



Summary of the  
**Corporate Plan**  
2025–2026 to 2029–2030

Summary of the  
Operating and Capital Budgets  
2025–2026

# Acknowledgement

The Ingenium – Canada’s Museums of Science and Innovation’s three museums and the Ingenium Centre are located on the unceded and unsurrendered territory of the Anishinàbe Algonquin Nation. Ingenium shares this space with many communities – including other First Nations, the Métis Nation, and Inuit – residing across Turtle Island, thanks to the Anishinàbe Algonquin Nation which welcomed, and still welcomes, people to their land.

As an organization and as individuals, we are accountable for our relationships with Indigenous Peoples. We have taken strides to adapt and improve operations, including changing our practices to reflect Indigenous customs and ways of knowing, co-creating new programming with Indigenous innovators, and promoting Indigenous-led initiatives. We are also responsible for addressing the difficult histories that impact the relationship between museums, STEAM, and Indigenous Peoples.

As we continue to build on this work in collaboration with Indigenous nations and organizations, we welcome dialogue on navigating these spaces together.

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## Executive Summary

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Ingenium – Canada’s Museums of Science and Innovation (Ingenium or the Corporation) safeguards the national science and technology collection and operates the Canada Science and Technology Museum (CSTM), the Canada Aviation and Space Museum (CASM), and the Canada Agriculture and Food Museum (CAFM).

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

Ingenium will continue to foster curiosity, creativity and ingenuity through the implementation of its new Strategic Plan 2025 to 2030, which is focused on three strategic goals:

- *Connect Society with Science, Technology, and Innovation:* provide engaging and experiential opportunities for learning and discovery; collaborate with partners to grow the STEAM (science, technology, engineering, arts and mathematics) ecosystem and its impact; and reach audiences throughout the country.
- *Cultivate a Sense of Belonging:* make the Ingenium’s experiences more accessible and meaningful for audiences by removing barriers; by engaging diverse communities – including Indigenous communities – in collaboration and co-creation; and by developing, interpreting, and sharing the national collection in ways that represent Canada’s diversity and ingenuity.
- *Strengthen Ingenium’s Foundations:* foster a safe learning environment for employees and help them maintain their well-being; deliver high quality visitor experiences; reduce its environmental impact; and pursue strategies to improve its program integrity and financial sustainability.

The majority of Ingenium’s operating spending will be on salaries and facilities costs. Its 2025-26 operating budget totals \$51.913 million (on a cash basis), with \$39.673 million sourced from appropriations and \$12.24 million sourced from revenues, contributions and interest. The capital budget will be limited to spending within the base appropriation level of \$0.8 million.

Temporary additional funding provided over 2025-26 and 2026-27 will allow the Corporation to address operating pressures and balance its 2025-26 budget. It projects a deficit of \$1.56 million in 2026-27 to repair CASM’s aging infrastructure. As of 2027-28, the NMST projects growing deficits due to the expiry of the temporary additional funding and ongoing inflationary impacts on expenses.

# 1. Overview

Ingenium – Canada’s Museums of Science and innovation<sup>1</sup> was established as a Crown corporation with the passage of the *Museums Act, 1990*. As a cultural Crown corporation, Ingenium operates at arm’s length from government in its day-to-day operations, activities, and programming decisions. Part X of the *Financial Administration Act* sets out its authority and accountability framework as an agent Crown corporation. As a consolidated Crown corporation, Ingenium relies on parliamentary appropriations as its primary source of revenue, supplemented by operational revenues and contributed income.

A registered independent charity, operating under the name Ingenium Foundation, provides philanthropic support to the Corporation.

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

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

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

## 1.1 Main Activities and Principal Programs

The Corporation develops and safeguards a national collection of science and technology artifacts and archival materials, which are showcased in unique digital experiences and national outreach initiatives as well as at three national museums. The museums and the collection are

<sup>1</sup> The Corporation’s commonly used name and brand name since 2017 is Ingenium – Canada’s Museums of Science and Innovation, the name used in public communications, other than when the legal name, the National Museum of Science and Technology, is required. “The Corporation” refers to the governing body of the museums.

housed in 16 buildings at three sites across Ottawa, which include spaces for exhibitions, public and educational programming, curatorial research, and artifact conservation. The Corporation collaborates with academic, public, non-governmental non-profits and industry partners to leverage knowledge, experiences and audiences nationally and internationally, promoting and fostering Canada's culture of innovation.

### 1.1.1 The Museums

**The Canada Agriculture and Food Museum (CAFM)** is a unique, demonstrative working farm featuring hundreds of animals including heritage breeds and a dairy operation, as well as immersive learning experiences. Located on a national historic site that is also an active scientific research station, it showcases the relationships between the environment, science, technology, agriculture and food, through the lens of the UN Sustainable Development Goals.

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

**The Canada Science and Technology Museum (CSTM)** provides immersive experiences that facilitate discovery, play and experiential learning to better understand Canada's innovation story. Exhibitions feature a wide range of topics including transportation, women in industry, Indigenous astronomy, ocean science, and wearable technology. Visitors can see science in action on the demonstration stage, or tinker in the maker studio.

### 1.1.2 The Collection and the Ingenium Centre

The Corporation curates and preserves an extensive collection of scientific and technological objects emblematic of Canadian ingenuity, representing over 150,000 3D objects and more than 2.1 million 2D and archival materials. It is rich in the areas of communication, manufacturing, natural and renewable resources, domestic and industrial technologies, scientific instrumentation and transportation. Its aviation collection is among the best in the world. Ingenium shares knowledge about the collection through stories of human innovation contributing to the modern world.

Ingenium Centre is a purpose-built facility that houses the national science and technology collection, as well as a portion of the National Gallery of Canada (NGC) collection, in specialized environments that meet preservation standards while facilitating collection access. The Research Institute complements the Centre's library and archives, conservation laboratory and workshops. This institute enables innovative and experimental research related to the collection, and facilitates collaboration among the Corporation's research staff, students, visiting scholars, artists, scientists, and guest curators. The Digital Innovation Lab leverages partnerships around accessible digital engagement, develops digital skills in the heritage sector, and creates new accessible digital heritage content around Ingenium's collection, spaces, and museum experiences that facilitate engagement with Canada's innovation heritage.

### 1.1.3 Outreach Initiatives

Digital and physical outreach initiatives expand the Corporation’s ability to reach, connect, and engage across Canada, and represent Canadian innovation internationally. Some examples include travelling and virtual exhibitions, outreach programs targeting equity-deserving communities, mentorship programs, lecture/speaker series, research publications, science communications support for partners, programming at community events, training and science communications, and the international *Diversity in STEM* (Science, Technology, Engineering, and Mathematics) program.

## 1.2 Governance Structure

### 1.2.1 Board of Trustees

The *Museums Act* provides for a Board of Trustees, which serves as the Corporation’s governing body and is accountable to Parliament for the Corporation’s affairs through the Minister of Canadian Heritage. The trustees, acting collectively as the Board, set strategic and policy direction and oversee the management, activities and affairs of the Corporation, ensuring the fulfillment of all the duties conferred on the Corporation by the *Museums Act* and Part X of the *Financial Administration Act*.

The Board consists of up to 11 trustees (including a chair and a vice-chair), appointed by the Minister of Canadian Heritage with the approval of the Governor in Council. Incumbents continue in office until they resign or a replacement is appointed. There is currently one vacancy, and two trustees’ terms end in 2025-26. The biographies of trustees serving are available at <https://Ingeniumcanada.org/corporation/board-of-trustees>.

Name / Province	Term length	Term period
<b>Chair:</b> Neil Russon, NB	4 years	May 9, 2023 – May 8, 2027
<b>Vice Chair:</b> Mary Anne V. Chambers, ON	4 years	October 6, 2023 – October 5, 2027
Doramy Ehling, BC	4 years	November 4, 2022 – November 3, 2026
Gervan Fearon, ON	4 years	November 4, 2022 – November 3, 2026
Christian Idicula, AB	3 years	October 7, 2022 – October 6, 2025
Jascha Jabes, ON	4 years	December 2, 2022 – December 2, 2026
Daniel H. Lanteigne, QC	4 years	November 4, 2022 – November 3, 2026
Andréanne Leduc, QC	3 years	November 4, 2022 – November 3, 2025
Tracy Primeau, ON	4 years	November 4, 2022 – November 3, 2026
Kirstine Stewart, USA	4 years	May 30, 2024 – May 29, 2028

Compensation for the Board is determined by the Governor in Council<sup>2</sup>.

The Board meets at least once per quarter. The Board engages the public annually to communicate its goals and outcomes, and financial and program results.

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<sup>2</sup> <https://www.canada.ca/en/privy-council/programs/appointments/governor-council-appointments/compensation-terms-conditions-employment/remuneration-guidelines.html>

## Board Committees

The Board is supported by four committees, which are accountable to it through regular reporting of their deliberations and decisions, issues and risk management. The Corporation's President and Chief Executive Officer (CEO) is a non-voting member of all committees.

The **executive committee (EC)** exercises full authority under exceptional circumstances if the full Board of Trustees is unable to meet in a timely fashion, such as for contract approvals that fall outside the Board meeting cycle. The executive committee's membership consists of the Board's chair, the vice-chair and two additional trustees.

The **finance, audit and risk management committee (FARMC)** oversees the Corporation's financial and risk management controls and practices. The committee reviews and advises the Board on the Corporation's operating and capital budgets, annual and quarterly financial statements, and internal audits. The committee is composed of no fewer than four trustees plus the Chair of the Board.

The **governance committee (GC)** reviews and monitors the Corporation's governance practices, including a self-evaluation process, provides guidance on human resources management, and supports the establishment of the President and CEO's performance objectives and assessment of their achievement. The committee is comprised of no fewer than four trustees plus the Chair of the Board.

The **sustainability and outreach committee (S&O)** provides advice on strategic engagement and relationship-building, including identifying and engaging with key stakeholders and partners to assist the Corporation in implementing its strategic plan. Membership is comprised of four to six trustees plus the Chair of the Board.

### 1.2.2 Executive Management

The Corporation's daily operations and program decisions are led by the President and CEO, supported by an executive team:

- Chief Operating Officer, People and Corporate Services
- Vice-President, Collections, Research & Corporate Governance
- Director General, Canada Agriculture and Food Museum
- Director General, Canada Aviation and Space Museum
- Director General, Canada Science and Technology Museum
- Vice-President, Advancement and Partnerships
- Vice-President, Digital, Public Affairs, and Commercial Operations

The current President and CEO – Christina Tessier – was reappointed for a second five-year term beginning on June 11, 2023, with a CEO-3 classification level.

The budget for the Corporation's compensation program is based on economic conditions and its ability to meet its financial obligations.

As with all employees, Executives have access to benefits plans such as the Public Service Pension Plan, Dental Care Benefits, Health Care Benefits, Disability Insurance Benefits, Supplementary Death Benefits and the Public Service Management Insurance Plan.

## 2. Operating Environment

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### 2.1 Key Internal Factors

Ingenium's success depends on its knowledgeable and experienced staff. The level of full-time equivalent employees of 240 for 2025-26 reflects the current level of activity as well as positions that are funded by active partnership agreements. The majority of staff are unionized with the Public Service Alliance of Canada. Similar to the service and tourism industry, a portion of the museums' front-of-house staff<sup>3</sup> work on a part-time or casual basis. The Corporation uses training and development, internships, co-ops, and research fellowships to support recruitment and succession planning. The Corporation has implemented strategies to try to diversify its workforce. A strong volunteer base also supports its activities.

The Corporation has benefited from significant federal investments in infrastructure projects and support to maintain the museums since 2016. However, the Corporation's base funding level has remained unchanged while it must maintain and recapitalize its assets in a manner that addresses evolving accessibility, greening and health and safety standards, as well as the digital imperative to be accessible and relevant to Canadians across the country.

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

### 2.2 Key External Factors

**Economy:** Despite Canada's projected GDP growth in 2025<sup>4</sup>, the cost of living – especially housing costs – is far outpacing wages, and Canada has the highest household debt in the G7<sup>5</sup>. This may decrease consumer demand for cultural experiences and activities.

**Tourism:** Domestic and international tourism has recovered post-pandemic<sup>6</sup>, and Canada is projected to have a 30 percent increase in tourism by 2030<sup>7</sup>. However, Ottawa tourism levels for the majority of the planning period are also expected to be lower than pre-2020 due to the closure of Parliament's Centre Block – a major tourist draw for the region – until 2032.

**Competition:** Online, Ingenium competes with all institutions that provide science, technology, and innovation content. Within the NCR, four national museums compete for similar audiences, contributors, and donors – a renewal or special exhibition at one museum can affect the others' market share. Ingenium must remain appealing to the philanthropic sector by demonstrating social impact locally, nationally and for equity-deserving groups.

**Technology:** Museums have more opportunities to create, and there is growing audience interest in, personalized on-site and virtual experiences visits, such as tours customized to

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<sup>3</sup> Front of house examples: admission and boutique cashiers, tour guides, and education and public program staff.

<sup>4</sup> <https://www.oecd-ilibrary.org/docserver/7a5f73ce-en.pdf?expires=1723488290&id=id&accname=guest&checksum=C317221794FCE22980959175A882A14A>

<sup>5</sup> <https://horizons.service.canada.ca/en/2024/future-lives-uncertainty/index.shtml>

<sup>6</sup> <https://www.tourismdatacollective.ca/system/files/2024-07/Quarterly%20Tourism%20Snapshot%20-%20Q1%202024.pdf>

<sup>7</sup> [https://www.tourismdatacollective.ca/system/files/2024-02/Fall%20Tourism%20Outlook\\_Public%20Report\\_12.12.23\\_0.pdf](https://www.tourismdatacollective.ca/system/files/2024-02/Fall%20Tourism%20Outlook_Public%20Report_12.12.23_0.pdf)

visitors' interests. More museums are investing in technological solutions, like data and devices, to better understand user behaviour and meet evolving visitor expectations. Recent developments in artificial intelligence (AI) also offer opportunities to museums<sup>8</sup> and government<sup>9</sup> – such as streamlined processes and operational efficiencies – but pose significant risks for misinformation, bias, and cybersecurity. Keeping pace with these rapidly evolving technologies is critical, but also costly and time intensive.

**Changing demographics:** There is growing expectation that museums demonstrate social impact and community value and make their content and experiences more accessible and relevant for Canada's increasingly diverse population. The Corporation can build on current offerings such as adapted museum sites and programs for visitors with disabilities.

### 3. Objectives, Activities, Risks, Expected Results and Performance Indicators

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In April 2025, the Corporation will launch a new Strategic Plan for 2025 to 2030, with three strategic goals to guide resource allocation to achieve outcomes in the pursuit of its mandate:

1. Connect society with science, technology, and innovation
2. Cultivate a sense of belonging
3. Strengthen Ingenium's foundations

In 2025-26, the Corporation will also launch a renewed Results Framework with a series of outcomes and indicators, aligned with the goals of the strategic plan 2030.

#### 3.1 Strategic Goal 1: Connect Society with Science, Technology, and Innovation

Science, technology, and innovation are key to solving the complex problems of today and the future. The Corporation is committed to helping more people build knowledge and skills in these areas through on-site and digital programming, training and partnerships in the STEAM ecosystem, and through national outreach from coast to coast to coast.

This strategic goal supports Ingenium's mandate in the core responsibility of exhibitions, program, and outreach, through which the Corporation interprets the collection, demonstrates scientific and technological innovations, and communicates their societal impact, for museum visitors and global audiences.

**Strategic Direction 1.1:** Make science, technology, and innovation relevant and engaging

#### Major Activities:

- Adapt STEAM school programs to integrate more experiential and tangible learning experiences, reflect various learning styles, and strengthen links to Canadian innovation. Provide more opportunities for students to explore careers in science, technology, and innovation.

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<sup>8</sup> <https://themuseumsai.network/toolkit/>

<sup>9</sup> <https://www.statcan.gc.ca/en/data-science/network/automated-systems>

- Increase opportunities for the public to learn from and about Canadian innovators, explore relevant technologies, and discuss topical issues through public programs and demonstrations.
- Develop and promote public programs that appeal to under-represented populations in the museums (young adults, seniors, newcomers to Canada).

### **Strategic Direction 1.2: Build STEAM capacity**

#### **Major Activities:**

- Expand training offerings and delivery formats for educators, teachers, and facilitators at all education levels to engage youth in STEAM learning.
- Train, mentor and support industry, government and partners to deliver STEAM programs and science communications.
- Connect academics, research councils, and practitioners across the STEAM ecosystem to further understand trust in science and mis/disinformation and identify ways to strengthen science engagement.
- Expand partnerships with post-secondary institutions that build public history research capacity and that leverage the collection and museums offerings, including through fellowships and practicums.

### **Strategic Direction 1.3: Expand national reach and awareness**

#### **Major Activities:**

- Increase the availability of museum content and collection objects for more institutions through a redesigned active artifact loan program, and the renewal of the travelling exhibitions portfolio, including the development of the Energy, Home, and Climate exhibition.
- Grow the Corporation's national footprint by providing science interpretation at partner sites.
- Deliver a national brand awareness strategy integrated across all offerings.
- Promote virtual school programs and those delivered at schools to engage more students. Review online educational content to reflect school curricula throughout Canada and include more dynamic elements.
- Leverage digital means of access by deploying an interactive augmented reality (AR) app that showcases artifacts and digital assets, redeveloping the video channel, and expanding virtual collection tours.

<b>Strategic Goal 1: Connect Society with Science, Technology and Innovation</b>		
<i>Outcome</i>	<i>Indicator</i>	<i>2025-26 target</i>
Audiences recognize the impact of STEAM and innovation in their everyday lives (short)	Audience recognition of STEAM and innovation in their own lives	Baseline year
Audiences feel confident engaging with STEAM topics (medium)	Audience confidence engaging with STEAM	Baseline year
The STEAM ecosystem is better equipped to engage audiences (short)	Individuals and partners enabled to deliver STEAM content	2,200
Strengthened capacity of the STEAM ecosystem (medium)	Individuals and partners perception of their capacity to engage audiences	Baseline year
Audiences throughout Canada engage with Ingenium offerings (short)	Canadian regions engaged (through outreach)	75%
	Digital engagements (website visits, social media interactions)	1.8 million
	Participants in virtual and outreach offerings and number of outreach offerings	Baseline year
Ingenium is recognized for delivering on its mission (medium)	Public/audience/partner support for Ingenium's mission	Baseline year
Strengthened culture of Canadian innovation (Ultimate)	Audience exhibiting innovative tendencies	90%
	Audience inspired by knowledge of Canadian innovation/ innovators	95%

### 3.2 Strategic Goal 2: Cultivate a Sense of Belonging

The Corporation is committed to creating experiences that are accessible and welcoming to all, and co-creating and sharing stories that reflect the diversity in STEAM's past, present, and future. Its Truth and Reconciliation, equity, diversity, inclusivity, and accessibility (TREDIA) commitments are best represented in these activities, and the Corporation will continue to deepen relationships with Indigenous nations and diverse communities.

This strategic goal supports the achievement of its mandate along two core responsibilities: Exhibitions, programs, and outreach and Heritage preservation and research, through which the Corporation develops, preserves, manages, and researches the collection.

**Strategic Direction 2.1:** Deepen relationships with communities to amplify diverse narratives

**Major Activities:**

- Grow and strengthen relationships with Indigenous partners to co-develop content highlighting Indigenous science and knowledge.
- Engage diverse communities to develop public offerings that include their perspectives to promote a more holistic narrative of science, technology and innovation.
- Implement the TREDIA framework with resources to support staff in building and sustaining relationships with Indigenous and diverse communities.

**Strategic Direction 2.2:** Identify, remove and prevent barriers to access

**Major Activities:**

- Mature its accessibility approach by developing and renewing the accessibility policy suite and progressing on accessibility plans.
- Use digital technologies to remove barriers including implementing digital wayfinding solutions and developing new digital experiences to complement exhibitions.
- Review current offsite and onsite programming to identify barriers based on the needs of diverse communities.
- Work with community groups to explore ways to facilitate museum access for members of diverse communities.

### Strategic Direction 2.3: Develop and diversify the national collection

#### Major Activities:

- Implement the Calls to Action for Truth and Reconciliation (sections 67, 69 and 70), guided by the Reconciliation Framework for Canadian Archives and the Standards for Museums to align with the United Nations Declaration on the Rights of Indigenous Peoples.
- Evolve conservation practices guided by the perspectives of Indigenous and diverse communities.
- Implement renewed Research Strategy and Collection Development Strategy to focus research, acquisitions and interpretation on representations of equity, diversity, and sustainability.
- Establish an approach to preserve digital materials in the collection through technological solutions and documentation.

Strategic Goal 2: Cultivate a Sense of Belonging		
Outcome	Indicator	2025-26 target
Diverse communities have a reliable partner for knowledge sharing and exchange (short)	Programs, exhibitions and events created in collaboration with diverse communities	Baseline year
	Level of trust from diverse community collaborators	Baseline year
Diverse communities share their STEAM-related perspectives with wider audiences (medium)	Audience recognition of diverse perspectives in STEAM	Baseline year
Audiences benefit from more equitable access to Ingenium sites (short)	Indigenous peoples	6%
	Members of visible minority communities	26%
	Persons with disabilities	27%
	Reduction of barriers faced by museum visitors	85%
Contributions from diverse communities are reflected in the collection and how it is interpreted and shared (short)	Acquisitions and interpretations that reflect contributions from diverse communities	Baseline year
Diverse communities feel a sense of belonging in Ingenium spaces, programs, and collection (medium)	Sense of belonging among audiences from diverse communities	90%
Canadian society values diversity in STEAM (ultimate)	Audience appreciation that diversity powers STEAM	Baseline year

### 3.3 Strategic Goal 3: Strengthen Ingenium’s Foundations

The Corporation’s success rests on core foundations: the workforce, financial resources, and infrastructure. By strengthening these foundations in a sustainable way, the Corporation will ensure that these resources are resilient and facilitate achievement of its strategic outcomes.

This strategic goal supports its ongoing program integrity and all core responsibilities, with a focus on Museum and Collection buildings through stewardship and management of corporate infrastructure, people and financial resources, and service delivery.

**Strategic Direction 3.1:** Support Ingenium’s people’s well-being, learning and development

**Major Activities:**

- Implement a learning strategy to develop core competencies, including relationship-building and technology skills, guided by learning and development roadmaps, and provide pathways for leadership.
- Leverage an internal audit to inform a more proactive and inclusive talent acquisition approach to attract a diverse workforce.
- Reinforce psychological health and safety and retention with the renewal of the workplace policy suite and improved onboarding and accommodations processes.

**Strategic Direction 3.2:** Fortify Ingenium’s financial resilience

**Major Activities:**

- Renew the partnership strategy and implementation tools to identify, attract and grow long-term, value and mission-aligned partners.
- Execute commercial operations strategies to increase profitability:
  - Grow e-commerce capabilities
  - Promote the museums’ unique venue rentals to new markets
  - Increase member retention.
- Use innovative technologies to gain efficiencies and cost savings.

**Strategic Direction 3.3:** Position the museums as destinations of choice

**Major Activities:**

- Execute a tourism strategy to attract more visitors from outside the NCR.
- Implement a plan to modernize and maintain museum digital interactives.
- Explore opportunities to leverage CASM’s full site for a more cohesive visitor experience.
- Develop a 10-year renewal plan for CSTM.
- Renew exhibitions and displays, and host travelling exhibitions across the museums aligned with topical issues and representing lived experiences, including:
  - Sustainable Agriculture Gallery
  - Memories Are Made in the Kitchen
  - Sacred Journeys
- Pursue a long-term capital investment plan to maintain the museum buildings, conservation equipment, and digital/IT infrastructure.

### Strategic Direction 3.4: Improve our environmental sustainability

#### Major Activities:

- Launch and implement the greening strategy:
  - Develop a five-year action plan and implement activities that eliminate waste, conserve water and biodiversity, and reduce emissions toward Net-Zero by 2050.
  - Foster a ‘green’ mindset and skills among staff to identify and act on ways to reduce environmental impacts of their work.
  - Apply the greening lens when renewing policy instruments, program models and investment plans for broad adoption of the strategy.

Strategic Goal 3: Strengthen Ingenium’s Foundations		
Outcome	Indicator	2025-26 target
Ingenium team supported in their learning journey (short)	Achievement of learning strategy objectives	Baseline year
	Employee well-being in the workplace	Baseline year
An engaged and effective Ingenium team (medium)	Employee engagement	83%
	Performance objectives reached	TBD April 2025
Robust financial capacity (short)	Contributions (cash value)	\$2.2M
	Profitability of revenue-generating activities	\$1.75M
	Government funding allocated to core activities	TBD in April 2025
Museum experiences encourage audiences to visit and revisit (short)	Visitation	690,000
	Membership (households)	10,260
	Visitor satisfaction	95%
Reduced environmental impacts of Ingenium’s activities (short)	Achievement of greening objectives	Baseline year
Ingenium’s resources enable it to deliver on its Strategic Plan (medium)	Funds allocated to strategic activities	Baseline year
	Condition of assets	Maintain conditions
Ingenium is sustainable and resilient (ultimate)	Purpose-driven workplace culture	Baseline year
	Funds allocated to long-term investment projects	Baseline year

### 3.4 Corporate Risks

In 2024-25, the Corporation renewed its integrated risk management framework. Based on this framework, the Corporation evaluates all the risks it faces based on likelihood and impact and establishes a mitigation plan for those risks beyond the tolerance threshold within a corporate risk profile.

Details regarding Ingenium’s key profiled risks, their potential impacts, current controls, and mitigation plans to respond to residual likelihood and impact levels are provided below:

Risk description and key drivers	Current controls	Likelihood / Impact	Response plan
<p><b>Government Funding:</b></p> <p>The risk that Ingenium will not receive sufficient government funding due to escalating costs and the lack of indexation, and new unfunded costs, or government measures that reduce the level of appropriations.</p>	<ul style="list-style-type: none"> <li>• Communication with Government (Canadian Heritage and central agencies) about financial situation and funding requests</li> <li>• Efforts to align expenses with funding levels, which are assessed at quarterly business reviews</li> <li>• Strategies to raise funds from alternative sources, including through strategic partnerships, contributions, philanthropy and revenue-generating activities</li> </ul>	<p>Almost certain / Severe</p>	<p><b>Mitigation:</b></p> <p>Continue to inform government of unfunded cost pressures via planning and reporting documents and briefings until the sustainability issues are resolved (ongoing)</p>
<p><b>Competition/Market Conditions:</b></p> <p>The risk that Ingenium will not be able to adequately address changes in market fluctuations, remain competitive, and generate sufficient revenues due to limited marketing resources and a high level of competition within the NCR.</p>	<ul style="list-style-type: none"> <li>• Ongoing environmental scanning to monitor changes and trends in market conditions and regular reviews of pricing</li> <li>• Audience testing and surveys to ensure offerings continue to attract audiences (intention to visit and visitor perceptions)</li> <li>• Exhibition review and planning, and diversifying and renewing on-site offerings, for the visitor experience</li> <li>• Marketing and communication activities promoting unique value proposition</li> <li>• Transparent procurement processes to obtain competitive pricing / bids</li> <li>• Quarterly review to ensure alignment between expenses and revenue levels and manage wage costs to visitation</li> <li>• Work with partners to initiate first-time visits and new relationships</li> </ul>	<p>Likely / High</p>	<p><b>Mitigation:</b></p> <p>Implement a tourism strategy to attract more visitors from outside the National Capital Region (as of spring 2025)</p>

Risk description and key drivers	Current controls	Likelihood / Impact	Response plan
<p><b>Contributions and Philanthropy:</b></p> <p>The risk that Ingenium will not obtain contributions and in-kind support from third parties due to limited fundraising capacity, competition in the fundraising sector, and the perception that as a federal institution, it should be entirely government funded (particularly its infrastructure).</p>	<ul style="list-style-type: none"> <li>Partnership Strategy, including identification of potential contributors and prioritization of sustainable partnerships</li> <li>Alignment of Partnership strategy with the Strategic Plan</li> <li>Post-mortem discussions for fundraising campaigns to improve future campaigns</li> <li>Ongoing relationships with federal departments, private individuals and industry whose activities are aligned with the Corporation</li> </ul>	Likely / High	<p><b>Mitigation:</b></p> <p>Implement a Strategic Operational Plan for Partnerships (2025-26)</p> <p>Strengthen due diligence processes, including AI tools and standardized evaluation procedures (2025-26)</p>
<p><b>Built Infrastructure</b></p> <p>The risk that the Corporation's built infrastructure will fall into disrepair and/or not meet growing operational needs and/or become non-compliant to codes, due to the deterioration of aging infrastructure, stagnant capital funding level, and evolving building codes (e.g. accessibility, environmental impacts).</p>	<ul style="list-style-type: none"> <li>Review of physical structure of buildings through the environmental standards document outlining the proper storage procedures for artifacts and the building itself</li> <li>Routine and preventative maintenance plan</li> <li>Accessibility audits and implementation of action plans</li> <li>Greening initiatives related to energy efficiency and climate resiliency</li> </ul>	Probable / High	<p><b>Mitigation:</b></p> <p>Review the capital replacement plan to include more environmentally sustainable and accessible solutions where possible (2025-26).</p> <p>Implement the capital replacement plan as resources permit (ongoing).</p>

Risk description and key drivers	Current controls	Likelihood / Impact	Response plan
<p><b>Workforce Capacity &amp; Capability</b></p> <p>The risk that the Corporation does not have and retain enough people, or people with the skills and lived experience, to deploy an effective workforce, due to pace of technological and technical changes, salary funding levels, and growing compliance requirements.</p>	<ul style="list-style-type: none"> <li>• Work / project planning and management tools available to staff tied to resources available and aligned with Strategic plan</li> <li>• Policy instruments with clearly defined roles and responsibilities</li> <li>• Regular transparent communication with union representatives</li> <li>• Regular communication with partners; inclusion of salary funding in partner funding agreements</li> <li>• Employee Recognition &amp; Peer Awards</li> <li>• Regular all-staff to share information and team building</li> <li>• Corporate Performance Management Program with individual learning plans</li> <li>• Subject-matter expertise and training on inclusive, accessible, and respectful workplace</li> <li>• Knowledge transfer planning for key roles</li> <li>• Employee &amp; Family Assistance Program</li> <li>• Change management program to support delivery</li> <li>• Learning Strategy based on core competencies and behaviours</li> <li>• Accessibility improvements and accommodations awareness</li> </ul>	<p>Probable / High</p>	<p><b>Mitigation:</b></p> <p>Launch a Corporate-wide learning strategy that fosters key competencies, compliance, and leadership training (2025-26)</p> <p>Conduct a talent acquisition audit to identify potential barriers to hiring and a plan to address them (2025-26)</p>

Risk description and key drivers	Current controls	Likelihood / Impact	Response plan
<p><b>Creative Digital Infrastructure</b></p> <p>The risk that the Corporation will not be able to acquire and/or maintain the required creative digital infrastructure to provide high quality and relevant digital content and onsite interactive experiences, due to aging museum technology at all sites, operational and maintenance deficit, and visitor expectations.</p>	<ul style="list-style-type: none"> <li>• Renewed Ingenium Channel, museum websites, open platforms and digital offerings</li> <li>• Documentation and cross-training in digital applications and interactives</li> <li>• Third-party support/maintenance of software and systems, including content management systems</li> <li>• Ongoing efforts to secure government and third-party funds and/or in-kind support to operate the Digital Innovation Lab and deliver digital projects</li> <li>• Aligning digital experiences priorities to evidence of audience reach and impact</li> <li>• Enterprise-wide digital governance Model</li> <li>• Digital Innovation Lab has self-funded business model and provides testing opportunities for interactives</li> </ul>	<p>Probable / High</p>	<p><b>Mitigation:</b></p> <p>Develop a long-term modernization plan for museum digital interactives (2025-26).</p> <p>Implement a new inventory management system for digital interactives (2025-26).</p> <p>Pursue the next phases of the web renewal project (2025-2027).</p>
<p><b>Cybersecurity</b></p> <p>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 software.</p>	<ul style="list-style-type: none"> <li>• Adherence to security and technology standards</li> <li>• Anti-virus at several levels, external mail gateway, servers, on personal computers, and the firewall.</li> <li>• Offline back-ups and strategic redundancy of systems</li> <li>• Incident Management process and cybersecurity response firm on retainer</li> <li>• cybersecurity insurance</li> <li>• IT business continuity plan</li> <li>• Data centre upgraded and secured in purpose-built room in Ingenium Centre</li> <li>• Staff training and engagement (e.g. webinars, periodic advisories to staff)</li> <li>• Testing for vulnerabilities and phishing</li> <li>• MOU with Canadian Centre for Cybersecurity</li> <li>• Performance management and ERMS systems with enhanced security features</li> <li>• Dedicated cybersecurity position</li> </ul>	<p>Probable / High</p>	<p><b>Mitigation:</b></p> <p>Validate the cybersecurity measures for cloud infrastructure (2025-26)</p> <p>Continue to work with a firm to conduct regular testing and table-top exercises and to be ready for any incidence response (ongoing)</p>

## 4. Financial Overview

### 4.1 Financial Statements

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

**Table 1 – Statement of Financial Position**

<i>(in thousands of \$)</i>	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	<i>Actual</i>	<i>Forecast</i>	<i>Budget</i>	<i>Projection</i>	<i>Projection</i>	<i>Projection</i>	<i>Projection</i>
<b>ASSETS</b>							
Current assets							
Cash and cash equivalents	\$23,462	\$19,609	\$19,609	\$18,049	\$8,477	-\$1,336	-\$11,289
Accounts receivable:							
- Government departments	\$816	\$800	\$800	\$800	\$800	\$800	\$800
- Trade	\$644	\$650	\$650	\$650	\$650	\$650	\$650
Inventories	\$750	\$750	\$750	\$750	\$750	\$750	\$750
Prepaid expenses	\$1,198	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
	\$26,870	\$23,009	\$23,009	\$21,449	-\$5,060	-\$14,823	-\$24,726
Other assets							
Collection	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Capital assets	\$241,023	\$232,923	\$221,623	\$210,323	\$199,023	\$187,723	\$176,423
	<b>\$267,894</b>	<b>\$255,933</b>	<b>\$244,633</b>	<b>\$231,773</b>	<b>\$210,901</b>	<b>\$189,788</b>	<b>\$168,535</b>
<b>LIABILITIES AND EQUITY</b>							
Current liabilities							
Accounts payable and accrued liabilities	\$8,400	\$8,400	\$8,400	\$8,400	\$12,900	\$14,400	\$15,900
Current portion of employee future benefits	\$167	\$200	\$200	\$200	\$200	\$200	\$200
Deferred revenue	\$7,516	\$5,516	\$5,516	\$5,516	\$5,516	\$5,516	\$5,516
	\$16,083	\$14,116	\$14,116	\$14,116	\$15,616	\$17,116	\$18,616
Other liabilities							
Employee future benefits	\$503	\$500	\$500	\$500	\$500	\$500	\$500
Long-term advance	\$4,208	\$4,208	\$4,208	\$4,208	\$4,208	\$4,208	\$4,208
Deferred capital funding	\$228,094	\$219,994	\$208,694	\$197,394	\$186,095	\$174,796	\$163,497
	\$248,888	\$238,818	\$227,518	\$216,218	\$206,419	\$196,620	\$186,821
Net assets							
Unrestricted	\$8,904	\$7,013	\$7,013	\$5,453	-\$5,620	-\$16,934	-\$28,388
Investment in Capital	\$10,102	\$10,102	\$10,102	\$10,102	\$10,102	\$10,102	\$10,102
	\$19,006	\$17,115	\$17,115	\$15,555	\$4,482	-\$6,832	-\$18,286
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$267,894</b>	<b>\$255,933</b>	<b>\$244,633</b>	<b>\$231,773</b>	<b>\$210,901</b>	<b>\$189,788</b>	<b>\$168,535</b>

**Table 2 – Statement of Operations**

<i>(in thousands of \$)</i>	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Forecast	Budget	Projection	Projection	Projection	Projection
<b>REVENUE</b>							
Admission and programs							
Science and Technology Museum	\$2,128	\$2,200	\$2,220	\$2,240	\$2,260	\$2,280	\$2,300
Aviation and Space Museum	\$1,055	\$1,100	\$1,100	\$1,110	\$1,110	\$1,120	\$1,120
Agriculture and Food Museum	\$967	\$900	\$910	\$920	\$930	\$940	\$950
Boutique Sales	\$1,430	\$1,450	\$1,470	\$1,490	\$1,510	\$1,530	\$1,550
Venue rentals and concessions	\$621	\$800	\$760	\$770	\$780	\$790	\$790
Parking	\$938	\$950	\$960	\$970	\$980	\$990	\$1,000
Membership	\$1,022	\$1,050	\$1,070	\$1,090	\$1,110	\$1,130	\$1,150
Farm Operations	\$469	\$440	\$440	\$440	\$440	\$440	\$440
Travelling exhibitions	\$237	\$250	\$260	\$270	\$280	\$290	\$300
Other	\$288	\$250	\$250	\$250	\$250	\$250	\$250
<b>Total operating revenue</b>	<b>\$9,155</b>	<b>\$9,390</b>	<b>\$9,440</b>	<b>\$9,550</b>	<b>\$9,650</b>	<b>\$9,760</b>	<b>\$9,850</b>
Contributions	\$2,914	\$2,750	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200
Interest	\$1,181	\$900	\$600	\$450	\$300	\$200	\$200
<b>TOTAL REVENUE</b>	<b>\$13,250</b>	<b>\$13,040</b>	<b>\$12,240</b>	<b>\$12,200</b>	<b>\$12,150</b>	<b>\$12,160</b>	<b>\$12,250</b>
<b>EXPENSES</b>							
Heritage preservation and research	\$5,389	\$5,900	\$5,850	\$5,850	\$5,850	\$5,850	\$5,880
Exhibitions, programs and outreach	\$21,168	\$23,800	\$23,582	\$23,605	\$23,603	\$23,604	\$23,604
Museum and collection buildings	\$22,077	\$23,385	\$24,428	\$25,900	\$26,000	\$26,200	\$26,350
Internal services	\$9,850	\$10,250	\$10,053	\$10,078	\$10,103	\$10,200	\$10,250
<b>TOTAL EXPENSES</b>	<b>\$58,484</b>	<b>\$63,335</b>	<b>\$63,913</b>	<b>\$65,433</b>	<b>\$65,556</b>	<b>\$65,854</b>	<b>\$66,084</b>
Net Results of operations before government funding	-\$45,234	-\$50,295	-\$51,673	-\$53,233	-\$53,406	-\$53,694	-\$53,834
Parliamentary Appropriations*	\$47,534	\$48,404	\$51,673	\$51,673	\$42,333	\$42,380	\$42,380
<b>NET EARNINGS (LOSS)**</b>	<b>\$2,300</b>	<b>-\$1,891</b>	<b>\$0</b>	<b>-\$1,560</b>	<b>-\$11,073</b>	<b>-\$11,314</b>	<b>-\$11,454</b>

\* Appropriations have been reported on an accrual basis, modified from Ingenium's parliamentary vote as shown in Table 7 below.

\*\* The Corporation expects to use all of its unrestricted net assets to address unfunded costs and consequently post a deficit in 2026-27 and subsequent years.

**Table 3 – Statement of Cash Flows**

<i>(in thousands of \$)</i>	2023-24 <i>Actual</i>	2024-25 <i>Forecast</i>	2025-26 <i>Budget</i>	2026-27 <i>Projection</i>	2027-28 <i>Projection</i>	2028-29 <i>Projection</i>	2029-30 <i>Projection</i>
<b>OPERATING ACTIVITIES</b>							
Cash received (clients)	\$11,347	\$11,950	\$11,440	\$11,550	\$11,650	\$11,760	\$11,850
Parliamentary Appropriations received for operations	\$35,723	\$36,404	\$39,673	\$39,673	\$30,333	\$30,380	\$30,380
Cash paid to suppliers	-\$19,391	-\$31,759	-\$32,365	-\$33,885	-\$32,507	-\$32,805	-\$33,035
Payments related to salary and benefits	-\$29,845	-\$19,548	-\$19,548	-\$19,548	-\$19,548	-\$19,548	-\$19,548
Cash Received from the foundation	\$353	\$200	\$200	\$200	\$200	\$200	\$200
Interest received	\$1,177	\$900	\$600	\$450	\$300	\$200	\$200
<b>Net cash flows generated from/used for Operating activities</b>	<b>-\$636</b>	<b>-\$1,853</b>	<b>\$0</b>	<b>-\$1,560</b>	<b>-\$9,572</b>	<b>-\$9,813</b>	<b>-\$9,953</b>
<b>CAPITAL ACTIVITIES</b>							
Payments related to capital acquisitions	-\$10,449	-\$4,000	-\$800	-\$800	-\$800	-\$800	-\$800
<b>Net Cash used through Capital Activities</b>	<b>-\$10,449</b>	<b>-\$4,000</b>	<b>-\$800</b>	<b>-\$800</b>	<b>-\$800</b>	<b>-\$800</b>	<b>-\$800</b>
<b>FINANCING ACTIVITIES</b>							
Funding for acquisition of capital assets	\$3,611	\$2,000	\$800	\$800	\$800	\$800	\$800
Sponsorship received for capital assets	\$309	\$0	\$0	\$0	\$0	\$0	\$0
<b>Net cash flows from Financing activities</b>	<b>\$3,920</b>	<b>\$2,000</b>	<b>\$800</b>	<b>\$800</b>	<b>\$800</b>	<b>\$800</b>	<b>\$800</b>
Increase (Decrease) in Cash and short-term investments	-\$7,165	-\$3,853	\$0	-\$1,560	-\$9,572	-\$9,813	-\$9,953
Cash and cash equivalents, beginning of year	\$30,627	\$23,462	\$19,609	\$19,609	\$18,049	\$8,477	-\$1,336
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<b>\$23,462</b>	<b>\$19,609</b>	<b>\$19,609</b>	<b>\$18,049</b>	<b>\$8,477</b>	<b>-\$1,336</b>	<b>-\$11,289</b>

**Table 4 – Changes in Net Assets**

<i>(in thousands of \$)</i>	2023- 24 <i>Actual</i>	2024-25 <i>Forecast</i>	2025-26 <i>Budget</i>	2026-27 <i>Projection</i>	2027-28 <i>Projection</i>	2028-29 <i>Projection</i>	2029-30 <i>Projection</i>
Investment in capital assets, beginning of period	\$10,102	\$10,102	\$10,102	\$10,102	\$10,102	\$10,102	\$10,102
Changes in investment in capital assets	-	-	-	-	-	-	-
<b>Investment in capital assets, end of period</b>	<b>\$10,102</b>	<b>\$10,102</b>	<b>\$10,102</b>	<b>\$10,102</b>	<b>\$10,102</b>	<b>\$10,102</b>	<b>\$10,102</b>
Unrestricted net assets, beginning of period	\$6,604	\$8,904	\$7,013	\$7,013	\$5,453	-\$5,620	-\$16,934
Surplus (loss) for the period	\$2,300	-\$1,891	\$0	-\$1,560	-\$11,073	-\$11,314	-\$11,454
<b>Unrestricted net assets, end of period</b>	<b>\$8,904</b>	<b>\$7,013</b>	<b>\$7,013</b>	<b>\$5,453</b>	<b>-\$5,620</b>	<b>-\$16,934</b>	<b>-\$28,388</b>
<b>NET ASSETS END OF PERIOD</b>	<b>\$19,006</b>	<b>\$17,115</b>	<b>\$17,115</b>	<b>\$15,555</b>	<b>\$4,482</b>	<b>-\$6,832</b>	<b>-\$18,286</b>

**Table 5 – Parliamentary Funding**

<i>(in thousands of \$)</i>	2023-24 <i>Actual</i>	2024-25 <i>Forecast</i>	2025-26 <i>Budget</i>	2026-27 <i>Projection</i>	2027-28 <i>Projection</i>	2028-29 <i>Projection</i>	2029-30 <i>Projection</i>
Base Appropriations	\$29,983	\$32,709	\$31,133	\$31,133	\$31,133	\$31,180	\$31,180
Retroactive wage adjustment	\$3,825	\$0	\$0	\$0	\$0	\$0	\$0
Support for building operations and maintenance and CAFM	\$5,452	\$5,695	\$9,340	\$9,340	-	-	-
<b>Sub-Total Main Estimates</b>	<b>\$39,260</b>	<b>\$38,404</b>	<b>\$40,473</b>	<b>\$40,473</b>	<b>\$31,133</b>	<b>\$31,180</b>	<b>\$31,180</b>
Deferred appropriations used in current year	\$7,443	\$2,000	\$0	\$0	\$0	\$0	\$0
Appropriations approved in current year for specific projects in future years	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Amount used to purchase capital assets	-\$10,376	-\$4,000	-\$800	-\$800	-\$800	-\$800	-\$800
Amortization of deferred Capital funding	\$11,207	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
<b>Appropriations reported in Statements</b>	<b>\$47,534</b>	<b>\$48,404</b>	<b>\$51,673</b>	<b>\$51,673</b>	<b>\$42,333</b>	<b>\$42,380</b>	<b>\$42,380</b>

#### 4.1.1 Notes supporting the financial assumptions

Ingenium’s parliamentary appropriations are mainly used for operating, except for \$0.8 million allocated annually to its base capital budget.

Appropriations for 2025-26 and 2026-27 include additional temporary funding to operate the museums. The Corporation has received additional funding for operating and facilities costs since 2020-21. As of 2027-28, the Corporation assumes appropriations will return to the base funding level.

#### Revenue Assumptions

The largest portion of operating revenues is generated by charging fees on museum activities and services, including admissions and programs, memberships, thematic experiences, parking, and facility rentals. The Corporation also generates income from boutique sales, the sale of milk produced at CAFM, and a portion of catering and concession proceeds. Revenues are highly correlated with museum attendance projections, which are presented in Table 6 below. As attendance has recovered from the pandemic and is expected to remain stable, only minor revenue increases are expected. The Corporation evaluates the market elasticity of its fees typically on a two-year cycle; this will next be undertaken in 2025-26.

**Table 6 – Visitor Attendance**

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25		2025-26
	<i>Actuals</i>					<i>Budget</i>	<i>Forecast</i>	<i>Budget year</i>
CSTM	367,000	28,000	46,000	279,000	270,782	350,000	335,000	325,000
CASM	209,000	27,000	45,000	152,000	179,335	192,000	210,000	195,000
CAFM	193,300	35,000	41,000	139,000	171,514	150,000	171,000	170,000
<b>Total</b>	<b>769,300</b>	<b>90,000</b>	<b>132,000</b>	<b>570,000</b>	<b>621,631</b>	<b>692,000</b>	<b>716,000</b>	<b>690,000</b>

Ingenium also raises in-kind and financial contributions garnered through partnership agreements and from the Ingenium Foundation, a registered charity and separate legal entity, which is dedicated to providing access to the Corporation's exhibitions and educational programs, as well as funds to care for the national collection. In-kind contributions include support from employees of other government organizations for which the fair market value can be determined. The Corporation expects to meet its annual contribution targets over the planning period based on a high renewal rate of contribution agreements and multi-year agreements signed.

Ingenium earns a modest amount of interest revenue with its short-term cash balance invested in low-risk vehicles (i.e. Guaranteed Investment Certificates), with an expected yield of 1.5 percent.

### Description of the Core Responsibilities

**Heritage Preservation and Research** includes all of the activities dedicated to developing and caring for the collection, such as cataloguing and conserving artifacts and archives, conducting historical research and sharing knowledge about the collection, and providing library and information management services. Hence, curatorial, conservation and collection staff salaries are included here.

**Exhibitions, Programs and Outreach** includes all of the activities dedicated to the interpretation of the collection and the demonstration of scientific and technological processes through exhibitions, national initiatives, educational resources, skills development and outreach offerings. These activities are key for engaging Canadians in science and innovation across the country. Salaries of the museums and program delivery staff are included in this category.

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

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

## 4.2 Operating Budget

The planned spending over 2025-26 will allow Ingenium to deliver the major activities presented in Section 3, and to maintain essential operations, services and assets. The detailed budget is shown in Table 7 below.

Spending across operating budget categories will resemble the forecasted spending in 2024-25, and remain relatively stable across the budget categories, with some minor increases to reflect expected market increases on non-discretionary costs. The Corporation will contain costs over the period where it has discretion to do so.

**Table 7 – Operating Budget by Major Activity**

<i>(in thousands of \$)</i>	2023-24 <i>Actuals</i>	2024-25 <i>Forecast</i>	2025-26 <i>Budget</i>	2026-27	2027-28	2028-29	2029-30
				<i>Projections</i>			
Personnel costs	26,301	28,900	28,900	28,900	28,900	28,900	28,900
Facilities non-discretionary costs	12,103	12,641	13,532	15,050	15,138	15,329	15,534
Collection moving	-	-	-	-	-	-	-
Amortization*	12,124	12,400	12,400	12,400	12,400	12,400	12,400
Collection development and management	590	660	625	625	625	625	625
Programming and exhibitions	4,414	5,309	5,193	5,150	5,150	5,150	5,150
Internal services support	1,775	2,025	1,853	1,878	1,903	2,000	2,025
Advertising	453	650	650	650	650	650	650
Gift shop products	724	750	760	780	790	800	800
<b>Total accrual basis</b>	<b>58,484</b>	<b>63,335</b>	<b>63,913</b>	<b>65,433</b>	<b>65,556</b>	<b>65,854</b>	<b>66,084</b>
Less amortization*	(12,003)	(12,300)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
Less increase in accounts payable**	-	-	-	-	(1,500)	(1,500)	(1,500)
<b>Total cash basis</b>	<b>46,481</b>	<b>51,035</b>	<b>51,913</b>	<b>53,433</b>	<b>52,056</b>	<b>52,354</b>	<b>52,584</b>

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

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

The majority of the operating budget is spent on salaries; however, a portion of these salaries are funded through revenue-generating activities, or through contributions for special projects, recognized in other budget categories.

Operating expenses will remain relatively stable across the budget categories over the period except for the facilities expenses, which will continue to incrementally increase with inflation. This is the second most significant operating budget category, which include mainly nondiscretionary expenses, including insurance, utilities, PILT, security, and property maintenance to operate and maintain the museums and collection buildings across the three sites. These expenses are also affected by minimum wage, supply and demand, market conditions and contract negotiations.

Savings from vacating its leased storage facilities after the major collection move was completed in 2022-23, have been fully absorbed by costs to operate the new Ingenium Centre, which provides specialised temperature and humidity controls to preserve the collection. Ingenium continues to contain facilities spending to mitigate rising costs.

### 4.3 Capital Budget

The base capital budget of \$0.8 million will be used to make critical repairs to, or replace, components of electrical and mechanical building systems at CASM due to their poor or failing condition. Since the capital funding level only allows the Corporation to undertake a few limited projects, these funds will be invested where they are most needed.

Ingenium's capital budget and five-year spending plan presented in Table 8 below.

**Table 8 – Capital Budget**

<i>(in thousands of \$)</i>	2023-24 <i>Actuals</i>	2024-25 <i>Forecast</i>	2025-26 <i>Budget</i>	2026-27	2027-28	2028-29	2029-30
				<i>Projections</i>			
<b><i>Heritage preservation &amp; research</i></b>							
Technical equipment	848	224	0	0	0	75	0
<b><i>Exhibitions, programs &amp; outreach</i></b>							
Farm equipment	165	90	0	50	100	0	0
Permanent exhibitions	666	0	0	0	0	0	0
<b><i>Museum and collection buildings</i></b>							
Ingenium Centre	6,524	-	-	-	-	-	-
Health & Safety projects	918	2,010	-	-	-	-	-
CSTM Lifecycle repairs	153	546	0	200	0	200	200
CASM Lifecycle repairs	1,142	800	800	300	250	350	225
CAFM Lifecycle repairs	0	0	0	200	325	0	200
Security equipment	0	0	0	0	0	50	50
<b><i>Internal services</i></b>							
Fleet and other equipment	321	80	0	0	75	75	75
IT infrastructure	225	250	0	50	50	50	50
<b>Total (cash basis)</b>	<b>10,962</b>	<b>4,000</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>

Minor repairs or replacements that will be conducted are essential, informed by the depletion of the current assets and its capital investment plan. The Corporation can only undertake a few limited, urgent repairs and replacements within its current funding levels.

Ingenium will continue to develop options for the realization of the long-term site plans for CAFM, CASM, and CSTM.