



**Canada Science and Technology  
Museum Corporation**

Canada Agriculture Museum  
Canada Aviation Museum  
Canada Science and Technology Museum



**The Canada Science and Technology Museum Corporation had over 344 artifacts on loan across Canada. An amazing 2,014,722 people viewed our artifacts worldwide.**



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## Chairman's Message



On behalf of the Board of Trustees, and as Acting Chair of the Canada Science and Technology Museum Corporation, I am pleased to present the annual report for 2005–2006, detailing the Corporation's achievements over the past twelve months. This past year was filled with challenges and opportunities and I believe that, as our annual report will demonstrate, the Corporation responded in commendable fashion. Management and staff are to be congratulated on a successful year of operations.

Board activities for the year can be characterized, to some extent, as a period of renewal. A rigorous recruitment process for the selection of a new Chairperson was completed, and a slate of potential candidates was forwarded to the then Minister of Canadian Heritage and the Status of Women for consideration. In addition, the Board's Nominating and Governance Committee undertook an analysis and assessment of the Board's needs, and recommended individuals for nomination as Trustees. This list of candidates was also submitted to the then Minister of Canadian Heritage and resulted in the appointment of four new members to the Board. I am personally very pleased with the results of this process, and feel that the individual talents and experience of these new members will benefit and strengthen our operations.

Having said this, I would be remiss if I did not acknowledge the valuable contributions made by our departing members: Olga Barrat of Vancouver, British Columbia; Ron Foxcroft of Hamilton, Ontario; Eric Lemieux of Sillery, Quebec, and Joachim Simard of Ville de la Baie, Quebec. A sincere thank you to them all for their insightfulness and dedication to the Corporation.

Our new members — Paul Benoit of Ottawa, Ontario; Karn Manhas of Port Coquitlam, British Columbia; Robert Mantha of Cap-Rouge, Quebec, and Narendra Srivastava of Moncton, New Brunswick — had an opportunity to familiarize themselves with the Corporation's operations over the past year, and I look forward to working with them as, together with management and staff, we work towards the successful accomplishment of the Corporation's strategic objectives, as laid out in our Corporate Plan.

Finally, I would like to personally thank our many supporters, who contribute significantly to the success of the Corporation and its activities. Be they donors, sponsors or volunteers, their contributions, dedication, and hard work are truly appreciated.

A handwritten signature in dark ink that reads "Walter Parsons". The signature is written in a cursive, flowing style.

Walter Parsons  
Acting Chairman, Board of Trustees

## Report from the President and Chief Executive Officer



The past year was one of many successes and continuing challenges. We celebrated the culmination of several of the Corporation's largest long-standing projects while continuing to grapple with ongoing financial pressures. Most significantly, the Corporation and its museums continued to serve the public with distinction. We welcomed some 700,000 clients to our venues in Ottawa and our activities across the country. We made noteworthy and judicious additions to our incomparable collection and we made real advances in the improvement of best professional museum practice.

In early November 2005 the Corporation passed a significant milestone when the last of the large aircraft stored out of doors at Rockcliffe for so many years was moved into the new hangar at the Canada Aviation Museum. This was an historic moment as it was the first time since the Museum's inception that all of its collection was stored in appropriate housing and it marked the culmination of our efforts to ensure that all parts of the Canada Science and Technology Museum Corporation's collection were stored indoors. This by no means signifies that all of the collection is housed to the standards considered desirable for long term preservation purposes but the aircraft which for up to forty years had endured the extremes of Ottawa's climate were at long last safe. Having worked on this

project since 1989, it was an intensely pleasant moment for me when the last of the aircraft was manoeuvred gently into place with inches to spare and the hangar doors were closed. I could not help but think of the dedicated staff who had worked to bring this dream to fruition over almost four decades. Many are no longer with us but I am sure they would be pleased.

Not only did this project deal with the storage of priceless artifacts but it also ensured that for the first time proper housing was provided for the Museum's staff and also for its renowned library and archival collection. The library was made fully functional over the course of the year and the space provided for it will ensure that it will be able to realize its potential as the finest research facility of its type in Canada.

While the Canada Aviation Museum's staff was implementing these plans at Rockcliffe, others were realizing some major successes elsewhere. Not the least of these were the final discussions with contractors and professionals to settle the remaining claims for the hanger project. Negotiated settlements with most had been concluded by the end of the fiscal year. This reflects creditably on the staff concerned who brought the building in with very little deviation from the original budget allocation during a time of extreme volatility in the price and availability of construction labour and materials.

A dedicated team of people also completed the long-standing task of working through the core elements of a new classification system for the Corporation's jobs. This was the culmination of several years efforts to create an equitable and fair system for assigning comparable value to the wide variety of positions found in a specialized organization such as ours. This project will eliminate biases inherent in the previous system and ensure that internal relativities are acknowledged and properly compensated. The process was a fine example of co-operative effort between the



REPORT FROM THE PRESIDENT AND CEO

Corporation's management and the Public Service Alliance of Canada representing the interests of the Corporation's staff. The results were endorsed through the process of negotiating a new long-term collective agreement with the bargaining unit extending until September 2008.

The dialogue inherent in this process was mirrored elsewhere. Throughout the year the Corporation undertook the most extensive set of internal discussions and internal information sharing between management and staff since its inception. Studies were also undertaken to quantify how well internal services are provided and to gauge the level of satisfaction felt by staff about their relationship with the Corporation. While room for improvement was demonstrated in some areas, the results on all counts are encouraging. We will be working to build on this base.

As has been the case for the past few years, considerable effort continued to be expended on our efforts to secure government approval for a new home for the Canada Science and Technology Museum. With the encouragement of the Department of Canadian Heritage we were able to complete several additional studies to provide additional insight on the marketing environment, the transportation of large artifacts

and the suitability of various possible sites. We also conducted an extensive consultation process to brief all local Members of Parliament about the current status of the project.

We were able to acquaint the new Minister with the project following the change of Ministry in the last quarter of the year and at year's end we were awaiting guidance as to the direction this project might take.

Finally, we were able to make progress on the development of a committed group of ambassadors for the Canada Agriculture Museum and were encouraged at the enthusiastic response we received from community leaders when asked to lend their support to this end.

Notwithstanding these major successes, and despite our efforts to constrain costs and to generate alternate sources of income through such means as a proposed foundation, the Corporation continues to be hampered in realizing its true potential by persistent resourcing issues. These range from a lack of ongoing funds to operate the new hangar at the Canada Aviation Museum to the constant erosion of funds available for museological purposes by increasing non-discretionary facility costs for which no relief is provided. The

erosion of the value of appropriated funds also hampers our efforts to raise revenues from commercial means. Consequently we are unable to make the progress we know should be made in projecting a presence beyond the physical location of the museums, in documenting our incomparable collection or in funding capital requirements to maintain our asset base appropriately. While the merits of our case are generally recognized, no permanent solution has been found.

In the face of less than perfect circumstances the one constant that inspires confidence and breeds hope is the steadfast work and spirit of the Corporation's staff. They make much out of often very little. They serve our clients extremely well and are highly regarded for their professionalism, dedication and integrity. They are responsible for our successes and are deserving of our greatest appreciation.



Christopher J. Terry  
President and Chief Executive Officer

## Board of Trustees



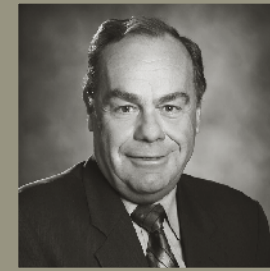
**Mr Walter R. Parsons**  
Acting Chair and  
Vice-Chair, CSTMC  
Ottawa, Ontario

*Mr Parsons is the retired Senior Vice-President and General Manager of Neilson Dairy in Ottawa. He is currently the Goodwill Ambassador for Neilson Dairy and Weston Foods.*



**Dr Gail Beck**  
Ottawa, Ontario

*Dr Gail Beck is a medical doctor, the Director of Youth Inpatient Psychiatry at the Royal Ottawa Hospital. She is the President-Elect of the Federation of Medical Women of Canada and the Chair of District 8 (Eastern Ontario) of the Ontario Medical Association.*



**Mr Paul Benoit**  
Ottawa, Ontario

*Mr Benoit has been President and CEO of the Ottawa International Airport Authority since 1996.*



**Mr Costanzo Gabriele**  
Calgary, Alberta

*Mr Gabriele has been an associate architect with The Cohos Evamy Partners in Calgary since 1984.*



**Mr Karn Manhas**  
Port Coquitlam, B.C.

*Mr Manhas is the President of Karyon Projects Corporation. He has been involved with public consultation work on regional transportation issues.*



**Mr Robert Mantha**  
Québec, Québec

*Mr Mantha is Professor and Dean of the Business Administration Faculty at Laval University, where he has taught on a range of management topics, including information technology.*



**Mrs Corinne Mount**  
Pleasant-Jetté  
Ville Saint-Laurent,  
Québec

*Mrs Mount Pleasant-Jetté is a retired Assistant Professor with the Faculty of Engineering and Computer Science at Concordia University.*



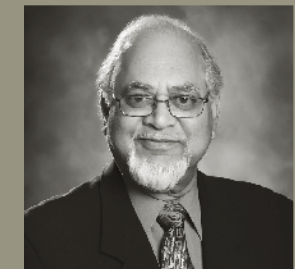
**Ms Patti Pacholek**  
Regina, Saskatchewan

*Ms Pacholek is the Legal Counsel for the Saskatchewan Securities Commission, Government of Saskatchewan.*



**Mr Roger Soloman**  
Souris, P.E.I.

*Mr Soloman is a retired education professional, and is currently the owner and operator of a seasonal family tourism business in Prince Edward Island.*



**Dr Narendra Srivastava**  
Moncton, New Brunswick

*Dr Srivastava is a research professor and former Dean of the University of Moncton's Faculty of Engineering. He is the Vice-President of two international engineering associations (SWEC and IAESS), and Chair of the National Committee on Innovation and Information Technology in Civil Engineering.*

## Board of Trustees Activities

For the performance of their duties, Board Members are paid an annual retainer and per diem amounts for committee meetings, which are set by the Governor in Council.

### ACTIVITIES FROM APRIL 1, 2005 TO MARCH 31, 2006

Board Members	Board Meetings Attended <sup>1</sup>	Committee Meetings Attended <sup>2</sup>					
		EC	A&FC	N&GC	MFC	DMC	HoFC
Walter Parsons	6	4	1	10	1	2	-
Gail Beck	5	-	2	-	-	2	-
Paul Benoit	2	-	-	-	2	-	-
Costanzo Gabriele	5	3	-	-	4	-	2
Karn Manhas	3	-	-	1	2	-	-
Robert Mantha	3	1	1	-	-	-	-
Corinne Mount Pleasant-Jetté	4	-	-	-	-	-	-
Patti Pacholek	5	-	3	9	-	-	2
Narendra Srivastava	2	-	-	-	2	-	1
Roger Soloman	6	-	3	-	-	-	2
Eric Lemieux*	1	-	1	-	-	-	-
Olga Barrat*	3	-	-	-	2	2	-
Ron Foxcroft*	2	-	-	-	-	0	-
Joachim Simard*	2	1	-	5	1	-	-

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

\* Board members who were replaced but were active for a portion of the fiscal year.

1 **Board** - 3 meetings and 3 teleconferences were held.

2 **EC**: Executive Committee - 1 meeting and 3 teleconferences were held; **A&FC**: Audit & Finance Committee - 3 meetings were held; **N&GC**: Nominating and Governance Committee - 3 meetings and 7 teleconferences were held; **MFC**: Major Facilities Committee - 2 meetings and 2 teleconferences were held; **DMC**: Development & Marketing Committee - 2 meetings were held; **HoFC**: Hall of Fame Committee - 1 meeting and 1 teleconference were held.



## Corporate Governance

The mandate, powers and objectives of the Canada Science and Technology Museum Corporation (CSTMC) are set out, in broad terms, in its enabling legislation. As a Schedule III, Part I Crown Corporation, the CSTMC is subject to Part X of the *Financial Administration Act*, which outlines its control and accountability framework. The Corporation is ultimately accountable to Parliament through the Minister of Canadian Heritage and Status of Woman, and is part of the federal government's Canadian Heritage Portfolio. The Corporation receives an annual appropriation which it supplements through revenue-generating activities.

A Board of Trustees, whose members come from all regions of the country and are appointed by the Governor-in-Council, oversees the management of the business, activities and affairs of the Corporation. The Board has up to 11 members, including the Chair and Vice-Chair, and was supported over the past year by six committees.

The Corporation's daily operations are managed by the President and Chief Executive Officer, with support from a management team, which includes the Chief Operating Officer, Directors General from each of the three museums, and Executive Directors of Human Resources, Corporate Development, and Corporate Planning (see Figure 1).

Figure 1 - Reporting Structure, Canada Science and Technology Museum Corporation



## Board Renewal

This past year was challenging in terms of governance. There was significant turnover within the Board of Trustees, with four new members appointed in 2005–2006. The Board of Trustees engaged the services of an executive search firm to help find suitable candidates for the vacant Chairperson position. This process resulted in the identification of three potential nominees, whose names were submitted to the Minister of Canadian Heritage in June 2005. By the end of the fiscal year, a final decision had not yet been made.

## Committee Structure

The Board's committee structure was also reviewed this year. The roles and responsibilities of three committees were reviewed, and revised terms of reference were developed. The Audit Committee's role was expanded to include an oversight of financial activities; the Nominating Committee took on responsibility for governance, and the Executive Committee was assigned responsibility for completing the President and Chief Executive Officer's performance review and evaluation.

The six Board committees are: the Executive Committee, the Audit and Finance Committee, the Major Facilities Committee, the Development and Marketing Committee, the Nominating and Governance Committee, and the Canadian Science and Engineering Hall of Fame Committee. The committees usually meet before each Board meeting or by teleconference, and report on their activities at each Board meeting.

**Executive Committee** — Undertakes the duties of the Board between Board meetings. The Committee held one meeting and three teleconferences during the year.

**Audit and Finance Committee** — Oversees the Corporation's financial and management controls, as well as its practices and information systems. The Committee held three meetings during the year.

**Major Facilities Committee** — Ensures that best practices are followed with regards to the Corporation's major building projects, and provides general guidance to Management. The Committee held two meetings and two teleconferences during the year.

**Nominating and Governance Committee** —

Reviews and recommends nominations for Trustee appointments and reappointments, reviews the Board's committee structure and membership, and ensures that a Board self-assessment process is in place. The Committee also monitors, and periodically reviews, governance of the Corporation in light of best practices, and recommends appropriate changes to the Board, aimed at enhancing the effectiveness of its operations. The Committee held three meetings and seven teleconferences during the year.

**Development and Marketing Committee** — Provides advice on development and marketing matters. The Committee held two meetings during the year.

**Canadian Science and Engineering Hall of Fame Committee** — Provides advice on the Hall of Fame program at the Canada Science and Technology Museum. The Committee held one meeting and one teleconference during the year.

## Corporate Profile

### Mandate

The National Museum of Science and Technology, now operating as the Canada Science and Technology Museum Corporation (CSTMC), was established as an autonomous Crown Corporation on July 1, 1990, with the passage of the *Museums Act*. The mandate of the Corporation as stated in the Act is:

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

The Corporation is responsible for the development and management of a representative collection of scientific and technological artifacts and materials. The collection focusses on seven major subject areas: aviation, communications, manufacturing, natural resources, renewable resources including agriculture, scientific instrumentation, and transportation.

### Mission

To discover and share knowledge about Canada's scientific and technological heritage, in order to increase an understanding and appreciation of the role that science and technology have played, and continue to play, in the transformation of Canada.

### Historical Background

The Corporation manages three museums: the Canada Agriculture Museum, the Canada Aviation Museum, and the Canada Science and Technology Museum. Each museum undertakes curatorial work and sets its own public programming activities and strategies, in recognition of the different markets and clientele it serves. The museums operate under a common set of corporate policies. Support services such as human resources, finance and facilities management are provided centrally.

Canada Aviation Museum



### Canada Agriculture Museum

The Canada Agriculture Museum is located on Ottawa's Central Experimental Farm (CEF). The agricultural collection, previously maintained by the federal Department of Agriculture at the CEF, was transferred to the National Museum of Science and Technology in 1979. In 1983, discussions with Agriculture Canada resulted in a cooperative project which established the Agriculture Museum in a refurbished historic barn at the CEF. In 1995, a new agreement leased additional buildings to the Museum, and transferred equipment as well as ownership of the showcase herds. Unfortunately, a tragic fire at the Museum at the end of August 1996 resulted in the loss of two historic buildings and 57 animals. Approval of government funding was obtained for construction of a replacement barn; this project was completed in November 1999.

In 1998, the CEF was designated a National Historic Site by the Historic Sites and Monuments Board of Canada for its distinctiveness as a cultural landscape, for its ongoing agricultural research, and for the fact that it is a rare example of a farm within a city. Agriculture and Agri-Food Canada also undertook a public review of the future of the Central Experimental Farm, and the Museum's master site plan, completed in March 2000, has been reviewed within the context of the management plan for the CEF. In November 2002, the Canada Science and Technology Museum Corporation Board of Trustees passed a bylaw establishing the Canada Agriculture Museum as an affiliate museum of the Corporation. The bylaw was approved by the Governor-in-Council in January 2003.

The Museum offers programs and exhibitions on Canada's agricultural heritage and on the benefits and relationship of agricultural science and technology to Canadians' everyday lives. It provides visitors with a unique opportunity to see diverse breeds of farm animals which have been important to Canadian

agriculture, both today and in the past. In addition to breeds common to Canadian agriculture, such as Holstein dairy cows and Angus beef cows, the Museum also has Canadienne dairy cows, Tamworth pigs and Clydesdale horses. Many other breeds of dairy and beef cattle, pigs, sheep, horses, poultry, goats and rabbits round out the collection. Public programming includes special weekend theme events, school programs, summer day camps, interpretive tours, demonstrations and joint efforts with community groups and associations.

### Canada Aviation Museum

Following a 25-year gestational period, the National Aviation Museum was formed under the auspices of the National Research Council and opened to the public in a new terminal at Ottawa's Uplands Airport (now MacDonald-Cartier International Airport) in October 1960. In 1961, it was made a responsibility of the Secretary of State, reporting to the Director of the Museum of Man. The Museum's focus was on bush-flying, and on early attempts to manufacture aircraft in Canada. In 1964, most of the collection was relocated to Ottawa's historic Rockcliffe Airport, where it was jointly displayed with the Canadian War Museum's collection of international military aircraft, dating from the First World War to the 1950s, and with a collection of aircraft owned by the Royal Canadian Air Force, illustrating the history of the RCAF. This new, amalgamated and jointly-managed collection — named the National Aeronautical Collection in 1965 — offered a comprehensive perspective on the history and development of aviation, with a focus on Canada.

In 1967, the National Aeronautical Collection was brought under the auspices of the National Museum of Science and Technology and, in 1982, its Rockcliffe site was officially named the National Aviation Museum. In June 1988, a new building for the Museum was opened at Rockcliffe Airport, providing



a significantly improved environment in which to display and preserve most of the world-renowned collection. Although the facility did not address all of the Museum's requirements, it was the most that could be accomplished with the funds available at the time. The need for additional space and amenities was recognized, and an acknowledgment made of the need for additional funding to house the collection properly. In 2000, the Museum changed its operating name to the Canada Aviation Museum and, in 2001, funds for the construction of a new collection storage hangar were approved. This project was completed in December 2004.

## Canada Science and Technology Museum

The Canada Science and Technology Museum (formerly the National Museum of Science and Technology) opened in November 1967. Although a purpose-built museum in the downtown core had been contemplated in the early to mid-1960s, when it opened, the Museum was housed at its present location: a former bakery distribution warehouse on a 12.2-hectare site at 1867 St Laurent Boulevard, on what was then the southeastern edge of the urban core. An addition was constructed prior to the Museum's opening to display locomotives from the collection. It was recognized at the time that this accommodation was temporary, and that it could not provide appropriate long-term museum facilities. The property was leased until 1993, when the site was purchased by the federal government. Over the years, the building was gradually adapted to meet basic museological standards, as well as to address essential health and safety concerns. In 2001, the federal government announced that a feasibility study would be undertaken to examine the needs and costs for a new museum facility. This work is now complete, and the Corporation has presented these findings to the federal government for consideration.

The museum is unique in many ways. It is the only comprehensive science and technology museum in Canada. It was also the first national museum to focus a significant proportion of its resources on exhibitions and programs, and to use demonstrations and interactive methods to engage the public's attention. Despite its inconvenient suburban location and less-than-ideal accommodation, it is a popular destination site for visitors and locals alike.

The Museum boasts the largest and finest collection of scientific and technological artifacts in Canada. Since its inception in 1967, the CSTM collection has grown particularly strong in the general areas of communication, transportation, and physical science. It also contains a number of exceptional assemblages, including the Ontario Hydro, Shields and Marconi collections. In support of the collection's ongoing growth and evolution, the Museum has also developed an exceptional library and photographic archive, which includes remarkable holdings of trade literature and the outstanding Canadian National collection of railway-related photographs.

**Canada Science and Technology Museum,  
Canadian Science and Engineering Hall of Fame**



## Corporate Performance

The CSTMC has just completed its first year of a five-year Strategic Framework, developed in 2005–2006, which states its key objectives and strengthens the Corporation's ability to measure and report on its performance.

### Elements of the Strategic Framework

The management team developed a Strategic Framework, approved by the Board, which has four principal elements. These are:

#### Vision Statement

The Corporation will be a nationally recognized leader in engaging Canadians in the exploration of their rich scientific and technological culture, through our exceptional collections, innovative programs, collaborative approaches and professionalism.

*Pillars of Success* — The Strategic Framework contains six Pillars of Success, linked to the Corporation's Program Activity Architecture. These key areas of focus are:

- A Nationally Recognized Leader (1.1. Heritage Preservation; 2.1. Sharing Knowledge)
- Engaging Canadians (2.1. Sharing Knowledge)
- Exceptional Collections (1.1. Heritage Preservation)
- Innovative Programs (2.1. Sharing Knowledge)
- Collaborative Approaches (2.1 Sharing Knowledge; 3.1. Support Activities)
- Professionalism (2.1. Sharing Knowledge; 3.1. Support Activities)

*Multi Year Objectives* — Outcomes that are measurable and have timeframes.

*Measures* — Results that are tracked on a short-term basis to indicate relative successes.

As this was the first year for the Corporation to implement the Strategic Framework, it was determined that some Pillars would require benchmarking and validating of information in order to get a true picture of what had been accomplished. Many Pillars had objectives that required them to run surveys or look at information in a different way to create these benchmarks.

## A Nationally Recognized Leader

(1.1. Heritage Preservation; 2.1. Sharing Knowledge)

This Pillar of Success reflects the need for CSTMC to establish a preeminent presence throughout Canada and be recognized by Canadians for fostering scientific and technological literacy. Our Museums must be primary sources of reference and must set standards of museum excellence. Our leadership must be recognized and our offerings should generate excitement.

### Multi-Year Objectives

Two multi-year objectives were chosen for this pillar, chosen to reflect the extent to which the Corporation is succeeding in achieving a leadership role.

1. By 2009–2010, the CSTMC will increase onsite and offsite visits by 20%. (2.1. Sharing Knowledge; 2.1.3. Outreach)

This objective was developed to encourage sustained and innovative activities designed to respond to the existing visitor market and potential visitor segments.

*The first-year target is to increase onsite and offsite visits by 4%.*

2. By 2009–2010, the CSTMC will increase “top-of-mind” awareness for the Corporation’s three brands by 30%. (2.1. Sharing Knowledge; 2.1.2. Programs)

This objective was designed to increase broad public awareness about the products and services offered by our Museums.

*The first-year target was to increase top-of-mind awareness by 5%.*

## CORPORATE PERFORMANCE

## Key Initiatives

Over the five year planning horizon, the Corporation proposed to undertake the following key initiatives and activities to contribute to the achievement of the objectives for this pillar.

## Market Research

(2.1. Sharing Knowledge; 2.1.2. Programs)

The Corporation needs to learn more about the different market segments, and in order to develop relevant offerings there is a need to establish a program of market research that is cost effective and insightful.

**2005–2006 Objectives and Results related to Market Research**

The CSTMC formed a Market Research Task Force to identify market research issues and to propose initiatives which would ensure progress in meeting general CSTMC objectives. To this end, the Task Force participated in a Consortium study of the Ottawa marketplace to get better information and a clearer picture regarding the market segments that we feel we are not currently serving. This will provide to us higher rates of penetration in diverse markets. The Task Force reviewed the existing data sets to confirm our understanding of visitor characteristics and behaviours.

Work was also done to standardize visitor attendance information across the Corporation's three museums.

## Communications Strategy

(3.1. Support Activities; 3.1.3. Shared Services)

This initiative required that a comprehensive strategy be developed to ensure that there is a mutually reinforcing plan of action with respect to outreach, partnership sponsorship and other collaborative activities.

This first year was to focus on benchmarking and validating previous results as the basis of a communications strategy for the Museums.

**2005–2006 Objectives and Results related to Communications Strategy**

As work began to examine ways to increase top of mind awareness, the methodological challenges inherent in the exercise became apparent. An outcome of this, and in the context of research in 2002 and 2003 for the CSTM visioning study was a decision to reframe the objective to permit measurement of change in quantifiable terms, while maintaining the goal of increased public awareness of the Corporation's three museums.

Notwithstanding this, the CSTMC's museums continued to collaborate with the network of science and technology and other cultural institutions in all regions of Canada and abroad and with its portfolio partners to increase national awareness of its offerings. Promotion and marketing initiatives at all three museums have supported each of the three distinct brands.

An indication of the leading role that the Corporation's museums play as sources for information and knowledge on scientific and technological matters may be seen from the numbers of enquiries from the public.

CSTM curatorial staff responded to inquiries from the public about the collection, provided about 20 visiting researchers with direct access to artifacts and documentation, and gave tours to 75 scholars

as part of the conference of the Canadian Science and Technology Historical Association. Library and Information Services staff responded to 575 reference queries, responded to 143 Inter-Library Loan (ILL) requests, and submitted 237 ILL requests on behalf of staff. They also responded to 75 researchers visiting and using the library, archival and photographic collections.

The curatorial staff of the Aviation museum responded to 285 inquiries from the public about the collection provided 10 visiting researchers with direct access to artifacts and documentation, and provided 25 tours to the aviation storage wing. Library and Information Resources staff responded to 170 reference queries, 37 inter-library loan requests and submitted 1 ILL request on behalf of staff. They also responded to 18 researchers visiting and using the library, archival and photographic collections.

## Facilities

(4.1. Accommodation; 4.1.2. Facility Management)

In order for the CSTMC to maintain its mandate it requires proper housing facilities for its collection and public activities. The Corporation maintains three very different cultural properties and therefore each one has its own concerns and issues that need to be addressed.

- The first priority was to continue to pursue a new facility for the Canada Science and Technology Museum.
- The second priority was to secure the funds to operate the new storage hangar at the CAVM as well as moving into that building the collection for which it was constructed and exploring the prospects for capital funding for future phases.
- The third priority was to continue to seek approval for the CAgM master plan in conjunction with the development of a Central Experimental Farm National Historic Site Management Plan.

### 2005–2006 Objectives and Results related to Facilities

In 2005–2006, CSTM staff was very active on the new CSTM building project, completing studies dealing with the moving of large artifacts by road from the present location to a number of potential locations in the Ottawa-Gatineau region; preliminary archaeological studies of potential sites; preliminary massing studies related to building on the short-listed sites, and a preliminary study of tourism requirements and their impact on these same short-listed sites. Late in the year, senior staff of the CSTMC met with the Deputy Minister of Canadian Heritage and the NCR Members of Parliament to present the project and solicit input and suggestions. In addition, initial meetings were held with other ministries such as Industry Canada. A number of consultations were held with officials from the National Capital Commission, the City of Ottawa and the City of Gatineau.

At the Canada Aviation Museum, artifacts have been safely placed within the new storage facility, representing the first time that all aircraft in the collection have been stored under cover. Guided tours of the new storage wing will be offered to visitors during the upcoming tourist season. Archival material has also been moved to the new library and archives building;

The moving of aircraft into the storage hangar set the stage for the first phase of a plan to enhance the Museum's floor displays. In addition to a new Jet Island, a new General Aviation Island, and a new Helicopter Island, significant changes were made to the Naval Aviation Island. In addition, a new temporary exhibition space was created, as was a large and attractive programming and event space in the centre of the Museum. In addition to providing new perspectives on the collection, this programming space will create many new opportunities for creative use of the Museum.



CORPORATE PERFORMANCE

A Nationally Recognized Leader

The Canada Agriculture Museum has finalized an Amendment to the Master Plan for its site, and has submitted it to Agriculture and Agri-Food Canada for their review and approval. This Amendment reflects the provisions of the National Historic Site Management Plan for the Central Experimental Farm. Following approval by Agriculture and Agri-Food Canada, the Amended Master Plan for the Museum's site will be presented to the National Capital Commission for approval.

Other Key Initiatives

Publishing

The accumulated knowledge resulting from research and from collection and preservation activities must be shared with the world at large in order to promote the understanding of Canada's scientific and technological heritage.

**2005–2006 Objectives and Results related to Publishing**

The Canada Science and Technology Museum curatorial staff endeavours to provide access to the collection through publishing and presentations to museum audiences, as well as to specialists at national and international conferences. Based largely on the Museum's collections, five peer-reviewed publications, 10 conference papers, one other published article, one

Web page and two presentations were generated by CSTM curatorial staff. The major in-house publication for the year was in the Transformation Series *Setting Course: A History of Marine Navigation in Canada* and a Material History Revue #62. Cape Breton University, has now assumed publishing this series. The new Web documents, *Collection Profile: From the Stove to the Electric Range* and *A Closer Look: Spectroscopic Gratings*, were completed and will shortly be launched on the Museum's website. Two of the three Canadian Culture On-line Project (CCOP) websites projects are nearing completion, and the third is undergoing revision. These are largely based on the CSTM/CN photo collection. The new website is called *Picturing the Past/Histoires en images*. There are three conventional essays, as well as an animated essay entitled *Dear Ellie: Letters from the West*. A combination of volunteers and Master's students from Carleton University were involved in these essays.

The final production stages for the CAvM's major publishing initiative, *Canadian Wings — A Remarkable Century of Flight*, were completed during 2005–2006. Using historical photographs and images of artifacts from the Museum's collection, this monograph presents an overview of Canadian aviation history, in celebration of the centenary of powered flight in Canada. Co-published with the Douglas & McIntyre Publishing Group, the book is scheduled for publication in September 2006.



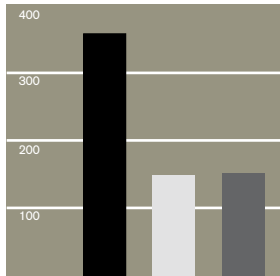
Performance Measures

As is the case for all pillars, a number of specific performance measures were identified to permit us to gauge progress towards the two sets of objectives identified for this element of our overall strategy.

1. Visitor Attendance — Onsite

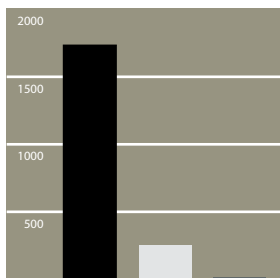
- Canada Science and Technology Museum  
358,808 visitors
- Canada Agriculture Museum  
149,649 visitors
- Canada Aviation Museum  
152,402 visitors
- Total**  
**660,859 visitors**





**Visitor Attendance Onsite (000's)**

■ Canada Science and Technology Museum  
■ Canada Agriculture Museum  
■ Canada Aviation Museum



**Visitors encountering artifacts on loan (000's)**

■ Canada Science and Technology Museum  
■ Canada Agriculture Museum  
■ Canada Aviation Museum

Although attendance goals were not met, all three CSTMC museums outperformed many of their competitors, given that their loss of market share was less than that of most other national museums.

Tourism is a volatile industry, requiring frequent adjustments in how we respond to new challenges. Since 2004–2005, several factors have had a serious impact on tourism in the National Capital Region (NCR) and, by extension, on the Corporation's three museums.

- Tourism in the NCR has been deeply affected by a number of major crises in recent years (e.g., SARS, rising gas prices); the effects of these will continue to be felt for some time to come, and will continue to affect tourism levels.
- Competition has increased among local tourist attractions and has become increasingly aggressive.

The Canadian War Museum, which opened in May 2005, increased its market share from 2.8% in 2004–2005 to 17.97% in 2005–2006, and work-to-rule campaigns in Quebec schools contributed significantly to a reduction in attendance.

## 2. Visitor Attendance — Travelling Exhibitions

There were no travelling exhibitions on tour during the 2005–2006 fiscal year however 36,670 people viewed offsite demonstrations.

## 3. Top-of-Mind Awareness

As noted on page 14, it was decided to reframe this objective.

## 4. Peer-Reviewed Publications

The CSTMC published five works during 2005–2006.

## 5. Visitors encountering artifacts on loan

A total of 2,014,722 visitors worldwide viewed 867 artifacts on loan to institutions. They were distributed as follows from each Museum's collection:

Canada Agriculture Museum  
22,454 visitors

Canada Aviation Museum  
254,701 visitors

Canada Science and Technology Museum  
1,737,567 visitors

## Engaging Canadians

(2.1. Sharing Knowledge)

This Pillar of Success is focused on attracting and retaining the attention of as broad a range of Canadians as possible on topics related to science and technology, and their impact on the development of Canada. This includes ensuring that the number of people able to participate in the Corporation's offerings rises exponentially through the use of Web-enabled experiences while also ensuring that CSTMC offerings are directed to culturally diverse audiences, reflecting the current composition of Canadian society.

### Multi-Year Objectives

Two multi-year objectives were chosen for this pillar, to assess the extent to which the Corporation truly engages Canadians.

1. By 2009–2010, the CSTMC will be within the top quartile of websites for Canadian science and technology. (2.1. Sharing Knowledge; 2.1.3. Outreach)

The intent is to be in the top of the websites consulted by those who want Canadian science and technology information.

*The first-year target for this objective is to complete an IT strategy to provide a context for the development of future plans for sophisticated online web based content and to benchmark its current relative position as a portal for Canadian science and technology.*

2. Through 2009–2010, the CMSTC will annually target a minimum 10% of new offerings to diverse audiences. (2.1. Sharing Knowledge; 2.1.2. Programs)

This objective was designed to broaden our market reach by including new offerings for exhibition related activities and programming, Web products and publications for new Canadians and First Peoples.

*The first-year target for this objective was to target a minimum of 10% of new offerings to diverse audiences.*

### Key Initiatives

Over the five year planning horizon, the Corporation proposed to undertake the following key initiatives and activities to contribute to the achievement of the objectives for this pillar.

#### Information Technology/Web Development (2.1. Sharing Knowledge; 2.1.3. Outreach)

As proposed in the plan for 2005-2006, during the year, considerable effort was devoted to defining terms, developing measuring tools and establishing benchmarks. At the same time, initiatives were undertaken to enhance the Corporation's websites.

#### Information Technology Strategy

- Planning in the area of Information Technology (IT) was reviewed as part of a Corporation-wide exercise in resource allocation, which identified long-term infrastructure needs. Priorities included a major upgrade of the Corporation's main Web servers, and an engineering study of the electrical and mechanical infrastructure of the Corporation's primary server room — both of which were completed during the fiscal year. Capital improvements to address the electrical and

mechanical infrastructure needs of the server room were incorporated into future work plans, with completion slated for 2006–2007. While significant progress is being made on such key IT priorities, the multi-year IT Strategy document remains to be finalized.

### Two-Year Web Plan

- The Corporation also began work on its two-year Web plan, by analyzing the strengths and weaknesses of the Corporation's websites, and anticipating opportunities and challenges. The Web plan identifies several priorities, as well as specific initiatives for addressing these priorities. Of particular note is a plan to re-develop the Corporation's flagship CSTM website over the next two years.

### Other Web Initiatives

#### Web Publishing

- Publishing engaging online content is a core element of the Corporation's strategy for reaching its Web objective. The Corporation developed several new features for its museum websites, designed to showcase its rich collections. A Collection Profile commemorating the 100th anniversary of the Dominion Observatory was published on the Canada Science and Technology Museum website. Content was also developed in support of several exhibitions at the CSTM, including **MégaScience** and **Odyssey of Light**.
- The Canada Aviation Museum developed a new feature for the interactive *Explore* section of its website. Entitled "High Flyers", this Web offering highlights the role of Canadian women in aviation. Based on a 1995 exhibit at the Canada Aviation Museum, the content has been upgraded to improve accessibility and to make it available in both official

languages. The popular Aviation Image Bank was also revamped, with additional improvements planned for the upcoming year.

- The Collections and Research section of the Canada Agriculture Museum website was redesigned. The section features Web profiles on *Tractors* and *Threshing Machines* which have been adapted to the new design of the site. The addition of a Web essay entitled *Canadian Dairying* is based on CAgM artifacts, and explains the technologies behind dairy farming in Canada.

#### E-commerce

- New E-commerce Web portals (boutique.technomuses.ca, scientique.technomuses.ca) were developed for use in promoting the Corporation's E-commerce services. In addition, the Corporation's Web servers and Web software platforms were upgraded, to help ensure the availability of its websites, allow for improved Web reporting, and prepare for new features to be added in the upcoming fiscal year.

#### Library and Information Services

During the past fiscal year, LIS initiated an upgrade to its Horizon library computer catalogue database system. New servers were purchased, and data conversion was initiated. This upgrade will continue in the new fiscal year, with completion expected by the summer of 2006.

## CORPORATE PERFORMANCE

### 2005–2006 Objectives and Results related to Information Technology and Website Development

The work to benchmark our current relative position as a portal for Canadian science and technology and then to develop content to increase that relative ranking encountered methodological and proprietary impediments. This rendered the overall objective unworkable and forced us to adopt a revised approach.

We found that there is no industry standard measure for “top” Web sites, and while some Web research firms use proprietary Web ratings systems, the traffic level of museums is not statistically meaningful in their methodology.

In the spirit of the original objective, however, the Corporation decided to make use of the industry standard concept of Web visits, which allows us to set a specific, measurable target for traffic on our sites and permits comparison with other sites carrying similar content and which use the same protocols for measuring use. We set the aggressive target of 8 million Web visits, by reviewing Web visits reported by other comparable institutions, and modeling our potential for growth over the planning period.

Therefore this year the target of 2.5 million visits was established as our first year objective. This will serve as a benchmark for subsequent year progress towards the 8 million visit target by the end of the planning period. The actual number of Web visits recorded was 2.64 million.

### Diversity

(2.1. Sharing Knowledge; 2.1.2. Programs)

As proposed in the 2005-2006 Corporate Plan, activity to advance the Corporation’s commitment to its diversity objective was undertaken.

#### *Diversity and First Peoples*

- Considerable effort has been devoted to developing contacts with First Peoples organizations — in particular, those with a mandate directly tied to science and technology. The Corporation has taken out membership in the Canadian Aboriginal Science and Technology Society, and a Curator from the Canada Science and Technology Museum participated in the Society’s annual conference, where he presented a paper on building an aboriginal presence at the Museum.
- The Corporation also hosted two interns from the Canadian Museum of Civilization’s Aboriginal Training Program in Museum Practices. One of the interns worked on selecting aboriginal images to be posted in a new section of the online CN Image Gallery. The other intern assisted with research for a forestry exhibition being planned by the CSTM, researching and contributing information from an aboriginal perspective.
- Both the Canada Agriculture Museum and the Canada Aviation Museum hosted visiting families who were evacuated to Ottawa from the northern village of Kasechewan. The Aviation Museum also established contact with the First Nations Training Institute in Deseronto, Ontario and provided a tour of both the CAvM and the National Research Council Institute of Aerospace Research to a group of aviation program students.

- The Canada Aviation Museum biennial **Artflight** competition chose “Northern Wings” as its theme for 2005, and encouraged participation from aboriginal artists. Forty-one works were submitted by artists from 21 northern communities.

#### *Diversity in our communities*

- Other programs and activities were created in recognition of the contributions made by other elements of the diverse Canadian population in several areas of science and technology. To highlight Asian Heritage Month, the CAvM created an event on May 7, 2005, which described the contributions made to Canadian aviation by the brothers Robert and Thomas Wong. The Canada Aviation Museum partnered with the women’s aviation group, The 99s, in a program to encourage young girls to take an interest in aviation, and produced the “High Flyers” Web offering.
- The CAgM produced a series of Web essays called “Stories of the Canadian Farm”, starting with a story on the *Federated Women’s Institute of Rural Canada*.

#### *Diversity in our workplace*

- In the area of employment equity, the Corporation has reached its targets for workforce representation of most designated groups. The sole exception is visible minorities. Efforts continue to encourage qualified visible minority candidates to seek employment with the Corporation, but progress is hampered by a low rate of staff turnover.



### 2005–2006 Objectives and Results related to Diversity

The Corporation committed to target a minimum of 10% of its new offerings to diverse audiences.

To ensure that we met this goal, the mandate of the CSTMC Diversity Committee was revised and expanded to reflect its responsibility for encouraging, and reporting on, efforts to achieve this objective. At the same time, separate diversity committees were established within each of the Corporation's three museums. Discussion of the definition of "offerings" for this objective resulted in a decision that it would include programs and activities such as educational programs, exhibitions, multimedia educational products, and publications, but not commercial products.

The gathering and analysis of data towards the end of the fiscal year identified an overall total of 395 such offerings. Of them, less than 3% are aimed at specific groups, although many of them do reflect the diverse makeup of Canadian society. However, of the 25 offerings which were developed during the 2005–2006 fiscal year, six — or 24% — were deemed to be directed towards diverse audiences. This finding indicates that the Corporation more than met its minimum target.

### Performance Measures

As is the case for all pillars, a number of specific performance measures were identified to permit us to gauge progress towards the two sets of objectives identified for this element of our overall strategy.

#### 2005–2006 Results based on the measures included in the Corporate Plan

Virtual visits:

##### 1. Web Frequency and Duration

CSTMC websites — 2.64 million user sessions, average duration was 11.64 minutes

##### 2. Number of Offerings by Type

Exhibitions — 35

Multimedia Products — 102

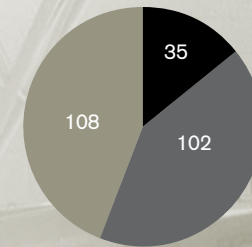
Publications (such as various museum brochures, calendar of events) — 108

##### 3. Number of Educational Programs

Educational programming offered in all three Museums — 150 programs

##### 4. Number of Diversity Partnerships

During 2005–2006, 11 partners were involved with the Corporation, either on a continuing basis or for specific events. Five of the 11 were related to aboriginal communities. A template has been put in place to gather consistent and thorough documentation on all such partnerships.



Offering by type

■ Publications  
■ Multimedia  
■ Exhibitions



## Exceptional Collections

(1.1. Heritage Preservation)

This Pillar of Success supports the Corporation's mandate to "establish, maintain and develop a collection of scientific and technological objects. The CSTMC strives to develop a national collection that is representative, significant and recognized". As custodian of this national collection, the Corporation also strives to meet the needs of the general public, as well as educators, historians, curators and enthusiasts. Given that the vast majority of the collection is not on display, its accessibility in other ways is important.

### Multi-Year Objectives

The Corporation has chosen three multi-year objectives, reflecting its ability to assess the extent to which it is developing and managing Exceptional Collections of scientific and technological artifacts and supporting material:

1. By 2009–2010, the CSTMC will complete 66% of its Collection Development Strategy (1.1 Heritage Preservation; 1.1.2. Collection Development)

The Corporation's Collection Development Strategy (CDS) began with the development of the conceptual theme of the "Transformation of

Canada." This is the framework for organizing the collection and for undertaking historical research. This research gives rise to Historical Assessments, which identify and analyze the important concepts, ideas, objects and issues which are key to the historical development of each main collection subject area. The Historical Assessment in turn is the basis for Collection Assessments. These have three sections: the ideal collection, a profile of the existing collection, and collection needs, the latter of which is identified by comparing the ideal collection to the existing collection. This process identifies artifacts or classes of artifacts to be acquired or to be deaccessioned. The collection development strategy thus includes vital functions which permit the Corporation to make informed decisions on collection content.

*First-year target for this initiative was to complete 30% of the Collection Development Strategy.*

2. By 2009–2010, the CSTMC will appropriately house 65% of its collection. (4.1. Accommodation; 4.1.1. Capital Projects)

The Corporation's ability to house its collection appropriately is directly related to the collection development process (which identifies the items for accession and deaccession), the Corporation's ability to provide environmental controls, and an adequate amount of space. Notwithstanding these constraints, measurable improvements will continue to be made in the quality of collection storage.

*First-year target for this objective was to appropriately house 55% of its collection.*

3. By 2009–2010, the CSTMC will document 75% of its collection. (1.1. Heritage Preservation; 1.1.3. Collection Management)



Documentation on each item includes all original records, in addition to information about the item's significance, function, capacity to operate safely, as well as the history of its use and former owners.

Following documentation, and in conjunction with the implementation of new collection management software, the Corporation will be able to link the CSTMC website to 110,000 digital images of objects in the collection, making the collection accessible online.

*First year target for this objective was to document 55% of the Collection.*

### Key Initiatives

During the next five years, a series of priority initiatives will be undertaken, contributing to the achievement of the objectives noted above.

Key to the Corporation's success in realizing its objectives with regards to its collection is its Collection

Development strategy, which encompasses historical research and collection assessments, vital functions informing the decisions on collection content. Significant progress has been achieved in the implementation of the strategy; however after 16 years it is appropriate and necessary that the CDS be reviewed to ensure its ongoing relevance and effectiveness.

### Historical Research Plan

(1.1. Heritage Preservation; 1.1.1. Research)

Central to the research program is the identification and analysis of important concepts, ideas and issues key to the historical development of each main subject area. Historical research directed at the themes and sub-themes of the *Transformation of Canada* forms a body of knowledge which covers the most important aspects of each major subject area.

### 2005-2006 Objectives and Results related to Historical Research Plan

The Historical Research Plan, which included primary research exemplified by the development of new historical assessments and historical assessment updates as well as secondary research projects, was to be suspended for the first year of the planning period in order to allow staff historians the opportunity to participate fully in the review of the Collection Development Strategy as well as to assist in the drafting of a Corporate Research Policy. Never the less, many of the projects listed in the Historical Research Plan for 2005–2006 were completed or are on schedule because certain other projects were completed in a very expeditious fashion (see Figure 2).

CORPORATE PERFORMANCE

Exceptional Collections

Figure 2 – Historical Research Plan

Major subject areas	Topics	Status
Multidisciplinary	CSTMC Collection Development Strategy	Completed
	Web essay – CSTM/CN Photo Collection	On-going
	Web essay – Saskatchewan 100	Completed
	Web essay – Alberta 100	Completed
	Web & exhibition – Hall of Fame	Completed
Agriculture	Bibliographic research – Canadian Research: Review of Existing Primary Research	Delayed 2006-2007*
Aviation	Web essay – Bush-Flying in Canada	On-going
	Web essay – RCAF Rearmament in the 1930's	On-going
	Web essay – Manufacturing	On-going
Communications	HA update – Sound Recording	Completed
	Collection Profile — Karsh	Delayed
Scientific Instrumentation	HA - Medical Technology II	Completed
Transportation	Web essay – CCOP Rail I	Completed
	Web essay – CCOP Rail II	Completed
	Web essay – CCOP Rail III	Completed
	HA update – Navigational Aids	Completed
	HA – Canadian Highways and Culture	Completed

\* This research project was postponed for a year to devote time to the forthcoming exhibition **Food for Health**.

Collection Assessment

(1.1. Heritage Preservation; 1.1.2. Collection Development)

The primary purpose of the Collection is to help people understand the transformation in Canadian life which has resulted from science and technology. A focused collection is achieved by identifying and acquiring the objects and supporting documentation which best reflects a historical framework, and by removing or de-accessioning materials that are not consistent with this framework.

Following completion of Historical Assessments (HA), Collection Assessments are prepared in three sections:

ideal collection, a profile of existing collection, and the needs of the collection. The latter is obtained by comparing the ideal collection to the collection profile, which identifies artifacts or classes of artifacts to be acquired. Collection assessments are increasingly being used to establish a rationale for artifact acquisitions

**2005-2006 Objectives and Results related to Collection Assessments**

The Collection Assessment Plan for 2005–2006 to 2009–2010 includes specific topics across a number of major subjects. These subject areas include agriculture, aviation, communications, manufacturing, natural resources, scientific instrumentation and transportation.

Collection Assessments in metrology, kitchen appliances and navigational instruments and aids were all completed as planned. A research project on marine engines was completed, and a complete review of the transportation subject area was initiated to define future directions for that collection.

Most projects listed in the Collection Assessment plan for 2005-2006 were completed or are on schedule. (see Figure 3)

Figure 3 – Collection Assessment Plan

Major Subject	Topic	Status
Agriculture	Threshing Machines	Initiated
Communications	Film	Initiated
Natural Resources	Kitchen Appliances	Completed
Scientific Instrumentation	Metrology	Completed
Transportation	Navigational Aids	Completed

Collection Acquisitions

(1.1. Heritage Preservation; 1.1.2. Collection Development)

**2005-2006 Objectives and Results related to Collection Assessments**

The Collections and Research division handled several hundred offers of artifacts — as usual, only some 5% of these could be accepted. A number of artifacts deserve particular mention. Two carriages — a Brougham and a “Spider” Phaeton — were donated by the family of James T. Davis, who was a Montreal industrialist at the beginning of the twentieth century. A Casavant pipe organ, originally installed in the Pictou United Church in Nova Scotia, was donated by Dr Garland Brooks of Halifax. In addition, both the Bertrum Brockhouse Nobel Medal and Certificate, and the Paul Hoffert Collection of electronic music apparatus, had received Cultural Property status by

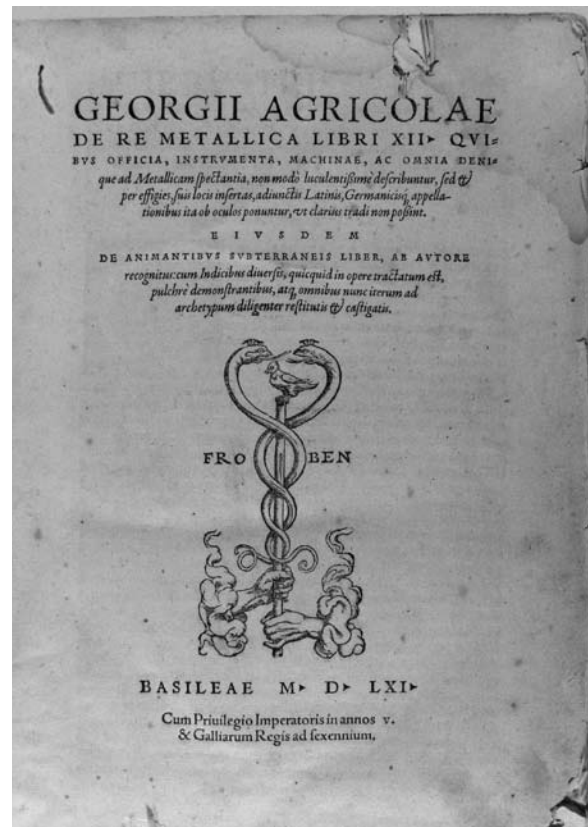


the end of the fiscal year, indicating their importance as national treasures, and preventing their sale outside the country.

The CSTM's Library and Information Services (LIS) division also received a notable book collection from the Canadian Institute for Mining, Metallurgy and Petroleum. Some of the rare books in this collection included: Georgii Agricolae's *De re Metallica libri XII* (1561) and *Fleta minor*, or, the laws of art and nature by Lazarus Ercker and Sir John Petrus (1683). In addition, the CSTM purchased some 230 monographs and 10 pieces of trade literature, and received donations of 62 monographs, 50 pieces of trade literature and 100 periodicals.

The Canada Agriculture Museum acquired two shadowboxes which had been given to Agriculture Canada in the 1930s by Henry Ford. The shadowboxes commemorated participation by Central Experimental Farm staff in soybean research related to the production of commercial products such as car parts, paints, and even textiles. In addition, an onion sorter from the Agriculture Canada Experimental Farm at St-Hyacinthe was acquired. The sorter was used in that station's research program from the 1930s to the 1980s. Root-crop research, including research on onions and carrots, was a major focus at the St-Hyacinthe station.

Bombardier Aerospace generously donated its third prototype of the Challenger business jet to the Canada Agriculture Museum. The Challenger is one of best long-range jet-powered business aircraft in the world. It owes its origins to a project launched in the 1970s by the American creator of the revolutionary Learjet business aircraft, William Lear. The Museum's Challenger is a unique aircraft, and is the oldest airworthy aircraft of its type in existence. Built as the third prototype of the



**Georgii Agricolae's *De re Metallica libri XII* (1561) donated by the Canadian Institute for Mining, Metallurgy and Petroleum.**

aircraft's initial version, and test-flown in July 1979, it was modified in 1981–1982 and 1993–1994 to serve as the prototype for the next two versions. Bombardier Aerospace also used it between 1999 and 2004 to build up its expertise in fly-by-wire control-system design. The Challenger landed at the Museum in February 2006.

## Collection Management

(1.1 Heritage Preservation; 1.1.3. Collection Management)

Collection management encompasses the activities required to manage objects accessioned into the collection. These fall into two categories: recordkeeping and conservation.

### Recordkeeping

The Corporation maintain records for each item in the collection from three perspectives: location and current use, history of the item, and condition. The Corporation maintains rigorous inventory control of all collection items, to ensure that each one can be located at all times. A computerized inventory control system is updated regularly, and tracks whether an item is on loan, on display in an exhibition, or in storage. In addition, quarterly collection inventory audits are conducted to ensure that collection records accurately reflect artifact locations.

Documentation for each item includes all original records pertaining to the identity, provenance, and legal title of the item. Information regarding significance, function, operability, history of owners, and use is prepared in a standard format for computerized storage and retrieval.

### Conservation

Conservation reports are required for each object, in order to evaluate the physical condition of artifacts, and to define long-term conservation treatments. Conservation reports are intended to be a state-of-the-collection health checklist, which will identify any type of threat to an artifact in time for remedial action to be taken. This reporting provides a benchmark for the condition of an object, when it was initially evaluated, and then following each subsequent use – whether in an exhibition, a program, or for loan purposes.



**2005-2006 Objectives and Results related to Collection Management**

Primary improvements to IT infrastructure in the coming year will represent the first full year's use of the collection management software system KE-Emu, designed to make collection information available to a wider audience.

The Conservation division continues to play an active role in the training of future conservators from both college and university programs. During 2005-2006, the Corporation provided training to two conservation students from Algonquin College. Corporation staff has also responded to numerous conservation inquiries from national and international institutions on the treatment of artifacts.

*First-year target - complete 30% of the Collection Development Strategy*

The Corporation reviewed and approved the Collection Development Strategy in January 2006. This review reaffirmed the Corporation's thematic framework, updated procedures, and clarified the process for collection assessments as well as updates for Historical Assessments.

The Research Policy review, planned for 2005-2006, was slowed by staff changes but is well underway.

The Corporation has, in fact, exceeded its objective for the current year by achieving a 43% completion of the Collection Development Strategy.

*First-year target - appropriately house 55% of its collection*

The Environmental and Housing Standards and Performance Indicators document was completed and approved in late 2005. Comparing these new standards against current corporate facilities began in April of 2006. This comparison process was delayed slightly because launching the new KE-Emu software became a priority. The previous standards and ratings worksheet, drafted in 2003, required revision because of recent changes in environmental housing criteria. Once each storage area has been assessed, the Corporation will know if its targets have been met.

During the past year, two significant projects were completed at the Canada Aviation Museum. Aircraft previously stored outside were brought into either the Museum or the new storage hangar. Secondly, all deteriorated tires on aircraft were replaced. To fully complete this project and to ensure the longevity of this investment in Canada's aviation heritage, each aircraft will also be fitted with support stands to keep weight off the tires. These measures will help support our commitment to preservation.

To alleviate the problem of overcrowding in the CSTM Library's Rare Book Room, the Rare Trade Literature Collection was transferred to the Trade Literature (TL) storage room. Environmental systems for the TL room have been improved, permitting this transfer to be undertaken without undue concern for the storage of the Collection over the short term.

*First-year target for this objective was to document 55% of the Collection.*

The definitions for cataloguing and documentation criteria — from which the current Exceptional Collection Documentation standard has evolved, and around which the program was based — were developed by the Collection and Research division during the early 1990s. A new Documentation Standard was developed in 2005-2006. For an artifact to be considered fully documented the following must be in place:

- information in both the Manufacturer and Materials fields,
- information in one or both of the Significance fields, and
- an image of the artifact.

**Performance Measures**

The Corporation has identified in its 2005-2006 Corporate Plan six measures that will be tracked and reviewed to determine the extent to which we are succeeding at creating and maintaining an exceptional collection.



The CAvM accepted the donation of a Bombardier Challenger jet in February 2006. It is the oldest airworthy aircraft of its type in existence

### 1. Percentage of artifacts documented

	CAgM	CAvM	CSTM	CSTMC
Fully Documented	46.4%	17.6%	51.4%	47.0%
Requiring Further Documentation	53.6%	82.4%	48.6%	53.0%

### 2. Number of researchers using the Collection

Visits to the Collection and inquiries on the Collection or for the library

	CAgM	CAvM	CSTM
	170	452	813

"Request for information" includes requests from professional or amateur researchers and the general public.

### 3. Number of artifacts on loan

Outgoing Loan Activity	CAgM	CAvM	CSTM	CSTMC
Artifact Loan – New	1	0	46	47
Artifact Loan – Renewals	3	125	169	297
Total Artifacts in Loan Status (per year)	22	209	636	867
People Viewing Artifacts while out on Loan (per year)	22,454	254,701	1,737,567	2,014,722

### 4. Percentage of artifacts with conservation reports

	CAgM	CAvM	CSTM	CSTMC
Percentage of Artifacts with a Report and/or Assessment	61.03%	16.62%	34.53%	34.14%

### 5. Collection Development Strategy milestones.

	Historical Assessments Planned	Historical Assessments Completed	Collection Assessments Planned	Collection Assessments Completed	% of CDS Completed
Agriculture	8	3	14	3	27 %
Aviation	6	0	9	1	7 %
Communication / Graphic Arts	15	11	15	3	47 %
Natural Resources	17	12	18	6	51 %
Scientific Instrumentation	11	9	12	6	65 %
Transportation	15	11	15	3	47 %
Cross-disciplinary	4	2	2	0	33 %
<b>TOTAL</b>	<b>76</b>	<b>48</b>	<b>85</b>	<b>22</b>	<b>43 %<sup>†</sup></b>

† With 70 of the 161 assesment having been completed, it results in a 43% completion rate of the CDS.

## Innovative Programs

### (2.1. Sharing Knowledge)

The intent of this Pillar of Success is to focus the organization on two major issues. First, to ensure that new products frequently reflect contemporary issues relevant to Canadians. Secondly, to ensure that when developing programs we leverage the content by utilizing multiple delivery components, thereby increasing our reach and accessibility.

In the CSTMC's customer-focused paradigm, programs can also be regarded as educational products, ranging from exhibitions to public lectures, and print publications to interactive CD-ROMs. Although all three CSTMC museums are already renowned for their excellent products, the Corporation remains committed to continuous improvement of its performance, and expansion of its customer base.

### Multi-Year Objectives

Two multi-year objectives were chosen for this pillar. They focus on the extent to which the Corporation's offerings reflect contemporary issues and the degree to which multiple delivery components are always incorporated into all of our programming.

1. By 2009–2010, the CSTMC will address contemporary issues within 25% of its offerings. (2.1. Sharing Knowledge; 2.1.2. Programs)

The intent of this objective is to be able to explain, in a timely fashion, contemporary science and technology issues affecting Canada and the world.

*The first-year target was to include contemporary issues in 10% of the Corporation's offerings.*

2. By 2009–2010, the CSTMC will develop 25% of programs with multiple means of delivery. (2.1. Sharing Knowledge; 2.1.2. Programs)

This objective was designed to identify which physical exhibitions could be complemented with exciting virtual experiences, and be supported by publications and onsite programming.

*The first-year target was to develop 10% of programs with multiple means of delivery.*

### Key Initiatives

During the 2005–2006 fiscal year, key initiatives in support of these objectives involved establishing a corporate-wide approach to product development, taking stock of the current roster of products offered to various markets in order to establish baselines and track progress of CSTMC products and their features and revising the exhibition plans for each Museum.

### New Product Development/ Multiple Delivery Components (2.1. Sharing Knowledge; 2.1.2. Programs; 2.1.3. Outreach)

As proposed in the Corporate Plan a major initiative during the year was the development of a new product development process.

A Process Improvement Team of selected staff was formed to design a Product Development Process for implementation across the Canada Science and Technology Museum Corporation. The project proceeded as planned and, during the first year, the process was diagrammed and several associated tools developed. A database of educational products and offerings was created to identify, record and track all CSTMC products.

#### **2005–2006 Objectives and Results related to New Product Development/Multiple Delivery Components**

The targets were to address contemporary issues within 10% of the Corporation's offerings and to provide multiple means of delivery for 10% of programs.

A comprehensive examination of all educational products and offerings indicated that while only 8% of the Corporation's total offerings address contemporary issues, the number of new offerings developed in 2005-2006 with a contemporary focus was 12%. To help overcome the slight overall shortfall and permit progress towards the five year target, the Corporation designed an ongoing project to help its three museums identify which topics relating to science, technology, culture and society are of top-of-mind concern regionally, nationally and internationally. Such topics might include major new developments in science and technology (in such areas as particle physics, biotechnology and nanotechnology), and socio-political preoccupations including nuclear energy, food safety and climate change. The Contemporary Issues Research Program will help the CSTMC's three

museums make responsible and timely decisions when considering which projects to pursue.

With respect to delivery components, the objective reflects the Corporation's intent to provide access to CSTMC educational content through a variety of channels. Offerings that, by design, combine exhibitions, special programming, and commercial products. For example, the exhibition **Odyssey of Light**, which opened in November 2005, was bundled as an education product with holiday programming workshops and events specially conceived around the same themes, and with existing school programs and Web offerings related to the science of light. New product development at all three museums has focussed on creating multiple-delivery components, and the Corporation anticipates outstanding results as these products become available to the public in 2006–2007 and 2007–2008.

Analysis through the integrated product/offerings database yielded highly positive results, underscoring the sound museum product development practices that the CSTMC has been refining over the past decade. Multiple means of delivery were found in 21% of all programs and in 40% of those new programs developed in 2005–2006. It should be noted that, in the past, offerings exploiting new delivery channels were developed piece-by-piece, as resources became available. The shift in approach, formalized by the Corporate Strategic Framework, makes up-front identification of — and commitment to — multiple-delivery channels a key factor in decision-making, thereby ensuring that the CSTMC maximizes investor interest, while minimizing any potential that it might be overlooked by a particular target market. Commitment to multiple-delivery components also helps focus the Corporation's work-planning process, and promotes integration of the organization's various work units.



### Exhibition Plan

(2.1. Sharing Knowledge; 2.1.2. Programs; 2.1.3. Outreach)

The Exhibition Plan for each of the three museums is one of the most important vehicles for delivering the Corporation's offerings in support of the objectives under this pillar. The Exhibition Plans cover three types of exhibitions: Long-Term, Temporary and Travelling.

#### 2005–2006 Objectives and Results related to the Exhibition Plan

All three museums achieved expected results in 2005–2006 for exhibition openings, as outlined in published Exhibition Plans and work plans. Major achievements include the **MégaScience** series, which launched five new exhibitions in 2005 at the Canada Science and Technology Museum, as well as **Odyssey of Light**, presented at the CSTM in December 2005, and the inauguration, also in December, of new exhibition areas at the Canada Aviation Museum. The Canada Agriculture Museum added a new exhibition, **The Farm — Plugged In**, which opened in March 2006.

Some of the exhibition schedules for 2006–2007 and 2007–2008 were adjusted due to lack of resources — without, however, compromising the Corporation's commitment to systematic renewal of museum exhibition spaces and deployment of new exhibition products. Two travelling exhibition development projects were also postponed due to lack of resources. This type of review and revision of Exhibition Plans is typical, as flexibility is required in order to take advantage of new opportunities, and to respond to changes in resource availability. Work in 2005–2006 on the new Product Development Process set out a program that will, once fully implemented, help stabilize the Corporation's plans related to exhibitions and other products.

Figure 4 – Composite Results: Exhibition Openings 2005–2006

Exhibition	Target	Result
<b>Canada Agriculture Museum</b>		
100 Years of Science in Agriculture	Spring 2005	Opening – Spring 2005
Tractors (Update)	Spring 2005	Updated repaired/refreshed in Spring 2005
Food for Health (Opening)	Spring 2006	Opening Deferred (see Note 1)
<b>Canada Aviation Museum</b>		
Interim exhibition floor (Update)	2005–2006	Opened December 2005
Art Flight	2005–2006	Opened Spring 2005
At the Controls	2005–2006	Opened Spring 2005
<b>Canada Science and Technology Museum</b>		
MégaScience	Spring 2005	Completed Summer 2005
Science Zone (Final phase)	Spring 2005	Phase II completed Spring 2005
Odyssey of Light	Fall 2005	Opened Fall 2005
Canadian Science and Engineering Hall of Fame	Begin tour 2005–2006	Deferred (see Note 2) (new travelling exhibition)
Canada in Space (Update)	Spring 2006	Plan established 2005–2006, to be implemented in first quarter of 2006–2007
Polio: 50 Years Later	Begin tour 2005–2006	Deferred due to lack of market data

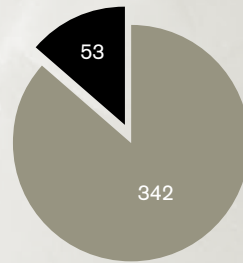
Note 1 — The **Food for Health** exhibition is a complex product, comprised of multiple-delivery components and involving many sponsor groups, content partners and contract suppliers. This level of complexity prompted a corporate decision to defer the exhibition opening for a full year, in order to allow the development team to capitalize on available expertise and to optimize their input. Components of the product, namely school programs, are already available to CAGM audiences, and the exhibition itself will be launched in March 2007. Allocated space in 2005–2006 was replaced with, **The Farm — Plugged In**.

Note 2 — Resource material was compiled for a potential travelling version of the **Canadian Science and Engineering Hall of Fame**; it was determined, however, that a proper study should be completed regarding the business objectives of the product, and that a proposal for reconfiguration should be submitted through the new Product Development Process. These activities are scheduled for 2006–2007.

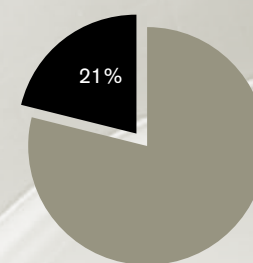
## Performance Measures

The Corporation identified and used the following measures to track progress against the objectives for this pillar:

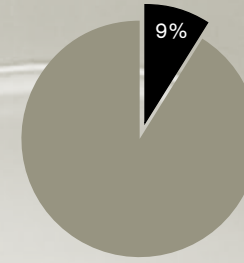
1. Multiple means of delivery — 395 distinct product offerings, 53 in total had multiple delivery channels — 248 were programs or educational products
2. Number of programs with multiple links — 53 (21% of total number of products).  
— Number of **new** programs with multiple links — 10 (40% of all new products)
3. Number of programs showcasing new technologies — 22 (9% of total number of products).  
— Number of **new** programs showcasing new technologies — 5 (20% of all new products)
4. Offerings that address contemporary issues — 30 (8% of total number of offerings, touching 12% of total products)



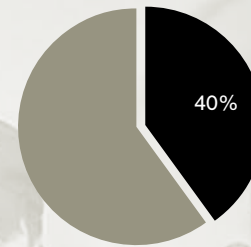
**Multiple means of delivery**  
 ■ Product offerings with multiple means of delivery  
 ■ Other



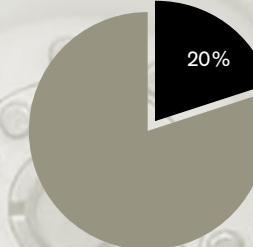
**Percentage of programs with multiple links**



**Percentage of programs showcasing new technologies**



**Percentage of new programs with multiple links**



**Percentage of new programs showcasing new technologies**

## Collaborative Approaches

(3.1. Support Activities; 2.1. Sharing Knowledge)

The Collaborative Approaches pillar of success reflects the reality that the Corporation cannot increase the quality and range of its offerings by acting in isolation. It is also important that the Corporation continue to fulfill its obligations on a national level across Canada.

Though collaborative approaches can take many forms, the objectives chosen for this pillar in this past year have a financial thrust. The need to augment the Corporation's revenues through sponsorship activities has been deemed to be paramount.

The CSTMC has a solid base of experience upon which to build. In conjunction with the New Product Development Process, the Corporation is becoming adept at creating products that meet the needs of the CSTMC, while also addressing the business objectives of potential sponsors.

### Multi-Year Objectives

Two multi-year objectives were chosen for this pillar, to reflect their ability to assess the extent of which the Corporation increases revenues while maintaining current and future partnerships.

1. By 2009–2010, the CSTMC will achieve \$2.5 million in new commitments annually for sponsored activities. (3.1. Support Activities; 3.1.2. Revenue Generation)

The intent is to increase annual revenue from sponsored activities in each planning year by aligning both sponsorship sales and the new product development process, thus providing more opportunities to match CSTMC products to the interests of potential sponsors.

*The first-year target was \$300,000 in new commitments for sponsored activities.*

2. By 2009–2010, the CSTMC will achieve a cumulative 80% partnership renewal rate. (3.1. Support Activities; 3.1.3. Shared Services)

The intent is to use renewal rates as a means of determining the benefits of partnership relationships.

*The first-year target was a renewal rate of 70%.*

### Key Initiatives

#### Membership Program

(3.1. Support Activities; 3.1.2. Revenue Generation; 2.1. Sharing Knowledge)

The Corporation's Membership Program is one of its most important and successful means of identifying an engaged base of clients who contribute significantly to our attendance and revenue targets.



In 2005–2006 the Membership Program enjoyed its most successful year to date. Approximately 26,000 members made 113,000 onsite visits to the Corporation's three museums. This represents an increase in member attendance of approximately 8%, surpassing the 4% target set for the year. Revenue for the Membership Program reached an all-time high of \$246,574.

The Membership Program also gave back to the community by responding to 36 requests from non-profit organizations for support. Local schools, charities and community groups benefited from the donation of complimentary family memberships, which were auctioned or raffled-off to their supporters. The importance of these community goodwill initiatives is evidenced by the dozens of letters of thanks and students' drawings of appreciation received by the Corporation during the year.

At 54%, the renewal rate by CSTMC members continue to exceed the industry standard of 52% for similar membership programs.

### Fundraising

#### (3.1. Support Activities, 3.1.2. Revenue Generation)

In 2005-2006 the Corporation undertook to assess and realign its approach to philanthropic fundraising activities to support the priority needs of the Corporation more effectively.

The most significant activity in this area was an extensive examination of the feasibility of establishing a foundation to act in concert with the Corporation yet distinct from it. A business plan was drafted and market research conducted to determine if there was interest from potential candidates to serve on the Foundation's Board of Directors.

The Corporation's Board of Trustees has encouraged this examination as a means of leveraging financial support from donors who may not wish to deal

directly with publicly owned institutions while wishing to support their initiatives.

At year-end the CSTMC Board had yet to give its approval in principle for the Corporation to move to implementation stage.

The examination of fundraising identified the benefit of having already-established annual campaigns continue such as those for the Canada Aviation Museum. Funds generated over the year were directed towards various restoration projects.

**Walter Parsons, CSTMC Acting Chair at the reception for Agriculture Museum Champions event, June 2005.**



### Other Initiatives

The Corporation's employees established trust funds dedicated to enabling youths in the National Capital Region to visit the Corporation's museums. Generous philanthropic contributions from the Corporation's employees were used to cover the costs of programming, transportation and accessibility issues for schools in the Ottawa and Gatineau region that have been identified as beacon schools.



## CORPORATE PERFORMANCE

An Agriculture Museum Champions Program was also established this fiscal year. A small group of well-known community leaders, dedicated to raising funds in support of the Canada Agriculture Museum, have agreed to work with the Museum in an effort to assist it with its various initiatives. This helps to support the assessment and the realignment for the Fundraising activities.

### Sponsorship

(3.1. Support Activities, 3.1.2. Revenue Generation)

The Corporation's primary emphasis in this area was to identify opportunities and communicate these to prospective sponsors and to communicate the benefits of working with partners to all employees, in order to continue to attract and maintain sponsors.

The Corporation's efforts in 2005–2006 focussed primarily on the continued development and refinement of existing and new products through its Product Development Process. This approach was adopted to ensure long-term success and increased return on investment in terms of the six Pillars. As a short-term consequence, the Corporation's 2005–2006 target of \$300,000 in new commitments was not achieved. Total new commitments amounted to \$10,000.

In recognition of funding pressures and insufficient human resources to produce and support the volume of exhibitions, programs and other public offerings necessary if sales of \$2.5 million are to be generated in sponsored activities by 2009–2010, the Corporation concluded that new approaches to securing sponsors for its exhibitions and programs was required. Future efforts will therefore be made to secure sponsors wishing to associate themselves with the Corporation's three museums at a broader institutional level.

Initiatives to sensitize employees to the significance of sponsorship activity to the Corporation's overall success



**Members Appreciation Day at the Aviation Museum celebrating the anniversary of the Silver Dart.**

were undertaken during the CSTMC Professional Development day in February. Staff members representing the

Sponsorship and Fundraising functions presented for their colleagues information on these approaches to revenue generation.

In addition to sponsor sales and employee information sessions the Corporation worked on the quantification of the number and type of partnership arrangements to which it is party and the renewal rate for those reaching the end of their terms.

An evaluation of the approximate 170 collaborations identified by staff through a new "Inventory of Collaborations" was launched in 2005–2006. A review as to how each collaboration supports the Pillar's objectives was undertaken. The purpose of this review was to assist the Corporation in making decisions regarding which collaborations should be pursued in support of the Pillar's stated revenue objective. The long-term goal of this exercise is to ensure that, by 2009–2010, the Corporation is focussing its resources on fully supporting those collaborations which address

the Pillar's objectives, with the intention of increasing partnership renewals.

For the ten partnerships which reached full term in 2005–2006, all were renewed.

### Performance Measures

The Corporation has identified four measures that would be tracked and reviewed. Several have been cited above. Others of interest are:

#### 1. Number of Corporate Revenue Initiatives

- Approximately 40 organizations were involved in active sponsorship negotiations with the Corporation, in association with ten major initiatives.
- Sponsorship agreements with fees totalling approximately \$1.8 million were serviced on an ongoing basis.
- Fifteen corporate sponsors were serviced throughout the year on an ongoing basis.
- Approximately 20 major corporate initiatives, requiring research and development activities in preparation for actual sponsorship sales negotiations, were pursued.
- Approximately 15% of all collaborations being undertaken across the CSTMC were identified as generating revenues.

#### 2. Revenues from Sponsored Activities

- \$233,810 was realized as revenue. In addition, approximately \$650,000 in contractually secured sponsorship fees will be realized in 2006–2007.

## Professionalism

(2.1. Sharing Knowledge; 3.1. Support Activities)

The intent of the objectives under this pillar is to improve the ways in which the Corporation pursues its objectives and conducts its affairs. Professionalism begins with strong governance processes and procedures. It requires management practices and management leadership, which will motivate and provide direction to all staff. Professionalism will be maintained and enhanced across the organization through a focus on results and adherence to best practices, and will emphasize ethical conduct in all areas of activity



### Multi-Year Objectives

Three multi-year objectives were chosen for this pillar to assess the degree to which the Corporation conducts its affairs in a professional fashion. The thrust of the objectives is to measure how well we interact with our external and internal customers.

1. Through 2009–2010, the CSTMC will achieve 5% annual improvement in customer satisfaction. (3.1. Support Activities; 3.1.1. Governance)

Tracking customer satisfaction is a way of identifying the issues most important to each customer segment, while also measuring the extent to which the Corporation is closing performance gaps.

*The first-year target for this objective is an improvement of 5% in customer satisfaction.*

CORPORATE PERFORMANCE

Professionalism

- 2. Through 2009–2010, the CSTMC will achieve a 65% internal customer satisfaction rating. (3.1. Support Activities; 3.1.1. Governance)

The CSTMC committed itself to improving its internal processes with an emphasis on core processes. Selected departments will be included on a Corporation-wide survey that will benchmark those departments for customer satisfaction from there year-over-year improvements can be implemented.

*The first-year target for this objective is a 55% internal customer satisfaction rating.*

- 3. Through 2009–2010, the CSTMC will achieve an 80% satisfied/fully satisfied rate among employees. (3.1. Support Activities; 3.1.1. Governance)

To identify current satisfaction and to develop initiatives to achieve and or surpass an 80% satisfied/fully satisfied rate amongst the Corporation’s employees.

*It was not anticipated that employee satisfaction rates would be measured until Year-2 of the planning horizon.*

**Key Initiatives**

An ambitious series of initiatives was designed to enhance the Corporation’s attempts to improve its practices and the way it interacts with its various clients.

**Corporate Priorities and Decision-making**  
(3.1. Support Activities; 3.1.1. Governance)

A major new initiative was undertaken to develop a mechanism for establishing priorities for activity against each strategic pillar across the entire corporate structure and to ensure that scarce resources were allocated to each cluster of activities so as to optimize their impact. This was a departure from previous

decision-making and resource allocation models used in the organization which had favoured organizational units.

Adoption of the CSTMC “Strategic Framework” provides a basis for communicating the Corporation’s strategic direction, as well as expected achievements. The challenge is to manage the implementation of initiatives in a manner that is consistent with corporate priorities, supported by timely decision-making. A Corporate Priorities and Decision-Making Improvement Team, which has been re-named the Resource Allocation Committee, has completed the development of a refined and comprehensive process, which addresses environmental scanning, corporate planning, budgeting, annual reporting, work planning, and quarterly and midterm reviews. The process has been partially implemented in 2005–2006 and will be fully deployed in 2006–2007.

**External Customer Survey and Improvement Plans**  
(3.1. Support Activities; 3.1.1. Governance)

In keeping with good business practice the Corporation wishes to monitor the satisfaction of its key client groups. To that end, the Corporation intended to develop a robust survey methodology and process for conducting such customer research and using the results.

Customers are defined as those who use the services of the CSTMC — including visitors, partners, sponsors, members, volunteers and central agencies. Tracking customer satisfaction is a way of identifying the issues most important to each customer segment, while also measuring the extent to which the Corporation is closing performance gaps.

For 2005–2006 the Corporation used as a benchmark the results from customer satisfaction surveys from the previous year. For 2004–2005, the overall satisfaction rating was benchmarked at 92%.



**Professional Development Day for the staff, February 2006**

In 2005–2006 visitor standards developed in the previous year were

applied to all three museum sites. In addition, regular visitor surveys are carried out in summer and winter to assess visitor satisfaction.

The results of 91.5% were virtually identical to the previous year and because of its high aggregate score, it highlighted the need for slight refinement of the measure from an overall rating to one which focused on those customers who reported being fully satisfied with their experience. The 5% increase will therefore be applied against those who report in this category.

**Internal Customer Surveys and Improvement Plans**  
(3.1. Support Activities; 3.1.1. Governance)

The internal customer chain of an organization is critical to its success in meeting the needs of external customers. The CSTMC is committed to improving its internal processes, with an emphasis on those considered to be core.

This initiative was designed to introduce surveys to identify the high-priority issues of internal customers.



The results of these surveys will be used to formulate work-plan priorities. Some issues may become corporate priorities, and will be considered as potential topics for cross-functional corporate improvement teams.

The successful achievement of improvement plans, and measurable improvements in customer surveys, will be reflected in a corporate rewards and recognitions program.

Surveys were conducted on twenty (20) of these services, assessing internal customer satisfaction; the preliminary results reported at year-end indicated an internal customer satisfaction level of 73% for those services surveyed. This result is considerably in excess of the overall target and will therefore become the benchmark for results in future years for these services.

#### Employee Survey and Improvement Plans

(3.1. Support Activities; 3.1.1. Governance)

Though not originally anticipated until year two of the planning horizon, the importance of employee satisfaction is a clear indicator of an organization's ability to achieve its objectives. Therefore the CSTMC accelerated plans to administer an all staff survey to identify satisfaction and issues that may need to be addressed.

Consequently, with the use of an impartial external consultant an employee satisfaction survey was developed and administered to all employees, an analysis of the results was completed and communicated to all employees and areas for improvement identified. The response rate was 75% and the average level of satisfaction with the Corporation was 66.9%.

Improvement plans have been developed to address issues with the lowest rates of satisfaction:

communication, fairness and equity. Employee surveys will continue to be administered on a timely basis to track progress in overall employee satisfaction.

#### Planning for Succession

(3.1. Support Activities; 3.1.1. Governance)

Given the demographics of its workforce, the Corporation has identified the need for a realistic and comprehensive succession plan to ensure its continuity during a period of anticipated staff turnover.

Given the pressure of other priorities it was not anticipated that a full succession plan for the entire staff could be undertaken in the first year of the planning horizon. However, a framework for a Human Resource Planning System was drafted, and the initial assessment for the Senior Management (SM) Category was carried out. This was timely as the assessment came into use with the departure of a number of senior employees during the year and the identification of others who anticipate leaving during the planning horizon.

A plan will be developed the next year to ensure the availability of competent and experienced employees to meet the Corporation's ongoing requirements in other occupational categories.

#### Implementation of a New Position Evaluation System

(3.1. Support Activities; 3.1.1. Governance)

This was an ambitious project which has been underway for some time and which was largely brought to fruition during 2005–2006. It included the negotiation of a new pay structure, informing employees of the classification results and their right of appeal and implementing the new structure within a framework of available resources.

In 2005–2006 the Corporation successfully completed negotiations with the Public Service Alliance of

Canada for a renewed multi-year collective agreement, which included the adoption of a new Position Evaluation System.

#### Ethics

(3.1. Support Activities; 3.1.1. Governance)

In keeping with best practice in the field of governance, the Corporation undertook to introduce a new *Code of Ethics* for CSTMC staff.

The Corporation introduced a new *Code of Ethics* to guide and support Board members and staff in carrying out their responsibilities. The code serves to maintain and enhance public confidence in the integrity of the Corporation's operations, while also serving to strengthen respect for, and appreciation of, the roles played by CSTMC employees as public servants.

In 2006–2007, a code of conduct for employees will be introduced in support of the new *Code of Ethics*.

#### Performance Measures

The Corporation has identified four measures to be tracked and reviewed, as a way of determining the extent to which it is succeeding in its professionalism. Those results dealing with client and employee satisfaction have been discussed above. The measure dealing with financial results is dealt with in the section entitled Management Discussion and Analysis, which follows on page 38.



## Management Discussion and Analysis

Increasing the scientific literacy of Canadians of all ages, and strengthening the fabric of Canada's intellectual capacity — starting with a focus on upcoming generations — is key to the country's success. The Canada Science and Technology Museum Corporation is well positioned to help society discuss and understand rapid technological advancements by acting as a forum for such discussions. By helping Canadians to understand current issues — in part through an exploration of our rich and innovative scientific and technological heritage — the CSTMC can help to influence the future.

### Strengths and Issues

Securing adequate funding has been an ongoing challenge. The CSTMC has the richest and most comprehensive scientific and technological collection in Canada. It is well positioned to take a leadership role in the area of scientific literacy, while also protecting Canada's scientific and technological history through the artifacts it preserves for future generations. As the collection continues to grow, the CSTMC faces significant challenges and increased expenditures in order to ensure adequate storage, thus placing pressure on the Corporation's ability to deliver its mandate. Discussions with government representatives to address this issue are ongoing.

Canada's changing social fabric presents the Corporation with an important opportunity. The country's aging population and smaller families are factors which will require modifications to current CSTMC program offerings.

Canadian families come from increasingly diverse cultural backgrounds. Science and technology are part of a universal language, addressing everything from farming methods to nanotechnology. Canadian innovation provides the Corporation with unique opportunities to reach new Canadians, while also increasing their pride in our collective heritage.

The Corporation understands that, in order to remain relevant to all Canadians — while also taking its place as a national leader in the field of science and technology — it must reach out beyond the National Capital Region. An extensive examination of "outreach" opportunities last year identified the use of the Internet and travelling exhibits as the most cost-effective means for the Corporation to achieve this objective. The development of an online collection database has been a high priority, enabling the CSTMC to reach Canadians through the Internet. The redevelopment of travelling exhibitions through renewed partnerships will also help the Corporation to reach all Canadians.

The Corporation's main strength is its dedicated staff, which is committed to preserving and disseminating Canada's rich scientific and technological heritage for the benefit of all Canadians. The Corporation maintains a wealth of information and artifacts, and will continue to expand its efforts to preserve this wealth and share it with the wider world.

The following provides a summary of the Corporation's activities for the fiscal year just ended.

### Overview 2005–2006

The 2005–2006 fiscal year was particularly productive for the CSTMC. Many of its key objectives were addressed, as outlined below.

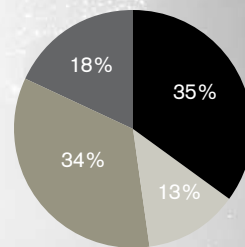
- A new collection storage wing was completed at the Canada Aviation Museum; following an 18-year wait, the entire collection has now been housed indoors.
- The Corporation made significant progress in meeting its employment equity challenge. A new classification system was implemented in the latter part of the year through a new multi year collective agreement. This new classification system ensures CSTMC's compliance with all equity-related legislation. The new collective agreement remains in effect until September 2008, providing a competitive and stable environment for the CSTMC workforce.
- The Corporation has also made significant progress in defining the impact and requirements of a new Canada Science and Technology Museum. Clarifications and updates to previous studies have been completed and provided to the Department of Canadian Heritage for consideration.

### Key Challenge

The final priority for 2005–2006 — stabilizing the Corporation's financial situation — met with limited success. One-time funding was successfully secured to pay for the operation and maintenance of new CAVM facilities; however, this issue will require

ongoing work to determine a permanent solution. Successful completion of some CSTMC projects added significant financial pressures late in the fiscal year to an institution already financially stretched, resulting in a shortfall in excess of \$2 million. This is the second consecutive shortfall, representing an erosion of equity which is being addressed by Management.

### Our Business



#### Expense by Activity

- Accommodation
- Heritage preservation
- Support Activities
- Sharing Knowledge

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

- Heritage Preservation — Collection management, conservation and research
- Sharing Knowledge — Dissemination of research related to the Corporation's historically significant collection through educational and community programs, exhibitions and websites
- Accommodation — Housing and securing the collection
- Support Activities — Governance and central support services, which include human resources, finance and museum administration.

MANAGEMENT DISCUSSION AND ANALYSIS

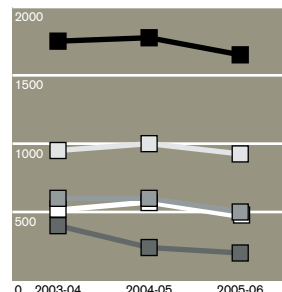
Financial Perspective

The appropriation originally voted by the federal government for 2005–2006 was \$24.446 million, which was supplemented by one-time funding of \$1.5 million for the operation of the collection storage and archives wing at the Canada Aviation Museum. During 2005–2006, funding was also supplemented by \$1 million for personnel cost adjustments.

Comparison of Financial Results  
(in thousands of dollars)

	2005/06 Planned	2005/06 Actual	2004/05 Actual	2003/04 Actual
<b>REVENUES</b>				
Parliamentary				
Appropriation	25,266	27,408	24,007	24,730
General Revenues	4,152	3,788	4,178	4,160
Total Revenues	29,418	31,196	28,185	28,890
<b>EXPENSES</b>				
Personnel	15,109	16,919	14,462	15,268
Accommodation	7,931	8,373	7,090	6,318
Depreciation	2,100	2,453	1,989	1,902
Operations	4,944	5,800	5,387	5,212
Total Expenses	30,084	33,545	28,928	28,700
Net Income (Loss)	(666)	(2,349)	(743)	190
<b>EQUITY OF CANADA</b>	<b>8,934</b>	<b>7,251</b>	<b>9,600</b>	<b>10,343</b>

Revenues



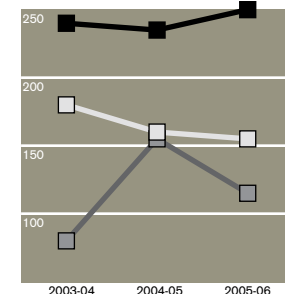
Revenue (000's)

- Admission
- Commercial operations
- Other programs
- Corporate development
- Interest

The Corporation has been allowed to keep the revenues it generates, towards the support and enhancement of its activities. The primary source of revenues generated by the Corporation is admission fees and special programs. The opening of the new Canadian War Museum has redistributed some of the local market share

for museums, affecting CSTMC attendance.

The Corporation's other main source of revenue is generated through the Corporate Development Office, which includes a Membership Program, fundraising and sponsorship. The Corporation understands the importance of partnerships, and has established an aggressive goal of \$2.5 million in annual contributions from partners by 2009–2010. Given that this was the plan's first year, the CSTMC focused on establishing internal mechanisms and taking inventory of the possibilities to ensure success in this critical area. The amount realized this year relates primarily to investments by partners in the Canada Agriculture Museum's upcoming **Food for Health** exhibition and its related programming.



Corporate development  
(000's)

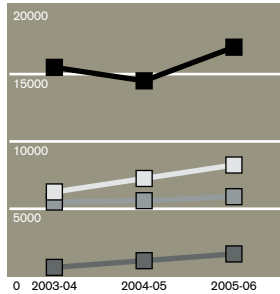
- Memberships
- Fundraising
- Sponsorship

also worked to establish a focus group at the Canada Agriculture Museum, while also expending some effort at the Canada Aviation Museum in support of the North Star restoration program. Monies so collected are accounted for as revenue in the year they are spent in keeping with donor objectives. In order to investigate a broader source of revenues, the Corporation examined closely the logistics, legalities, and basic requirements, including private sector responsiveness, of establishing a foundation to act in support of the Corporation.

Interest earnings have declined, and will maintain this downward trend as long as balances continue to erode under the Corporation's financial pressures.

In addition, to traditional sponsorship sales efforts, CSTMC members continue to be strong supporters of the Corporation, providing a healthy source of revenue as well as a useful source of information in helping the CSTMC to develop strong new products. In addition to expanding its annual appeals, the Corporation has

### Cost of Operations



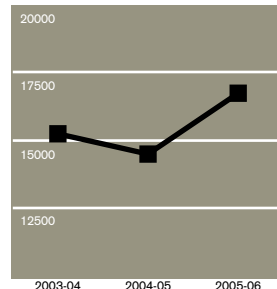
**Uses of Funds (000's)**  
 ■ Salary  
 ■ Facility  
 ■ Operating  
 ■ Capital

The Corporation's overall expenses have been skewed in the past few years as the Corporation attempts to balance its budget. Capital expenses have been delayed to reduce their impact on the CSTMC's financial position. Salary costs were addressed in 2003–2004 with staffing reductions; the impact

of one-time payouts is reflected in the above. Salary costs for 2005–2006 include a one-time adjustment for the implementation of the Corporation's new classification system.

Operating costs continue to climb, due to increased facilities costs and rising salary expenses. Operating costs reflect what the Corporation has tried to manage with, rather than reflecting the amount that would be required to enable the CSTMC to effectively deliver its mandate. The Capital figure in the chart above reflects separate funding for special construction at the Canada Aviation Museum.

### Personnel



**Personnel (000's)**

A great deal of attention has been paid to personnel costs, which account for more than 50% of total expenses. A new classification system, designed to provide internal equity, was implemented late in 2005–2006. This system was developed over the previous three years, in concert with the Public Service Alliance of Canada. The new system became the foundation for a new collective agreement, which was signed retroactive to April 1, 2004, and which will expire in 2008. Investing in CSTMC personnel at competitive rates will enable the Corporation to stabilize its workforce. The establishment of this new system exceeded the previous year's estimate, and had a more significant financial impact than anticipated. The impact of the new system on this year's operation was \$985,000. Operating three sites also produces certain extra costs — admission desks, visitor services and protection services need to be in place for each site, which also creates some duplication relative to health and safety issues.

A review and plan for the succession of senior managers was also undertaken in 2005–2006, given that 50% of senior management will be eligible for retirement within three years.

### Facilities Management

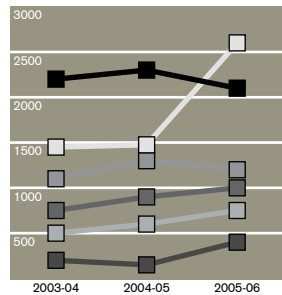
Protecting and caring for a collection of this magnitude is an expensive venture. The Corporation's second-largest financial commitment has been growing at the expense of CSTMC programs. The Corporation does not receive any inflationary adjustment for utilities and taxes, which have been increasing exponentially over the past three years. The Corporation manages two properties on behalf of the Crown: a 40-year-old building designed as a bakery distribution centre in an east-end industrial park, which was converted in 1967 for temporary use as the Canada Science and Technology Museum, and the purpose-built Canada Aviation Museum at Rockcliffe Airport. The Canada Aviation Museum's main building is now completely used as a public display and interpretive facility for the first time since its construction in 1988 — as the other artifacts have now been moved into the Museum's new collection storage wing. Museum staff reworked the forty percent of the floor space freed up by this move into a major new display island.

The Canada Agriculture Museum operates from leased buildings on Ottawa's Central Experimental Farm, which is owned by Agriculture and Agri-Food Canada. These heritage buildings provide an excellent backdrop for the display of agricultural technology.

Approximately 95% of the collection cannot be displayed in the Museum's public facilities, and is housed in three leased industrial warehouses without environmental controls adjacent to the Canada Science and Technology Museum. Despite the Corporation's stringent collection strategy, the collection is now at 125% capacity for proper storage of these items.



MANAGEMENT DISCUSSION AND ANALYSIS



**Facility Expenses (000's)**  
 ■ Rent  
 ■ Property Tax  
 ■ Utilities  
 ■ Operation  
 ■ Repairs and Maintenance  
 ■ Other

The Corporation's facilities managers have taken on a greater role managing leased CSTMC buildings, rather than relying on respective landlords, thus saving incremental administrative fees. This trend has resulted in some cost savings, in an attempt to counter rent increases at the time of renewal. Negotiation for the second of three buildings was completed in 2005.

The Corporation contracts out expert building services, including cleaning and security. Two large multi-year contracts were renewed this fiscal year. The new pricing structures of these contracts reflect an increase in the cost of living, which has created more pressure on our fiscal framework.

The facilities management group has taken a lead role in monitoring energy use, in an effort to reduce overall costs while also contributing to a cleaner environment. As a result, overall costs have declined, despite rising unit costs.

The Corporation has been struggling financially over the past few years. One area which has helped to alleviate fiscal pressures was a reduction in capital outlay. The strategy was to delay capital investment in the CSTM, in anticipation of a decision on the future use of this building. Unfortunately, some investments could no longer be ignored if the institution is to receive visitors in a safe environment.

**Summary**

The Corporation has registered its second consecutive financial loss. Half of this loss can be attributed to one-time items such as rail easement access rights, purchased to avoid landlocking the CSTM in its current location; adjustments to liabilities related to the new salary structure; retroactive pay which exceeded previously anticipated amounts, and the finalization of construction claims beyond a previously established reserve. The balance results from a shortfall in revenue and increasing pressures on operations, which must be addressed if the Corporation is to meet its legislated mandate.

The Corporation will continue to seek the assistance of the Department of Canadian Heritage in addressing these issues with the Department of Finance and the Treasury Board Secretariat. Discussions regarding facility issues have already begun. A thorough review of current costs and the impact of inflation should be finalized over the next few months. Increased operating costs at the Canada Aviation Museum were addressed with one time funding support for 2005–2006, but a permanent source of operating funds is being sought.

A separate committee of senior managers has been struck in order to focus on the financial crisis. The delivery of the Corporation's mandate under current operating levels is reaching a critical point, and short-term expense reductions such as promotion and building repairs are beginning to manifest themselves in long-term ailments. Attendance is decreasing and outreach to all Canadians has been compromised; however, management is aware of these trends and is working to minimize their impact.

As the only national science- and technology-collecting institution, we believe we are a key player in showcasing Canadians innovation to the world. As we explore the past and discuss the present, we are in a strong position to influence the future in all areas of scientific and technological innovation, thus helping to strengthen Canada's role as a scientific leader for generations to come. The Corporation is confident that the current financial challenges experienced will be resolved in the upcoming year with its strategy to focus on revenue generation activities and the continued support of the Department of Canadian Heritage.

## The Year in Statistics

The following is a statistical profile of some of the Corporation's activities during the year.

### Collection Development and Management

Canada Science and Technology Museum Corporation	2005–2006	2004–2005	2003–2004
Number of artifact collection records	38,395	37,137	36,400
Number of artifacts acquired	474	574	545
Percentage of artifacts acquired by donation	87.5%	82.2%	86.3%
Number of artifacts on loan	344*	455	574

\* 47 artifacts involved in new outgoing loans, plus 297 artifacts involved in loan renewals

### Museum Access and Use

Canada Agriculture Museum	2005–2006	2004–2005	2003–2004
Number of school group visits	696	721	839
Number of participants in school group visits	18,397	20,166	20,052
Number of school program modules offered	42	40	46
Number of demonstrations, tours and workshops given	3,804	2,832	2,857
Number of people participating in demonstrations, tours and workshops	60,654†	80,753	63,879
Number of offsite demonstrations or events	2	4	2
Number of visitors to offsite demonstrations or events	23,000	1,285*	11,000
Other use of facilities (number of participants)	1,312	2,316	1,005
Number of CAgM website user sessions	336,671	170,854	75,367

† It should be noted that Easter did not fall into this fiscal year. The Easter weekend is one of the busiest at the CAgM.

\* Please note that these statistics now represent actual contact with offsite visitors as opposed to the total number of event participants. However, a larger number of visitors may have been influenced by our presence at offsite events.

Canada Aviation Museum	2005–2006	2004–2005	2003–2004
Number of school groups visits	1,352	1,372	1,092
Number of participants in school group visits	39,455	46,001	34,951
Number of school program modules offered	20	15	15
Number of demonstrations, tours and workshops given	665	791	1,035
Number of people participating in demonstrations, tours and workshops	16,647	56,418	56,271
Number of offsite demonstrations or events	8	6	9
Number of visitors to offsite demonstrations or events	7,500	17,600	47,500
Other use of facilities (number of participants)	9,615	22,206	19,638
Number of CAVM website user sessions	661,989	439,119	493,115

Canada Science and Technology Museum	2005–2006	2004–2005	2003–2004
Number of school group visits	2,881	3,020	3,346
Number of participants in school group visits	103,662	109,830	113,012
Number of school program modules offered	45	45	44
Number of demonstrations, tours and workshops given	16,844	16,057	13,349
Number of people participating in demonstrations, tours and workshops	202,929	226,183	210,686
Number of special events held	21	21	18
Number of participants in special events	94,486	78,533	75,897
Number of travelling exhibitions on tour	0	1	2
Number of venues receiving travelling exhibitions	0	0	2
Number of visitors to travelling exhibitions (estimated)	0	0	1,000
Number of offsite demonstrations or events	15	11	11
Number of visitors to offsite demonstrations or events	6,170	5,000	7,212
Other use of facilities (number of participants)	20,579	24,240	7,240
Number of CSTM website user sessions	1,284,858	963,270	1,029,123

## Financial Statements

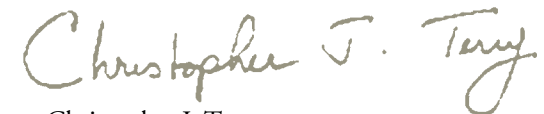
### Management's Responsibility for Financial Statements

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

In support of its responsibility, Management has developed and maintains books of account, records, financial and management controls, information systems and management practices. These are designed to provide reasonable assurance as to the reliability of financial information, that assets are safeguarded and controlled, and that transactions are in accordance with the *Financial Administration Act* and regulations, as well as the *Museums Act* and the by-laws of the Corporation.

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



Christopher J. Terry  
President and Chief Executive Officer



Fernand Proulx  
Chief Operating Officer

June 2, 2006



Auditor General of Canada  
Vérificatrice générale du Canada

#### AUDITOR'S REPORT

To the Minister of Canadian Heritage and Status of Women

I have audited the balance sheet of the National Museum of Science and Technology as at March 31, 2006 and the statements of operations and equity of Canada and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2006 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Corporation that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part X of the *Financial Administration Act* and regulations, the *Museums Act* and the by-laws of the Corporation.

John Wiersema, FCA  
Deputy Auditor General  
for the Auditor General of Canada

Ottawa, Canada  
June 2, 2006



## BALANCE SHEET

As at March 31

(in thousands of dollars)

	2006	2005
<b>ASSETS</b>		
Current		
Cash and short-term investments (note 3)	\$2,122	\$5,853
Accounts receivable		
Government departments	260	915
Trade	253	282
Inventories	457	440
Prepaid expenses	256	598
	<u>3,348</u>	<u>8,088</u>
Restricted cash and investments	340	277
Collection (note 4)	1	1
Property and equipment (note 5)	55,839	56,474
Intangible assets (note 6)	147	-
	<u>\$59,675</u>	<u>\$64,840</u>
<b>LIABILITIES AND EQUITY OF CANADA</b>		
Current		
Accounts payable and accrued liabilities		
Government departments	\$242	\$337
Trade	3,000	5,369
Current portion of employee future benefits	239	414
Deferred revenues	800	872
	<u>4,281</u>	<u>6,992</u>
Employee future benefits (note 7)	1,917	1,598
Deferred contributions (note 8)	340	277
Deferred capital funding (note 9)	45,886	46,373
	<u>52,424</u>	<u>55,240</u>
Equity of Canada	7,251	9,600
	<u>\$59,675</u>	<u>\$64,840</u>
Commitments and contingencies (notes 10 and 12)		

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

Approved by the Board of Trustees



Walter Parsons  
Acting Chairman



Robert Mantha  
Chairman, Audit Committee

## STATEMENT OF OPERATIONS AND EQUITY OF CANADA

for the year ended March 31

(in thousands of dollars)

	2006	2005
<b>REVENUES</b>		
Admission		
Science and Technology	\$957	\$921
Aviation	400	500
Agriculture	327	352
Commercial operations	945	1,033
Corporate development	520	555
Interest	149	212
Other	490	605
Total revenues	<u>3,788</u>	<u>4,178</u>
<b>EXPENSES (Schedule)</b>		
Heritage preservation	4,304	3,904
Sharing knowledge	10,900	9,203
Support activities	5,930	5,786
Accommodation	9,958	8,046
Amortization of property and equipment	2,453	1,989
Total expenses	<u>33,545</u>	<u>28,928</u>
Excess of expenses over revenues	(29,757)	(24,750)
Parliamentary appropriations (note 13)	27,408	24,007
Net loss	<u>(2,349)</u>	<u>(743)</u>
Retained earnings (deficit) at the beginning of the year	(502)	241
Deficit at the end of the year	(2,851)	(502)
Contributed surplus	10,102	10,102
Equity of Canada at the end of the year	<u>\$7,251</u>	<u>\$9,600</u>

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

## STATEMENT OF CASH FLOWS

for the year ended March 31

(in thousands of dollars)	2006	2005
<b>Cash flows from/(used in) operations</b>		
Cash received (clients)	\$3,677	\$3,955
Parliamentary appropriations received	25,492	22,234
Cash paid (employees and suppliers)	(33,086)	(25,026)
Interest received	149	212
Total cash flows from/(used in) operating activities	(3,768)	1,375
<b>Cash flows used in investing activities</b>		
Acquisition of property and equipment	(1,819)	(17,733)
Acquisition of intangible assets	(147)	-
Increase in restricted cash and investments	(63)	(53)
Total cash flows used in investing activities	(2,029)	(17,786)
<b>Cash flows from financing activities</b>		
Funding for the acquisition of property and equipment	1,819	8,623
Funding for acquisition of intangible assets	147	-
Restricted contributions and related investments income	100	115
Total cash flows from financing activities	2,066	8,738
Decrease in cash and short-term investments	(3,731)	(7,673)
Cash and short-term investments, beginning of the year	5,853	13,526
Cash and short-term investments, end of the year	\$2,122	\$5,853

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

## NOTES TO FINANCIAL STATEMENTS

March 31, 2006

### I. AUTHORITY, MANDATE AND OPERATIONS

The National Museum of Science and Technology was established by the *Museums Act* on July 1, 1990, and is a Crown corporation named in Part 1 of Schedule III to the *Financial Administration Act*.

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

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

#### Heritage preservation

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

#### Sharing knowledge

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

#### Support activities

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

## NOTES TO FINANCIAL STATEMENTS

### Accommodation

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

## 2. ACCOUNTING POLICIES

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

### (a) Inventories

Inventories are valued at the lower of cost and net realizable value.

### (b) Collection

The collection constitutes the major portion of the Corporation's assets but is shown at a nominal value of \$1,000 on the balance sheet because of the practical difficulties in reflecting it at a meaningful value. Items purchased for the collection are recorded as expenses in the year of acquisition. Items donated to the Corporation are recorded as assets at the nominal value.

### (c) Property and equipment

Property and equipment are recorded on the following basis. Acquired property and equipment owned by the Corporation are recorded at cost and amortized over their estimated useful life. Land and buildings owned by the Government of Canada and under the control of the Corporation are recorded at their estimated historical cost, less accumulated amortization for buildings. The estimated historical net costs of the buildings have been credited to deferred capital funding and the estimated historical cost of the land

has been credited to the contributed surplus. Land for which the historical cost cannot be reasonably determined is recorded at a nominal value with a corresponding amount credited to the contributed surplus. Improvements that extend the useful life or service potential of buildings are recorded at cost.

Amortization is calculated using the straight-line method over their estimated useful lives as follows:

Buildings	10 to 40 years
Building improvements	10 to 25 years
Office furniture	5 to 10 years
Equipment	5 to 12 years

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

### (d) Employee future benefits

#### i) Pension benefits

All eligible employees participate in the Public Service Pension Plan administered by the Government of Canada. The Corporation's contribution to the plan reflects the full cost of the employer contributions. This amount is currently based on a multiple of the employee's required contributions, and may change over time depending on the experience of the Plan. The Corporation's contributions are expensed during the year in which the services are rendered and represent its total pension obligation. The Corporation is not currently required to make contributions with respect to any actuarial deficiencies of the Public Service Pension Plan.

#### ii) Severance benefits

Employees are entitled to severance benefits, as provided for under labour contracts and conditions of employment. The cost of these benefits is accrued

as the employees render the services necessary to earn them. Management determined the accrued benefit obligation using a method based upon assumptions and its best estimates. These benefits represent an obligation of the Corporation that entails settlement by future payment.

### (e) Revenue recognition

#### i) Parliamentary Appropriations

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

#### ii) Corporate Development

The Corporation follows the deferral method of accounting for contributions. Contributions received for specific purposes, and related investment income, are deferred and recognized as revenue in the year in which the related expenses are incurred. Contributions without restrictions are recognized as revenue when received or receivable, if the amount to be received can be reasonably estimated, and collection is reasonably assured.

Volunteers contribute a significant number of hours per year. Because of the difficulty in determining their fair value, contributed services are not recognized in these financial statements.

Sponsorship revenues are deferred and recognized as revenue in the year in which the related expenses are incurred. Membership revenues for which services have not been rendered are deferred and accounted for as services are provided. Deferred sponsorship and membership revenues are recorded as deferred revenues.

iii) Admission, commercial operations and other revenues

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

#### (f) Measurement uncertainty

The preparation of financial statements in accordance with Canadian generally accepted accounting principles 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, employee future benefits and estimated useful lives of property and equipment are the most significant items for which estimates are used. Actual results could differ from those estimated.

#### (g) Future accounting changes

In January 2005, the Canadian Institute of Chartered Accountants (CICA) issued the following two accounting standards that could impact the Corporation's financial statements:

Financial instruments – Recognition and Measurement - This standard sets out criteria for the recognition, derecognition, measurement and classification of financial instruments. The Corporation will be required to categorize its financial assets as held for

trading, held to maturity, available for sale, or as loans and receivables. The related accounting treatment will be dependent on the classification. Financial assets categorized as held for trading or available for sale are to be measured at fair value while financial assets held to maturity and loans and receivables are measured at amortized cost.

Comprehensive income - This standard requires certain gains and losses that would otherwise be recorded as part of net income to be presented in other comprehensive income until such time as it is considered appropriate for them to be recognized in net income. The Corporation may be required to present a new financial statement titled Comprehensive Income to record such amounts until they are realized.

These new standards will come into effect for the Corporation's 2007/2008 fiscal year, however early adoption provisions exist. The Corporation is in the process of determining the impact these standards will have on its financial reporting.

### 3. CASH AND SHORT-TERM INVESTMENTS

(in thousands of dollars)	2006	2005
Cash	\$ 127	\$ 103
Short-term investments	1,995	5,750
	\$ 2,122	\$ 5,853

The Corporation's investments are limited to 90 days in Schedule "A" banks, government backed paper and commercial paper rated A++ by the Canadian Bond Rating Services. The overall portfolio yield as at March 31, 2006 was 3.68% (2005 - 2.52%) and the average term to maturity is 16 days (2005 - 32 days).

The fair value of the short-term investments is approximately \$1,998,000. Accrued interest of \$2,646 is recorded in accounts receivable.

### 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.

**Aviation:** aircraft and related materials

**Communications:** graphic arts, film, photography and related systems, broadcasting, sound recording and reproduction, electronic communications and electronic music

**Industrial technology:** generic industrial processes, engineering, industrial design, construction, domestic appliances, tools and systems

**Natural resources:** energy production, processing and infrastructure, mining and extraction technology

**Renewable resources:** agriculture, forestry and fishery technologies, including harvesting and primary processing

**Scientific instrumentation:** instruments, tools and systems with direct application to mathematics, chemistry, physics, as well as astronomy, astrophysics, medicine, meteorology, surveying and mapping, and information technology

**Transportation:** motorized and non-motorized wheel, track and trackless vehicles; motorized and non-motorized marine transportation, as well as the supporting infrastructure of technologies, tools and instruments



## NOTES TO FINANCIAL STATEMENTS

## 5. PROPERTY AND EQUIPMENT

(in thousands of dollars)		2006	2005
	Cost	Accumulated amortization	Net book value
Land	\$ 10,102	\$ -	\$ 10,102
Buildings	55,047	17,609	37,438
Building improvements	15,420	9,235	6,185
Office furniture	5,801	4,669	1,132
Equipment	6,018	5,036	982
Uncompleted capital projects	-	-	-
	\$ 92,388	\$ 36,549	\$ 55,839
			\$ 56,474

In April 2005, the Corporation completed the hangar building at the Canada Aviation Museum. As a result, the total project amount was transferred from uncompleted capital projects to buildings.

## 6. INTANGIBLE ASSETS

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

## 7. EMPLOYEE FUTURE BENEFITS

## i) Pension benefits

The Corporation and all eligible employees contribute to the Public Service Pension Plan. This pension plan provides benefits based on years of service and average earnings at retirement. The benefits are fully indexed to the increase in the Consumer Price Index. The Corporation's and employees' contributions to the Public Service Pension Plan for the year were as follows:

( in thousands of dollars)	2006	2005
Corporation's Contributions	\$ 1,344	\$ 1,192
Employees' Contributions	611	544

## ii) Severance benefits

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

(in thousands of dollars)	2006	2005
Accrued benefit obligation, beginning of year	\$ 2,012	\$ 1,940
Cost for the year	389	238
Benefits paid during the year	(245)	(166)
Accrued benefit obligation, end of year	2,156	\$ 2,012
Short-term portion	239	414
Long-term portion	1,917	1,598
	\$ 2,156	\$ 2,012

## 8. DEFERRED CONTRIBUTIONS

This represents the unspent amount of donations received from individuals and corporations for specific purposes, and related investment income.

(in thousands of dollars)	2006	2005
Balance at the beginning of the year	\$ 277	\$ 224
Gifts and bequests	91	109
Interest	9	6
Amount recognized as revenue in the year	(37)	(62)
Balance at the end of the year	\$ 340	\$ 277

The balance is included in restricted cash and investments at the end of the year and is managed in accordance with the donors' wishes and the by-laws of the Corporation.

## 9. DEFERRED CAPITAL FUNDING

Deferred capital funding represents the unamortized portion of parliamentary appropriations used, or to be used, to purchase depreciable property and equipment.

Changes in the deferred capital funding balance are as follows:

(in thousands of dollars)	2006	2005
Balance at the beginning of the year	\$ 46,373	\$ 39,739
Appropriation used in the current year		
to purchase depreciable property and equipment	1,819	17,733
Appropriations used in current year to purchase intangible assets	147	-
Deferred appropriation used in current year to complete capital projects	-	(9,110)
Amortization	(2,453)	(1,989)
Balance at the end of the year	\$ 45,886	\$ 46,373

## 10. COMMITMENTS

As at March 31, 2006, the Corporation had entered into various agreements for accommodation, protection services, facilities management services and exhibition rentals, for a total of \$12,756,000. The future minimum payments for the next five years are as follows:

(in thousands of dollars)	
2006-2007	3,677
2007-2008	2,784
2008-2009	2,753
2009-2010	2,130
2010-2011	1,412
	\$ 12,756

## 11. RELATED PARTY TRANSACTIONS

In addition to related party transactions disclosed elsewhere in these financial statements, the cost of services provided by other federal departments, agencies, and crown corporations and reflected in the statement of operations and equity of Canada, totalled \$5,229,648 (2005- \$3,903,401). These transactions were conducted in the normal course of operations, under the same terms and conditions that applied to outside parties and are recorded at the exchange amount.

## 12. CONTINGENCIES

In the normal course of its operations, the Corporation becomes involved in various claims or legal actions. Some of these potential liabilities may become actual liabilities when one or more future events occur, or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the Corporation's financial statements. A provision for these expenses has been recorded based on management's best estimates. The effect, if any, of ultimate resolution of these matters will be accounted for when determinable.

## 13. PARLIAMENTARY APPROPRIATIONS

(in thousands of dollars)	2006	2005
Main Estimates amount provided for operating and capital expenditures	\$ 24,446	\$ 29,653
Supplementary estimates:		
Hangar maintenance and operations	1,475	-
Severance adjustments and retroactive wage settlements	1,000	839
Digitization project	-	149
	26,921	30,641
Deferred appropriation used in current year to complete capital projects	-	9 110
Amounts used to purchase depreciable property and equipment	(1,819)	(17,733)
Amounts used to purchase intangible assets	(147)	-
Amortization of deferred capital funding	2,453	1,989
Parliamentary appropriations	\$ 27,408	\$ 24,007

## 14. FINANCIAL INSTRUMENTS

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

## SCHEDULE OF EXPENSES

for the year ended March 31

(in thousands of dollars)	2006	2005
Personnel costs	\$16,919	\$14,462
Property taxes	3,003	1,936
Amortization of property and equipment	2,453	1,989
Professional and special services	1,949	1,764
Leases of buildings	1,735	1,758
Utilities	1,349	1,304
Property management services	1,044	961
Material and supplies	795	893
Protection services	689	639
Repair and upkeep of buildings	553	492
Repair and upkeep of equipment	470	295
Advertising	402	343
Gift shops and product marketing	399	496
Publications	392	280
Design and display	270	299
Travel	245	221
Communications	241	249
Miscellaneous	194	98
Office supplies and equipment	125	101
Rentals of equipment	121	127
Freight express and cartage	108	104
Books	65	74
Purchase of objects for the collection	24	43
<b>Total expenses</b>	<b>\$33,545</b>	<b>\$28,928</b>

## VOLUNTEERS

Public programming, collection and research, and corporate services activities continued to benefit from a dedicated volunteer corps.

In 2005–2006, 413 dedicated volunteers provided 24,401 hours of service on behalf of the Corporation, and we are grateful for their continuing support, service and commitment to our museums.

### Canada Science and Technology Museum/ Canada Agriculture Museum

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Jenny Abunassal  
Afroz Akmam  
James-Emeka Amusiem  
Erica Angers  
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The following individuals have indicated that they have remembered the Corporation with a gift in their will or estate plans.

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 Jody Houlahan  
 Roy Salter Jamieson  
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