



Annual Report

2024–2025

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Message from the Chairperson and CEO

Ingenium has concluded its 2020-2025 Strategic Plan, driven by a new vision: “Ingenium ignites ingenuity”, setting the stage for a new Strategic Plan to be launched on April 1, 2025.

As we reflect on key accomplishments stemming from this Strategic Plan, we would be remiss to ignore the tumultuous impacts of the historic pandemic that was upon us during most of this period. Faced with constant uncertainty, challenging restrictions and extended periods of museum closures, the Ingenium team showed great resiliency and swiftly adopted new and innovative ways to connect with Canadians.

Many notable achievements from these past five years include the move of over 150,000 objects covering soil to space into a purpose-built facility. Canada’s unique national collection of science and technology artifacts is now better preserved for future generations to discover our nation’s greatest stories of innovation. New and exciting exhibitions were developed at our three museums, including travelling exhibitions that have been touring around the country making science more accessible for Canadians to enjoy. Our ambitions to go beyond our walls to bridge gaps in science literacy also led to the development of innovative public and educational programming that has been offered online and in communities from coast to coast to coast. These are just a few examples of the ways Ingenium showcased Canada’s stories of science, technology, and innovation, helped build shared memories and pride in our nation’s history, and provided youth with experiential learning to develop their confidence and skills in STEAM fields.

We did what we set out to accomplish in this last strategic plan – through the efforts of the Ingenium team, who embody our shared values of creativity, collaboration, inclusion, and accountability.

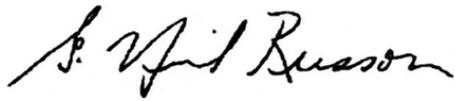
Our gratitude goes to the federal government for its continued financial support, which is essential to Ingenium’s efforts in advancing science and technology literacy nationwide. Thank you to our Board of Trustees, whose guidance and counsel contribute greatly to the organization’s achievements. We are also appreciative of the Ingenium Foundation, its Board of Directors, and its donors for their invaluable contributions in driving our mission forward.

As the final year of the 2020-2025 Strategic Plan concludes, we look now to the future. We will build on the vision and the successes Ingenium has achieved these past five years.

At the heart of our work is the belief that high levels of public trust in institutions—especially museums—are essential to fulfilling our mandate. Ingenium serves a unique role in sharing the knowledge and building the skills needed in developing solutions to many complex and global challenges.



As Canada's museums of science and innovation, we recognize our crucial role in fostering a deeper understanding of our country's heritage and ingenuity, in a way that helps us better understand Canada's past and present and paves the way for a brighter future.



Neil Russon
Chairperson



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 Identity and Culture and Minister responsible for Official Languages, 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 Identity and Culture and Minister responsible for Official Languages, 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 Chairperson and Vice-Chairperson, 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 2024–25 fiscal year.

Committee structure

Four 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 Chairperson, the Vice-Chairperson, the Chairpersons of the Standing Committees, 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. It was not necessary for the Executive Committee to meet during the 2024–25 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

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



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 and no more than six trustees, as well as the Chairperson and Director and CEO. The Director and CEO may attend meetings of the committee without a vote.

The Finance, Audit and Risk Management Committee held four meetings in 2024–25.

Governance Committee

The Governance Committee (GC) assists with Board oversight of governance issues affecting the Corporation by monitoring, reviewing and recommending appropriate systems and practices for effective direction and oversight. 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 human resources 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 and no more than six trustees, as well as the Chairperson of the Board. The Director and CEO may attend meetings of the committee without a vote. The Governance Committee held four meetings in 2024–25.

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 no more than six trustees, as well as the Chairperson. The Director and CEO may attend meetings of the committee without a vote. The Sustainability and Outreach Committee held three meetings in 2024–25.



Board of Trustees

As of March 31, 2025, there was one vacant trustee position.

Name	Region	Term	Board Committees
Neil Russon	New Brunswick	May 9, 2019 to May 8, 2027	Chairperson, EC (Chair), FARMC, GC, SOC
Dr. Mary Anne Chambers	Ontario	Oct 6, 2023 to Oct 5, 2027	Vice-Chairperson, EC, GC (Chair)
Doramy Ehling	British Columbia	Nov 4, 2022 to Nov 3, 2026	GC, S&O
Dr. Gervan Fearon	Ontario	Nov 4, 2022 to Nov 3, 2026	FARMC
Christian Idicula	Alberta	Mar 1, 2018 to Oct 6, 2025	EC, FARMC (Chair), S&O
Jascha Jabes	Ontario	Dec 2, 2022 to Dec 1, 2026	EC, GC, S&O (Chair)
Daniel Lanteigne	Quebec	Nov 4, 2022 to Nov 3, 2026	GC
Andréanne Leduc	Quebec	Oct 27, 2017 to Nov 3, 2025	FARMC
Tracy Primeau	Ontario	Nov 4, 2022 to Nov 4, 2026	FARMC
Kirstine Stewart	Los Angeles, CA	Apr 13, 2021 to May 29, 2028	FARMC, S&O



Executive Management

Ingenium’s daily operations are managed by its Director and Chief Executive Officer, supported by the executive team. On March 31, 2025, the individuals serving in these positions were:

Christina Tessier	Director and Chief Executive Officer
Kimberlee Hemming	Chief Operating Officer
Kerry-Leigh Burchill	Director General, Canada Agriculture and Food Museum
Chris Kitzan	Director General, Canada Aviation and Space Museum
Lisa Leblanc	Director General, Canada Science and Technology Museum
Amelia Puddifer	Vice-President, Advancement and Partnerships
Monique Horth	Vice-President, Collection, Research and Corporate Governance
Olivier Carré-Delisle	Vice-President, Digital, Public Affairs and Commercial Operations



Overview of Ingenium

Ingenium is Canada’s Museums of Science and Innovation. We are composed of three national museums that welcome visitors in family-oriented environments. The sum of what we do ignites curiosity and engagement in STEAM (science, technology, engineering, arts and math) to foster a deeper understanding of our world and inspire a nation of innovators.

Vision	Ingenium ignites ingenuity
Mission	Ingenium is a catalyst for unlocking the curious and creative minds of a nation of innovators
Mandate	“To foster scientific and technological literacy throughout Canada by establishing, maintaining, and developing a collection of scientific and technological objects, with special but not exclusive reference to Canada, and by demonstrating the products and processes of science and technology and their economic, social, and cultural relationships with society.” – <i>Museums Act</i>
Values	Creativity, Inclusivity, Collaboration, Accountability



Our sites

The Canada Agriculture and Food Museum (CAFM) encourages visitors to experience innovations in food production through the lens of a working farm. Through engaging exhibitions, food demonstrations, multi-sensory spaces, and memorable animal interactions, visitors see how agricultural science and technology are shaping Canadians' everyday lives.

The Canada Aviation and Space Museum (CASM) brings Canadian aerospace to life in a space that inspires wonder. Engaging exhibitions and an impressive collection of aircraft and artifacts carry visitors through time to explore Canada's rich history and achievements in aviation and space.

The Canada Science and Technology Museum (CSTM) tells Canada's story of science and technology through discovery, play, and experiential learning. With daily experiments, hands-on exhibitions, and a remarkable collection of artifacts, visitors of all ages learn the role innovation plays in shaping our shared future.

The Ingenium Centre houses Canada's science and technology collection, with more than two million archival, trade literature, and library materials and more than 150,000 objects. It is home to the Ingenium Research Institute and the Ingenium Digital Innovation Lab. Through bold engagement and worldwide collaboration, these two initiatives will put the Ingenium Centre at the heart of discovery and innovation, involving researchers, educators, and the public in new and creative ways.



Highlights of the fiscal year

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 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).

In fiscal year 2024–25, our programming that brings learning to life included a daring special exhibition at the Canada Science and Technology Museum, *Oh Crap! Rethinking Human Waste*. Developed by the Musée de la civilisation de Québec, this exhibition invited visitors to challenge their preconceptions and discover the world’s most misunderstood, limitless resource – poop! Audacious and fun, the exhibition sparked reflection on significant environmental and social issues we must collectively address in hopes of imagining a more sustainable future. Little ones visiting the museum also enjoyed *Science for Tots*, a newly introduced four-week session that included stargazing and storytelling. And during March Break, visitors enjoyed a model train display from the Ottawa Valley HOTRACK Club, featuring a close-up look at how railways function in miniature.

At the Canada Agriculture and Food Museum, the new Sustainable Agriculture Gallery focuses on climate action-related topics such as water management. This initiative, which is funded in part by Agriculture and Agri-Food Canada, shares stories of research, innovation, and changing practices related to sustainable agriculture. In partnership with the School of Photographic Arts Ottawa, the museum presented *Symbiotic*. This outdoor artistic exhibition explored the relationship between insects, plants, and humans.

At the Canada Aviation and Space Museum, *The Cold War* exhibition debuted in April 2024. Developed in partnership with the Royal Canadian Air Force, Algonquin College, CAE and the National Research Council Canada, the exhibition features iconic Cold War aircraft and personal stories behind the headlines of this tumultuous period. The annual Kenneth M. Molson Lecture explored the role of rotary-wing aircraft in firefighting, as well as advancements in wildfire suppression technologies. This annual event is made possible through the generosity of the Kenneth M. Molson Foundation and the Ingenium Foundation. In October, the museum marked World Space Week in partnership with the Royal Astronomical Society of Canada. Special programming included daily activities to learn about how craters are formed, guided tours of the *Canada in Space* exhibition, and crafts commemorating the 40th anniversary of Marc Garneau’s historic mission as the first Canadian in space. And, Remembrance Week

programming included a live music concert honouring Canadian heroes by high school students in the Ottawa Collegiate Wind Ensemble.

Ingenium is proud to partner with many leading organizations that share our commitment to sparking STEAM learning to accomplish our shared goals.

At the Canada Aviation and Space Museum, the Aerospace Experiences project was launched in partnership with NAV CANADA, CARTAMS and the Ottawa Carleton District School Board. This multi-faceted program is designed for high school students to learn about the broad range of career opportunities within the aerospace sector. Participants undertook problem-based learning with the support of industry mentors, and participated in museum workshops that explored drones, rocketry, lunar rovers and air navigation. The program culminated with a two-day career fair at the museum, where 2,500 young people interacted with dozens of industry exhibitors.

A longstanding partnership with Fisheries and Oceans Canada continued, including the opening of the Snootli Creek Hatchery Welcome Centre to support the protection, conservation and restoration of wild Pacific salmon stocks in British Columbia. The project highlights the importance of salmon to Nuxalk people and affirms their deep and historic connection to salmon and rivers in their traditional territory. Work is also underway on a project at the Capilano River Hatchery, which includes exploration of Indigenous partner artwork and content for the hatchery's visitor centre. Furthermore, science communications products were launched with the Species at Risk Gulf Region and Bedford Institute of Oceanography.

We also partnered with Skills Ontario to deliver a workshop as part of International Day of the Girl event held at the Canada Science and Technology Museum, and with the University of Ottawa to offer a workshop to help teachers-in-training build their confidence when teaching science, technology, engineering and math. We also welcomed veterinary technician students from Algonquin College and La Cité to the Canada Agriculture and Food Museum, permitting students to develop necessary hands-on skills required for their future careers.

The 2024 Ingenium Innovation Challenge took place in May, where teams of 18- to 25-year-olds shared their brightest ideas for digital products that inspire youth to better understand how their actions affect wastewater systems and inspire positive change. The event was made possible thanks to the collaboration and support of academic institutions, industry and government along with the Ingenium Foundation.

A fulsome list of Ingenium's ongoing Partnerships is included on page 23 of this report.



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.

Creating safe, welcoming spaces that foster learning is core to our work. Ingenium is proud to champion physical, cognitive, sensory, and socio-economic accessibility in our experiences.

Ingenium is unlocking access to its museums by participating in the Institute for Canadian Citizenship's Canoo program, where newcomers to Canada enjoy free and discounted admission to our museums. In fiscal year 2024–25, 14,167 newcomers visited Ingenium's museums through the Canoo initiative, providing opportunities to be immersed in Canada's history of science and innovation.

We also took steps to improve the physical accessibility of our sites. Following an internal audit by the Rick Hansen Foundation, several accessibility improvements were completed at the Canada Agriculture and Food Museum. Handrails, accessible seating and tactile indicators for changes in elevation were installed, and a universal washroom was renovated. A new accessibility site map is also available online, including sharing sensory considerations for this working farm.

At the Canada Agriculture and Food Museum, we also partnered with CHEO (Children's Hospital of Eastern Ontario) to offer spots in our popular summer camps for its patients. Focused on offering an inclusive experience, staff built a custom ramp allowing two campers using a walker and a wheelchair to take part in the daily milking activity in the Dairy Barn.

Our school programs continued to inspire young learners, both in the National Capital Region and around the country. Through the Connected North program, Ingenium offered 72 virtual field trips to northern and remote schools. Furthermore, our Go STEAM reached more than 3,700 students, bringing hands-on experiences and educational programs directly into communities, making them accessible within familiar and comfortable environments. And the AgVenture program engaged with over 6,000 people in Ontario and Quebec, including the Canada Wide Science Fair, the Indigenous Summer Solstice Festival, in-school programs, and agricultural fairs.

Ingenium's Digital Innovation Lab continued to explore innovative ways to improve access to museums spaces, collections, and experiences for all Canadians. The Lab

offers workshops on user experience, digital accessibility and 3D digitization. It also entered into new partnership agreements with academia and public-sector organizations to help create new experiences and push the boundaries of digital accessibility.

Ingenium's travelling exhibition program also continued to deliver science and innovation learning across Canada and beyond. Our travelling exhibitions bring Ingenium's world of discovery to venues across Canada and beyond. They were displayed in 24 different economic regions, at 33 different venues this fiscal year.

The Canada Agriculture and Food Museum was awarded a Canadian Museums Association honourable mention award for the inclusivity and accessibility features in the Aquaculture: Farming the Waters travelling exhibition, and a new co-curated exhibition titled Island in the Middle of Everywhere was launched in May of 2024. This stunning series of photographs and video shares the knowledge of the Northern Coast Salish communities that have skillfully managed the land and sea of Xwe'etay to create a rich and secure supply of fish, clams, plants, and other foods over millennia.

A new panel was installed at the Canada Science and Technology Museum highlighting three artifacts related to Indigenous ways of knowing: cosmic beading, birch bite art, and a Marshall Island stick chart. The museum also hosted two beading workshops focused on ancestral Indigenous beadwork in the form of a beaded orange-shirt pin with Ojibway artist Kelly Nahwegahbow Marsolais, in preparation for National Day for Truth and Reconciliation. And, a powerful evening event honoured National Indigenous Water Operator Day, with the goal to deepen public understanding of Indigenous teachings and the spiritual connection to this life-giving force. And a newly acquired Inuit hunting parka known as the Tuberculosis Parka is now on display in the Medical Sensations exhibition.

Ingenium proudly co-hosted the Shannon Lectures with Carleton University, with a focus on Canadian and international scholarship of Black histories of science and technology. The Ingenium Research Institute also offered its second fellowship in Queer Histories of Industrial Work, in collaboration with Concordia University.

In February, Ingenium launched a new corporate website, harnessing the power of digital to connect with Canadians. This new site delivers improved user experiences for our audience, which covers a wide spectrum, from museum visitors, researchers and educators, to members, donors, partners, future potential staff, and customers of our commercial operations. Most importantly, the renewed website serves as a platform to spark curiosity through engaging digital storytelling and dialogue around science and innovation.

Beyond our digital platforms, our Library and Archives worked with Ancestry.com to digitize 150,000 Canadian Pacific Steamship fonds archival assets, making the collection more accessible online.



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.

In 2024–25, Ingenium welcomed more than 695,500 visitors to its three national museums. Its passionate membership community continued to grow, being particularly popular amongst families with children. Ingenium has now reached an average of 10,000 active members. And Ingenium continued to work with Ottawa Tourism, Tourisme Outaouais and CAA to promote the museums as destinations of choice for tourists to the region. Collaboration with the Canadian Tulip Festival and Winterlude also helped attract tourists to our sites.

A significant milestone was achieved in unlocking the potential of the national collection through improved public access. Ingenium's national collection represents Canada's rich and diverse history of science, technology, and innovation. The artifacts, archives, and library material in Ingenium's care are entry points for studying, understanding, and appreciating the complex relationship between science, technology, and society.

Ingenium welcomed 2,465 visitors into the state-of-the-art Ingenium Centre, opening its doors to museum members and the public for the very first time as part of Doors Open Ottawa. At any given time, only about 12 percent of the national collection is displayed in our three museums. The event presented a unique chance to see the extent of the national collection firsthand, and engage with archivists, curators and conservation experts.

Following the success of this inaugural public event, regular public tours of the Ingenium Centre were launched. These small group tours offer behind-the-scenes access to view the automobile, agricultural, rolling stock, and industrial collections, as well as our Library and Archives, and Conservation Lab.

In fiscal year 2024–25, Ingenium added several artifacts and archival materials to its national collection. Highlights of Ingenium's acquisitions include:

- The Deep Rover, a pioneering development in diving design which introduced a high-performance, one-atmosphere submersible that could be operated by a single person.

- Additional objects related to Canadian astronaut Marc Garneau acquired before his passing, including a 1997 flight suit, an award and a framed solar panel related to Garneau.
- Records, technical drawings, photos and recordings related to aeronautical engineer and designer of the Avro Arrow, Owen Maynard's education, military service and professional career at Avro Canada, NASA and Raytheon.
- A collection of objects from Lieutenant-Colonel Steven P. Deschamps, CD (Ret'd) who was discharged from the RCAF for being gay during the LGBT Purge and later re-joined the RCAF after the policy was repealed in the 1990s. The acquisition included his Air Cadet uniform, his Service Desk jacket and cap, and his Canada Pride Citation.
- *Heal in Colour* bandages, a Toronto based skin-tone inclusive bandage line made for black and brown skin.
- Hydrophone No. 20, which is among the earliest known examples of hydrophones used for filmmaking, marine mammal research, and public education.
- The Ondes Martenot, among the first electronic musical instruments used in Canada, and in the world.
- The Electrohome Circa 701 stereo console, representing mid-century modern stereo/hi-fi design from a Canadian perspective.
- A number of technical drawings related to the construction and development of the Tokamak de Varennes nuclear fusion project.

This fiscal year, we also held three workshops with Realize Canada to expand managers' knowledge of disability, including episodic disability, and accommodation, to support staff and foster belonging. We also launched the Truth, Reconciliation, Equity, Diversity, Inclusion and Accessibility (TREDIA) learning and sharing circle to develop cross-organizational capacity in intersectionality.

Ingenium undertook investment in a significant modernization of the IT systems that underpin our business this fiscal year. A new user-friendly human resources information system allows employees to enter leave requests, complete timesheets, view organizational charts, access paystubs and more. In addition, managers use this system to recruit and on-board staff, as well as to assess employee performance. A modern financial system was introduced to support our financial activities, including budgeting, procurement and reporting. Finally, adopting Microsoft Office 365 equipped staff with a wide range of tools to support collaboration. On an organizational level, the IT modernization project ensures our IT systems are integrated, improving processes and supporting better decision-making. Our employees are now better equipped to deliver value for our visitors and stakeholders alike.

From a financial perspective, small increases to admission prices coupled with steady visitation resulted in revenues of \$4.3 million. Our retail and rentals programs also grew this past fiscal year, generating \$1.5 million and \$0.7 million in revenue respectively.



Though revenues exceeded projections this fiscal year, expenditures also grew. This year-over-year cost increase is driven by price inflation of goods and services, as well as salary economic increases. The net result for fiscal year 2024–25 is a loss of \$0.8 million, which is being covered by Ingenium’s unrestricted net assets.

Report on Performance Results

Ingenium’s successes in 2024–25, the fifth and final year of its five-year strategic plan, reflect the Corporation’s ongoing commitment to pursuing its strategic priorities, consistently demonstrating excellence, and building a strong national institution that meets the current and future needs of Canadians. Ingenium met or surpassed 89% of its reported metrics.

Ingenium’s commitment to collaboration and innovation is demonstrated as all performance measures related to the strategic goal of “Collaborate to Innovate” have met or surpassed their targets again this year. This includes the number of youth participants in STEAM learning, which increased by 43% over the previous fiscal year. This is due to an increase in participants attending in-person programs and the introduction of popular education programs including Aerospace Experiences, which was developed through robust partnerships in the aviation and space sectors.

Strong interest in Ingenium’s offerings is also reflected in the membership program participation, which is among the highest of the national museums. Museum attendance was consistent with last year’s result, signaling a new post-pandemic baseline. Ingenium remains a highly trusted source of information among its audiences and partners. After a visit or attending one of our public programs, audiences report feeling more confidence engaging with key issues of our time, more inspired to think in a new way, and more knowledgeable about Canadian innovators and innovations, which contribute to helping them build innovation capacity. These results, consistently demonstrated through three years of surveying, indicate that audiences are engaged and notably impacted by their experiences with Ingenium.

Ingenium is dedicated to inclusion as a national institution. The number of partners, of diverse communities, and of Indigenous communities and associations that collaborated with Ingenium increased over the 2023-24 results. Ingenium continues to attract diverse audiences, as seen in its visitorship representation. Ingenium’s content was also present in 91% of Canada’s economic regions at some point over the 2020-2025 strategic plan period, through virtual and on-site program delivery, collections loans, travelling exhibitions, and other forms of outreach.

Ingenium remained focused on sustainability to ensure future generations will benefit from museum and collection experiences. With the launch of public tours of the national science and technology collection, over 3,700 visitors experienced the collection and conservation spaces at the Ingenium Centre, leading to uses of the collection on-site



increasing by 57% this year. Documentation of the collection is an ongoing priority to improve accessibility. More of the collection is also available digitally, including through 3D imaging, which improves conservation of objects and removes barriers for remote and diverse audiences.

Collection storage requires specialized conditions for effective long-term preservation. Due to the diligent work of facilities staff, ratings for built assets remain consistent with the previous year. Relative humidity conditions in collection spaces have experienced improvement, with most spaces considered to be within an acceptable range nearly 100% of the time. However, the Canada Aviation and Space Museum continues to receive only a “Fair” asset condition rating, and it continues to be a challenge to meet humidity specifications for the collection spaces there, indicating that the site’s aging infrastructure will soon require significant investment.

Ingenium also worked to improve its financial condition and successfully surpassed almost all financial-related targets by securing significant contribution agreements and increasing commercial operations net profits. While these revenue sources support important public programming, they do not alleviate the financial pressures on core operations. Ingenium fell short in the proportion of investments in exhibition renewal due to resource constraints.

Together, these results are a testament to Ingenium’s commitment to consistently improving in its important work of preserving, interpreting, and inspiring Canada’s culture of innovation. Coming in the final year of the 2020–25 strategic plan, these results demonstrate that doing so requires wide collaboration, intentional inclusion, cultivating public trust, and building public engagement with the collection – all areas of excellence that Ingenium has diligently pursued while striving for impact as a national institution for all Canadians.

2024-25 Results

Results are rated according to the following scale: Below is < 6% of target; Met is within ± 5% of target; Surpassed is > 6% of target

Strategic Goal 1: Collaborate to Innovate

Strategies	Outcome	Indicator	2023-24 Result	2024-25 Target	2024-25 Result	Rating
Empower a culture of Canadian innovation	Youth have expanded access to STEAM-related learning	Individuals trained to deliver STEAM content	676	505	3,030 training participants	Surpassed
		Youth participants in STEAM learning	42,815	43,662	61,097 youth participants	Surpassed
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	New agreements: 19 Active partners: 62	New agreements: 12 Active partners: 60	New agreements: 15 Active partners: 63	Surpassed
		Strengthened capacity of the STEAM ecosystem	Capacity-building among partners	85%	85%	83% of partners rate their partnership as improving their capacity as part of the STEAM ecosystem
Bridge science, technology, and society on key issues of our time	Ingenium is a trusted source of information on key issues of our time	Audience trust	96%	90%	98% of audiences report that they trust the museums as a credible source of information	Surpassed
		Media coverage	2,550	2,475	4,301 media mentions and media interviews related to the Corporation's expertise and content	Surpassed
		Audience confidence engaging with key issues	86%	90%	92% of audiences report that they feel more confident engaging with key issues of our time	Met
Empower a culture of Canadian innovation	Strengthened culture of Canadian innovation	Audience exhibiting innovative tendencies	92%	90%	94% of audiences report wanting to see or think of things in a new way	Met
		Audience inspired by knowledge of Canadian innovations/innovators	96%	90%	94% of audiences report being inspired by knowing more about Canadian innovations or innovators	Met

Strategic Goal 2: Access for All

Strategies	Outcome	Indicator	2023-24 Result	2024-25 Target	2024-25 Result	Rating
Champion physical, cognitive, sensory, and socioeconomic accessibility	Enhanced accessibility of museums' sites and programs	Audiences' perception of accessibility of Ingenium's sites and programs	87%	85%	94% of self-identifying audiences rated accessibility as good or excellent	Surpassed
Harness the power of digital to connect with Canadians	Canadians have access to our offerings and collection through innovative digital means	Virtual connections and engagements	Connections: 4,167,216 Engagements: 1,123,174	Connections: 4,509,750 Engagements: 1,228,200	Virtual connections: 3,761,324 Virtual engagements: 1,132,069	Below
		Digital availability of selected collections	Archives: 33% ² 3D artifacts: <i>Digitization plan development underway</i>	Archives: 60% 3D artifacts target: 30 objects	Archives: 57% 3D artifacts 30 objects	Met
Respect and include diverse voices and communities	Diverse communities are engaged in shaping museum experiences and the collection	Collaborations with diverse communities	16	15	26 diverse communities contributed to research, program or exhibition content	Surpassed
	Indigenous ways of knowing are respected and honoured	Collaborations with Indigenous communities	20	16	21 new and on-going collaborations with Indigenous communities and associations	Surpassed
	Audiences who traditionally faced barriers participated in onsite and online museum experiences	Visitorship representation	Indigenous peoples: 6% Members of visible minority communities: 18% Persons with disabilities: 22%	Indigenous peoples: 2.9% Members of visible minority communities: 29% Persons with disabilities: 22%	Indigenous peoples: 5% Members of visible minority communities: 22% Persons with disabilities: 21%	Below
		Canadian regions engaged		72%	65%	Present in 57% of Canada's economic

² Included corrections to remove duplicates in new Portal; increased scope with new selection criteria

					regions [for a total of 91% of regions since 2020]	
	Diverse communities feel a sense of belonging in museum experiences	Sense of belonging among audiences from diverse communities	91%	90%	91% of visitors from Indigenous and diverse communities reported a sense of belonging	Met

Strategic Goal 3: Strengthen Our Foundations

Strategies	Outcome	Indicator	2023-24 Result	2024-25 Target	2024-25 Result	Rating
Empower our teams to live our shared values	Ingenium is a great place to work	Employee engagement	83%	Not conducted in 2024-25	In a pulse survey, 83% of employees agreed that Ingenium is a great place to work I	Met
	A collaborative, creative, inclusive, and accountable workforce	Staff exhibiting our shared values	100%	85%	98% of partners agreed that staff exhibited our shared values [76% strongly agreed]	Surpassed
		Staff feel supported to live our shared values	76%	76%	81% of staff felt supported to live our shared values	Surpassed
		Workforce representation ³	Indigenous peoples: 3.7% Persons with disabilities: 6.6% Members of visible minority communities: 11%	Indigenous peoples: 4.1% Persons with disabilities: 8% Members of visible minority communities: 11%	Indigenous peoples: 3% Persons with disabilities: 8% Members of visible minority communities: 11%	Met
	The national collection is better	Research sharing opportunities	230	241	262 research sharing opportunities created	Surpassed

³ Ingenium intends 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 racialized communities for all occupational groups to 20%; Persons with Disabilities for all occupational groups to 20%.

Unlock the full potential of the Ingenium Centre	preserved, better researched, and more accessible	Collection documentation ⁴	Archives: 9.9% Trade Literature: 6.9% Artifacts: 26.5%	Archives: 11% Trade Literature: 10% Artifacts: 14%	Archives: 10.8% Trade Literature: 7.2% Artifacts: 43.6%	Met
	Canadians have a deeper engagement with the national collection	Use of on-site collection-based resources	9,143	8,446	14,343 uses of on-site collection-based resources	Surpassed
Secure the museums as destinations of choice	Museum experiences encourage local residents and tourists to visit and revisit	Visitation	Visitors: 675,695 ⁵	Visitors: 692,000	Visitors: 695,562	Met
		Membership	Member households: 9,328	Member households: 9,500	Member households: 9,998	Met
		General market share	27%	25%	28% market share of NCR national museum visitors	Met
		Admission value	95%	90%	95% of visitors satisfied with the admission value	Met
		Asset condition	Ingenium Centre: Very Good CSTM: Good CASM: Fair	Maintain conditions	Ingenium Centre: Very Good CSTM: Good CASM: Fair	Met
Increase and diversify revenue, sponsorship, and philanthropic giving	Our business model is aligned with the needs of the Strategic Plan	Commercial operations net profit	\$1.66M	\$1.5M	\$2.1M	Surpassed
		Operating revenue	\$9.15M	\$8.8M	\$9.8M	Surpassed
		Contributions (cash)	\$2.88M	\$1.8M	\$6.7M	Surpassed
		Duration of financial partnerships (average)	48 months	48 months	57 months	Surpassed

⁴ Trade literature and archives metrics refer to progress against the documentation backlog. The artifacts metric refers to accession lots that are catalogued.

⁵ Previously reported as 621,631, this number has been revised to 675,695 to reflect disaggregated data related to visitation records at the time of tabling the 2023–24 Annual Report.

Program integrity	The collection and museums are sustainable and relevant for present and future generations	Care of the collection	96% of collection objects assessed for hazards	100% of collection assessed for hazards	95% of collection assessed for hazards	Met
			76% collection spaces met humidity specifications or had improved humidity conditions	85% of collection spaces met humidity specifications or had improved humidity conditions	95% of collection spaces met humidity specifications or had improved humidity conditions	
		Exhibition renewal	2.9%	3.9%	1.9% of budget spent on exhibition renewals	Below

Partnerships

Ingenium is active in generating revenues by means of partnerships. Through its Advancement and Partnerships Division and the support of management, fiscal year 2024–25 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 its partners and sponsors for helping to make initiatives and programs possible for the benefit of Canadians.

- Agriculture and Agri-Food Canada
- Algonquin College
- Animikii
- Bank of Canada
- Bytown Railway Society
- CAA North & East Ontario
- CAE Inc.
- Canada Energy Regulator
- Canadian Association of Science Centres
- Canadian Space Agency
- Carleton University
- Centre For Healthy Soils and Agriculture Sustainability Inc.
- Children's Hospital of Eastern Ontario
- Department of Fisheries and Oceans
- Environment and Climate Change Canada
- Farm Credit Canada
- Fertilizer Canada
- STEM the Gap Academy
- Geological Survey of Canada
- Glacier Farm Media
- Green Tech
- Health Canada
- Hors Pair Social
- Institute for Canadian Citizenship
- John Deere Canada ULC
- Kruger Products Inc.
- Laurysen Kitchens
- Moving Art Gallery
- National Research Council Canada
- Natural Resources Canada
- Natural Sciences and Engineering Research Council of Canada
- NAV CANADA
- Ontario College of Art & Design University
- OEX Recovery Group Incorporated
- Ottawa Carleton District School Board
- Royal Canadian Air Force
- Siemens Healthineers
- Smucker Foods of Canada Corp.
- The Peter and Melanie Munk Charitable Foundation
- Ubisoft
- University of Ottawa
- Visible Body
- Water Canada
- Zone01 Robotics



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 an 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* (FAA). Ingenium is governed by a Board of Trustees, which is accountable to Parliament for the stewardship of the Corporation through the Minister of Canadian Identity and Culture and Minister responsible for Official Languages.

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.

Strategic Directions

Over 2024–25, Ingenium pursued the final 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.

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 through a hybrid program delivery model and a hybrid flexible workplace pilot. Ingenium provides staff with training and learning opportunities, and 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.

Key external factors

Demographic trends

To remain relevant to those 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, with particularly high growth among immigrant and Indigenous youth populations. Ingenium takes this diversity into consideration when developing its content. It continues to work in collaboration with communities that have traditionally been underrepresented in stories of innovation.

Digital trends

With the rapid pace of technological change, increasing opportunities to improve accessibility through technology, 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 pandemic-era demand for virtual programs has lessened as schools reopened, but there is still interest from rural and remote communities.

Economic trends

In 2024-25, Canada experienced modest GDP growth, while households continued to experience high costs for essentials including housing and groceries. Economic uncertainty increased in Q4 with the announcement of potential tariffs by the United States government.

Both domestic and international tourism have returned to pre-pandemic levels, and the visitation levels for the national museums in the National Capital Region have stabilized at a new post-pandemic baseline. However, the number of tourists in the region is expected to be lower than pre-2020 also due 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 continued 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. As museums are one of the few institutions that remain highly trusted by the public, this role is especially crucial in this era of increasing mis- and disinformation. Ingenium also applies 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 2024-25, the Corporation identified six major risks in its corporate plan that had 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 the Corporation will not receive sufficient government funding due to escalating costs, the lack of indexation, and new unfunded costs (payment-in-lieu-of-taxes (PILT) expenses for the Ingenium Centre).
 - Ingenium was able to mitigate this risk during 2024-25 thanks to temporary funding of \$5.7 million received through Budget 2023 to



address building operations and maintenance cost increases, plus \$1.53 million in funding for PILT expenses announced in Budget 2022.

- 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.
 - To address this risk, Ingenium managed wage and operating costs based on visitor attendance; and opened new permanent and temporary exhibitions to attract audiences.
- The risk that the Corporation will not be able to obtain the 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 launched a new partner strategy; welcomed a new Business Development Manager dedicated to the Canada Aviation and Space Museum; and continued developing a new strategic plan with the Ingenium Foundation.
- The risk that a biohazard event / pandemic will occur on Ingenium property, within the scope of service delivery, or in the National Capital Region due to the current global health environment.
 - To address this risk, Ingenium began reviewing the CAFM Master Site Plan to develop strategies to reduce biosecurity risks in the infrastructure and environment.
- The risk that the Corporation will not have enough staff allocated effectively to deliver on the aspirations of the Strategic Plan 2020-2025, 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 new modern HR information system; developed a Corporate-wide learning strategy that fosters key competencies, compliance, and leadership training; and continued its Hybrid Workplace pilot.
- The risk of a cybersecurity breach in which systems are disabled, data integrity is compromised, and/or sensitive information is inappropriately accessed due to increasing activity in malware, ransomware and need to constantly upgrade anti-virus.
 - To address this risk, Ingenium implemented Microsoft 365, including Multi-Factor Authentication; maintained its cybersecurity insurance in good

standing; and continued phishing testing and cybersecurity education and awareness 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.

In 2024-25, Ingenium closed its 2021–22 internal audit on privacy, addressed several action items based on the 2022–23 environmental internal audit, and developed and began implementing its three-year action plan based on the findings of the 2023–24 accessibility internal audit of the Canada Agriculture and Food Museum.

An audit of Ingenium’s procurement processes was conducted in 2024–25. Beginning in 2025–26, Ingenium will develop and implement a three-year action plan based on the findings.

Outlook

Ingenium’s new Strategic Plan 2025-2030 will launch in 2025–26. This new plan is an evolution of work achieved in the 2020-2025 Strategic Plan and has deepened its key commitments: a strengthened culture of innovation; a greater sense of belonging and valuing of diversity in STEAM; and the sustainability of the museums and the national collection for future generations.

To meet evolving audience expectations throughout the country, Ingenium will continue to create meaningful, relevant in-person and virtual experiences. It will focus outreach where there is demand and impact, such as for audiences in remote and northern communities. In collaboration with key partners across the STEAM ecosystem, Ingenium will increase the reach and impact of STEAM programming.

Ingenium will deepen collaborations with Indigenous communities, as well as diversity and accessibility groups, to amplify diverse narratives, address barriers to access, and reflect their interpretations of the national collection’s stories.

Ingenium’s Research Institute will continue to engage with the diverse histories and futures of science and innovation through strategic fellowships, collaborations, and research. Informed by its new Research Strategy, the Research Institute will focus on research that considers diverse perspectives and environments, transformative shifts, infrastructure and access, and innovative preservation methods.

Through its Digital Innovation Lab, Ingenium will continue to connect and engage with audiences and partners, including more opportunities to develop engaging and accessible cultural experiences with the creative sector.

Ingenium will invest in the infrastructure and museum experiences that attract a broad range of visitors from throughout Canada. The launch of the Canada Strong Pass this summer will provide more opportunities for Ingenium to welcome families and young adults, including providing memorable experiences for many first-time visitors.

Ingenium will continue to manage resources with agility and prudence, commensurate with demand. Long-term financial viability continues to be a pressing concern for the Corporation because of rising costs due to inflation and aging assets. Temporary additional funding for 2025–26 and 2026–27 provided by the government will help address these pressures in the short term.

In an era of uncertainty and increasingly complex challenges, Ingenium’s mission is more crucial than ever. As Canada’s museums of science and innovation, Ingenium contributes to building the skills and sharing the knowledge needed to meet these challenges. By helping our audiences understand the past and present, we help pave the way for a brighter future.

Financial Overview

Over 2024–25, the Corporation operated at normal activity levels, offering a full suite of on-site programs and events, day camps, and collection tours. Ingenium continued some virtual and hybrid program delivery that was best suited to reaching remote audiences, thus sustaining digital and outreach efforts. Meanwhile, it completed a significant IT modernization project, with the implementation of a new financial system, a people management system, and a new productivity platform, which required significant change management and training for staff.

Through responsible fiscal management and with additional funding from government to offset inflationary impacts, Ingenium ended the fiscal year with only a minor loss in order to access some of its unrestricted net assets to invest in IT modernization.

Overall, the Corporation did not experience significant variances in its levels of revenues or expenses year-over-year compared to the previous year, confirming that the pandemic recovery is complete, with 2024–25 levels becoming the new baseline.

Sources of funds

Parliamentary Appropriations

Parliamentary appropriations recognized on an accrual basis increased slightly from \$47.5 million in 2023–24 to \$49.1 million in 2024–25 to, due mainly to higher amount of government funding received for operations. The Corporation also received temporary

financial support for building operations and maintenance costs and used deferred appropriations from previous years to complete infrastructure projects that were delayed during the COVID-19 global pandemic.

Revenues

The Corporation saw a small increase of total revenues from \$13.3 million generated in 2023–24 to \$14.4 million in 2024–25, due mainly to the fee increases Ingenium implemented early in 2024–25. Moreover, the amount of contributions recognized for exhibitions and programming also increased.

Operating Revenues:

Operating revenues increased by seven percent over the previous year, from \$9.2 million in 2023–24 to \$9.8 million in 2024–25, which is on par with the pre-pandemic revenue level. This is mainly due to fee increases implemented across on-site activities rather than an increase in attendance at its museums, which is on par with the attendance of 2023–24.

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 over 17 percent year over year, from \$2.9 million in 2023–24 to \$3.4 million in 2024–25. Notably, significant amounts received from the Department of Fisheries and Oceans and from Agriculture and Agri-Food Canada for science communication projects, exhibitions, and displays have been recognized as contributions in 2024–25.

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 2024–25 interest income of \$1.2 million is the same as the amount of interest income generated in 2023–24.

Expenditures

The Corporation's total expenses of \$64.3 million in 2024–25 are greater than the total expenses of \$58.5 million incurred in 2023–24. This is mainly due to important capital projects being completed, presentation of new exhibitions and inflation levels increasing from the previous year.

Core Responsibilities

Heritage Preservation and Research:

Expenses in heritage preservation and research activities increased by 15 percent from \$5.4 million in 2023–24 to \$6.2 million in 2024–25. This is mainly due to temporary



staffing to document and inventory the collection that was moved into the Ingenium Centre and to conduct curatorial research.

Exhibitions, programs and outreach:

Expenses increased just over 15 percent from \$21.2 million in 2023–24 to \$24.4 million in 2024–25, mainly due to the hosting of a special exhibition at CSTM in summer/fall 2024. Some higher expenditures were also incurred to develop new exhibitions and displays that were made possible by partner contributions.

Museums and Collection Buildings:

Expenses associated with this core responsibility increased by 2 percent, from \$22.1 million in 2023–24 to \$22.5 million in 2024–25, due mainly to the completion of capital projects during the previous fiscal year and inflationary impacts on non-discretionary facilities costs.

Internal Services:

Internal Services expenditures increased by 13 percent from \$9.9 million in 2023–24 to \$11.2 million in 2024–25, which is explained by the increased retail, venue rental, and concession activities at the museums, as well as investments made to modernize IT systems.

Net Results of Operations and Year-End Position

The net results of operations yielded a loss of \$0.8 million in 2024–25, due mainly to investments made in modernized IT systems, thereby decreasing the Corporation's total unrestricted net assets to \$8.1 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 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 \$241.0 million in 2023–24 to \$230.1 million in 2024–25, due to the relatively significant amount of amortization recorded in 2024–25 in relation with the completion of the Ingenium Centre and some health and safety related projects. The current total cost value of its capital assets is \$346.3 million.

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

26 June 2025





INDEPENDENT AUDITOR'S REPORT

To the Minister of Canadian Identity and Culture and Minister responsible for Official Languages

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 2025, 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 2025, 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.



Annie Leclerc, CPA
Principal
for the Auditor General of Canada

Ottawa, Canada
26 June 2025

STATEMENT OF FINANCIAL POSITION

As of March 31

<i>(in thousands of dollars)</i>	2025	2024
ASSETS		
Current		
Cash and cash equivalents (Note 3)	\$25,947	\$23,462
Accounts receivable		
Government departments	606	816
Trade	539	644
Inventories	777	750
Prepaid expenses	923	1,198
	28,792	26,870
Collection (Note 4)	1	1
Capital assets (Note 5)	230,050	241,023
	\$258,843	\$267,894
LIABILITIES		
Current		
Accounts payable and accrued liabilities (Note 6)	\$8,024	\$8,400
Current portion of employee future benefits (Note 7)	96	167
Deferred contributions and deferred revenues (Note 8)	10,571	7,516
	18,691	16,083
Employee future benefits (Note 7)	518	503
Long-term advance (Note 9)	4,208	4,208
Deferred contributions related to capital assets (Note 10)	217,226	228,094
	240,643	248,888
NET ASSETS		
Unrestricted	8,098	8,904
Investment in capital assets (Note 11)	10,102	10,102
	18,200	19,006
	\$258,843	\$267,894

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
President and CEO



Kimberlee Hemming
COO, People and
Corporate Services



STATEMENT OF OPERATIONS

For the year ended March 31

<i>(in thousands of dollars)</i>	2025	2024
REVENUES		
Operating (Schedule 1)	\$9,798	\$9,155
Contributions (Schedule 1)	3,433	2,914
Interest	1,161	1,181
Total revenues	14,392	13,250
EXPENSES (Schedule 2)		
Heritage preservation and research	6,175	5,389
Exhibitions, programs and outreach	24,409	21,168
Internal services	11,162	9,850
Museums and collection buildings	22,526	22,077
Total expenses	64,272	58,484
Deficit before parliamentary appropriations	(49,880)	(45,234)
Parliamentary appropriations (Note 12)	49,074	47,534
Surplus (loss) for the year	\$(806)	\$2,300

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>	2025	2024
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	8,904	6,604
Surplus (loss) for the year	(806)	2,300
Unrestricted net surplus, end of year	8,098	8,904
NET ASSETS, END OF THE YEAR	\$18,200	\$19,006

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>	2025	2024
OPERATING ACTIVITIES		
Cash received (clients and donors)	\$15,432	\$11,347
Parliamentary appropriations received for operations	36,861	35,723
Cash paid to suppliers	(21,471)	(19,391)
Payments related to salary and benefits	(29,226)	(29,845)
Cash received from the Foundation	780	353
Interest received	1,229	1,177
Net cash generated (used) through operating activities	3,605	(636)
CAPITAL ACTIVITIES		
Payments related to capital acquisitions	(2,785)	(10,449)
Net cash used through capital activities	(2,785)	(10,449)
FINANCING ACTIVITIES		
Sponsorship received for the acquisition of capital assets	62	309
Appropriations received for the acquisition of capital assets	1,603	3,611
Net cash generated through financing activities	1,665	3,920
Net increase (decrease) in cash and cash equivalents	2,485	(7,165)
Cash and cash equivalents, beginning of year	23,462	30,627
Cash and cash equivalents, end of year	\$25,947	\$23,462

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



NOTES TO FINANCIAL STATEMENTS

March 31, 2025

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 performance obligation is satisfied. Membership and related parking sales meet the definition of performance obligations for services that are fulfilled over a period of time and are therefore deferred and recognized over the period to which the membership relates. For the other operating revenues, the performance obligation is satisfied at the time 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, 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, 2025 was 2.92% (2024 - 5.17%).

<i>(in thousands of dollars)</i>	2025	2024
Total cash and cash equivalents	\$25,947	\$23,462
Less amounts allocated for restricted purposes	(9,662)	(6,204)
Unrestricted cash and cash equivalents	\$ 16,285	\$ 17,258

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, 2025, the Corporation disposed of 128 objects (2024 - 123 objects), for a total amount of \$700 (2024 - \$1,000). The proceeds were used for collection management services.

During the year ended March 31, 2025, the Corporation acquired 452 objects (2024 - 64 objects) to its collections through the accessioning/de-accessioning process for artifacts.



5. Capital assets

<i>(in thousands of dollars)</i>	2025			2024		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Land	\$10,102	\$-	\$10,102	\$10,102	\$-	\$10,102
Buildings	262,740	71,211	191,529	263,097	64,900	198,197
Building improvements	31,070	14,594	16,476	31,552	15,383	16,169
Office furniture	1,455	1,084	371	1,423	923	500
Equipment	6,288	3,672	2,616	5,891	3,113	2,778
Computer software	325	296	29	324	281	43
Museum permanent exhibitions	34,106	25,385	8,721	34,918	23,409	11,509
Intangible Assets	25	-	25	25	-	25
Capital projects in progress	181	-	181	1,700	-	1,700
	<u>\$346,292</u>	<u>\$116,242</u>	<u>\$230,050</u>	<u>\$349,032</u>	<u>\$108,009</u>	<u>\$241,023</u>

For the fiscal year ended March 31, 2025, the Corporation disposed of assets with an acquisition cost of \$4,460,000 (2024 - \$3,764,000) and a net book value of \$15,000 (2024 - \$49,000).

Capital assets acquired during the year ended March 31, 2025 included an amount of \$292,000 for capital transactions that did not require the use of cash or cash equivalents (2024 - \$1,358,000) and are therefore excluded from the Statement of Cash Flows.

6. Accounts payable and accrued liabilities

<i>(in thousands of dollars)</i>	2025	2024
Trade accounts payable	\$3,486	\$3,849
Government departments, agencies and Crown corporations	2,830	3,083
Accrued salaries and other salary-related liabilities	1,708	1,468
	<u>\$8,024</u>	<u>\$8,400</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 2024-25 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 9.06% (2024 - 9.35%), and for employment start dates after December 31, 2012, the Corporation's general contribution rate effective at year-end was 7.95% (2024 - 7.94%). Total contributions of \$2.15 million (2024 - \$2.22 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>	2025	2024
Accrued benefit obligation, beginning of year	\$712	\$665
Cost for the year	90	346
Benefits paid during the year	(145)	(299)
Accrued benefit obligation, end of year	657	712
Unamortized actuarial losses	(43)	(42)
Accrued benefit liability, end of year	\$614	\$670
Short-term portion	\$96	\$167
Long-term portion	518	503
Accrued benefit liability	\$614	\$670

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>	2025	2024
Balance, beginning of year	\$7,516	\$14,490
ADD:		
Restricted contributions from the Canada Science and Technology Museums Corporation Foundation	780	353
Restricted appropriations received or due	-	-
Sponsorships and other contributions received or due	5,900	2,663
Funds received or due for the provision of goods and services	2,105	2,336
LESS:		
Restricted contributions from the Canada Science and Technology Museums Corporation Foundation recognized	(780)	(353)
Restricted appropriations used	(491)	(7,443)
Sponsorships and other contributions used during the year	(1,950)	(2,300)
Funds used for goods and services	(2,509)	(2,230)
Balance, end of year	\$10,571	\$7,516

As of March 31, 2025, unused deferred parliamentary appropriations totaled \$3,132,000 (2024 - \$3,623,000), deferred grants and sponsorships totaled \$6,530,000 (2024 - \$2,581,000) and other deferred revenues totaled \$909,000 (2024 - \$1,312,000).

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>	2025	2024
Funding for construction of revenue generating facilities	\$4,208	\$4,208
	\$4,208	\$4,208

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, 2025, 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>	2025	2024
Balance, beginning of year	\$228,094	\$229,038
Amounts used to purchase capital assets	1,720	11,076
Amortization of deferred contributions related to capital assets	(12,588)	(12,020)
Balance, end of year	\$217,226	\$228,094

For the year ended March 31, 2025, amounts used to purchase capital assets funded by appropriations totaled \$1,658,000 (2024 - \$10,490,000) and sponsorships totaled \$62,000 (2024 - \$586,000). As at March 31, 2025, amortization of deferred contributions related to capital assets - portion appropriations totaled \$11,801,000 (2024 - \$11,200,000) and amortization of deferred contributions related to capital assets - portion sponsorships totaled \$787,000 (2024 - \$812,000).

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>	2025	2024
Capital assets (Note 5)	\$ 230,050	\$ 241,023
LESS amounts financed by:		
Long-term advance (Note 9)	(4,208)	(4,208)

Deferred contributions related to capital assets (Note 10)	(217,226)	(228,094)
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	1,486	1,381
Balance, end of year	<u>\$ 10,102</u>	<u>\$ 10,102</u>

12. Parliamentary appropriations

<i>(in thousands of dollars)</i>	2025	2024
Main estimates amount provided for operating and capital expenditures	\$38,404	\$29,983
SUPPLEMENTARY ESTIMATES:		
Severance adjustments and retroactive wage settlements	36	3,825
Financial support to national museums	-	5,452
	38,440	39,260
Deferred appropriation used in current year	491	7,443
Appropriations approved in current year for expenses and purchases of capital assets in future years	-	-
Amounts used to purchase depreciable capital assets	(1,657)	(10,376)
Amortization of deferred contributions related to capital assets	11,800	11,207
Parliamentary appropriations	<u>\$49,074</u>	<u>\$47,534</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 2024-25, the Foundation made a contribution of \$780,000 (2024 - \$568,000) 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 2024-25, 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 \$311,000 (2024 - \$289,000). No amount was recorded as an "account receivable from the Foundation" by the Corporation (2024 - \$0).

As at March 31, 2025, there was no amount due by the Foundation to the Corporation (2024 - \$0).

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 \$85,000 (2024 - \$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 use of the airport at no cost in exchange for the operation and maintenance of the airport runways, taxiways, aprons, grounds, parking lots and access roadway. This arrangement is governed by a lease agreement between the Corporation and RFC expiring in June 2040 with options to extend until June 2050. 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.

(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 \$14,044,000 (2024 -

\$13,518,000) 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, 2025, accounts receivable net of tax receivable totaled \$612,000 (2024 - \$790,000). These figures are reported net of an allowance for doubtful accounts of \$92,000 (2024 - \$2,000), 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, 2025 was an increase of \$90,000 (2024 - decrease of \$19,000) relating to past due balances.

As at March 31, 2025, \$155,000 (2024 - \$241,000) 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, 2025, cash and cash equivalents and current liabilities include US \$207,000 (2024 - US \$51,000) and US \$3,000 (2024 - US \$2,000), 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, 2025 is a \$29,000 (2024 - \$7,000) increase in loss. The approximate impact of a 10% decline is a \$29,000 (2024 - \$7,000) decrease in loss.

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.

As at March 31, 2025, the entire balance of the Corporation's accounts payable and accrued liabilities is due within 365 days (2024 - 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, 2024.

16. Contractual obligations

As at March 31, 2025, 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 \$17,446,000. The future minimum payments for the next five years and subsequent years are as follows:

<i>(in thousands of dollars)</i>	2025
2025-26	6,824
2026-27	5,654
2027-28	3,261
2028-29	1,684
2029-30	23
2030-31 and subsequent years	-
	\$17,446

17. Contractual rights

As of the end of March 2025, the Corporation has entered into various agreements for sponsorship of exhibits and programs and facility leases for a total of \$802,000. The future expected minimum amount to be collected for the next five years are as follows:

<i>(in thousands of dollars)</i>	2025
2025-26	639
2026-27	98
2027-28	30
2028-29	30
2029-30	5
	\$802



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, 2025, no provision has been recorded based on the Corporation's and external legal firm assessment of potential liability (2024 - no provision). The effect, if any, of ultimate resolution of these matters will be accounted for when determinable. As at March 31, 2025, the Corporation had no contingent assets to disclose.

SCHEDULE 1: SCHEDULE OF OPERATING REVENUES AND CONTRIBUTIONS

For the year ended March 31

Operating Revenues

<i>(in thousands of dollars)</i>	2025	2024
General admissions and programs		
Science and Technology	\$2,226	\$2,128
Aviation and Space	1,195	1,055
Agriculture and Food	927	967
Membership	1,164	1,022
Boutique sales	1,509	1,430
Parking	962	938
Facility rental and concessions	692	621
Farm operations	499	469
Travelling Exhibitions	308	237
Other	316	288
TOTAL	\$9,798	\$9,155

Contributions

<i>(in thousands of dollars)</i>	2025	2024
Grants and sponsorships	\$1,399	\$1,611
Other contributions from individuals and corporations	1,254	950
Contributions from the Foundation	780	353
TOTAL	\$3,433	\$2,914



SCHEDULE 2: SCHEDULE OF EXPENSES

For the year ended March 31

<i>(in thousands of dollars)</i>	2025	2024 ¹
Personnel costs	\$29,127	\$26,301
Amortization and write-downs of capital assets	12,693	12,124
Property Management Service	3,697	3,176
Payments in Lieu of Taxes	3,326	3,257
Professional and special services	2,881	2,379
Material and supplies	2,880	2,919
Utilities	2,628	2,672
Repairs and Maintenance	1,666	1,840
Exhibit Fabrication and Rental	1,462	476
Protection services	1,199	1,158
Cost of Goods Sold - Boutiques	809	724
Marketing and Advertising	544	453
Miscellaneous	339	166
Travel and Hospitality	237	171
Freight, Cartage, and Postage	213	174
Telecommunications	209	227
Insurance	156	166
Purchase of objects for the collection	147	48
Rentals of equipment	59	53
TOTAL	\$64,272	\$58,484

¹ Certain comparative figures have been reclassified to conform with the current year's presentation.



Appendix: Climate-related financial disclosure report

Ingenium—Canada’s Museums of Science and Innovation recognizes the imperative of ensuring environmental sustainability and addressing climate change. Across its three museum sites in Ottawa, Ingenium engages the public in science and technology discovery and inspiration, building innovation knowledge and skills to cultivate a collective impact to address global challenges, including climate change.

This report on the climate-related financial risks and opportunities facing Ingenium is prepared based on the framework provided by the Task Force on Climate-related Financial Disclosures (TCFD) and aligned with the federal Greening Government Strategy (2024) and its reporting guidance (2022).

This inaugural report provides foundational information on climate-related risks and opportunities in Ingenium’s external and internal operating environments. To expand future reports, through a phased approach, Ingenium will conduct a materiality assessment, integrate the risk and opportunities assessment process in its enterprise risk management framework, and financially quantify material risks and opportunities.

Commitment to Sustainability

Ingenium is committed to understanding and minimizing the potential adverse impacts of its activities on the environment and ecological systems. In Strategic Plan 2025 to 2030, Ingenium commits to improving its environmental performance and empowering staff to support this work. It must also invest in greening its capital infrastructure and ensure its resilience to adverse climate change effects. Ingenium is consulting on a draft Greening Strategy and supporting action plan, which will launch in 2025. Consistent with the Greening Government Strategy, Ingenium is setting incremental reduction targets toward achieving net-zero emissions by 2050, as funding allows.

Its strategy and action plan build on the environmental work Ingenium started years prior, including using solar capture and power generation at the Canada Science and Technology Museum (renovated in 2017) and the Ingenium Centre (constructed in 2019). It conducted a carbon audit in 2021 and continues to work on implementing the audit action plan. Ingenium has purchased two electric vehicles and will continue to replace all vehicles with EVs. It has produced and hosted a myriad of exhibitions and programs and events related to climate change, climate action, and human impacts on the environment, for the public and young audiences.

Governance

Governance bodies with decision-making responsibilities pertaining to Ingenium’s environmental performance, are as follows:

- *Board of Trustees* establishes the strategic direction and governance policies, approves budgets and investment plans, and provides oversight on risk management. The Board is accountable to Parliament through the Minister of Canadian Identity and Culture for its corporate affairs and activities and ensuring that all duties and obligations conferred upon Ingenium are carried out.
 - *The Finance, Audit and Risk Management Committee of the Board* oversees the financial, capital and risk management policies, plans and practices. It reviews and recommends the approval of the financial disclosures.
- *President/CEO, supported by the Executive Leadership Team*, manages the development and implementation of strategies and plans, program activities, operations, resource allocation, risk mitigation and compliance. The President and CEO is accountable to the Board for the management of Ingenium’s day-to-day responsibilities.
 - Chief Operating Officer, Corporate and People Services is the executive team member responsible for financial and asset management and is the Greening and Sustainability Champion.

(More information about its governance is found in the Governance chapter above.)

Strategy

In 2022, the occurrence of a climate-related weather event was identified as a standalone risk in Ingenium’s corporate risk register. Other corporate risks that are linked to climate-related physical and transition risks include Health and Safety, Built Infrastructure, Collection Growth and Care, and Reputation and Trust.

Risk and description	Drivers	Potential impacts	Controls	Assessment
<p><i>Climate-related Weather Event:</i> Ingenium may not be able to keep its staff, visitors, herds, and assets safe as extreme weather events become more frequent and severe due to climate change.</p>	<p>Increased frequency and severity of extreme weather events (e.g., tornadoes, extreme temperature variability, intense precipitation). Condition and location of infrastructure. Outdoor delivery of programming and special events. Cost of retrofitting infrastructure for extreme weather.</p>	<p>Injury, illness or death of people and animals. Financial losses from closings, cancellations and reduced attendance. Increased insurance premiums. Cost to repair or replace damaged infrastructure. Damage or destruction of artifacts.</p>	<p>Communication and training of health and safety policies and regulations. Emergency preparedness and business continuity plans. Annual building maintenance and investment plans.</p>	<p>Likelihood: Likely (4) Impact: Moderate (3) Horizon: Short (0-2 years)</p>



In addition to the climate-related weather event risk, an occurrence of which would have rapid onset and potentially detrimental effects and thus deemed most significant to include on the corporate risk register, Ingenium has identified a series of sub-risks related to the physical climate and the transition to a low-carbon economy to which it is inherently exposed. It also considered opportunities it can leverage given its activities, as part of the adaptation to climate change. These sub-risks and opportunities were identified by the co-chairs of the Greening Working Group and the comptroller, with the help of environmental consultant.

The tables below list and describe these climate risks and opportunities, as well as their time horizon for potential occurrence, based on current level of resources and information known to date. Ingenium’s greening strategic and action plan will be designed to help control and offset the potential impacts of physical and transition risks.

Physical sub-risks:

Risk and description	Drivers	Potential impacts	Controls	Horizon
<i>Global warming:</i> Rising temperatures negatively impact energy consumption and exterior environments.	Level of GHG in the atmosphere. Increasing temperatures. Changes in precipitation patterns (increased snow, rain or drought). Outdoor delivery of programming and special events.	Financial losses from reduced programming and attendance particularly at CAFM. Difficulty maintaining indoor environments and higher utilities and costs to maintain building systems.	Communication and training of health and safety policies and regulations. Performing building maintenance.	Short (0-2 years)
<i>Poor air quality:</i> Decline in air quality associated with pollution and other factors.	Smoke from increased number of forest fires. Level of air pollution. Outdoor delivery of programming and special events.	Financial losses from reduced outdoor programs. Difficulty controlling indoor air quality. Accelerated wear of air filtration systems and increased costs to maintain them.	Communication and training of health and safety policies and regulations. Performing building maintenance.	Short (0-2 years)
<i>Flooding:</i> Ottawa River causes flooding at the Canada Aviation and Space Museum	Significance of precipitation, freeze and thaw cycles. Rising water level and erosion of riverbanks. Building conditions.	Financial losses from closure and repairs of assets. Damage to artifacts.	Emergency preparedness plan.	Long (5-10 years)



<i>Energy supply disruptions:</i> Failures of energy systems and loss of power for long periods of time	Increasing demand in response to extreme temperatures. Increasing demand and dependence on electrical power.	Financial losses from closings, cancellations and reduced attendance. Inability to control indoor environments	Back-up lighting and generator systems at some sites. Increasing on-site solar power generation.	Short (0-2 years)
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Transition risks include the following:

Risk and description	Drivers	Potential impacts	Controls	Horizon
<i>Climate policy:</i> Carbon pricing and regulation of GHG emissions and obligations to set targets to net-zero	Cost of efforts to reduce GHG emissions including cost of retrofitting infrastructure. Carbon pricing or taxes on imports from carbon intense countries.	Increased energy operating and supply chain costs. Increased GHG reporting requirements and associated costs.	Exploring green alternatives as part of capital investment plan. Increasing on-site solar power generation.	Medium (3-5 years)
<i>Technology:</i> Investment required to reduce emissions and adapt to change	Age and condition of buildings. Lack of capital funds available to complete GHG-reducing retrofits.	Higher long-term costs of recurring repairs and operating aging systems rather than green replacements.	Exploring green alternatives as part of capital investment plan.	Medium (3-5 years)
<i>Reputational:</i> Public perception of Ingenium messaging and action on climate change.	Disconnect between Ingenium's content offerings and its environmental practices. Cost of greening initiatives.	Decreased attendance and associated financial losses. Loss of authoritative voice and trust.	Engagement with stakeholders. Greening strategy and action plan in development, with a communication strategy.	Medium (3-5 years)

Given its activities and sites, Ingenium notes the following climate-related opportunities:

Opportunity	Description	Potential impacts
<i>Resource Efficiency</i>	Find efficiencies in the use of utilities (e.g., water, energy)	Reduced resource utilisation Reduced operational costs
<i>Energy sources</i>	Invest in energy efficient non GHG-emitting infrastructure, including solar.	Reduced GHG emissions Reduced operating costs through on-site power generation



<i>Resilience</i>	Invest in infrastructure that can withstand extreme weather events	Mitigation of consequences of extreme and chronic weather changes Improved health and safety conditions.
<i>Public Engagement</i>	Develop and deploy climate-related content and create space for the public to learn and discuss environmental issues.	Public awareness and action on climate. Showcase sustainable innovations. Alignment of content offerings with Ingenium's own climate actions. Growth of partnerships with like-minded organisations.
<i>Supplier engagement</i>	Favour supply or service agreements with businesses with climate commitments and targets	Reduced environmental impact from procured goods and services. Climate action in the private sector.
<i>Public shelter</i>	Offer shelter during times of extreme weather events.	Secondary use of Ingenium's assets for the well-being of Canadians.

Risk Management

Ingenium uses an Integrated Risk Management Framework, which includes the Corporate Risk Profile methodology for assessing, monitoring, reporting and treating key corporate risks as well as the risk register for the identification and recording of all the corporate risks that could impede the achievement of Ingenium's Strategic Plan (2025-26 to 2029-30). Risk levels are assessed using five-point impact and likelihood scales and associated criteria, developed by Ingenium.

The identification and assessment of risks related to climate are a shared responsibility.

- The Board is responsible for ensuring that governance decisions incorporate responsible risk management and for overseeing risk mitigation by management.
- The Finance, Audit and Risk Committee (FARMC) is responsible for overseeing Ingenium's corporate risk management practices.
- Leading the Executive Leadership Team, the President/CEO is responsible for ensuring that corporate risks are managed. Executives are risk owners and, supported by their management teams, mitigate risks in their functional area.
- The Corporate Secretariat coordinates and provides tools for the corporate risk management process and reporting to the Board and its committees.
- The Greening Sustainability Champion is the owner of climate-related risks.
- The Greening Working Group is responsible for bringing environmental or climate-related risks that may affect Ingenium's operations to the attention of the Greening and Sustainability Champion.
- All staff are responsible for identifying and mitigating risks within their area of responsibility.



Metrics and Targets

Ingenium’s emissions are quantified based on the *GHG Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)* methodology. Activity data was used and emission factors from the following documents were applied:

- Federal Greening Government Reporting Guidance
- Canada’s National Inventory Report
- United States Environmental Protection Agency’s Emission Factors for Greenhouse Gas Inventories
- UK Government Conversion Factors for greenhouse gas reporting
- World Resources Institute & World Business Council on Sustainable Development, Corporate Value Chain (Scope 3) Accounting and Reporting Standard

Emissions are allocated to one of three scopes.

- Scope 1: Direct emissions from owned assets (e.g. facilities and equipment)
- Scope 2: Indirect emissions from energy purchased
- Scope 3: All other indirect emissions (e.g. transportation and travel, purchased goods and services)

Ingenium’s GHG emissions are provided below for the base year of 2018-19 along with 2021-22 and 2024-25. Notably, Ottawa experienced warmer than normal winter temperatures in 2024-25 and reduced its building portfolio over 2019-22. The energy intensity of Ingenium’s building portfolio in 2024-25 of 0.86 GJ/m² compares favourably to benchmarks. The International Association of Museum Facility Administrators median electrical consumption per gross area is 1.32 GJ/m², while Natural Resources Canada (NRCAN) Survey of Commercial and Institutional Energy Use (2009), specifies average building energy intensity as 0.95 GJ/m².

GHG (tonnes CO₂ equivalent)	2018-19 Actual	2021-22 Actual	2024-25 Actual	2029-30 Target	2049-50 Target
Scope 1	2,483	2,238	1,700	1,650	-
Scope 2	223	374	436	380	490
Scope 3	111	14	46	30	10
Total per fiscal year	2,817	2,626	2,182	2,060	500*
<i>Relative to base year</i>	-	-7%	-23%	-27%	-82%

* The balance of emissions would be indirectly reduced through off-sets to achieve net-zero.

Ingenium sets modest targets for 2029-30, coinciding with the end of its current strategic plan and greening strategy, and consistent with its base resource level. It continues to seek financing opportunities to realize energy efficiencies and displace all gas use with electricity by 2049-50. Although electricity consumption is expected to



increase significantly, Ontario’s electricity grid is expected to become less GHG emissions intensive over time.

The following assumptions support these targets:

- replacement of LED lighting fixtures across its sites in the short-term
- expansion of solar power generation on site in the short-term
- travel and transportation GHG-emitting activities reduced and the balance of emissions is off-set, in the medium-term
- complete electrification of its fleet vehicles as existing vehicles reach the end service life, in the medium-term
- nearly complete decarbonization from the elimination of natural gas use across Ingenium-owned buildings, in the medium- to long-term
- replacement of resource-intensive equipment as it reaches the end of its useful life is replaced where feasible with green alternatives, in the long-term.

Ingenium also monitors its performance in terms of waste diversion, water consumption and biodiversity across its sites. Waste is generated by staff, museum visitors and contractors. Water consumption is determined based on metered usage. Water is mainly consumed by staff and museums visitors, and for care of the animals.

Ingenium is unable to report on water usage in 2024-25 due to a water meter issue that has not yet been repaired by the city. Ingenium expects modest improvements to waste diversion and water consumption, consistent with the limitations of its base funding level and continued level of activity. Over time, an increasing amount of waste will be diverted from landfill as Ingenium enhances recycling and reuse practices and favours green procurement options. It will also improve data collection on waste and recycling on an ongoing basis. Water use will be reduced by installing water efficient appliances as existing fixtures reach their end of life.

	2018-19 Actual	2021-22 Actual	2024-25 Actual	2029-30 Target
<i>Waste diversion rate</i>	51%	60%	42%	55%
<i>Water use m³</i>	N/A	17,937	-	17,000

Ingenium will also explore increasing the population of native plant species that are attractive to pollinators on the green space of its sites.

Conclusion

Ingenium is dedicated to contributing to Canada's transition to a sustainable, low-carbon future for a healthy planet. By aligning with the Federal Government Greening Strategy and the TCFD recommendations, Ingenium aims to reduce its carbon footprint and improve its climate resilience to foster long-term environmental sustainability.