlog. The artifacts metric measures accession lots only.

		Surpassed			
Admission value		Met	91%	90%	97% of visitors satisfied with the admission value
		Below			
Asset condition		N/A	2022-23 was a baseline year.		Ingenium Centre: Very good ⁸ CSTM: Good CASM: Fair
		Surpassed			
Commercial operations net profit		Met	\$178,000	\$0	\$1.3 million
		Below			
Increase and diversify revenue, sponsorship, and philanthropic giving	Our business model is aligned to the Strategic Plan	Surpassed			
		Met	\$4.059 million	\$3.085 million	\$8.3 million
		Below			
		Surpassed			
Contributions (cash)		Met	\$1.857 million	\$840,000	\$1.5 million
		Below			

⁸ Condition ratings of Ingenium built assets as follows:

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

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

Fair: The asset shows signs of deterioration and some deficiencies. It is nearing the end of its lifecycle, it is being maintained at basic level to continue to be used. Will need replacement within 10 years.

		Duration of financial partnerships	Surpassed Met	64 months	48 months	48 months
			Below			
Program integrity	The collection and museum are sustainable and relevant for present and future generations	Care of the collection	Surpassed	64%	85%	95% of collection objects assessed for hazards (substances & materials)
			Met	18%	41%	
		Below			Unable to report on collection spaces that met humidity specifications ⁹	
		Exhibition renewal	Surpassed			
			Met	3.9%	3.9%	2% of budget spent on exhibition renewals
			Below			

⁹ The humidity level and temperature conditions are being recalibrated due to remedial work on the HVAC system now that the collection is fully moved in. As a result, we have paused reporting on this metric.

Partnerships

Ingenium is active in generating revenues by means of partnerships and sponsorships. Through its Business Development Division and the support of management, fiscal year 2022-23 saw the successful signing and renewal of several multi-year cash and in-kind agreements with various private- and public sector partners, as well as the continuation of numerous others. Ingenium sincerely thanks all of its partners and sponsors for helping to make initiatives and programs possible for the benefit of Canadians.

Agriculture and Agri-Food Canada
Algonquin College
ArcelorMittal Canada
AVI-SPL
Bank of Canada
Canada Energy Regulator
Canadian Association of Science Centres
Canadian Seed Growers' Association
Canadian Space Agency
Carleton University
Department of Fisheries and Oceans
Environment and Climate Change Canada
Farm Credit Canada
Fertilizer Canada
Girl Boss Chess
Glacier FarmMedia Limited
Green Tech
Health Canada
John Deere Canada ULC
Lockheed Martin Canada
Mining Association of Canada
National Research Council Canada
Natural Resources Canada
NAV CANADA
Natural Sciences and Engineering Research Council of Canada
Ocean Networks Canada Society
OEX Recovery Group Incorporated
Royal Canadian Air Force
Rideau Hall Foundation
RUCKUS CommScope
Transport Canada
University of Ottawa
Visible Body

Management Discussion and Analysis

Ingenium – Canada’s Museums of Science and Innovation is committed to achieving the mandate established by the *Museums Act*, while providing the financial and operational foundation necessary to support ongoing renewal and delivery of its many programs and projects.

As a cultural Crown corporation, the Corporation operates at arm’s length from government with regard to operating and programming decisions, and is subject to the financial provisions governing Crown corporations set out in Part X of the *Financial Administration Act*. Ingenium is governed by a Board of Trustees, which is accountable to Parliament for the stewardship of the Corporation through the Minister of Canadian Heritage.

The Corporation operates three national museums in the execution of its mandate: the Canada Science and Technology Museum (CSTM), the Canada Aviation and Space Museum (CASM), and the Canada Agriculture and Food Museum (CAFM). The museums showcase key objects of the national science and technology collection of artifacts and archival materials, which are mainly stored in the Ingenium Centre and the Aviation Collection Hangar.

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

Over 2022-23, Ingenium pursued the third year of its Strategic Plan for the 2020-21 to 2024-25 planning period. The three strategic goals—derived from its mandate, mission, vision and values—guide the development and delivery of its programs and activities, and inform how Ingenium pursues the fulfillment of its four Core Responsibilities.

The Corporation's parliamentary appropriations are allocated against its Core Responsibilities.

Core Responsibilities

Heritage Preservation and Research

Developing and preserving a comprehensive national science and technology collection; providing access to the collection; and sharing research and expertise to enhance knowledge of the collection.

Exhibitions, Programs, and Outreach

Interpretation of the collection and demonstration of scientific and technology innovations and inventions, and their impact on society, through the delivery of virtual and physical exhibits and educational programs for museums visitors and global audiences.

Museum and Collection Buildings

Managing the physical environments that house collection objects and exhibits stored and on display at the Canada Agriculture and Food Museum, the Canada Aviation and Space Museum, and the Canada Science and Technology Museum, as well as laboratory, workshop, and administrative spaces.

Internal Services

Stewardship and management of Corporate assets, resources, and services.

Strategic Goals

Collaborate to Innovate—*Inspiring Canadian Ingenuity*

Ingenium will help Canadians build the confidence and skills they need to become innovators. We will pursue this strategic goal by developing and maintaining sustainable partnerships in the STEAM (science, technology, engineering, arts and mathematics) ecosystem, by engaging audiences on key issues of our time, and by enhancing our offerings with the dimensions of innovation culture (e.g., creative problem-solving, risk-taking, learning from failure).

Access for All—*Pushing the Boundaries of Engagement*

Ingenium will make our experiences more accessible and meaningful for more audiences, especially those who have traditionally faced barriers. We will pursue this strategic goal by improving the accessibility of our experiences and access to our collection, championing accessibility best practices, developing creative and exploratory digital experiences, and engaging diverse communities – including Indigenous communities – in collaboration and co-creation.

Strengthen our Foundations—*Ensuring Long-Term Sustainability*

Ingenium will focus on delivering quality visitor experiences and ensuring its long-term sustainability. We will pursue this strategic goal by strengthening our workplace culture, unlocking the Ingenium Centre’s potential, improving the care and research of the national collection, attracting and retaining visitors, pursuing capital investments, increasing the profitability of commercial operations, and growing long-term funding relationships.

Environmental Scan

Key Internal Factors

The Corporation’s greatest strength is its knowledgeable and experienced staff. Staff continued to deliver exceptional experiences and effectively operate the Corporation during the pandemic recovery as the organization shifted to a hybrid program delivery model. The majority of staff continued teleworking. Ingenium provides staff with training and learning opportunities, and also offers internships, co-ops, and research fellowships to support recruitment within the museums and across the heritage sector.

The Corporation strives to maximize and diversify self-generated revenues as well as contributions in the face of a growing deficit due to a lack of indexation and adjustments for increased operating and capital expenses. It continues to expand its network of national and international collaborators to further science and technology literacy programs, to remain a digital leader in the heritage sector, and to co-develop projects with diverse communities and Indigenous communities.

Major infrastructure projects, including the renewed Canada Science and Technology Museum and the new Ingenium Centre, have had a positive impact on Ingenium’s ability to fulfill its mandate.

Key External Factors

COVID-19 Pandemic: Although museums were no longer experiencing the cyclical closures of 2020 and 2021, uncertainty about the return of public health measures remained. Canadian hospitals faced unprecedented demands due to high levels of influenza and respiratory viruses. Ingenium continued to adapt its practices and projections as the public health situation evolved.

Demographic trends: To remain relevant to the citizens they serve, Canada's museums must be aware of changing demographics in society and adapt their offerings in collaboration with stakeholders representing a range of perspectives and needs. Most notably, Canada is experiencing population growth, mainly attributable to immigrant and Indigenous youth populations that are growing at three times the national average. Ingenium takes this diversity into consideration when developing programming and exhibitions, and continues to work in collaboration with communities that have traditionally been underrepresented.

Digital trends: With the rapid pace of technological change, increasing use of data, and growing experimentation with virtual, augmented, and mixed reality, museums have more opportunities to create personalized and tailored experiences for on-site and virtual visitors. The COVID-19 pandemic accelerated the shift to remote technology solutions and innovative program and service delivery. Many museums – including Ingenium – are now testing the feasibility of delivering programs both on-site and virtually post-pandemic.

Economic trends: In 2022-23, Canada faced a slowing economy due to supply chain issues, labour shortages, and increased interest rates.

While domestic tourism in 2022-23 has almost returned to pre-pandemic levels, international tourism is expected to resume gradually, with a full return in 2025. However, the number of tourists in the region is expected to be lower than pre-2020 due also to the closure of Parliament's Centre Block – a major tourist draw for Ottawa – until 2029.

There is increasing competition in the sponsorship and philanthropic markets with an increase of more than 300 charities in Canada annually. Especially given the continued economic impacts and uncertainty for the private sector, the Corporation must remain an appealing opportunity for the philanthropic sector.

Social trends: There are growing expectations that public institutions like museums contribute to addressing social issues and respond to community needs. Ingenium recognizes that as a national platform, it must facilitate conversations about contemporary science, technology, and innovation topics. Ingenium also has the opportunity to apply the principles of social impact as lenses to make its sites, content and experiences more accessible and relevant for more diverse audiences.

Risk Analysis

For 2022-23, the Corporation identified eight major risks in its corporate plan that have the high likelihood and impact of jeopardizing its ability to deliver results on its strategic objectives, beyond the capacity of its existing controls. These were defined and mitigated in summary below:

- The risk that a biohazard event / pandemic will occur on property of Ingenium, within the scope of service delivery, or in the National Capital Region due to the current global health environment.
 - To address this risk, Ingenium continued teleworking for the majority of staff; prepared for staff returning to work sites via Health & Safety Committee including refreshing workplace

measures as situation evolved and site access increased; and updated its Business Continuity Plan with approaches and lessons learned from the COVID-19 pandemic.

- The risk that Ingenium will not adequately address changes in market fluctuations, remain competitive, and generate sufficient revenues due to a limited marketing budget, and a high level of competition for tourists within the National Capital Region coupled with a decrease in tourism.
 - To address this risk, Ingenium communicated the impact of pandemic-related revenue losses to government; and managed wage and operating costs based on reduced visitor attendance impacted by pandemic recovery period.
- The risk that the Corporation will not receive sufficient government funding due to escalating costs, the lack of indexation, and new unfunded payments in lieu of taxes costs (PILT costs) for the Ingenium Centre.
 - To address this risk, Ingenium communicated its financial pressures to government, including the need for a permanent solution for base appropriations and the PILT cost pressure.
- The risk that the Corporation will not be able to obtain required level of partnerships and 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.
 - To address this risk, Ingenium strengthened existing partnerships by delivering high-quality content; and continued developing a customer journey and relationship management strategy.
- The risk that the Corporation will not have a sufficient number of staff allocated effectively to deliver on the aspirations of the Strategic Plan 2020-25, given labour market shortages, the need for change management to support transformational measures, and the limited salary budget.
 - To address this risk, Ingenium implemented a Hybrid Workplace pilot; identified ways to overcome labour shortages for entry level jobs; launched utilization of Canada School of Public Service as learning provider; and introduced a framework for change management.
- The risk that collection objects will be damaged during their transport to other sites (through loans or travelling exhibitions programs), or during the collection move to the Ingenium Centre due to the lack of capital funding to maintain and recapitalize facilities; fragility, age, condition and composition of some collection objects; and a significant catalogue backlog and lack of resources to address it.
 - To address this risk, Ingenium applied collection risk management protocols, hired specialized movers and hazard remediation experts to help with the collection move, and developed a long-term recapitalization plan for collection and conservation equipment. The collection move was completed in 2022-23.
- The risk that the Corporation will not be able to acquire and/or maintain the required creative digital infrastructure (including the Digital Innovation Lab, the digital video canopy at CSTM, digital wayfinding, and digital interactives and experiences), due to insufficient capital funding to keep pace with rapid technological evolution and growing audience expectations for engaging experiences.

- To address this risk, Ingenium implemented an enterprise-wide digital governance model and digital governance working group; implemented a hybrid cloud strategy; and completed fit-up and began the development of a sustainable business model for the Digital Innovation Lab.
- The risk of a cybersecurity breach in which systems are disabled, data integrity is compromised, and/or sensitive information is inappropriately accessed.
 - To address this risk, Ingenium completed the majority of action items from its internal audit on cybersecurity, tested the newly implemented security measures, and continued phish testing and cybersecurity education for staff.

Audit

The Office of the Auditor General of Canada (OAG) conducts an annual attestation audit, as well as a special examination at least once every 10 years, pursuant to the *Financial Administration Act*.

The OAG completed a special examination of the Corporation, which was published in spring 2019. The OAG made nine recommendations for improvement, for which the Corporation developed an action plan that was completed in 2021.

An environmental audit was conducted in 2022-23. It included an assessment of Ingenium's greenhouse gas (GHG) emissions to calculate its carbon footprint, as well as auditing water usage and waste treatment at its sites. The results will inform environment impact reduction measures and targets as well as the development of a long-term greening plan beginning in 2023-24.

In 2022-23, Ingenium also addressed a number of action plan items based on the 2021-22 internal audit on privacy, including publishing a more robust privacy notice on its website.

Outlook

With the major COVID-19 pandemic impacts behind us, Ingenium will focus its efforts on progressing towards the long-term outcomes of its Strategic Plan 2020-25: a strengthened culture of innovation; a deeper engagement of Canadians, particularly under-represented groups; and the sustainability of the museums and the national collection for future generations.

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

With the public opening of the Ingenium Centre, Ingenium will leverage this unique space to improve access, knowledge-sharing, and preservation of the national collection. Building on successes in 2022-23, the Research Institute and Digital Innovation Lab will continue to connect and engage with audiences and partners, including more opportunities to develop engaging cultural experiences with the creative sector.

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

As uncertainty remains about whether tourism hesitancy will impede Ingenium's efforts to regain on-site audiences, Ingenium will continue to manage resources with agility and prudence, commensurate with attendance until it recovers to pre-pandemic levels, expected in 2025. Long-term financial viability continues to be a pressing concern for the Corporation because of rising costs due to inflation and aging assets. Temporary funding from federal budget 2023 will help address these pressures in the short term.

Looking ahead to the conclusion of this Strategic Plan in 2025, Ingenium will assess results to date and begin work on developing its next strategic plan to 2030. As museums remain one of the few institutions highly trusted by the public, this work will reflect and build on Ingenium's critical role as a trusted link between science and the public. Ingenium endeavours to leverage new knowledge and technologies to live up to its commitment to increase trust in science and to empower Canadians to participate in Canada's innovation culture.

Financial Overview

The Corporation's total budget for 2022-23, reported on an accrual basis, is \$58 million, comprising funds from three sources: parliamentary appropriations, operating revenues, and contributions.

Prior to the start of the fiscal year, there was still some uncertainty around whether pandemic-related public health measures would continue and how long its impacts on tourism and public activity would linger. With access restrictions fully lifted by the summer and no lengthy museum site closures compared to the previous two fiscal years, the museums welcomed more visitors and members than expected in 2022-23, fueled mainly by pent-up demand, the re-opening of schools and workplaces, and the resumption of most on-site programs, camps and tours. This resulted in a net revenue surplus of \$1.92 million.

Despite attendance levels down 23% from 2019-20, Ingenium was able to retain its talented staff to experiment with hybrid on-and-off-site program delivery, new digital and outreach programming and content, and plan for new temporary and permanent exhibitions, thanks to temporary funding provided from government to offset projected revenue losses and support Ingenium's recovery.

Sources of funds

Parliamentary Appropriations

Parliamentary appropriations recognized on an accrual basis decreased from \$48.1 million in 2021-22 to \$46.8 million in 2022-23, and from \$43.2 million to \$39.8 million on a cash basis mainly because Ingenium received a lower amount of COVID relief and recovery funding to offset revenue losses that were projected to be lower in 2022-23 with an increase of visitors over the previous year. Ingenium continued to receive temporary operating funding of \$1.5 million in 2022-23 to cover increased payments-in-lieu-of-taxes, which is set to expire in 2024-25.

Revenues

The Corporation nearly doubled the amount of total revenues of \$6 million it generated in 2021-22 to \$11.2 million in 2022-23 mainly due to the better recovery from the COVID pandemic impacts this fiscal year than expected. The museums were open through the spring and summer 2022, unlike during the two previous years which saw pandemic-related closures during those peak visitor seasons. Moreover, the amount of contributions recognized for exhibitions and programming increased, and higher interest rates lead to improved interest revenues also stimulated by Ingenium carrying a higher cash balance due to projects that were delayed by the pandemic and market conditions in 2022.

Overall, the total revenue result was still 30% below the total revenue level generated by the Corporation of \$14.2 million in 2019-20.

Operating Revenues:

Operating revenues increased significantly over the previous year, from \$4.1 million in 2021-22 to \$8.3 million in 2022-23, which represents about 80% of the pre-pandemic revenue level. The museums were shuttered for four and a half months in early 2021-22 as a pandemic public health measure, affecting all revenues associated with on-site activities including admissions, memberships, programs, seasonal camps, parking, facility rentals, and concessions. While there were no extended site closures in 2022-23, capacity limits and interactive experiences were limited which impacted the visitor experience until summer 2023. Attendance levels and all revenue categories showed a stronger recovery in 2022-23 than expected, due to pent up demand, rebounding tourism, high vaccine rates in the region and loyal visitors, members and followers, many of whom took advantage of the museums' fully re-opening and re-launching on-site programming

Contributions:

Contributions recognized as revenues vary from year to year, based on the revenues required to fund specific programs and install new exhibitions. Contributions increased by \$0.3 million year-over-year, from \$1.8 million in 2021-22 to \$2.1 million in 2022-23, surpassing the forecasted amount of \$1.2 million. Notably, significant amounts received from the Department of Fisheries and Oceans and Environment and Climate Change Canada for science communication projects, exhibitions and displays have been recognized as contributions in 2022-23.

Interest Revenues:

The Corporation generates interest income by investing its short-term cash balance as well as its earned equity in low-risk vehicles. The 2022-23 interest income of \$0.9 million is above the \$0.1 million generated in 2021-22, as Ingenium profited from the rise of the interest rates and from delayed payments as some projects completion was delayed due to market conditions, including supply chain challenges and labour shortages.

Expenditures

The Corporation's total expenses of \$56.1 million in 2022-23 is higher than the total expenses incurred in 2021-22 of \$51.3 million, and comparable to the level of expenses recorded pre-pandemic, associated with higher than expected visitor traffic and the resumption of on-site program, for instance in program materials and supplies, staff, and goods to sell in boutiques, as well as higher costs driven by inflation. Ingenium also invested in improved security equipment and computer equipment to support the hybrid workplace, and in its facilities using capital funding for the Ingenium Centre fit-up and for Health and Safety-related capital projects.

Again, this fiscal year, some operating savings were realized from some reduced museum activity, limited conferences and travel activities, and by vacating the last of its leased collection storage warehouses.

Core Responsibilities

Heritage Preservation and Research:

Expenses in heritage preservation and research activities saw a slight decrease from \$6.1 million spent in 2021-22 to \$5.9 million in 2022-23. This is primarily due to the completion of the major collection move into the new Ingenium Centre in mid-year and the end of terms of additional staff to mitigate hazards and ensure a safe move.

Exhibitions, programs and outreach:

Expenses increased by 16% from \$17.2 million in 2021-22 to \$20.0 million in 2022-23. The increase is mainly due to the increased visitors experience and program staff at the museums, as well as to higher expenditures incurred to develop new exhibitions and displays thanks to partner contributions.

Museums and Collection Buildings:

Expenses associated with this core responsibility marginally increased from \$20.1 million in 2021-22 to \$20.9 million in 2022-23, despite vacating the last of its collection storage leased building mainly due to investments in the Ingenium Centre and other capital projects and inflation impacts on facilities non-discretionary costs.

Internal Services:

Internal Services expenditures saw the largest increase of 18% from \$7.9 million in 2021-22 to \$9.3 million in 2022-23, which can be explained by the increased retail activities at the museums, as well as the resumption of limited travel for staff to support national outreach, curatorial research and exhibition development.

Net Results of Operations and Year-End Position

The net results of operations yielded a surplus of \$1.92 million in 2022-23 mainly due to higher than expected museum attendance and associated operating revenues, coupled with containing discretionary expenses to help offset inflation and market challenges, increasing its total unrestricted net assets surplus to \$6.6 million. Overall, the Corporation is in a healthy financial position, though deferred capital projects and unfunded compliance requirements and program needs continue to impact its financial sustainability. Thus, this current surplus balance, which represents only 12% of Ingenium's expense budget of \$56 million in 2022-23, is critical to its ability to weather limited unforeseen operational or capital needs and remain viable in the short-term.

Capital Assets and Collection

Tangible capital assets decreased from \$248.4 million in 2021-22 to \$242.1 million in 2022-23 due to the relatively significant amount of amortization recorded in 2022-23 in relation with the Ingenium Centre, which provides purpose-built environments for preserving the national science and technology collection.

Financial Statements

Management's Responsibility for Financial Statements

The financial statements contained in this annual report have been prepared by Management in accordance with Canadian Public Sector Accounting Standards for Government not-for-profit organizations, and the integrity and objectivity of the data in these financial statements are Management's responsibility. Management is also responsible for all other information in this annual report and for ensuring that this information is consistent, where appropriate, with the information and data contained in the financial statements.

In support of its responsibility, Management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the reliability of financial information that assets are safeguarded and controlled, and that transactions are in accordance with Part X of the *Financial Administration Act* ("FAA") and regulations, as well as the *Museums Act* and regulations, the by-laws of the Corporation and the directive issued pursuant to section 89 of the FAA described in Note 1 to the financial statements.

The Board of Trustees is responsible for ensuring that Management fulfils its responsibilities for financial reporting and internal control. The Board of Trustees exercises its responsibilities through the Finance, Audit and Risk Management Committee, which includes a majority of members who are not officers of the Corporation. The Committee meets with Management and the independent external auditor to review the manner in which Management is performing its responsibilities and to discuss auditing, internal control, and other relevant financial matters. The Finance, Audit and Risk Management Committee has reviewed the financial statements and has submitted its report to the Board of Trustees. The Board of Trustees has reviewed and approved the financial statements.

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



Christina Tessier,
President and CEO



Kimberlee Hemming,
COO, People and Corporate Services

28 June 2023



Office of the
Auditor General
of Canada

Bureau du
vérificateur général
du Canada

INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Heritage

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the National Museum of Science and Technology (the Corporation), which comprise the statement of financial position as at 31 March 2023, and the statement of operations, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at 31 March 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

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

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Compliance with Specified Authorities

Opinion

In conjunction with the audit of the financial statements, we have audited transactions of the National Museum of Science and Technology coming to our notice for compliance with specified authorities. The specified authorities against which compliance was audited are Part X of the *Financial Administration Act* and regulations, the *Museums Act* and regulations, the by-laws of the National Museum of Science and Technology, and the directive issued pursuant to section 89 of the *Financial Administration Act*.

In our opinion, the transactions of the National Museum of Science and Technology that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the *Financial Administration Act*, we report that, in our opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Responsibilities of Management for Compliance with Specified Authorities

Management is responsible for the National Museum of Science and Technology's compliance with the specified authorities named above, and for such internal control as management determines is necessary to enable the National Museum of Science and Technology to comply with the specified authorities.

Auditor's Responsibilities for the Audit of Compliance with Specified Authorities

Our audit responsibilities include planning and performing procedures to provide an audit opinion and reporting on whether the transactions coming to our notice during the audit of the financial statements are in compliance with the specified authorities referred to above.



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

Ottawa, Canada
28 June 2023

STATEMENT OF FINANCIAL POSITION

As at March 31

<i>(in thousands of dollars)</i>	2023	2022
ASSETS		
Current		
Cash and cash equivalents (Note 3)	\$30,627	\$29,607
Accounts receivable		
Government departments	720	507
Trade	457	407
Inventories	595	543
Prepaid expenses	1,160	859
	<u>33,559</u>	<u>31,923</u>
Collection (Note 4)	1	1
Capital assets (Note 5)	242,072	248,427
	<u>\$275,632</u>	<u>\$280,351</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities (Note 6)	\$10,542	\$10,366
Current portion of employee future benefits (Note 7)	174	423
Deferred contributions and deferred revenues (Note 8)	14,490	14,804
	<u>25,206</u>	<u>25,593</u>
Employee future benefits (Note 7)	474	476
Long-term advance (Note 9)	4,208	4,208
Deferred contributions related to capital assets (Note 10)	229,038	235,288
	<u>258,926</u>	<u>265,565</u>
NET ASSETS		
Unrestricted	6,604	4,684
Investment in capital assets (Note 11)	10,102	10,102
	<u>16,706</u>	<u>14,786</u>
	<u>\$275,632</u>	<u>\$280,351</u>

Contractual obligations, contractual rights and contingencies (Notes 16, 17 and 19)

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

Approved by the Board of Trustees

Recommended by Management




Neil Russon,
Chair

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



Christina Tessier,
Director and CEO



Kimberlee Hemming,
COO, People and
Corporate Services

STATEMENT OF OPERATIONS

For the year ended March 31

<i>(in thousands of dollars)</i>	2023	2022
REVENUES		
Operating (Schedule 1)	\$8,253	\$4,059
Contributions (Schedule 1)	2,055	1,781
Interest	874	126
Total revenues	11,182	5,966
EXPENSES (Schedule 2)		
Heritage preservation and research	5,913	6,143
Exhibitions, programs and outreach	19,982	17,199
Internal services	9,296	7,868
Museums and collection buildings	20,906	20,121
Total expenses	56,097	51,331
Deficit before parliamentary appropriations	(44,915)	(45,365)
Parliamentary appropriations (Note 12)	46,835	48,116
Surplus for the year	\$1,920	\$2,751

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

STATEMENT OF CHANGES IN NET ASSETS

For the year ended March 31

<i>(in thousands of dollars)</i>	2023	2022
INVESTMENT IN CAPITAL ASSETS		
Investment in capital assets, beginning of year	\$10,102	\$10,102
Change in investment in capital assets for the year	-	-
Investment in capital assets, end of year	10,102	10,102
UNRESTRICTED NET ASSETS		
Unrestricted net surplus, beginning of year	4,684	1,933
Surplus for the year	1,920	2,751
Unrestricted net surplus, end of year	6,604	4,684
NET ASSETS, END OF THE YEAR	\$16,706	\$14,786

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

A Statement of Remeasurement Gains and Losses has been excluded as there have been no remeasurement gains or losses.

STATEMENT OF CASH FLOWS

For the year ended March 31

<i>(in thousands of dollars)</i>	2023	2022
OPERATING ACTIVITIES		
Cash received (clients and donors)	\$10,635	\$5,284
Parliamentary appropriations received for operations	35,278	36,152
Cash paid to suppliers	(21,319)	(15,958)
Payments related to salary and benefits	(23,390)	(22,042)
Cash received from the Foundation	110	279
Interest received	769	121
Net cash generated through operating activities	2,083	3,836
CAPITAL ACTIVITIES		
Payments related to capital acquisitions	(5,493)	(3,594)
Net cash used through capital activities	(5,493)	(3,594)
FINANCING ACTIVITIES		
Sponsorship received for the acquisition of capital assets	-	567
Appropriations received for the acquisition of capital assets	4,430	7,020
Net cash generated through financing activities	4,430	7,587
Net increase in cash and cash equivalents	1,020	7,829
Cash and cash equivalents, beginning of year	29,607	21,778
Cash and cash equivalents, end of year	\$30,627	\$29,607

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

NOTES TO FINANCIAL STATEMENTS

March 31, 2023

1. Authority, mandate and operations

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

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

The Corporation operates as the Ingenium - Canada's Museums of Science and Innovation. It manages three museum sites: the Canada Science and Technology Museum, the Canada Aviation and Space Museum, and the Canada Agriculture and Food Museum. The Corporation's operations are organized by functionality as follows:

Heritage Preservation

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

Sharing Knowledge

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

Internal Services

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

Accommodation

This includes operating and maintenance expenses for all owned and leased facilities including protection services, leases of buildings and property taxes. It also includes a significant portion of the amortization expense since the main capital acquisitions relate to the Corporation's facilities.

Directive pursuant to section 89 of the *Financial Administration Act*

In July 2015, the Corporation was issued a directive (P.C. 2015-1105) pursuant to section 89 of the *Financial Administration Act* to align its travel, hospitality, conference and event expenditures policies, guidelines and practices with Treasury Board policies, directives and related instruments on travel, hospitality, conference and event expenditures in a manner that is consistent with the Corporation's legal obligations, and to report on the implementation of this directive in the Corporation's next corporate plan. The Corporation has complied with this directive, including implementing subsequent amendments to Treasury Board's Directive on Travel, Hospitality, Conference and Event Expenditures.

2. Accounting policies

The significant accounting policies are as follows:

(a) Basis of presentation

These financial statements have been prepared in accordance with Section 4200 of the Canadian Public Sector Accounting Standards applicable to government not-for-profit organizations. The Corporation applies the deferral method of accounting for contributions.

(b) Cash and cash equivalents

The Corporation's investments are highly liquid as they are redeemable on demand without prior notice or penalty and limited to fixed income securities in reputable financial institutions that are members of the Payments Canada and rated good quality (A-1, A or better) by the Canadian Bond Rating Services (DBRS).

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

(c) Accounts receivable

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

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

(d) Inventories

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

(e) Collection

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

Items purchased for the collection are recorded as expenses in the year of acquisition. Items donated to the Corporation are recorded as assets at the nominal value. Proceeds of sales from collection items, if any, are recorded as revenue in the year of disposal.

(f) Capital assets

Capital assets are recorded on the following basis. Acquired capital assets owned by the Corporation are recorded at cost and amortized over their estimated useful life. Land and buildings owned by the Government of Canada and under the control of the Corporation are recorded at their estimated historical cost for land and at their estimated historical cost less accumulated amortization for buildings. The estimated historical net costs of the buildings have been credited to deferred contributions related to capital assets, and the estimated historical cost of the land has been credited to net assets under the heading of investments in capital assets on the Statement of Financial Position. Land for which the historical cost cannot be reasonably determined is recorded at a

nominal value with a corresponding amount credited to net assets. Improvements that extend the useful life or service potential of buildings and exhibits are capitalized and recorded at cost. Building and exhibit improvements are amortized over the estimated useful life of the improvements. Permanent exhibitions represent costs that are directly attributable to the exhibition and meet the definition of a capital asset. They may include employee salaries and benefits, professional service fees, permanent exhibit and building structures as well as images and copyrights.

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

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

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

Land and capital projects in progress are not amortized. Amounts included in capital projects in progress are transferred to the appropriate capital asset classification upon completion, and are amortized accordingly.

(g) Employee future benefits

i) Pension benefits

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

ii) Severance and termination benefits

Prior to May 11, 2012, eligible employees of the Corporation were entitled to specified benefits as provided for under labour contracts and conditions of employment, through a severance benefit plan. The Corporation has eliminated this benefit as of May 11, 2012 and any outstanding payments due as at year-end have been accrued and are remeasured on a yearly basis to take into consideration salary increases.

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

iii) Sick leave benefits

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

(h) Revenue recognition

i) Parliamentary appropriations

The Government of Canada provides funding to the Corporation.

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

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

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

ii) Operation revenues

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

iii) Contributions

Contributions from sponsorships received for the purchase of amortizable capital assets including exhibitions with a useful life over one year are recorded as deferred contributions related to capital assets and are recognized as revenue on the same basis and over the same periods as the related exhibition acquired.

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

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

Contributions in kind, when used in the normal course of the Corporation's operations and would otherwise have been purchased are recorded at their estimated fair value when they are received. Because of the difficulty in determining their fair value, donated objects for the collection (Note 4) are not recognized in these financial statements.

iv) Interest revenues

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

(i) Foreign currency translation

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

Realized gains and losses resulting from foreign currency translation are reported on the Statement of Operations. Gains are reported as other revenues on the Schedule of Operating Revenues and Contributions, and losses are reported as miscellaneous expenses on the Schedule of Expenses.

(j) Financial assets and liabilities

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

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

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

(k) Related party transactions

i) Inter-entity transactions

Inter-entity transactions are transactions between commonly controlled entities. Inter-entity transactions, other than restructuring transactions, are recorded on a gross basis and are measured at the carrying amount, except for the following:

- Inter-entity transactions are measured at the exchange amount when undertaken on similar terms and conditions to those adopted if the entities were dealing at arm's length, or where cost provided are recovered.
- Goods or services received without charge between commonly controlled entities are not recorded.

ii) Other related party transactions

Related party transactions, other than inter-entity transactions, are recorded at the exchange amount.

(l) Contingent liabilities

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

(m) Measurement uncertainty

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

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

Actual results could differ significantly from those estimated. These estimates are reviewed annually, and as adjustments become necessary, they are recorded in the fiscal year in which they become known.

3. Cash and cash equivalents

The Corporation makes short-term, low-risk investments in guaranteed fixed income securities and high-interest savings accounts. The overall portfolio yield as at March 31, 2023, was 4.65% (2022 - 0.55%).

<i>(in thousands of dollars)</i>	2023	2022
Total cash and cash equivalents	\$30,627	\$29,607
Less amounts allocated for restricted purposes	(13,817)	(14,797)
<u>Unrestricted cash and cash equivalents</u>	<u>\$16,810</u>	<u>\$14,810</u>

Amounts allocated for restricted purposes represent unspent appropriations and contributions received for specific projects.

4. Collection

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

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

During the year ended March 31, 2023, the Corporation disposed of 330 objects (2022 - 1,785 objects), for a total amount of \$2,000 (2022 - \$9,000). The proceeds were used for collection management services.

During the year ended March 31, 2023, the Corporation acquired 10 objects (2022 - 45 objects) to its collections through the accessioning/de-accessioning process for artifacts.

5. Capital assets

<i>(in thousands of dollars)</i>	2023			2022		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Land	\$10,102	\$-	\$10,102	\$10,102	\$-	\$10,102
Buildings	259,839	58,263	201,576	259,809	51,658	208,151
Building improvements	21,836	14,202	7,634	29,327	21,285	8,042
Office furniture	2,251	1,579	672	1,727	1,439	288
Equipment	6,605	4,294	2,311	6,058	4,181	1,877
Computer software	1,470	1,408	62	1,412	1,396	16
Museum permanent exhibitions	34,412	19,903	14,509	33,435	16,303	17,132
Intangible Assets	25		25			
Capital projects in progress	5,181	-	5,181	2,819	-	2,819
	<u>\$341,721</u>	<u>\$99,649</u>	<u>\$242,072</u>	<u>\$344,689</u>	<u>\$96,262</u>	<u>\$248,427</u>

For the fiscal year ended March 31, 2023, the Corporation disposed of assets with an acquisition cost of \$8,293,000 (2022 - \$13,000) and a net book value of \$42,100 (2022 - \$0).

For the fiscal year ended March 31, 2023, the Corporation recorded write-downs of \$0 (2022 - \$0).

For the year ended March 31, 2023, capital transactions for a total amount of \$849,000 did not require the use of cash or cash equivalents (2022 - \$464,000 required the use of cash or cash equivalents), and consequently these transactions have been reduced from (2022 - added to) the capital activities on the statement of cash flows.

6. Accounts payable and accrued liabilities

<i>(in thousands of dollars)</i>	2023	2022
Trade accounts payable	\$4,016	\$3,217
Government departments, agencies and Crown corporations	1,443	4,263
Accrued salaries and other salary-related liabilities	5,083	2,886
	<u>\$10,542</u>	<u>\$10,366</u>

7. Employee future benefits

(a) Pension benefits

The President of the Treasury Board sets the required employer contributions based on a multiple of the employees' required contribution. The required employer contribution rate for 2022-23 was dependent on the employee's employment start date. For employment start dates before January 1, 2013, the Corporation's general contribution rate effective at year-end was 9.35% (2022 - 9.36%), and for employment start dates after December 31, 2012, the Corporation's general contribution rate effective at year-end was 7.93% (2022 - 7.95%). Total contributions of \$1.73 million (2022 - \$1.68 million) were recognized as an expense in the current year.

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

(b) Severance, termination and sick leave benefits

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

<i>(in thousands of dollars)</i>	2023	2022
Accrued benefit obligation, beginning of year	\$960	\$827
Cost for the year	256	443
Benefits paid during the year	<u>(551)</u>	<u>(310)</u>
Accrued benefit obligation, end of year	665	960
Unamortized actuarial losses	<u>(17)</u>	<u>(61)</u>
Accrued benefit liability, end of year	\$648	\$899
Short-term portion	\$174	\$423
Long-term portion	<u>474</u>	<u>476</u>
Accrued benefit liability	\$648	\$899

8. Deferred contributions and deferred revenues

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

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

<i>(in thousands of dollars)</i>	2023	2022
Balance, beginning of year	\$14,804	\$12,479
ADD:		
Restricted contributions from the Canada Science and Technology Museums Corporation Foundation	92	82
Restricted appropriations received or due	3,000	7,000
Sponsorships and other contributions received or due	1,770	1,562
Funds received or due for the provision of goods and services	2,718	803
LESS:		
Restricted contributions from the Canada Science and Technology Museums Corporation Foundation recognized	(92)	(82)
Restricted appropriations used	(4,079)	(4,780)
Sponsorships and other contributions used during the year	(1,671)	(1,599)
Funds used for goods and services	<u>(2,052)</u>	<u>(661)</u>
Balance, end of year	\$14,490	\$14,804

As of March 31, 2023, unused deferred parliamentary appropriations totaled \$11,066,000 (2022 - \$12,145,000), deferred grants and sponsorships totaled \$2,218,000 (2022 - \$2,119,000) and other deferred revenues totaled \$1,205,000 (2022 - \$540,000).

9. Long-term advance

The Corporation received funding from the Treasury Board between fiscal years 2008 and 2010 to construct educational facilities, retail space and an auditorium at the Canada Aviation and Space Museum.

<i>(in thousands of dollars)</i>	2023	2022
Funding for construction of revenue generating facilities	\$4,208	\$4,208
	<u>\$4,208</u>	<u>\$4,208</u>

The Corporation received the funding on the basis that a repayment mechanism be established. However, repayment of the funding for the construction of revenue-generating facilities was not expected before 25 years after the project commences. As of March 31, 2023, a repayment mechanism has yet to be established. The Corporation is not subject to paying interest on this funding.

10. Deferred contributions related to capital assets

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

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

<i>(in thousands of dollars)</i>	2023	2022
Balance, beginning of year	\$235,288	\$242,544
Amounts used to purchase capital assets	5,324	4,062
Amortization of deferred contributions related to capital assets	(11,574)	(11,318)
Balance, end of year	<u>\$229,038</u>	<u>\$235,288</u>

For the year ended March 31, 2023, amounts used to purchase capital assets funded by appropriations totaled \$4,766,000 (2022 - \$3,452,000) and sponsorships totaled \$558,000 (2022 - \$610,000). As at March 31, 2023, amortization of deferred contributions related to capital assets - portion appropriations totaled \$10,735,000 (2022 - \$10,615,000) and amortization of deferred contributions related to capital assets - portion sponsorships totaled \$838,000 (2022 - \$703,000).

11. Investment in capital assets

Investment in capital assets represents the estimated historical cost of the land credited to investments in net assets on the Statement of Financial Position and consists of the following:

<i>(in thousands of dollars)</i>	2023	2022
Capital assets (Note 5)	\$242,072	\$248,427
LESS amounts financed by:		
Long-term advance (Note 9)	(4,208)	(4,208)
Deferred contributions related to capital assets (Note 10)	(229,038)	(235,288)
ADD:		
Accumulated amortization on the facilities at the Canada Aviation and Space Museum financed by the long-term advance (Note 9) as at March 31	1,276	1,171
Balance, end of year	<u>\$ 10,102</u>	<u>\$ 10,102</u>

12. Parliamentary appropriations

<i>(in thousands of dollars)</i>	2023	2022
Main estimates amount provided for operating and capital expenditures	\$31,514	\$28,514
SUPPLEMENTARY ESTIMATES:		
Severance adjustments and retroactive wage settlements	222	56
Funding for the completion of the Ingenium Centre	-	7,000
Financial support to national museums	8,050	7,603
	<u>39,786</u>	<u>43,173</u>
Deferred appropriation used in current year	4,079	4,780
Appropriations approved in current year for expenses and purchases of capital assets in future years	(3,000)	(7,000)
Amounts used to purchase depreciable capital assets	(4,766)	(3,452)
Amortization of deferred contributions related to capital assets	10,736	10,615
Parliamentary appropriations	<u>\$46,835</u>	<u>\$48,116</u>

13. Canada Science and Technology Museums Corporation Foundation

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

The Foundation raises funds from patrons, corporations, associations and the community. The amounts granted to the Corporation by the Foundation are recorded as contributions in the Corporation's Statement of Operations. For the fiscal year 2022-23, the Foundation made a contribution of \$94,000 (2022 - \$91,000) to the Corporation. These funds were spent in accordance with donors' wishes.

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

In 2022-23, direct expenses related to fundraising costs and disbursed by the Corporation were absorbed by the Corporation to recognize the Foundation's efforts to bring in sponsorships that have been recorded directly in the Corporation's financial statements in the amount of \$247,000 (2022 - \$209,000). No amount was recorded as an "account receivable from the Foundation" by the Corporation (2022 - \$0).

As at March 31, 2023, there was no amount due by the Foundation to the Corporation (2022 - \$15,000).

It is the Corporation's policy not to allocate the costs relating to building and equipment maintenance, administration services, and information technology to other functions of the Corporation and to the Foundation. These administrative support costs provided without charge to the Foundation are estimated at \$65,000 (2022 - \$65,000).

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

14. Rockcliffe Flying Club

The Rockcliffe Flying Club ("RFC") is a non-profit organization which has for objective to both conduct a Department of Transport Flying Training Course for club members and provide aircraft to club members for recreational flying. The RFC operates the Rockcliffe Airport that is owned by the National Museum of Science and Technology and located on the grounds of the Canada Aviation and Space Museum. The Corporation has an economic interest in the RFC due to the significant resources provided to the RFC in exchange for maintenance of the property. The Corporation provides the RFC with the airport at no cost in exchange for the operation and maintenance of the airport runways, taxiways, aprons, grounds, parking lots and access roadway. Because of the difficulty in determining the fair value of the services received or the services given, the transactions are not recognized in these financial statements.

15. Financial instruments and exposure to risk

The Corporation has identified and assessed its exposure as follows:

(a) Fair value

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

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

<i>(in thousands of dollars)</i>	2023		2022	
	Carrying value	Fair value	Carrying value	Fair value
Long-term advance	\$4,208	\$3,125	\$4,208	\$3,252

(b) Credit risk

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

i) Cash

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

ii) Cash equivalents

The Corporation manages its exposure to credit risk arising from cash equivalents of \$19,806,000 (2022 - \$6,648,000) by limiting the investment to short-term fixed income securities. Per the Corporation's Investment and Banking policy, corporate bonds must be rated good quality (A-1, A or better) by DBRS.

iii) Accounts receivable

The Corporation is exposed to credit risk from customers in the normal course of business. As at March 31, 2023, accounts receivable net of tax receivable totaled \$746,000 (2022 - \$423,000). These figures are reported net of an allowance for doubtful accounts of \$21,000 (2022 - \$16,000), which are established based on specific credit risk associated with individual clients and other relevant information. Concentration of credit risk with respect to receivables is limited, due to the small value of transactions with clients other than government departments.

The change in the allowance for doubtful accounts receivable during the year ended March 31, 2023 was an increase of \$5,000 (2022 - decrease of \$2,000) relating to past due balances.

As at March 31, 2023, \$59,000 (2022 - \$18,000) of accounts receivable were past due (over 30 days), but not impaired.

(c) Market risk

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

i) Foreign currency risk

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

The Corporation operates primarily within Canada. Foreign currency risk is limited, due to the small value of transactions in currencies other than the Canadian dollar. As at March 31, 2023, cash and cash equivalents and current liabilities include US \$89,000 (2022 - US \$62,000) and US \$21,000 (2022 - US \$4,000), respectively, which are exposed to changes in the US-Canadian dollar exchange rate.

The approximate impact of a 10% rise in the Canadian dollar compared to the US dollar on these exposed balances as at March 31, 2023 is a \$9,000 (2022 - \$7,000) decrease in surplus. The approximate impact of a 10% decline is a \$9,000 (2022 - \$7,000) increase in surplus.

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

ii) Interest rate risk

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

(d) Liquidity risk

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

The Corporation manages liquidity risk through the management of its cash and cash equivalents (Note 3). The Corporation's objective for managing liquidity risk is to manage operations and cash expenditures within the appropriation authorized by Parliament and the Corporation's self-generated revenues. Due to the COVID-19 pandemic (Note 20), self-generated revenues by the Museums have been affected considerably. The Corporation has been fortunate to receive federal government assistance for the fiscal years 2020-2021, 2021-2022 and 2022-2023. In the event that the unrestricted net assets do not cover future revenue losses, the Corporation is assessing appropriate budget cuts to meet its financial obligations.

As at March 31, 2023, the entire balance of the Corporation's accounts payable and accrued liabilities is due within 365 days (2022 - within 365 days). No repayment mechanism has been established yet for the Corporation's long-term advance.

The Corporation's objectives, policies and processes for managing the risks and methods used to measure the risks are consistent with those in place as at March 31, 2022.

16. Contractual obligations

As at March 31, 2023, the Corporation had entered into various agreements for building construction, exhibition services, protection services, facilities management services, advertising services and system licenses, for a total of \$6,907,000. The future minimum payments for the next five years and subsequent years are as follows:

<i>(in thousands of dollars)</i>	2023
2023-24	\$5,421
2024-25	1,345
2025-26	66
2026-27	61
2027-28	14
2028-29 and subsequent years	-
	<u>\$6,907</u>

17. Contractual rights

As of the end of March 2023 the Corporation has entered into various agreements for sponsorship of exhibits and programs and facility leases for a total of \$1,387,000. The future expected minimum amount to be collected for the next five years are as follows:

<i>(in thousands of dollars)</i>	2023
2023-24	1,016
2024-25	336
2025-26	24
2026-27	11
2027-28	-
	<u>\$1,387</u>

The Corporation has also entered into various agreements for which the total future amount cannot be determined. These agreements are for periods of up to 5 years and include visitor parking operations, milk production, banking investments and food services revenues.

18. Related party transactions

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

During the year, the Corporation received services that were obtained without charge from Agriculture and Agri-Food Canada and from the Office of the Auditor General of Canada. Lease of buildings for the Canada Agriculture and Food Museum buildings located on the Central Experimental Farm site and auditing services were provided without charge.

These services are not significant to the overall operations and therefore have not been recorded in the Corporation's Statement of Operations.

The Corporation is also related to other entities by virtue of the Corporation's significant influence over these organizations. Related party transactions with the Foundation (Note 13) and the Rockcliffe Flying Club (Note 14) are disclosed elsewhere in these financial statements.

19. Contingencies

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense is recorded in the Corporation's financial statements. As at March 31, 2023, no provision has been recorded based on the Corporation's and external legal firm assessment of potential liability (2022 - no provision). The effect, if any, of ultimate resolution of these matters will be accounted for when determinable. As at March 31, 2023, the Corporation had no contingent assets to disclose.

20. Covid-19 Pandemic and subsequent events

On March 11, 2020, the World Health Organization officially declared the coronavirus outbreak (COVID-19) a global pandemic. The COVID-19 pandemic severely disrupted life globally in 2020, and will continue to have long-term impacts. Canada began implementing significant public health measures in March 2020 such as the closure of the physical sites for the majority of businesses and public institutions, including museums. The effects of the COVID-19 pandemic lessened compared to previous two years, as the three Ingenium's museums were open and eventually returned to almost normal activity levels by the end of fiscal year 2022-2023.

The Corporation received funding of \$5.516 million (2022 - \$6.103 million) that helped alleviate the COVID-19 financial pressures the Corporation experienced in the current fiscal year. No funding has been allocated to the national museums for fiscal year 2023-2024 to address financial pressures caused by COVID-19.

SCHEDULE 1: SCHEDULE OF OPERATING REVENUES AND CONTRIBUTIONS

For the year ended March 31

Operating Revenues

<i>(in thousands of dollars)</i>	2023	2022
General admissions and programs		
Science and Technology	\$2,005	\$845
Aviation and Space	966	560
Agriculture and Food	824	325
Membership	775	360
Boutique sales	1,314	725
Parking	804	373
Facility rental and concessions	632	45
Farm operations	430	393
Travelling Exhibitions	266	205
Other	237	228
TOTAL	\$8,253	\$4,059

Contributions

<i>(in thousands of dollars)</i>	2023	2022
Grants and sponsorships	\$1,301	\$1,192
Other contributions from individuals and corporations	660	507
Contributions from the Foundation	94	82
TOTAL	\$2,055	\$1,781

SCHEDULE 2: SCHEDULE OF EXPENSES

For the year ended March 31

<i>(in thousands of dollars)</i>	2023	2022
Personnel costs	\$25,505	\$23,111
Amortization and write-downs of capital assets	11,647	11,423
Property taxes	3,117	3,229
Property management services	2,710	2,725
Professional and special services	2,455	2,276
Material and supplies	2,430	1,876
Utilities	2,190	2,120
Protection services	1,065	996
Repairs and upkeep of buildings	865	402
Repairs and upkeep of equipment	732	531
Gift shops and product marketing	672	460
Advertising	556	345
Design and display	510	639
Leases of buildings	420	436
Communications	253	243
Miscellaneous	221	116
Publications	209	132
Office supplies and equipment	197	55
Freight, express and cartage	152	88
Travel	128	28
Rentals of equipment	35	65
Books	28	29
Purchase of objects for the collection	-	6
TOTAL	\$56,097	\$51,331