

ANNUAL REPORT 2001-2002

past showcasing
future

innovation

today



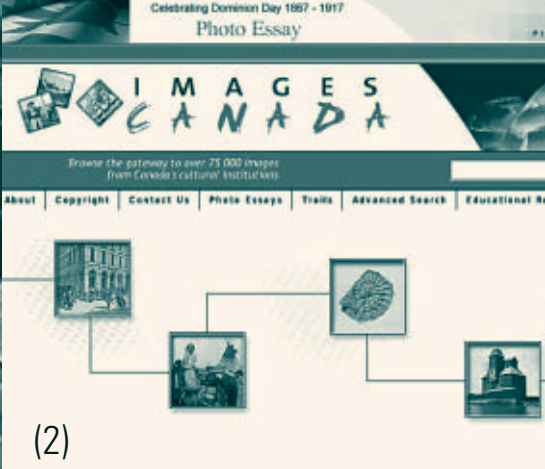
**Canada Science and Technology
Museum Corporation**

*Canada Agriculture Museum
Canada Aviation Museum
Canada Science and Technology Museum*

Canada



(1)



(2)



(3)



(5)



(6)



(7)



(9)



(10)



(4)



(8)



(11)



(12)

Performance Highlights

(1) **Government announcement of investment in infrastructure** — The Honourable Sheila Copps, Minister of Canadian Heritage, and the Honourable John Manley, Minister of Foreign Affairs, announce the Government of Canada's plan for investing in Canada's capital and its federal cultural institutions on May 15, 2002. (2) **Images Canada collaboration** — Over the past two years, the CSTM has joined with the National Library of Canada and a consortium of other Canadian federal, provincial and municipal cultural organizations to create the Images Canada Web site. (3) **Wind in the Wires exhibition** — The Honourable Don Boudria cuts the ribbon for the exhibition **Wind in the Wires** at the Canada Aviation Museum, the Museum's contribution to the celebration of the 2001 Les Jeux de la Francophonie. (4) **School Programs at CSTM** — School programs continued to be popular with students and teachers alike. (5) **Canada Aviation Museum, July 1, 2001** — The Canada Aviation Museum hosted another successful July 1st celebration. (6) **Cow Stalls improvement** — The stalls in the dairy barn at the Canada Agriculture Museum were extensively renovated last winter to increase the cows' health, safety and milk production. (7) **Radio Collection** — This simple broadcast radio receiver, designed and manufactured in Winnipeg for T. Eaton Co. in 1923, is the only complete, surviving example known. It is part of a large collection of Canadian-built receivers of the 1920s donated by Dr. Robert Murray, Winnipeg. (8) **CF-18** — Canada's very first CF-18 aircraft was appropriately retired to the Canada Aviation Museum this fall. (9) **Tractors Opening** — Michelle Dondo-Tardiff, Director General of the Canada Agriculture Museum and the Honourable Lyle Vanclief, Minister of Agriculture and Agri-Food Canada officially open the Museum's new **Tractors** exhibition. (10) **Volunteers** — The Corporation recognizes the contributions of its volunteers at one of its annual volunteer salutes. (11) **Virtual Museum of Canada projects** — The Canada Science and Technology Museum participated in concept testing of the Virtual Museum of Canada on-line exhibitions — **Athena's Heirs** highlights 400 years of scientific technology. (12) **Hall of Fame** — From left: Mr. Claude Faubert, Director General, CSTM, Madame Francoise Dansereau, Dr. Pierre Dansereau (inductee), the Honourable Sheila Copps, Minister of Canadian Heritage, Dr. Charles Scriver (inductee), Dr. Marvin Kwitko (nominee), Dr Virender Handa, Chairman, CSTMC Board of Trustees, and Mr. Christopher Terry, President and CEO, CSTMC at this year's induction ceremony for the Canadian Science and Engineering Hall of Fame.

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The Government of Canada's plan for investing in Canada's Capital Region and its federal cultural institutions was announced on May 15, 2001. The primary accommodation issues facing the Canada Science and Technology Museum Corporation were acknowledged. Funding was provided for the construction of a collection storage hangar at the Canada Aviation Museum at Rockcliffe to address the Corporation's longstanding artifact preservation problem: a purpose-built storage facility will permit the Museum to properly store and meet the preservation needs of the existing aviation collection, as well as those of future acquisitions over the next ten years. The second part of the government's announcement addressed the need for a new museum building for the Canada Science and Technology Museum. Currently housed in a warehouse-grade building which is nearing the end of its lifecycle, a feasibility study was requested by the government to define the needs and costs, as well as site criteria for a new building.

The Board of Trustees is extremely pleased with the government's recognition and support for the resolution of these issues, and looks forward to advancing both projects over the next fiscal year. The Board also wishes to acknowledge the efforts and contributions of those Corporation staff who have worked diligently in order to get preparatory work completed this past year for both accommodation projects.

With the progress made this fiscal year towards resolving its accommodation issues, the Canada Science and Technology Museum Corporation, and its three museums, will be in a better position to meet their mandate to preserve and interpret Canada's scientific and technological heritage, and make this knowledge accessible to Canadians and to the wider world.

It is with pleasure that I submit the Annual Report of the Canada Science and Technology Museum Corporation for the year ending March 31, 2002, for tabling in Parliament, as required by Section 150 of the *Financial Administration Act*.



Virender K. Handa
Chairman
Board of Trustees

Chairman's Message



FA

The May 2001 announcement that the Corporation would receive long-awaited funding from the Government of Canada, for a new storage facility for the Canada Aviation Museum, was one of the past decade's most significant developments for the Corporation. This announcement was the culmination of many years' work, making the case for completion of the original plan for proper housing of Canada's renowned aviation collection. At the same time, and in an initiative which holds profound possibilities for the Corporation and the entire science and technology sector in Canada, the Corporation was asked to plan a new facility for the Canada Science and Technology Museum. This, too, was a welcome initiative, and holds boundless potential in our efforts to relate the rich history of science and technology, and its significant impact on the past, present and future development of Canada.

Both of these initiatives quickly became priorities in the work of the Corporation for the remainder of the year and, by year-end, the selection of professional consultants to work with us on both of these major projects was well in hand. In this respect, we have benefited significantly from the professional expertise of our Board of Trustees.

The incorporation of these major new projects also occasioned a realignment of our corporate structure, permitting us to devote attention to our new tasks, while continuing to manage our three museums effectively. This realignment resulted in the creation of a new Museum Services Branch, incorporating a number of functions from the former Collection and Research and Corporate Services

Branches. In addition, new Directors General for the Canada Science and Technology and Canada Agriculture Museums were appointed, with full responsibility for all curatorial and public programming activities at each Museum. Finally, a separate office to handle major facility projects was established, the Corporate Secretariat function was strengthened, and other reporting relationships were realigned. The result is a robust organization with three well-defined business units, assisted by an integrated support organization, and complemented by a solid corporate infrastructure.

In addition to these important steps, the Corporation made strides in the development of relationships with other agencies and departments, in order to take advantage of shared resources in pursuit of mutual objectives. In this regard, good progress has been made in our discussions with the National Research Council and the Canadian Space Agency regarding more formal ties, and it is anticipated that agreements with each will be signed in 2002–2003. Similarly, the Corporation has taken a leading role in the development of an international exhibition, with partners in France and Canada, to celebrate the process of modernization in Canada. At the Canada Aviation Museum, an exhibition on accident investigation, developed in conjunction with the Transportation Safety Board, provided an excellent example of the possibilities of shared approaches in the explanation of technically complex yet highly contemporary subjects.

Report from the President and CEO



Over the year the Corporation's staff increased their professional activities in the museum and heritage communities, both in Canada and internationally. The Corporation also broadened its engagement with fellow members of the Canadian Heritage Portfolio, in pursuit of the wider policy objectives of the Government of Canada.

While pursuing these major projects, the Corporation continued to exploit earlier successes with electronic applications as a means of broadening its reach. The potential inherent in this approach was amply demonstrated by the explosive growth in the use of the Corporation's Web sites during the past year. An increase of 50 per cent in the number of virtual visitors over the previous year brought the number of individual substantive interactions with the Corporation and its museums to over two million. This is an all-time record. We will be working to improve the potential of our virtual platforms even further throughout the coming year, with the development of a more robust technical infrastructure, and new applications to enhance those which have already demonstrated their wide appeal.

This past year can be seen as a year of preparation, reorganization and planning. We are already looking forward to the challenges of the future, and the implementation of work which will have a most profound impact on the Corporation, its museums, and their combined ability to achieve the broader mandate of increasing the rate of scientific and technological literacy in Canada.



Christopher J. Terry

President and Chief Executive Officer

Board Members

Chairman	Virender K. Handa
Vice-Chairman	Eric Lemieux
Members	Olga Barrat
	Gail Beck
	Jacques F. Brunelle
	Faye Dawson-Flynn
	Ron Foxcroft
	Costanzo Gabriele
	Patti Pacholek
	Joachim Simard
	Roger Soloman

Executive Committee

Chairman	Virender K. Handa
Members	Eric Lemieux
	Joachim Simard
	Christopher Terry

Audit Committee

Chairman	Eric Lemieux
Members	Gail Beck
	Patti Pacholek
	Roger Soloman

Major Facilities Committee

Chairman	Jacques F. Brunelle
Members	Costanzo Gabriele
	Virender K. Handa
	Joachim Simard
	Christopher Terry

Marketing Committee

Chairman	Ron Foxcroft
Members	Olga Barrat
	Faye Dawson-Flynn

Development Committee

Chairperson	Gail Beck
Members	Faye Dawson-Flynn
	Ron Foxcroft

Canadian Science and Engineering Hall of Fame Committee

Chairperson	Olga Barrat
Members	Costanzo Gabriele
	Patti Pacholek

Board Members Front row, from left: Gail Beck, Eric Lemieux, Virender K. Handa, (Christopher Terry), Olga Barrat
Back row, from left: Jacques F. Brunelle, Joachim Simard, Costanzo Gabriele, Faye Dawson-Flynn, Patti Pacholek, Roger Soloman, Ron Foxcroft

Board Members and Committees

(as of March 2002)



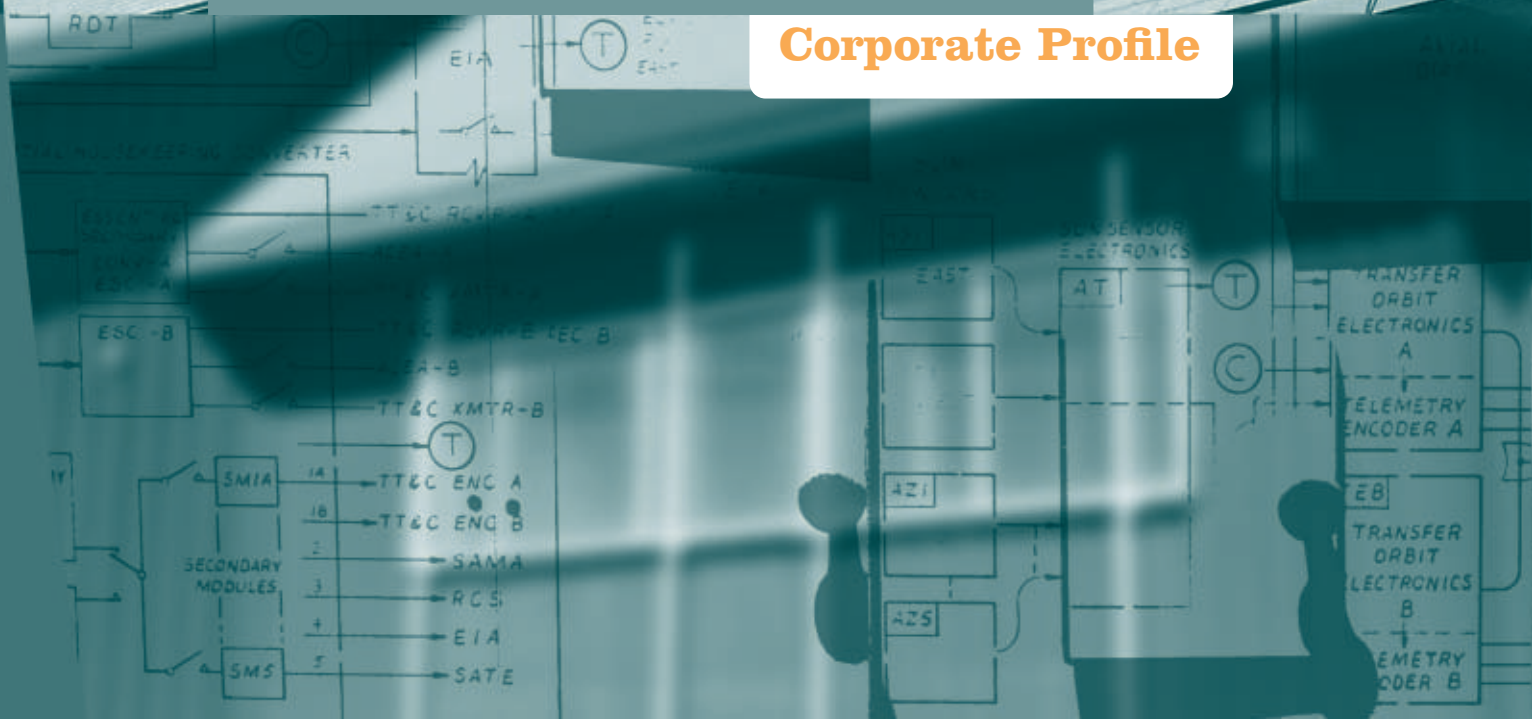


To discover and share knowledge about Canada's scientific and technological heritage, in order to increase an understanding and appreciation of the role that science and technology have played and continue to play in the transformation of Canada.

Mission of the Canada Science and Technology Museum Corporation



Corporate Profile





Legislative Authority and 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 mandate, powers and objectives of the Corporation are set out, in broad terms, in its enabling legislation. It is subject to Part X of the *Financial Administration Act*, which outlines the control and accountability framework for Crown corporations. The Corporation is ultimately accountable to Parliament, through the Minister of Canadian Heritage, and is part of the federal government's cultural heritage portfolio.

Organizational Structure

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 eleven members, including the Chair and Vice-Chair, and is supported by six committees: an Executive Committee, an Audit Committee, a Marketing Committee, a Canadian Science and Engineering Hall of Fame Committee, a Major Facilities Committee and a Development Committee. The Corporation's daily operations are managed by the President and Chief Executive Officer, with support from a management team which includes the three museum Directors General, and Executive Directors of Museum Services, Finance, Administration and Facilities, Human Resources, Corporate Development, Corporate Planning and Major Capital Projects. The Corporation receives an annual appropriation which it supplements through revenue generating activities.

Corporate Governance

This past year, the Board of Trustees continued its review of its governance practices. At its April 2001 meeting, the Board participated in a half-day workshop on best practices for corporate governance in Canadian public enterprises, provided by the Conference Board of Canada. The Board of Trustees had a full discussion of many of the issues covered during the workshop, and found the exchange both informative and beneficial. At the same meeting, the Board invited the Office of the Auditor General to make a presentation on their report on governance of Crown corporations (Chapter 18). This

session also proved to be very informative, and the Board’s Audit Committee undertook the task of ensuring that its practices were in accordance with the best practices for audit committees, as outlined in Chapter 18.

The Board of Trustees also completed its discussion and preparation of a job profile, outlining a set of skills and experience best suited for potential Board candidates. The job profile was forwarded to the Privy Council Office in June 2001.

The Board of Trustees and management of the Corporation also worked on developing a more consultative strategic planning process, which was adopted for use in the preparation of the Corporation’s five-year corporate plan. The process included a planning retreat by management early in the year, and presentation of the results of this session to the Board of Trustees at its June 2001 meeting. Based on these deliberations, and subsequent discussions at board meetings in August and November 2001, strategic issues were identified which would form the basis of the five-year plan. The corporate plan was approved by the Board of Trustees at its January 2002 meeting.

Historical Background

The Corporation manages three museums, which have evolved under individual circumstances.

Canada Science and Technology Museum



The Canada Science and Technology Museum (formerly the National

Museum of Science and Technology) opened in November 1967 at its present location: a 12.2-hectare site at 1867 St. Laurent Boulevard in Ottawa. It is the only comprehensive science and technology museum in Canada. The original museum building was constructed in 1964 as a bakery, although it was never fully used for this purpose. An addition to house locomotives was constructed prior to the Museum’s opening in 1967. 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 the needs of museum use, as well as to address health and safety concerns.

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 archives, which includes remarkable trade literature holdings and the outstanding Canadian National photo collection.

Canada Aviation Museum

The aviation collection was first displayed at Ottawa’s Uplands Airport in 1960, as a component of the National Museum of Man. Its focus was on bush-flying, and on early attempts to manufacture aircraft in Canada. In 1964, the collection was brought together at Ottawa’s



Figure (1)

Canada Science and Technology Museum Corporation



historic Rockcliffe Airport, combining the Canadian War Museum’s collection of military aircraft from several countries — dating from the First World War to the 1950s — with a second collection of aircraft owned by the Royal Canadian Air Force, illustrating the history of the RCAF. This new, amalgamated and jointly-managed collection, then named the National Aeronautical Collection, provided 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 wing 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 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.

Canada Agriculture Museum



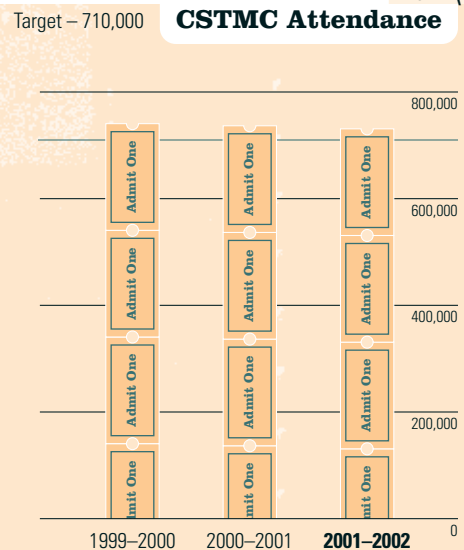
The Canada Agriculture Museum is located at Ottawa’s Central Experimental Farm (CEF). The agricultural collection, previously maintained by the federal Department of Agriculture at the CEF, was transferred to the National Museum of Science and Technology in 1979. In 1983, discussions with Agriculture Canada resulted in a co-operative project, which estab-

lished 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. The Museum, now known as the Canada Agriculture Museum, offers programs and exhibitions on Canada’s agricultural heritage, and on the benefits of agricultural science and technology to Canadians’ everyday lives. It provides visitors with a unique opportunity to see diverse breeds of dairy and beef cattle, pigs, sheep, horses, poultry, goats and rabbits. Public programming activities include special weekend theme events, such as the Sheep Shearing and Fall Harvest Festivals, school programs, interpretive tours, demonstrations and joint efforts with community groups and associations.

External Business and Operating Environment

The traditional Canadian values of cultural diversity, inclusion and equality, and what it means to be Canadian, take on heightened relevance in light of last Fall’s events. As a national institution and member of the Government of Canada’s culture and heritage portfolio, the Corporation, along with other Crown corporations and agencies, plays a key role in promoting and sharing knowledge about Canada’s cultural heritage. In its January 2001 Speech from the Throne, the federal government recognized, among other things, that it is important to show Canadians who they are, thus bringing them together as a nation. It is also important to celebrate Canada’s achievements and history, while providing access to this heritage. The Corporation supports these

Figure (2)



objectives by preserving and interpreting Canada's scientific and technological heritage, and by sharing this knowledge with Canadians — especially children and youth — and the wider world.

The Corporation has both competitive advantages and disadvantages, all of which must be exploited, or compensated for, in the quest for audiences. Its strengths clearly include the richness of the collection, and the knowledge base that is developed from the study and research of a national collection. The aviation collection is one of the best of its kind in the world, and the quality of the Canada Aviation Museum's restoration work is acknowledged internationally. The Aviation Museum also houses the nation's most extensive aviation library. The collection of the Canada Science and Technology Museum is recognized for its comprehensive depiction of Canadian achievements and innovations in science and technology. The communications and transportation collections are particularly noteworthy in this respect. The Canada Agriculture Museum's live animal collection displays breeds of historical and commercial importance to Canada. Together with its exhibitions and programming on agricultural science and technology, this museum, set in an accessible demonstration farm, is unique to Canada. In addition, the Corporation has developed an understanding of the potential inherent in the Internet, as well as expertise in the development of applications which exploit those possibilities.

The Corporation's competitive disadvantages in this market stem from the nature of many of its facilities, and their physical location outside the downtown core. The Corporation's museum buildings also lack the full range of amenities appropriate to their function, and

this has limited opportunities to generate revenue through such activities as facility rentals and sponsorship. Despite these limitations, the Corporation's three museum sites are currently maintaining projected attendance levels — a very positive endorsement of the exhibitions and programming offered by the museums. The Corporation attracts approximately 25 percent of museum visitors in the National Capital Region, while receiving the smallest budget allocation of the four national museum corporations: 17 percent of the total provided annually.

From the standpoint of actual visitors to cultural and heritage institutions, the Ottawa-Gatineau metropolitan region is one of the most competitive environments in Canada. Apart from professional sports teams, a host of urban and rural recreational possibilities (and the national seat of government), there are eight major museum/gallery institutions. In addition, the establishment of commercial entertainment centres such as multi-service movie complexes has increased competition for local audiences.

In such a competitive market, understanding the audience, creating top-of-mind awareness, and building a credible, coherent image are key. The Corporation's museums have been highly effective in reaching their respective target audiences. The Canada Science and Technology Museum is well known for its interactive displays, its hands-on approach, and as a highly valued environment for educational purposes. The Canada Aviation Museum has developed a reputation as a leader in innovative educational and community programming, and as a major venue for national celebrations. The Canada Agriculture Museum's programming brings Canadians face-



to-face with their agricultural heritage through hands-on activities, and fosters knowledge of agricultural science and technology to a primarily urban audience.

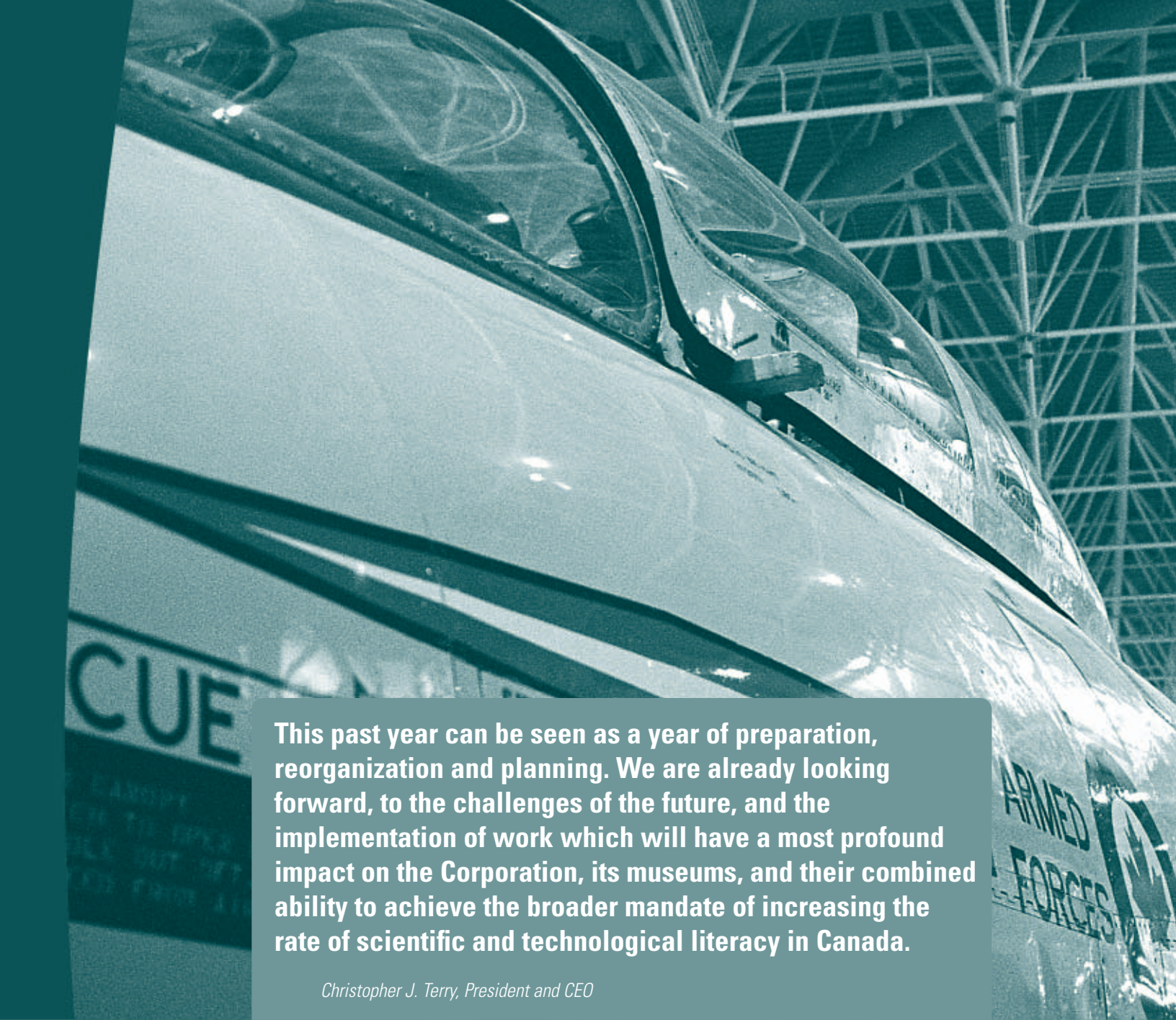
Gradual changes in Canadian demographics continue to affect attendance at our museums — especially at the Canada Science and Technology Museum, which has a large target audience of local families with children under 15. On a corporation-wide basis, 80 percent of non-school visitors come in family or family/friend groups. Changes in this segment affect even the non-local audience, who are generally brought in as visiting friends and relatives by local families. Census data show that Canada's population is ageing, as the baby boomers approach senior status. Indeed, the number of seniors has more than doubled in the past 25 years. Museum visiting, usually seen as a family activity, has declined slightly but significantly across Canada since the mid-1990s. This is despite an increase in the number of museums.

At the other end of the scale, across Canada the number of children under 15 has been falling slowly but surely (20.5 percent in 1994, 19.4 percent in 1999, 17.9 percent estimated in 2004). Although there are regions in which the under-15 population has been growing, the region that our museums draw upon most, the Ottawa metropolitan area, has seen a decline in the number of children. In the larger National Capital Region, 20.2 percent of the population is under 15. In the smaller area historically known as the City of Ottawa, it is 16.4 percent. The closing of schools in Ottawa, and the proliferation of portable classrooms in Kanata, is a visible reminder that our region is undergoing major demographic, political and economic changes.

The marketplace for virtual products has different dynamics. There are no constraints other than the Corporation's ability to create, post and ensure access to, virtual or electronic applications on its Web sites. In this respect, the Corporation has a good headstart, having developed an early appreciation of the benefits of partnerships, coupled with experience in the development of applications — such as the Silver Dart electronic encyclopaedia — which have attracted widespread use.

The Corporation has been able to capitalize on its vast and unique asset base, to which it has added its research skills in order to create additional value for its audiences through electronic products. There is every indication that the demand for such applications — especially those embodying Canadian content — is likely to increase as popular use of the Internet increases both in Canada and abroad. It has also become clear that there are no other Canadian institutions working in the same field with the collection or curatorial strengths deployed by the Corporation, giving the Corporation a competitive advantage in the development of applications explaining the evolution of technology in a Canadian context. Conversely, the demand for these new products exerts pressure on the Corporation to allocate resources to this activity, while maintaining its ongoing investment in the physical museum sites. Adequately meeting requirements in both areas will be difficult, given current overall resource levels.





This past year can be seen as a year of preparation, reorganization and planning. We are already looking forward, to the challenges of the future, and the implementation of work which will have a most profound impact on the Corporation, its museums, and their combined ability to achieve the broader mandate of increasing the rate of scientific and technological literacy in Canada.

Christopher J. Terry, President and CEO

Corporate Performance





Strategic Issues

The Board of Trustees of the Canada Science and Technology Museum Corporation had identified two strategic issues as priorities for the past year — significant accommodation issues dealing with the long-term future of the Corporation's facilities, and the use of information technology as a major outreach tool.

Accommodation

Canada Aviation Museum

On May 15, 2001, the Government of Canada announced its plan for investing in Canada's Capital Region and its federal cultural institutions. As part of that announcement, the government addressed the Corporation's longstanding artifact preservation problem, by providing funding for the construction of a collection storage hangar at the Canada Aviation Museum. This decision reflects an appreciation of the profound national and international significance of the Museum's collection, and the unacceptable risk posed to the survival of those aircraft which had to be stored outside for many years because of their size and lack of proper accommodation. The new storage hangar will be situated to the east of the current building. It will accommodate the seven aircraft stored outdoors, those stored in the existing Museum, all aircraft that the Museum anticipates acquiring over the next 10 to 15 years, and any aircraft returning from loans to other museums. This storage hangar is part of the second phase of construction foreseen in the 1992 site development plan for the Museum.

A functional program was prepared, outlining accommodation requirements for the new hangar, and defining the environmental controls required to regulate temperature and humidity levels, air quality and lighting, in order to meet long-term conservation needs for the aviation collection. At the same time, advantage was taken of the functional program exercise to define the needs of other building components which would optimize this part of the site development plan. These include a visitor services entrance, an overhead pedestrian link connecting the new facility to the Museum, small artifact storage, and a conservation shop.

A competitive selection process was initiated to obtain architectural and engineering services for the design and construction of the new hangar. Decisions on the successful submissions were expected by mid-May 2002. The Corporation will use the fast-track construction method to complete the project and it is the Museum's intention to have a structure in place to recognize the centenary of the first powered flight by the Wright Brothers in 2003.

Given that the National Capital Commission has jurisdiction over the appearance of all federal sites and buildings in the National Capital Region, a presentation of the conceptual design was made to their Advisory Committee on Planning, Design and Realty. As development of the design proceeds, additional reviews with National Capital Commission staff will be conducted to ensure the Advisory Committee's ongoing approval.

Canada Science and Technology Museum

The government announcement also recognized the Corporation's other major accommodation problem: that of the Canada Science and Technology Museum, which is currently located in a 40-year-old warehouse-grade building in an industrial park on St Laurent Boulevard. The Corporation began the process of undertaking a feasibility study on a new facility for the Museum, with a view to defining the needs and costs, as well as criteria for the siting of a new building.

The overall objective of the study is to look at the feasibility of constructing a purpose-built museum building or buildings to showcase Canadian science and technology through exhibitions, programs and events; to increase the percentage of the collection available to the public, and to determine the most critical siting parameters, while taking all variables into consideration. The larger goal is to build a lasting legacy to showcase Canada's contributions to science and technology, both within Canada and around the world. The study is expected to be completed by late Fall 2002.

Information Technology

In a very broad sense, electronic information technology in general, and the World Wide Web in particular, are evolving as major dissemination tools for museums. Combined, they provide unprecedented opportunities for reaching a far broader audience than could ever be welcomed to the exhibition floor. An enhanced range of products and services also becomes possible, as do new means of facilitating public access to knowledge. Over the past two years, the Corporation and its three museums have witnessed a remarkable

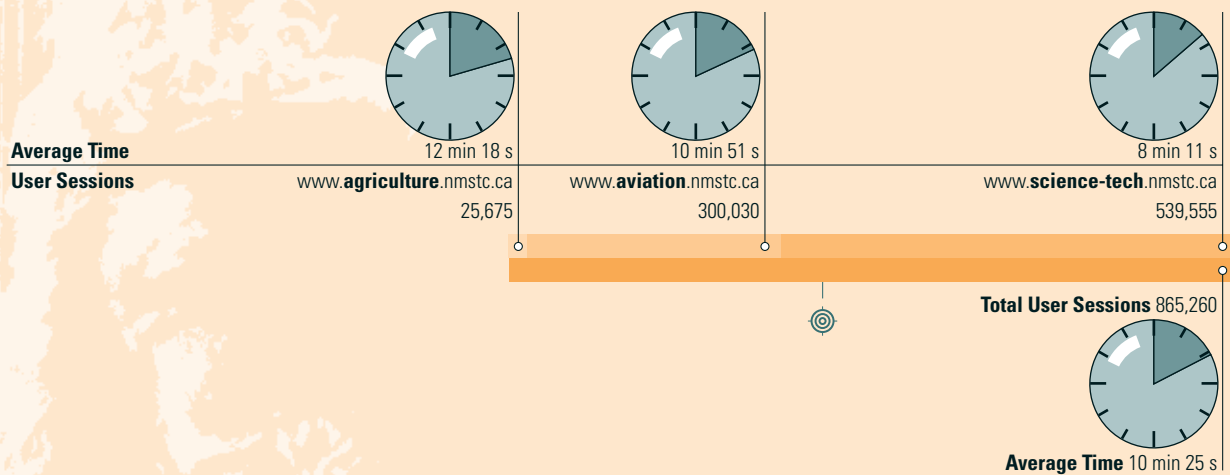
increase in traffic to their Web sites. Web users increased by almost 50 percent during the past year, and it is anticipated that the number of visitors to the Corporation's Web sites will continue to increase, lending impetus to efforts aimed at capitalizing on a clear public interest in the Corporation's offerings.

The Corporation continued its efforts to provide access to its extensive collections and to the knowledge inherent in them. Major steps were taken towards improving access to the collection and library databases. The Corporation's new collection management database system — KE EMu — was configured and customized, and existing data was converted for import into the new system. The system will be tested and deployed during the coming year, including the addition of Web browser access. Once the system is fully operational, all Canadians will have access via the Internet to the Corporation's collection data, which will include images of artifacts and the results of artifact research.

With regards to the library database, a functioning prototype of the Web-based on-line public access catalogue (OPAC) was set up this year. The OPAC covers the libraries of both the Canada Aviation Museum and the Canada Science and Technology Museum, which includes the Canada Agriculture Museum's holdings, and will be deployed for both internal users and the public in 2002–2003.

The Corporation made considerable progress in its efforts to digitize artifact images and materials. Over the past year, an additional 17,000 new digital images of artifacts were produced, bringing the total number of digital images to 140,900 — representing 95 percent of the artifact collection. Staff also continued its work on the CSTM/CN Photo Collection, selecting, cataloguing, digitizing and

Figure (3)
Web Site Visitors — 2000–2001



mounting close to 2,600 images on the CN Images of Canada Web gallery. User sessions for the Web gallery numbered in excess of 53,000, with the average length of visit close to 10 minutes.

In addition to significant amounts of reference material on the collection, the Internet also enables the Corporation to produce and distribute, to a vast audience, specialized intellectual products which provide context and meaning to Canada's scientific and technological heritage. Preliminary work was initiated on a proposal for a product based on the "Transformation of Canada" theme, featuring applications which demonstrate how all aspects of science and technology have changed Canada. Because adequate internal financial and human resources were not available to fully develop the concept, progress was slow; however, the project has been identified as a priority for the coming year.

Primary Activities

Heritage Preservation

Research

Research comprises those activities which contribute to the building of a knowledge base on the scientific and technological heritage of Canada. The Corporation has identified seven major subject areas on which to focus its research activities: aviation, communications, manufacturing, natural resources, renewable resources including agriculture, scientific instrumentation, and transportation.

Research generates the knowledge required to help the Corporation make informed decisions regarding the content of the collection, as well as providing a knowledge base which is shared through exhibitions, Web sites and publications.

Research activities are carried out in support of the following objective:

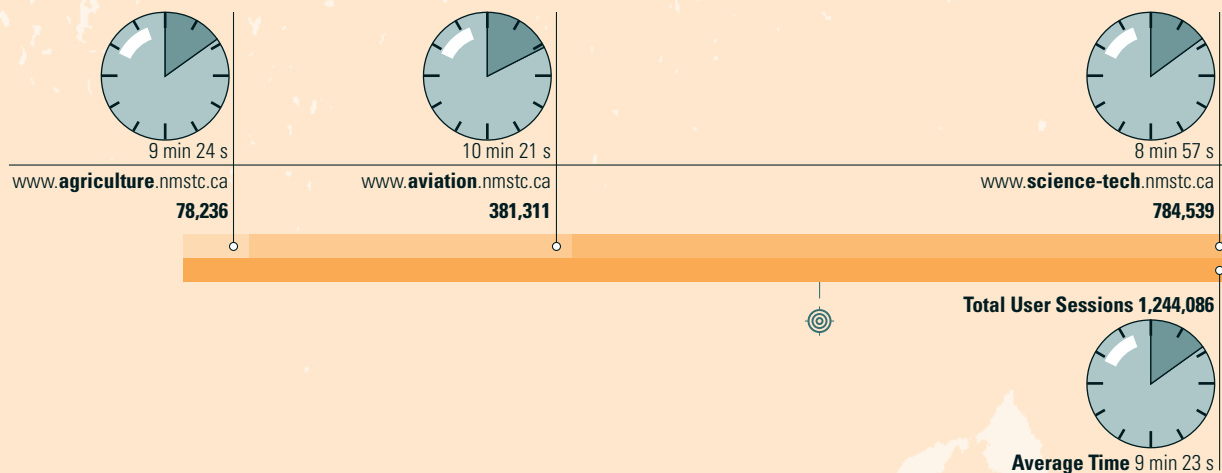
To identify concepts and ideas key to the understanding and appreciation of the scientific and technological heritage of Canada.

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. The Corporation has adopted a conceptual theme — the *Transformation of Canada* — to provide a framework for its research program.

The transformation of Canada, from the period of early exploration and settlement to the present, has been marked by achievements in science and technology. There is an ongoing relationship between science, technology and Canadian society which has changed Canada, influenced its people, and will continue to do so.

Historical research directed at the theme and sub-themes of the *Transformation of Canada* forms a body of knowledge which covers the most important aspects of each major subject area. Major subject areas are subdivided as required to break the research into manageable parts.

Web Site Visitors — 2001–2002



The Corporation conducted a systematic program of historical research, along with collection-based research, because both are required to guide collection development and provide basic information for exhibitions, interpretive programming and Web presentations. Historical research projects completed this past year are shown in Figure 4. The target was met with the following exceptions: the horse-drawn vehicles assessment was replaced by one on metrology; telegraphy was rescheduled; the contractor doing Ballooning in Canada was not able to complete the assessment for personal reasons; and the research for “Bush Flying 1 — Island 3” was delayed, pending completion of a review of the exhibition floor.

The Collection

A major challenge for any museum is to determine what items it will collect, how the collection will be organized, and how to preserve these items for future generations. The Corporation, as the only comprehensive science- and technology-collecting institution in Canada, has a special responsibility for the development of a Canadian national collection. In view of the breadth of the potential subject matter to be covered, critical choices must be made in determining collection content and priorities.

Collection development and management activities are carried out in support of the following objective:

To develop and manage a national collection of objects representative of science and technology in Canada.

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 reflect a historical framework, and by removing or deaccessioning materials that are not consistent with this framework. It is also essential that all documentation be managed in a professional manner, permitting retrieval and adaptation to a variety of media. Adherence to strict environmental standards and professional conservation activities are also requirements, to ensure the long-term preservation of the collection.

Collection development activities utilize historical research to assist the Corporation in making informed decisions on collection content. Following completion of the historical assessment, collection assessments are prepared in three sections: the ideal collection, a profile of the 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. During the year, collection assessments were completed as per the plan for the year (Figure 5).

The collection now consists of well over one million items, which includes: 33,491 artifacts (averaging 2.2 items per artifact record); 27,367 pieces of catalogued trade literature; 83,420 catalogued photographs; and over 36,459 catalogued engineering drawings; the balance is made up largely of uncatalogued photographs and engineering drawings.

Figure (4)

Historical Research Plan — 2001–2002

Major Subject	Topic	Completed
Communications	Broadcasting	Yes
	Telephony	Yes
	Telegraphy	Rescheduled
Natural Resources	Energy Sources	Yes
	Power Generation (Exhibition)	Yes
Renewable Resources	Fisheries	Yes
	Agriculture (Exhibition)	Yes
Scientific Instrumentation	Log On (Exhibition)	Yes
Transportation	Horse-Drawn Vehicles (replaced by Metrology)	Yes
Aviation	Ballooning in Canada	Delayed
	Bush Flying in Canada — 1940–1970	Yes
	1909: An Illustrious Year (Web)	Yes
	Francophone Aviation In Canada 1910–1914 (Exhibition and Web)	Yes
	Transportation Safety Board (Exhibition)	Yes
	Bush Flying I — Island 3 (Exhibition)	Delayed
Multi-disciplinary	Innovation Canada /Hall of Fame (Exhibition and Web)	Yes
	CSTM/CN Photo Collection (Web)	Yes

The diverse nature of the Corporation's collection, its reflection of Canadian innovation, and its national representation, continued to be the focus of acquisition activity during the past fiscal year.



The “Tokamak” medium-scale thermonuclear reactor, was donated to the **Canada Science and Technology Museum** by the Centre canadien de

fusion magnétique, Hydro Québec, Varennes, Quebec, where it was used for research into the development of limitless non-polluting energy. Made in Canada by Canadian scientists and engineers, the “Tokamak” was in operation from 1981 until 1998. It remains an important example of nuclear fusion research in Canada, and its contribution to international programs during the last decades of the 20th century. It also illustrates the challenges faced by Canadian scientists in physics and physics engineering, giving visitors a valuable insight into the role of “Big Science” in Canada.

In recognition of its unique nature and technological significance, a collection of 69 radios of Canadian or western Canadian manufacture — donated by Robert Murray of Winnipeg, Manitoba — was granted Cultural Property Certification by the Canadian Cultural Property Export Review Board. Dating largely from 1921 to 1931, the collection represents the period during which the design of domestic radio receivers passed from its initial technical novelty for the adept amateur, to technical conformity and industrial consolidation.

While the documentation of significant yet obsolete technology may be one feature of acquisition, documentation of the persistence of technological processes offers another avenue for collection development. Responding to the needs of Canada's war effort in 1940, the government purchased large numbers of high-precision machine tools, for use in depots and factories across the nation. One of the major suppliers was the South Bend Lathe Works of South Bend, Indiana — then the world's largest exclusive manufacturer of metalworking precision lathes. A South Bend nine-inch Precision lathe was shipped to an RCAF repair depot in Manitoba in 1943. Declared surplus after the war, it was purchased by Paul “Henry” Ness of Banff, Alberta, who treasured and used the lathe until his 92nd year in 2000. It was subsequently donated by his family to the Canada Science and Technology Museum. Lathes of this type are considered affordable home-workshop machines with industrial accuracy, and are still sought-after and used today.

Based on a tradition established in Saskatchewan in 1947, “parattack” or “smokejumping” is a dramatic and sophisticated approach to the suppression of forest fires in Canada. Used to fight fires in remote and inaccessible areas, a contemporary parattack kit, acquired from the British Columbia Forestry Service, represents forest fire suppression technology at its most technically advanced. The kit consists of a Kevlar jumpsuit, helmet, ditty bag, letdown line, signal streamer and two parachutes.

Figure (5)

Collection Assessment Plan — 2001–2002

Major Subject	Topic	Result
Communications	Mechanical/Electronic Music Printing I	Revised to Telephony Completed
Natural Resources	Generating Equipment 1	Completed
Scientific Instrumentation	Physics (Revised to Meteorology)	Completed
Transportation	Rail Ship Building/Marine Engineering	Incomplete (Rescheduled) Completed
Renewable Resources	Ploughs	Completed

Other notable acquisitions included a “Gordon’s Card Press No. 1”: a printing press manufactured by the Joseph Hall Works of Oshawa, Ontario between 1868 and 1877, and a Hudson Greater Eight Series “T” touring sedan (1931). The vehicle had only two owners: originally purchased in St.-Hyacinthe, Quebec in 1931, it remained in the same family until 1987.



Acquired in support of the Canada Science and Technology Museum’s artifact collection, two collections of archival material were added to the Museum’s archive this fiscal year. Mechanical drawings and trade literature related to the production of Thibault firefighting vehicles (1939–1980), along with wooden patterns for a Richelieu pump mechanism, were donated to the Museum by Pierre Thibault Inc. Six hundred railway and engineering drawings, photographs and library material (1850s to 1870s) were donated to the Museum by Dr. R.J. Stewart of Toronto, and included material previously believed destroyed from the Canadian Locomotive Company of Kingston, Ontario.

At the **Canada Aviation Museum**, this year’s most important acquisition was undoubtedly the very first McDonnell Douglas CF-188B supersonic fighter to be accepted by the Canadian Forces in October 1982. This aircraft made a spectacular landing at Rockcliffe on October 18, 2001, using a mobile arresting gear mechanism which

allowed it to land on the Museum’s rather short runway.

Another remarkable and fascinating acquisition made this year was the personal journal kept by Flight Lieutenant Donaldson “Don” Scott Armstrong during the 21 months (July 1943 – May 1945) he spent as a prisoner of war in Germany. This unique document provides — among other things — a detailed account of daily life in Stalag Luft III, the prisoner-of-war camp from which 80 Allied prisoners tried to escape in March 1944: an event remembered as “The Great Escape.”

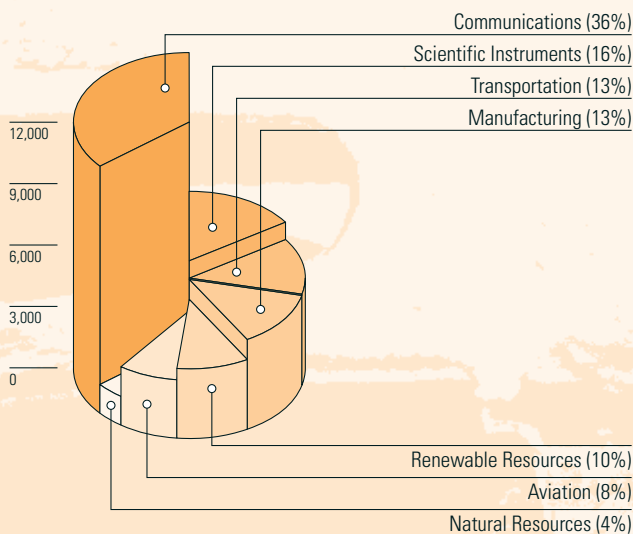


Air Canada’s impressive collection of audiovisual material also ranks among the more significant acquisitions made during the year. The hundreds of hours of images contained in these cassettes and films cover all aspects of the airline’s activities. As this country’s most important carrier, Air Canada has been in operation for almost 65 years, and its cinematic archives alone are a highly valuable resource, which will be of great use to the Museum.

The **Canada Agriculture Museum** made four significant acquisitions this year which greatly enhance its ability to interpret the breadth of agriculture in Canada. A large collection of apiary equipment was acquired from the estate of Mr. Robert Perrine, an active hobbyist beekeeper on the Niagara Peninsula from the early 1930s to his death in the late 1990s. The majority of these artifacts will be featured in the Museum’s upcoming exhibition on beekeeping, due to open in 2004.

Figure (6)

Collection Subject Areas



An extensive collection of beekeeping journals and books dating from the 1870s to the present was also acquired from the Special Collections Branch of the University of Guelph Library. With these materials, researchers will be able to trace changes in apiary technology, its marketing in North America, and the



development of beekeeping into a significant Canadian agricultural business.

A collection of market gardening and mixed farming artifacts was donated by the daughter and son of the founders of Brownsmere Farm, a market garden operation near Princeton, Ontario. The collection dates back to the 1940s and, although market gardening was clearly an important Canadian agricultural business, this acquisition is the first significant representation of this sort of enterprise in the collection.

A small collection of agricultural artifacts documenting mixed farming technology in the Eastern Townships of Quebec circa 1860 was also acquired through donation. This collection is noteworthy because it contains an early home-built hay rack and crafted wooden grain storage and maple sap handling containers, of which very few examples have survived.

MANAGEMENT

Collection management encompasses the activities required to manage objects accessioned into the collection. They fall into two categories: record-keeping and conservation.

Record-Keeping

The Corporation maintains records for each item in the collection from three perspectives: location and current museum 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. Documentation for each item includes all original records pertaining to the identity, provenance, and legal title of the item. The item is accurately identified, and information regarding significance, function, operability, history of owners, and use is prepared in a standard format for computerized storage and retrieval.

Cataloguing activity for the year saw 643 artifacts catalogued, 29 documented, 117 re-catalogued and/or enriched, and 403 pieces of trade literature were catalogued. An astonishing 13,655 artifact records were modified as collection services staff worked diligently to ensure the accuracy of the database prior to its transfer into the new KE Software Collection Management system. Although we missed the Corporation's artifact cataloguing target of 94 percent, we were very close — despite the emphasis on database cleanup — with 93.4 percent.



There was also a great deal of time and effort put into the development of the new collection management system. Several interesting remote-access sessions were spent working with the developer, as well as many hours reviewing more than forty new screens, each with numerous fields to fill in. During this period as well, effort was put into the translation of several key fields from the database, as well as the field and screen names themselves. The hope is that we will be able to quickly provide Internet access to the new system, within the first fiscal year of its delivery. The full set of screens, loaded with a preliminary set of mapped data, has now been delivered and a full review will take place shortly.

Conservation

Conservation reports are required for each object, in order to evaluate the physical condition of artifacts, and to define long-term conservation requirements. Conservation reports are intended to be a state-of-the-collection health checklist that 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 both when it was initially evaluated, and following each subsequent use — whether in an exhibition, a program, or for loan purposes. Additional resources were allocated this past year to reduce the backlog of artifacts requiring conservation reports. Over 1,000 artifacts were examined for the first time, as compared to the normal 300 artifacts per year. This figure includes the completion of reports on all artifacts in the astronomy and physics collections.

The Corporation has introduced environmental standards for collection storage in the areas of lighting, heating, humidity, security and maintenance — all of which help to determine how the collection should be housed and exhibited. Work continued on the media storage room which houses photographs, drawings and archival material. A relative humidity control module was fabricated and installed for humidifying cabinets housing technical drawings, photographic prints and other paper-based material. The module which conditions ambient room air to a user-defined specific RH was designed by the Canadian Conservation Institute as a cheaper alternative to providing RH control to an entire room or building. The unit has run smoothly and reliably since its installation. To date, the cabinets housing technical drawings have been connected to the system. Components for a second unit were purchased and will be used to provide RH-controlled air to display cases in the Canada Science and Technology Museum.

Conservation efforts during the year included supporting new exhibitions and interpretation programs at all three museums. A new exhibition entitled **Tractors** opened at the Canada Agriculture Museum.

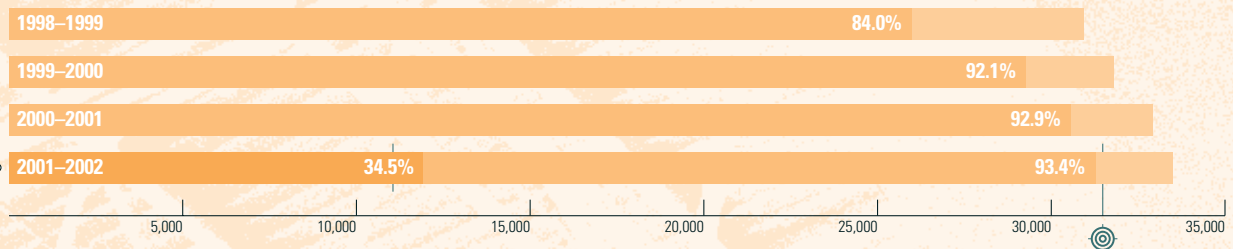


Conservation prepared 28 artifacts, including 10 tractors dating from a 1918 Sawyer Massey 20-40 to a 1970 Versatile. Artifact preparation continued for the new exhibition, **Innovation Canada**, at the Canada Science and Technology Museum, which will open in July 2002. At the Canada Aviation Museum, work was completed on the

Figure (7)

Percentage of the Collection Catalogued to CSTMC Standards

Target – 94%



Percentage of Collection with a Conservation Report Completed

Target – 33%

Messerschmitt Komet, which was installed in the World War II Island. Work began on replacing the fabric on the Curtiss HS-2L Flying Boat. Conservation was also involved with the exhibitions **Wind in the Wires** and **Artflight 2001**.

Artifacts were also prepared for over 20 interpretive programs for the three museums, including demonstrations of a 1921 Stanley Steamer, an Allis Chalmers G tractor, a 1923 Shay locomotive, a 1937 Hawker Hind, and a De Havilland Chipmunk. A number of artifacts were prepared and displayed at the 2001 International Ploughing Match which took place in Navan, Ontario, just outside Ottawa. Conservation staff demonstrated two early ditch-digging machines manufactured by the Buckeye Traction Ditching Company.

Conservation has a number of long-term projects underway. One such project — the preparation for long-term storage of the automobile collection, along with the motorized firefighting equipment — was completed this year. Another long-term project, involving the selection and reassembly of artifacts, has been underway for several years. One artifact — the first working electron accelerator in the world, built by the National Research Council — was pieced back together with the help of one of the original team members. This artifact will be included in the upcoming exhibition **Innovation Canada** at the Canada Science and Technology Museum.

Sharing Knowledge

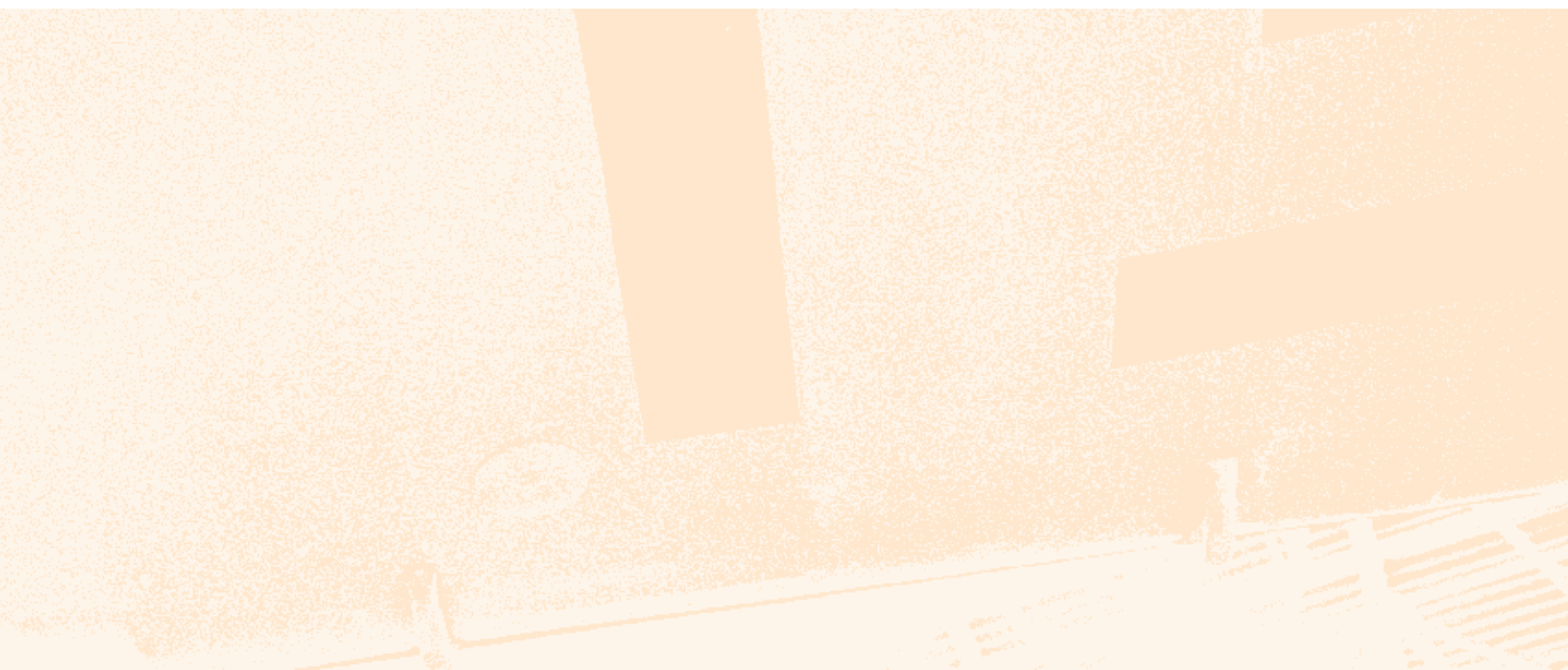
The primary reason for interpreting Canada's scientific and technological heritage is to provide Canadians with meaningful information about themselves and Canada. Just as the *Transformation of Canada* theme directs research and collection activities, it likewise guides the Corporation in its knowledge-dissemination activities. These typically depict the historical development of science and technology, provide information on objects in the collection, and review relationships between science, technology and Canadian society.

The Corporation seeks to engage Canadians in discovering, considering, and questioning past and present developments in science and technology, and their impact on society and individuals. The Corporation fosters a sense of identity and belonging for all Canadians, as well as pride in Canada's scientific and technological history and achievements. It also encourages active and informed participation by Canadians in the future development of our technological society.

The Corporation disseminates knowledge to its audiences in three primary ways: through its museums, its Web sites, and its publications.

Museums

The Corporation manages three museums for the visiting public. The ultimate purpose of a museum is to provide its visitors with learning experiences, and the Corporation builds on the unique characteristics of its three museums to shape this experience. Museums are places of informal, self-directed learning, imparting knowledge and encouraging curiosity, and contribute to learning at every stage of life.



Activities at each of the three museums are carried out in support of the following objective:

To provide an enriching museum experience to a broad public audience.

Museums traditionally offer exhibitions, complemented by interpretation activities, to visiting audiences. In selecting exhibition and program ideas, preference is given to those that afford the best opportunity to utilize curatorial expertise and display artifacts from the collection, while appealing to existing and/or potential visitors. Exhibition topics are selected, based on the range of experiences they afford, and must be thought-provoking, invite discovery, and allow for the acquisition of the widest possible range of knowledge.

A broad range of interpretive programming is offered to complement exhibitions and to broaden and enhance the visitor experience. These include school programs, demonstrations, workshops, tours, theatrical presentations and special events. All are aimed at increasing the public’s understanding of its scientific and technological heritage, while also illustrating the theories and principles of science and technology.

CANADA SCIENCE AND TECHNOLOGY MUSEUM

As Canada’s only museum of science and technology, the Museum is uniquely suited to promoting scientific and technological developments throughout the country. With this in mind, all divisions within the Museum have sought out partnerships and collaborations



with outside organizations in the private and public sectors. The Museum has successfully initiated a number of partnerships in the past year, and anticipates these developing into effective working relationships. Much of the groundwork was completed this year for two Memoranda of Understanding — one with the National Research Council of Canada, the other with the Canadian Space Agency. These agreements will result in the further preservation of artifacts associated with each of these agencies, as well as programming benefits for the public, and a greater focus on the great scientific and technological contributions being made by Canadians.

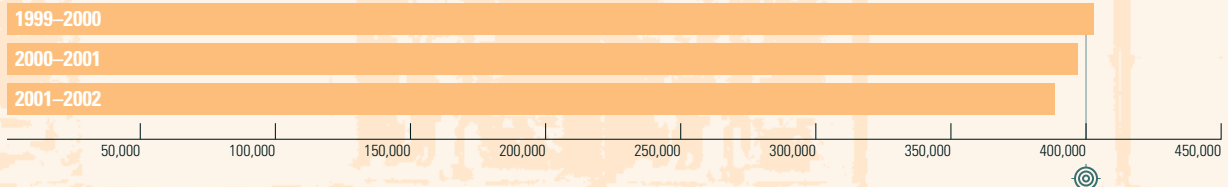
The Museum is also working with the Canadian Museum of Civilization (Gatineau), Ontario Science Centre (Toronto), Science World (Vancouver), the Centre des sciences de Montréal (Montreal), La Cité (Paris) and the Department of Foreign Affairs and International Trade, to create and open a large-scale exhibition, currently entitled **Canada and Modernity**, at La Cité in Paris, from November 2003 to April 2004. Programming will be extensive for the three months leading up to the official opening, as well as during the exhibition, and after it closes. Exhibitions and programs, on a smaller scale, are expected to open simultaneously at partner institutions.

The national media continues to cover the Canada Science and Technology Museum. Stories about the downlink transmission from Canadian astronaut Chris Hadfield in the Space Shuttle, to students at the CSTM, appeared in newspapers and the electronic media across Canada. Stories featuring the 1970 Manic GT and the 1927 McLaughlin Buick — two automobiles in the museum’s collection — were picked up in newspapers across the country.

Figures (8,9)

Canada Science and Technology Museum — Attendance

Target – 400,000



Exhibition Plan — 2001–2002

Exhibition	Schedule	Budget
Innovation Canada (Production)	Yes	Yes
Forest Fire Technology (Concept/Production)	*see note	
Locomotive Hall — Update	*	
Canada in Space — Update	*	
Women of Invention — Update (Travelling Exhibition)	*	
Canadarm — Update (Travelling Exhibition)	*	

**During the year, a number of opportunities manifested themselves for exhibition projects to be developed in collaboration with external partners, including sponsors. Involvement in these types of projects required CSTM staff resources. As a result, exhibitions planned for the year were delayed as priorities were reviewed.*

Exhibitions

New exhibition projects are being developed in collaboration with external partners, including sponsors. With staff resources as limited as they were, exhibitions planned for the year had to be delayed as priorities shifted to collaborative efforts. Priorities included **Innovation Canada**, a new exhibition celebrating Canadian invention and innovation, which is scheduled to open to the public on July 1, 2002, and an exhibition update with a key sponsor which is scheduled to open in December 2002.

The Museum, through its association with the International Committee of Museums of Science and Technology, is cooperating with a number of member institutions to create a travelling exhibition currently called **Instruments of Discovery**. Focused on the process of discovery, the exhibition will highlight the use of various tools or instruments — many of which are quite striking — and the role they, and the person who uses them, have played in shaping how we see the world. Other partnerships are being explored to enable the production of other travelling exhibitions in a cost-effective manner. These exhibitions, such as **Forest Fire Management**, will be presented at the Corporation's museums, both to test them, and to offer new products to our local visitors. They will subsequently be sent across Canada and to international markets to provide the world with an opportunity to experience our museum products. These new exhibitions will replace many of our existing travelling exhibitions, which are at the end of their lifecycles.

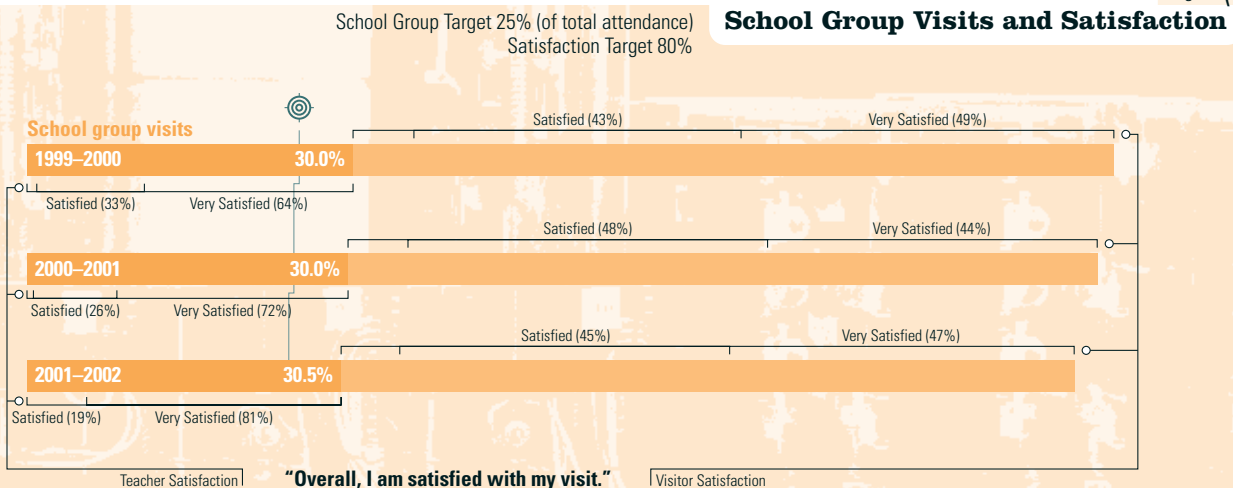
Interpretive and School Programs

Building outreach, and finding opportunities for partnering with other organizations and institutions, were also priorities for the Education and Interpretation Division in 2001–2002.

In collaboration with Canada's Sports Hall of Fame and the Canadian Ski Museum, the CSTM presented **Winter Sports in Canada**, a celebration of the role of sports during Canadian winters, and the achievements of famous sports figures such as hockey goaltender Ken Dryden and figure skater Barbara Ann Scott. Visitors to the Museum engaged in winter sports-themed displays, demonstrations and activities. These were presented over a three-month period, spanning the December Holiday and Spring Break programming seasons. During February, as part of the same three-month period, the National Capital Commission invited the CSTM to participate in Winterlude 2002. A dynamic science and technology show called *Toying with Science and Technology* was developed, then presented under the big tent in Jacques Cartier Park. This show was a major attraction at the site, and used gyroscopes, polymers, snowshoes, and a large dose of audience participation to entertain, amuse and teach scientific principles to over 8,700 people during the three weekends of this winter festival.



Figure (10)



For our virtual audiences, the CSTM partnered with a post-secondary training institution, the International Academy of Design and Technology, to develop new discovery games for the Museum's Internet site. Museum staff also adapted the *Looking at Light* school program into an outreach Web product for educators and students.

The CSTM enjoyed continuing success in its longstanding relationships with key interest groups. The popular Shay Locomotive, operated by the Bytown Railway Society in conjunction with the



Museum contributed to attendance at the Museum's thematic demonstrations. These reached 63 percent — or nearly 250,000 CSTM visitors — in 2001–2002. Special events included a celebration of the 100th anniversary of Guglielmo Marconi's first transatlantic radio signal, with the Ottawa

Valley Mobile Radio Club replicating the original transmission to Signal Hill in Newfoundland.

The school programs section also continued its success this year, with over 54,000 students and teachers engaging in a curriculum-linked experience. New programs included *Canadian Innovations* and *Inventions to Discover* and the *Engineering Challenge 2002*, in collaboration with the National Research Council of Canada and with Professional Engineers of Ontario. Summer camps at the

museum hosted 845 summer adventures in astronomy, engineering and science for budding young scientists.

Through all of these initiatives and more, the Education and Interpretation Division is rising to the challenges presented by new opportunities and new ways of doing business, while maintaining the quality and popularity of its core programming.

CANADA AVIATION MUSEUM

Positioning itself as the best museum of its kind in Canada, the Canada Aviation Museum judiciously directed its marketing efforts to a carefully selected group of audiences. Specific promotions were tailored to appropriate markets, and new partnerships — such as those with Les Jeux de la Francophonie and several entertainment venues — successfully attracted visitors from inside and outside the region. The Museum also achieved positive results by complementing an extensive print advertising strategy with local television and radio campaigns.

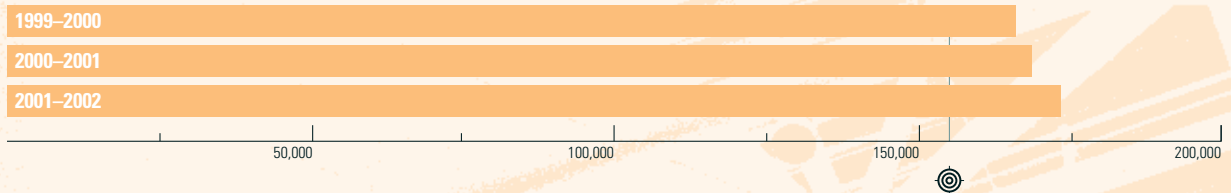
National audiences were frequently exposed to the Museum's messages via large-scale tourism promotions, which are increasingly focussed on cultural tourism offerings in the region. For example, the three component Museums participated in new provincial tourism initiatives — one of which, Winter Solstice, was noted as one of the top ten new winter products by the Canadian Tourism Commission.

The arrival of the CF-18, the international Artflight competition, the announcements of the DC-9 acquisition, and funding for the new storage hangar, as well as many high-quality exhibitions, programs and events, generated excellent media coverage for the Museum.

Figures (11,12)

Canada Aviation Museum — Attendance

Target – 155,000



Exhibition Plan — 2001–2002

Exhibition	Schedule	Budget
Wind in the Wires: A Scrapbook of Aviation 1909–1914	Yes	Yes
Artflight 2001	Yes	Yes
Transportation Safety Board	Delayed*	Yes
Bush Flying I — Update	Delayed**	

* Because of the September 11 tragedy, approvals from the Transportation Safety Board were delayed and resulted in the exhibition opening date being rescheduled to April 2002.

** As a result of the storage hangar construction project and the need to review the museum exhibition floor, a decision was taken to delay updates to the islands.

Appearing regularly in regional media and international aviation media, such coverage assists in efforts to attract visitors, share our knowledge and further expose the Canada Aviation Museum’s collection to a greater public.

The opening of new attractions in the region, and the holding of major events, could have been viewed as possible threats to achieving visitation targets. However, in this competitive market, the Museum is particularly pleased to have surpassed its visitation objectives, to reach an annual attendance of 174,000 visitors.

Successful partnerships with other organizations this year included a collaboration with the Elderhostel Association in June 2001 to offer our first all-day program aimed at the growing number of active older adults. We also partnered with the National Film Board in the launching of the film *Bush Pilot/Aviature* to an interested audience of aviation enthusiasts. The film’s director, Bruno Boulianne of Montreal, was present to host question-and-answer sessions.

Canada Day 2001 was a resounding success, attracting over 8,300 visitors and featuring a stellar performance by the Skyhawks, Canada’s premier parachute demonstration team. The full slate of



other activities throughout the day, in the air and on the ground, included a visit by Canadian Astronaut Chris Hadfield and members of the STS 100 mission.

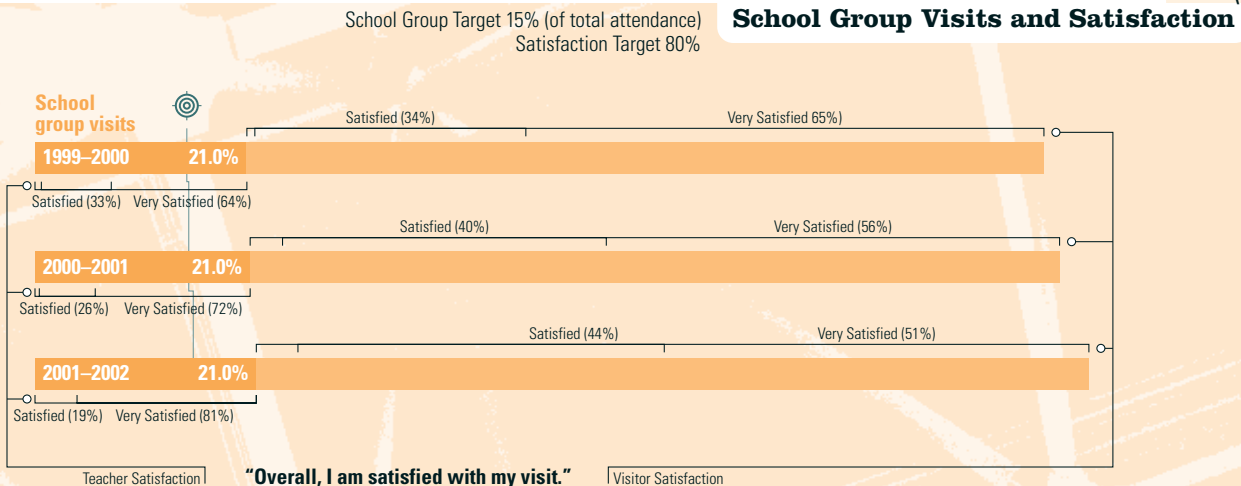
Exhibitions

Providing variety in the Museum’s public areas — despite the challenges posed by a focussed collection and a lack of exhibition space — remains a primary goal of the exhibitions program. This goal was successfully met on budget in 2001–2002. These constraints continue to demand creative approaches, and a willingness to try new materials and techniques for improving display and interpretation, with the ultimate objective of providing a great experience for each visitor.

Two important exhibitions were presented during the course of the year. The first was a continuation of the Museum’s exploration of the first century of powered flight. **Wind in the Wires: A Scrapbook of Aviation 1909–1914** attempted to give visitors a sense of the incredible excitement and wonder of the early days of Canadian aviation, as seen through the eyes of a couple of young Montrealers.

The other major exhibition was a greatly enlarged version of **Artflight**. For the first time, this well-established juried competition in aviation art was opened to the international community of aviation artists. Unveiled in conjunction with a joint conference of the Canadian Association of Aviation Artists and the American Society of Aviation Artists, the exhibition featured some 82 works from several countries. A show of this magnitude once again required a great deal of creative thinking about how to display so many works of art successfully, without hiding the aircraft on display throughout the Museum.

Figure (13)



The announcement that a new open-storage hangar facility would receive funding had a significant effect on the exhibition program. When it opens, the new facility will free up a substantial amount of exhibition space in the main building, providing a tremendous opportunity to display and interpret many more of the Museum's aeronautical treasures. The Museum's plan to undertake regular updates of the permanent display has therefore been set aside, in order to allow for a comprehensive review of the Museum floor.

Interpretive and School Programs

The Museum ventured modestly into costumed interpretation this year. Interpreters representing a young Montreal brother and sister welcomed summer visitors to the years 1909–1914 — the setting of our exhibition *Wind in the Wires* — and regaled them with a sense of awe and enthusiasm for aviation during its earliest days. Another interpreter portrayed Mabel Bell — the wife of Alexander Graham Bell — at special events, where she proudly recounted her contribution to the formation of the Aerial Experiment Association and the success of the Silver Dart: the aircraft that made the first powered flight in Canada at Baddeck, Nova Scotia.

The Museum's school programs attracted the same number of participants and groups as in the previous year. This was gratifying, considering that local school budgets have been reduced. A total of 12 school program modules were offered for students from kindergarten to high school. A wide array of aviation topics were covered, ranging from *An Introduction to the Properties of Air* to *The Significant Influence of Aviation on Northern Communities*. The

Museum continued to receive positive reviews of its school programs, as evidenced by a high teacher satisfaction rate of 95 percent. A redesign of the Museum's school programs brochure, introducing the "Target the Museum" theme, was very well received, and promoted the Museum as an exciting educational destination in the National Capital Region.

CANADA AGRICULTURE MUSEUM

The Canada Agriculture Museum continues to achieve success as the only museum in Canada that is



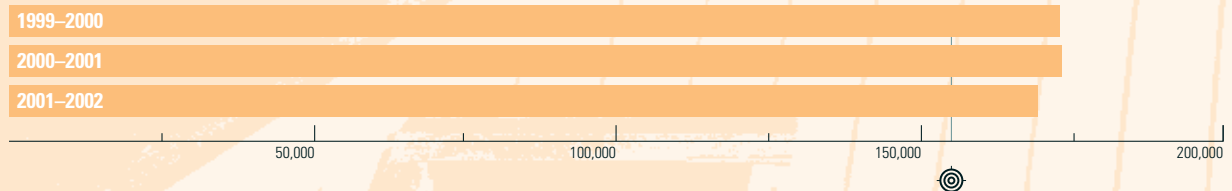
devoted to interpreting agriculture from a national perspective. Its unique collection of heritage and commercial breeds of livestock, and its collection of agricultural technology, form the basis for a range of interactive exhibitions and engaging school and public programs. This past year, the Museum focused on attracting new audiences by opening a new exhibition and creating new school and public programs, while building on the innovative approaches that staff have developed to connect visitors with agriculture. While ongoing partnerships have always been key to the Museum's success, this past year saw the fostering of several new relationships.

The Museum participated in several agricultural fairs this year. At Rural Expo 2001, Ontario's annual International Ploughing Match, three ditchers from the Museum's extensive artifact collection were on display for the Fair's almost 125,000 visitors. The engine of the gas-powered ditcher could be heard from all corners of the fair-ground, attracting buffs from far and wide to the demonstrations. At

Figures (14,15)

Canada Agriculture Museum — Attendance

Target – 155,000



Exhibition Plan — 2001–2002

Exhibition	Schedule	Budget
Tractors (Production)	Yes	Yes
Beekeeping Technology (Concept)	Yes	Yes

the Royal Winter Fair, the Museum once again took part in the Canadian government display. A museum interpreter demonstrated butter-churning for hundreds of visitors, and served tastings on crackers, along with information on the history of butter.

Staff of the Canada Agriculture Museum presented sessions at the Association for Living History, Farm and Agriculture Museums (ALHFAM) conference at Williamsburg, and at the International Association of Agriculture Museums (AIMA) outside Koln, Germany. A member of the Canada Agriculture Museum staff was elected to the Board of the ALHFAM and another was appointed to the presidency of the AIMA.

The Museum participated in a Canada/Mexico professional exchange on environmental education and sustainable development. Fifteen Canadians visited several sites and organizations in and around Mexico City from February 28 to March 10, 2002. The Mexican participants will be visiting Canada from May 23 to June 2, 2002. They will tour the Canada Agriculture Museum and participate in a workshop on how the Museum could present concepts of sustainable development in agriculture.

In addition to educating and entertaining through exhibitions and programming on its campus, the Canada Agriculture Museum produced two interpretive tools to disseminate curatorial research during 2001. A Web-based *Collection Profile* focusing on the museum's collection of threshing artifacts traces the development of that technology from hand tool to combine harvester. A *Curator's Choice* in

paper and Web formats — highlighting three tractors from the Museum's collection and launched to coincide with the opening of the new **Tractors** exhibition — traces the development of that technology and its introduction to Canadian farms.

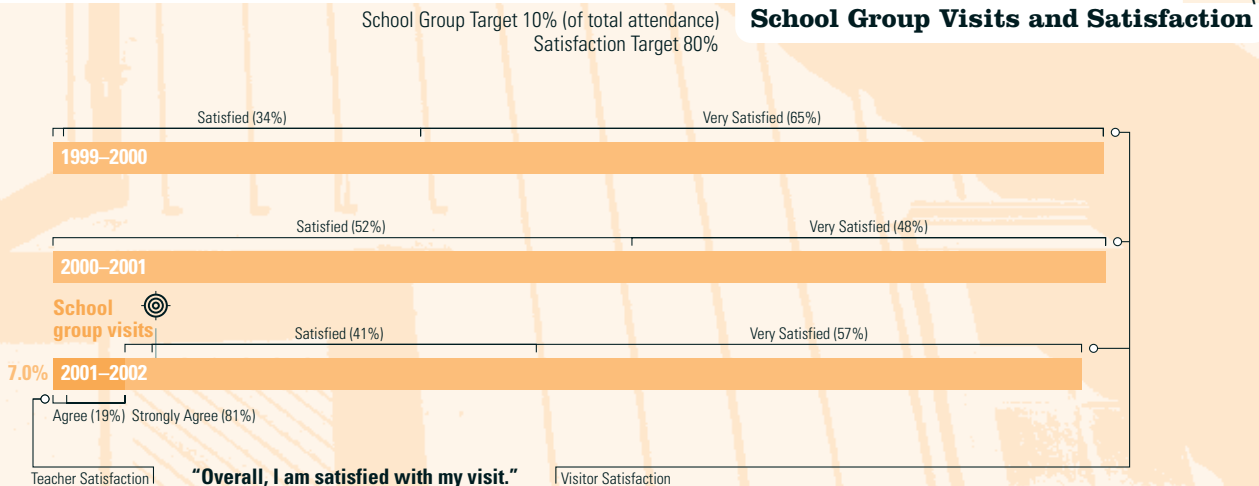
Exhibitions

On March 1, 2002 a new exhibition, **Tractors**, opened to the public. Designed to appeal to our existing audiences and to attract new audiences such as tractor buffs and farmers, **Tractors** shows how the tractor evolved from an unfamiliar oddity on Canadian farms, to a commonplace tool, in less than 100 years. The exhibition features tractors and other artifacts from the Museum's national collection, recorded memories and impressions of the Canadians who drove

them, a modern tractor cab that simulates the movement of a tractor in the field, and a multimedia database on tractors used in Canada throughout the past century. The Honourable Lyle Vanclief, Minister of Agriculture, officiated at a special preview opening. Other notable guests were Mrs. Hazel MacRae, widow of Ivan MacRae, who led Cockshutt Plow Company design team that developed the world's first independent live Power Take Off, and Mr. Philip Cockshutt, great-grandson of the Cockshutt family, builders of the Cockshutt 30: the first tractor to feature independent live Power Take Off. The Museum received Canada-wide



Figure (16)



media exposure for the exhibition, including articles in daily newspapers in cities such as Whitehorse, Yukon; St John's, Newfoundland, and Victoria, British Columbia.

Work began on a new exhibition on beekeeping technology, which will be located in the second exhibition space at the Museum in 2004.

Interpretive and School Programs

In its seventh full year of programming, the Museum built upon its established successful programs and presented several new programs which targeted new audiences and involved new partners. Major special events which have become well-known seasonal outings for visitors, such as the Sheep Shearing Festival, Ice Cream Festival and Easter at the Farm, were well attended and involved local farmers, Rare Breeds Canada, the 4H, and other organizations. A special Breads of the Francophonie program welcomed the multicultural community — including demonstrations of bread-making from Rwanda, the Congo and Cameroon — into the Museum as part of the Jeux de la Francophonie. Regular daily interpretation involved visitors in real agricultural activities and food production, as did the Day Camp program, which operated at 100 percent capacity for the four camps over 8 weeks, enabling nearly 700 children age 4 to 14 to participate in the workings of a farm. An expanded and revamped two-week Junior Farmer Day Camp allowed young teens, ages 12 to 14, to work closely with farm staff and to discover careers in agriculture.

In its school programming, the Museum continued to develop its expertise in agricultural education for elementary school children while broadening its offerings. For the first time, school programs

targeted junior high and high school students, with new programs on animal genetics, and ecosystems and agriculture. Important partnerships were fostered, including one with the Ottawa-Carleton Agriculture Awareness Committee, which presented a one-day

event, A Slice of Farming at the Museum. Closer ties were also developed with the Department of Education at the University of Ottawa, which requested presentations to their students on several occasions. In response to a request from organizers of the International Ploughing Match, a school program on structures and mechanisms was created, which focused on the development of plough technology in Canada. This program was the centrepiece of the IPM's educational section, and was presented to several hundred Grade 4 students.

Farm Operations

A farmer needs to constantly assess his operation in order to improve it. The Canada Agriculture Museum is a working farm, and follows the same review and evaluation process. The main dairy barn was built in 1914, and its interior layout was modernized in the early 1960s to house the Dairy Showcase. This past year, guided by the



Canadian Science and Engineering Hall of Fame

Every one of us has benefitted from the discoveries and products of the outstanding Canadians presented in the Canadian Science and Engineering Hall of Fame. The relocation of the Canadian Science and Engineering Hall of Fame as a core component of the Museum's newest exhibition **Innovation Canada**, (opening in July 2002), will give the Hall of Fame the international recognition it deserves. The Hall of Fame honours Canadians who have made outstanding contributions in the fields of science and engineering, and presents role models who will attract young Canadians to careers in science, engineering and technology. Public and VIP events were linked with this year's prestigious Canadian Science and Engineering Hall of Fame induction ceremony, building an opportunity for exhibition development teams to showcase and test prototypes of new exhibits with members, the general public, and important representatives from the private and public sectors. This past year saw the induction of two new members into the Canadian Science and Engineering Hall of Fame: Dr. Pierre Dansereau and Dr. Charles Robert Scriver.

The Canadian Science and Engineering Hall of Fame received Canada-wide exposure in the magazine *Canadian Technology*, delivered to one million households.

recommendations of our veterinarian, the Museum embarked on a major renovation project to increase cow comfort and to provide an area for dry cows (cows in the last two months of their pregnancy). The concrete and rubber mats on which the cows were lying were changed to sand and chopped straw. In addition, some of the hardware in front of each cow was removed to allow them to stretch out when lying down. The old water bowls were replaced with high-flow water bowls which permit each cow a faster intake of water. Comfortable cows have fewer injuries, increased milk production and decreased veterinary costs, thereby making our dairy operation more efficient and profitable.

Web Sites

Information technologies in general, and the World Wide Web in particular, have given museums unprecedented opportunities to reach greater audiences than could ever be welcomed to their physical sites. The Web also provides a new way for Museums to facilitate public access to their collections and research.

The Corporation's use of the Web is carried out in support of the following objective:

To make the Corporation's knowledge base available to a national and international audience.

A major milestone was achieved this past year, with improved access to the collection and library databases. Significant progress was made on collection management software which will permit

Web access to much of the collection database, including images. Similarly, a functioning prototype of the Web-based on-line public access catalogue (OPAC), for the Corporation's database of library holdings, was developed and tested. The OPAC system will be deployed both to internal users and the public in the coming year.

Existing on-line collections, such as the CN Images of Canada Web Gallery, were significantly expanded, with an additional 2,600 images added to the site. In addition, research publications such as *Collection Profiles* and *Curator's Choice* were produced in electronic format for the Web, with three new issues of *Curator's Choice* as well as three new *Collection Profiles*. The Canadian Science and Engineering Hall of Fame was also featured on the Canada Science and Technology Museum Web site, showcasing this year's inductees. Other features which could be viewed on the Corporation's Web sites included "Arctic Diary", in which a Canadian and American expedition team travelled to Canadian Forces Station Alert on the Arctic Ocean.

The Canada Aviation Museum's Web site has enjoyed increased traffic, and the content and layout of the Web site has been designed to give users easier access to the information they seek. Information concerning programs and exhibitions changes almost weekly, and is one of the most popular features of the Web site. Web essays also continue to be a draw for visitors, and are downloaded regularly. Other highly popular areas of the site include the collection and digital archives. Many visitors are interested in information regarding the Avro Arrow and the pages dedicated to this aircraft are always in the top five most-requested pages on the Web site. The focus in the coming year will be to create and publish more Web essays, to

Dr. Pierre Dansereau



Dr. Pierre Dansereau is a renowned botanist and a pioneer in the science of ecology — the study of how environments work as dynamic living systems. He began by studying natural environments, then applied the principals of ecology to environments built by humans, and to the links between human and natural environments. Thanks to his work, environmental impact studies are now part of urban planning and development. Dr. Dansereau helped bring many areas of study together — botany, geology, urban development and agriculture — providing new insights and creating new disciplines.

Dr. Charles Robert Scriver



Dr. Charles Robert Scriver is a renowned medical geneticist. He has studied the basic blueprint of the human body — the genome — and discovered a dozen inherited metabolic diseases. Understanding these genetic connections has led to more research, better diagnosis, and improved prevention and treatment programs. Scriver helped establish a neonatal testing program in Quebec, and a special food bank for children with metabolic disorders. He has developed a model genetic screening program and set up an on-line database for information exchange.

INDUCTEE
HALL OF FAME
FANTASION
INDUCTEE

produce more content regarding the collection, and to develop a new interface, resulting in a Web site that will push the envelope for aviation and museum sites.

In the School Zone on the Canada Science and Technology Web site, games for kids were developed, and deployment was planned for the coming fiscal year for the “House of Innovations” and “Innovation in Canada.” The “Invention Gallery” was also developed to showcase children’s inventions.

The Corporation also initiated a project to look at Web development. A Request for Proposal (RFP) was issued to assess approaches for the development of a Corporate Web site, the interactivity of our Web sites, and ways of defining current and potential Web audiences, e-donations and on-line boutiques.

This past year was also rich in partnerships and participation in Web initiatives. The Corporation was a founding partner and ongoing active contributor to the Images Canada Web portal (<http://www.ImagesCanada.ca>), to the Virtual Museum (<http://www.VirtualMuseum.ca>), and had its corporate profile featured on the Public Service Commission’s newly revamped IT recruitment website (<http://www.jobs.gc.ca/it-ti/who/cstmc>).

In reaching a broader national and international audience, the Corporation created strategic links with Canadian Heritage (<http://www.pch.gc.ca>) and Culture Canada (<http://www.aboriginal.canada.gc.ca>).

The Corporation’s Web sites received a number of awards, including the Cool Canuck Award which recognizes sites featuring quality Canadian content, aimed at all ages. (<http://www.coolcanuckaward.ca/canada.htm>). The Canada Agriculture Museum’s Web site was selected by UNESCO to appear on a CD-ROM entitled *Millennium Guide to Cultural Resources on the Web*. The CD-ROM was included with UNESCO’s *World Culture Report 2000*.

Publications

The accumulated knowledge resulting from research, collection and preservation activities must be shared with the world at large, in order to promote understanding of Canada’s scientific and technological heritage. An essential means of outreach, the Corporation’s publications continue to attract and serve both generalist and specialist audiences in Canada and internationally.

Publication activities are carried out in support of the following objective:

To make the Corporation’s knowledge base available to a national and international audience.

Canada’s “New Main Street”: The Trans-Canada Highway as Idea and Reality, 1912–1956, was published in the Canada Science and Technology Museum’s research report series as *Transformation 11*, and celebrates the 40th anniversary of the opening of this significant feat of Canadian engineering. Research for the publication was completed in cooperation with the University of Ottawa.



The Corporation's commitment to the fostering of an enlivening interdisciplinary view of our heritage is expressed through the Museum's journal, the *Material History Review* (MHR). The first of two issues published during the year (#53) included staff submissions related to the development of the Canadian fire-vehicle industry, and the research potential of the CSTM/CN Photo Collection. *Popular Culture* was the title of a theme issue (#54) guest-edited by Christopher S. Clarke, former Chief Historian of the Strong Museum, Rochester, N.Y. The issue featured book reviews and an article on the popular culture of seafaring, contributed by Museum staff. A telephone survey of MHR readers and potential readers at universities across Canada and the United States was completed in partnership with Memorial University, Newfoundland. This survey provided vital information regarding current use of the journal, as well as recommendations for future directions. One such recommendation was for more MHR content on the Web site, although most respondents did not want this at the expense of the print format.

Three new titles of the popular exhibition-based *Curator's Choice* publication were produced for print and electronic format: *The Locomotive Hall*, *Collecting and Collections*, and *Tractors*. *Collecting and Collections* was aimed at younger readers, and utilized a variety of exhibition artifacts to explain why and how the museums collect. *Tractors* was designed to complement the Canada Agriculture Museum's new exhibition of the same name.

Published in electronic format only, *Collection Profiles* deal with the development of specific technologies as illustrated in the Corporation's collection. *Television*, *Rail* and *Threshing Machines* were introduced this year.

A Closer Look is a new Web based publication offering detailed studies of specific artifacts from the CSTM collection. The introductory title for the series, *The Nocturnal*, considers the history, science and construction of this mariner's navigational instrument.



Support Activities

A number of activities are carried out in support of the Corporation's museological activities. These include facilities management, revenue generation and administration.

Facilities Management

Facilities are an integral part of museum operations. They do more than house staff; they also provide a venue for the public, and housing for the collection.

Facilities have a profound effect on museum visitation. Appropriate museum architecture attracts visitors, contributes atmosphere, and becomes part of the public image — a symbol of the institution's mandate. A large number of comments by visitors allude to their satisfaction or dissatisfaction with the quality of our facilities and related services. Providing services for museum visitors requires special efforts not associated with office space.

Similarly, the provision of appropriate collection storage is essential for the long-term safeguarding of the collection. This requires control over all environmental factors which can become agents of deterioration. The size of some artifacts in the collection also raises specific needs in terms of access and the ability to move these artifacts when required.

Facility activities are carried out in support of the following objective:

To provide quality venues for public programming activities and protection of the collection, and to promote operational effectiveness.

The provision and maintenance of appropriate facilities are, therefore, of critical importance. Currently, all of the Corporation's buildings meet applicable health, safety and building codes.

Facility projects during the past year included creation of an appropriate office environment for the cataloguing activity, which had previously been part of the warehouse space. At the Canada Science and Technology Museum, improvements were made to the existing fire exit route in the Locomotive Hall, to better provide for visitor safety. Functional efficiencies were considered where deemed possible. A review of leases, in conjunction with the feasibility study for a new building for the Canada Science and Technology Museum, is on-going to ensure that a more cohesive long-term strategy is in place. Significant work was completed on the museum building's brickwork to reduce heat loss and improve the building's heating efficiency.

The roof membrane at the Canada Aviation Museum had to be replaced much earlier than had been anticipated. A modification to the heating and cooling systems at the Museum was also initiated, in an effort to reduce consumption of electricity, helping the environment while reducing costs.

A renovation project in the Dairy Barn was undertaken at the Canada Agriculture Museum, to improve the comfort of the dairy herd by increasing the size of cattle stalls. These changes were recommended by a veterinarian, and it is anticipated that the herd's milk production will increase as a result. A second project to improve milk production saw an increase in the number of available stalls. This will make it possible to rotate the herd within the barn, allowing the more

Figure (17)

Corporation Facilities — Conformity to Applicable Codes

Category	Health/Safety Codes	Building Codes
Public Spaces	100%	100%
Office Spaces	100%	100%
Storage Spaces	100%	100%

productive cows to be on the milking system, while less productive cows are cared for in a separate area.

The Corporation occupies a total of 61,300 square metres, at a cost of \$132 per square metre. Costs exceeded last year's cost of \$122 per square metre, due primarily to increased amortization expenses resulting from improvements to facilities.

Revenue Generation

Revenue generation provides a means for the Corporation to supplement its government appropriation, thereby contributing to the fulfilment of its mandate. The success of revenue-generating initiatives depends on a sound knowledge of markets, and the development of attractive and saleable products.

Revenue-generating activities can also help the Corporation to establish links with its supporters and with various communities. The Corporation and its museums can benefit from strengthening these alliances, whether to individuals, through activities such as its membership program, or to the corporate sector through sponsorship initiatives.

Revenue-generating activities are carried out in support of the following objective:

To increase the financial resources available to the Corporation for the fulfilment of its mandate.

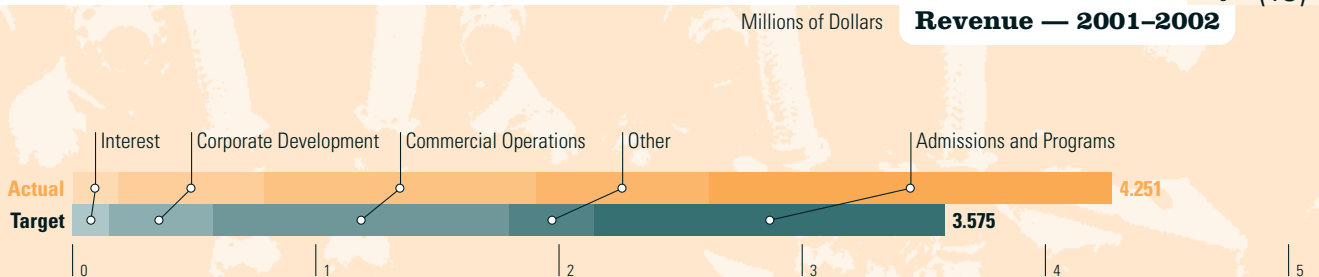
The Corporation continues to supplement its operating budget from admissions, the sale of its products and services, and sponsorships and donations. The Corporation also generates resources (services and money) through the active solicitation of volunteers and members. It will continue to charge appropriate admission fees in light of factors such as increasing costs, product improvement and market tolerance. Figure 18 identifies areas of revenue generation, and performance achieved against established targets.

Total revenues for the year were \$4.251 million exceeding the revenue target of \$3.575 million. This total was 13 percent more than the previous year, thanks to continued strong demand for the Corporation's educational and group programs, and new sponsorship agreements.

In addition to educational and other group programs, cost recoveries also include admission fees, revenues from the sale of farm products (mainly milk) at the Canada Agriculture Museum, and revenue from programs like the air experience at the Canada Aviation Museum and travelling exhibitions.

The development of sales through the Web site stores was delayed by a lack of resources. In addition, revenue from the Simex™ simulator experience has continued to be affected by price reductions which were intended to increase school group participation.

Figure (18)



Total revenues for Corporate Development, which includes membership, sponsorship and philanthropic fundraising, were \$501,000. This figure does not include the additional \$25,000 of in-kind sponsorship fees paid to the Corporation, and the \$186,000 in cash contributions directed to specific trust accounts as a result of fundraising efforts. In addition, the Corporation continues to service sponsors that have contractually committed to paying \$605,000 in cash rights fees, which will be realized by the Corporation over the next four years.

In fundraising, the Corporation successfully completed its fifth annual appeal for the Canada Aviation Museum and its second annual appeals for both the Canada Science and Technology Museum and the Canada Agriculture Museum. In addition, the fundraising program secured foundation grants for projects at all three Museums, and continued to secure future gift commitments through its planned giving program.

The membership program continued to grow, surpassing its \$200,000 revenue target, while at the same time incurring fewer expenses than originally forecasted. This growth continues to be the result of increased membership promotion and effective renewal campaigns. In the category of paid visits by the local general public, members continue to account for a large percentage of the Corporation's visitors. Members' Only events, including the Members' Appreciation Day at the Canada Aviation Museum, the Members' Halloween Party at the Canada Agriculture Museum, and the Members' Holiday Event at the Canada Science and Technology Museum, were very well attended by members.

During the year the Corporation's fundraising and membership programs investigated new strategies for on-line giving and membership sales, in order to capitalize on increased visitation to the Corporation's three Web sites. Corporate Development will continue to work with various areas of the Corporation for the purpose of further developing these strategies.

Administration

Administrative activities include the provision of advice, support services and control of resources. The Corporation endeavours to optimize its investment in administrative activities by striking a balance between cost and quality of service.

Administrative activities are carried out in support of the following objective:

To provide effective and efficient services within a framework of appropriate management control.

As a federal Crown corporation, the CSTMC is subject to numerous pieces of legislation and many regulations and government policies. The Corporation's strategy may be summarized as good corporate citizenship; that is, the Corporation strives to ensure that it operates effectively, efficiently and economically in accordance with legislative requirements, sound business practices and ethical management standards. The Corporation recognizes the importance of its workforce, and its contribution to the accomplishment of its mandate and objectives.



Progress continued on the development of a new classification system for the Corporation. The workload was very demanding on the staff involved in the first phase of the process, but it is anticipated that the system will be completed by the end of the next fiscal year.

The Corporation met its objective of limiting its administrative overhead, (including the core administrative functions of Finance, Human Resources, and Administrative Services; the Directorate and Board of Trustees; and those Facilities, Protection and Common Services costs which cannot be attributed to any operational activity) to 18 percent of total operating costs.



Internal Audit and Evaluation

Internal Audit

The Canada Science and Technology Museum Corporation, in accordance with Section 131(1) of the *Financial Administration Act*, has an annual internal audit program which is carried out by contract auditors. This program is supplemented by an annual audit of the Corporation's financial statements by the Auditor General of Canada.

As part of its annual internal audit program, the Corporation completed an audit on health and safety management. Implementing safety policies effectively within the Canada Science and Technology Museum Corporation is challenging for a number of reasons. Workers range from summer students, volunteers, and contractors to full- and part-time staff. The Corporation operates a number of different workshops using mechanical and electrical equipment, a conservation unit in which toxic chemicals are used, and a fully operational farm, resulting in a wide range of potential work-related hazards. As members of the general public interact within the same environment, the Corporation has an obligation to ensure the safety of visitors to its facilities, while also ensuring the safety of staff.

A contract was signed with the firm of PHF Services Inc. to review the Corporation's health and safety policies and practices, in light of its unique environment. As a result, a series of recommendations were identified, and an action plan addressing the recommendations was developed and presented to the Audit Committee of the Board of Trustees. Implementation of the action plan will continue throughout the next fiscal year.

As part of the audit function, the Audit Committee of the Board of Trustees reviewed its practices in light of the Auditor General of Canada's Chapter 18 on Corporate Governance. The intention of the review was to ensure that the practices of the Audit Committee were in keeping with the best practices identified in the report. Draft Terms of Reference for the Audit Committee were developed, based on the Corporation's General Bylaw, on the requirements as stated in the *Financial Administration Act*, and on the best practices identified in Chapter 18.

Evaluation

The theme for evaluation and research this year was implementing the tools for efficient data-gathering, analysis, and reporting. Already-established tools and processes continued to provide visitor information to development and management teams.

Visitor intercept surveys continued at all three museums, capturing an entire year's worth of data by Summer 2001. In addition to sampling the various "museum seasons", this data enabled us to prepare annual statistics that are truly representative of the entire year. As a result, complete visitor profiles were prepared for the Canada Science and Technology Museum, the Canada Aviation Museum, and the Canada Agriculture Museum, and presented to the Corporation's Board of Trustees. As usual, seasonal results were provided to each museum and to the Corporate Intranet. Progress in automating data-gathering continued, with the installation of a SurveyWorks computer kiosk at the Canada Aviation Museum. With the assistance of Visitor Services, surveys are now being



administered there via the kiosk. A side benefit of this system is its ability to gather electronic comment cards, reducing the need to enter written visitor comments into our computers and sending comment data quickly to museum staff.

Visitor data and other sources were integral to carrying out our first “brand audit”, providing information about visitor satisfaction, visiting patterns and changing demographics at the Canada Science and Technology Museum. Visitor Survey and Lasergate admission data were subjected to data-mining techniques to uncover causes of declining attendance. Local family visit frequency had declined, as had non-local visitor satisfaction. In an effort to understand this trend, a series of focus groups were undertaken, covering the spectrum of visiting behaviour. Although Museum members still found the Museum to be a valuable experience, lapsed and non-members indicated some dissatisfaction with the ageing museum, or lack of knowledge of what the museum offers. A telephone survey of the local region indicated that, although advertisements for the Canada Science and Technology Museum (and for the Canada Agriculture Museum and the Canada Aviation Museum) were seen by a significant proportion of the market, other destinations competed for people’s attention. The completed Brand Audit will serve as a template for similar exercises at the Canada Agriculture Museum and the Canada Aviation Museum.

Mystery Visits took place at the museums over the Summer–Fall period, and indicated that staff, programs and exhibitions were performing well at all three sites. The Canada Aviation Museum saw a distinct improvement over last year. Visitor wayfinding at the Canada

Science and Technology Museum, and services at the Canada Agriculture Museum continue to be a problem.

The Canada Science and Technology Museum and the Canada Agriculture Museum continued to be active in their use of evaluation research in exhibition development, and in carrying out front-end studies for upcoming beekeeping and communication exhibits. Formative work assisted the **Tractors** and **Innovation Canada** exhibition teams in refining their designs and interactive elements. Some particularly heartwarming visitor feedback occurred during the latter study, when the spouse of one of the Canadians honoured in the Hall of Fame display sent a personal note to the Museum, thanking us for doing this work. The experience built up in the exhibitions group enabled staff to organize and present a seminar on exhibition evaluation, attracting participants from many local agencies and institutions.

In an effort to better disseminate study results and stimulate interest in visitor issues, Evaluation and Research initiated a monthly electronic newsletter for Corporation staff. This does not replace the normal distribution of research results to clients and stakeholders, but staff interest has nevertheless been high, with over fifty subscribers. Other initiatives designed to share information with outside partners have begun to pay off, and the Canadian Museum of Civilization and Department of Foreign Affairs and International Trade provided useful information about their visitors and international exhibits, respectively.



Canada Science and Technology Museum Corporation	2001–2002	2000–2001
Collection Development and Management		
Number of artifact collection records	33,491	32,913
Number of artifacts acquired	671	608
Percentage of artifacts acquired by donation	77.5%	86%
Number of artifacts on loan	422	509
Reduction in cataloguing backlog	789	183
Number of library titles catalogued	4,929	3,476
Number of library titles acquired	5,250	4,596
Number of papers/lectures presented	19	21
Number of refereed publications produced	6	4
Number of other publications produced	10	17
Number of research enquiries handled <i>(Libraries, Curatorial & Science Information – approximate)</i>	2,500	4,085
Number of people viewing artifacts on loan	1,023,780	1,348,780

Canada Science and Technology Museum	2001–2002	2000–2001
Museum Access and Use		
Number of school group visits	3,271	3,073
Number of participants in school group visits	118,576	117,306
Number of school program modules offered	43	28
Number of demonstrations, tours and workshops given	6,909	5,118
Number of people participating in demonstrations, tours and workshops	257,548	170,616
Number of special events held	20	21
Number of participants in special events	82,804	92,588
Number of travelling exhibitions on tour	4	2
Number of venues receiving travelling exhibitions	6	4
Number of visitors to travelling exhibitions (estimated)	62,000	1,409,580*
Number of off-site demonstrations or events	1	9
Number of visitors to off-site demonstrations or events	8,742	2,500
Other use of facilities (number of participants)	6,309	6,665
Number of Web site visitors	784,000	540,000

* *Canadam* was at the CNE

The Year in Statistics — 2001–2002

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

Canada Aviation Museum**2001–2002****2000–2001****Museum Access and Use**

Number of school group visits	1,133	1,108
Number of participants in school group visits	36,733	36,000
Number of school program modules offered	12	15
Number of demonstrations, tours and workshops given	3,163	3,222
Number of people participating in demonstrations, tours and workshops	72,000	70,143
Number of off-site demonstrations or events	10	9
Number of visitors to off-site demonstrations or events	22,000	21,020
Other use of facilities (number of participants)	4,250	5,200
Number of Web site visitors	381,311	365,000

Canada Agriculture Museum**2001–2002****2000–2001****Museum Access and Use**

Number of school group visits	440	500
Number of participants in school group visits	14,402	14,355
Number of school program modules offered	34	28
Number of demonstrations, tours and workshops given	3,764	2,756
Number of people participating in demonstrations, tours and workshops	83,260	90,545
Number of off-site demonstrations or events	8	3
Number of visitors to off-site demonstrations or events	225,000	175,000
Other use of facilities (number of participants)	688	2,225
Number of Web site visitors	78,236	25,675



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-law 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

Chief Executive Officer



Fernand Proulx

Executive Director Finance, Administration and Facilities

June 7, 2002



AUDITOR GENERAL OF CANADA

VÉRIFICATEUR GÉNÉRAL DU CANADA

AUDITOR'S REPORT

To the Minister of Canadian Heritage

I have audited the balance sheet of the National Museum of Science and Technology as at March 31, 2002 and the statements of operations, 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, 2002 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-law of the Corporation.

A handwritten signature in black ink, appearing to read 'R. Flageole'.

Richard Flageole, FCA
Assistant Auditor General
for the Auditor General of Canada

Ottawa, Canada
June 7, 2002

Balance Sheet

AS AT MARCH 31

(IN THOUSANDS OF DOLLARS)

	2002	2001
ASSETS		
Current		
Cash and short-term investments <i>(Note 3)</i>	\$ 3,577	\$ 1,678
Accounts receivable		
Government departments	1,459	3,490
Others	358	418
Inventories	412	403
Prepaid expenses	409	233
	6,215	6,222
Restricted cash and investments	344	241
Collection <i>(Note 4)</i>	1	1
Capital assets <i>(Note 5)</i>	9,955	8,885
	\$ 16,515	\$ 15,349

LIABILITIES AND EQUITY OF CANADA

Current		
Accounts payable and accrued liabilities		
Government departments	\$ 133	\$ 126
Others	2,132	1,630
Current portion of employee future benefits	91	153
Deferred revenues	95	276
	2,451	2,185
Employee future benefits <i>(Note 6)</i>	1,394	1,262
Deferred contributions <i>(Note 7)</i>	344	241
Deferred capital funding <i>(Note 8)</i>	12,372	10,138
Equity of Canada	(46)	1,523
	\$ 16,515	\$ 15,349

Commitments *(Note 9)*

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

Approved by the Board of Trustees


Chairman


Chairman, Audit Committee

Statement of Operations and Equity of Canada

FOR THE YEAR ENDED MARCH 31

(IN THOUSANDS OF DOLLARS)

	2002	2001
REVENUE		
Admission		
Science and Technology	\$ 861	\$ 833
Aviation	484	496
Agriculture	308	284
Other	701	440
Commercial operations	1,111	1,059
Corporate development	598	458
Interest	188	195
Total revenue	4,251	3,765
EXPENSES (SCHEDULE)		
Collection Management	4,885	4,353
Public Facilities		
Science and Technology	9,432	8,336
Aviation	5,361	4,482
Agriculture	2,467	2,119
Support Activities	4,856	4,783
Amortization of capital assets	1,235	1,245
Total expenses	28,236	25,318
Excess of Expenses over Revenue	(23,985)	(21,553)
Parliamentary appropriation <i>(Note 11)</i>	22,416	22,594
Net (loss) income	(1,569)	1,041
Equity of Canada at the beginning of the year	1,523	482
Equity of Canada at the end of the year	\$ (46)	\$ 1,523

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

Statement of Cash Flows

FOR THE YEAR ENDED MARCH 31

(IN THOUSANDS OF DOLLARS)

	2002	2001
CASH FLOWS FROM OPERATIONS		
Cash received (clients)	\$ 3,658	\$ 3,453
Cash received (parliamentary appropriation)	22,788	18,351
Cash paid (employees and suppliers)	(26,607)	(24,059)
Interest received	188	195
Total cash flows provided by operating activities	27	(2,060)
CASH FLOWS FROM INVESTING ACTIVITIES		
Acquisition of capital assets	(2,305)	(1,247)
Increase in restricted cash and investments	(103)	(10)
Total cash flows used in investing activities	(2,408)	(1,257)
CASH FLOWS FROM FINANCING ACTIVITIES		
Funding for the acquisition of capital assets	4,095	2,499
Restricted contributions and related investments income	185	165
Total cash flows provided by financing activities	4,280	2,664
INCREASE (DECREASE) IN CASH		
Cash and short-term investments, beginning of the year	1,678	2,331
Cash and short-term investments, end of the year	\$ 3,577	\$ 1,678

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

Notes to Financial Statements

MARCH 31, 2002

1. Authority, mandate and operations

The National Museum of Science and Technology was established by the *Museums Act* on July 1st, 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 is operating 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 museums operate under a common set of corporate policies. Support services such as human resources, finance and facilities management are provided centrally. The Corporation's operations are divided into two complementary activities:

Management of the collection

This includes documentation, cataloguing and conservation.

Management of public facilities and programs

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

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 not recorded in the books of account.
- (c) Capital assets
Capital assets are recorded at cost and are amortized using the straight-line method over their estimated useful lives as follows:

Building renovations	10 to 25 years
Equipment	5 to 12 years
Office furniture	5 to 10 years
- (d) Employees future benefits
 - i) Pension benefits
Employees participate in the Public Service Superannuation 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 multiple of the employee's required contributions, and may change over time depending on the experience of the Plan. These contributions represent the total pension obligations of the Corporation and are charged to operations on a current basis. The Corporation is not currently required to make contributions with respect to actuarial deficiencies of the Public Service Superannuation Account.
 - 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 the only obligation of the Corporation that entails settlement by future payment.

(e) Donations

The Corporation follows the deferral method of accounting for donations.

Donations received for specific purposes, and related investment income, are deferred and recognized as revenue in the year in which the related expenses are incurred. Donations 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 of determining their fair value, contributed services are not recognized in these financial statements.

(f) Parliamentary appropriation

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

(g) 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 income and expenses for the year. Employee-related liabilities and estimated useful lives of capital assets are the most significant items where estimates are used. Actual results could differ from those estimated.

3. Cash and short-term investments (in thousands of dollars)

	2002	2001
Cash	\$ 76	\$ (329)
Short-term investments	3,501	2,007
	\$ 3,577	\$ 1,678

The Corporation's investments are limited to 60 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, 2002 was 3.17% (2001 — 5.24%) and the average term to maturity was 24 days (2001 — 9 days).

The market value of the short-term investments is approximately \$3,513,000. Accrued interest of \$6,160 is presented 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 composed of over 450,000 items 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 — 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

5. Capital assets (in thousands of dollars)

	2002		2001
	Cost	Accumulated amortization	Net book value
Building renovations	\$ 13,386	\$ 4,994	\$ 8,392
Office furniture	5,082	4,379	703
Equipment	5,505	4,645	860
	\$ 23,973	\$ 14,018	\$ 9,955
			\$ 8,885

Capital assets do not include land and buildings occupied by the Corporation since they are owned either by the Government of Canada or private interests.

6. Employee future benefits

i) Pension benefits

The Public Service Superannuation Plan required the Corporation to contribute at a rate of 2.14 times (2001 — 2.14). The Corporation's contribution to the Plan during the year was \$1,103,469 (2001 — \$ 978,706).

ii) Severance benefits

The Corporation provides severance benefits to its employees. This benefit plan is not pre-funded and thus has no assets, resulting in a plan deficit equal to the accrued benefit obligation. Information about the plan is as follows:

(in thousands of dollars)	2002	2001
Accrued benefit obligation, beginning of year	\$ 1,415	\$ 1,290
Expense for the year	221	386
Benefits paid during the year	(151)	(261)
Accrued benefit obligation, end of year	1,485	1,415
Short term portion	91	153
Long term portion	1,394	1,262
	\$ 1,485	\$ 1,415

7. Deferred contributions (in thousands of dollars)

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

	2002	2001
Balance at the beginning of the year	\$ 241	\$ 231
Gifts and bequests	175	152
Interest	10	13
Amount recognized as revenue in the year	(82)	(155)
Balance at the end of the year	\$ 344	\$ 241

The balance in cash and short-term investments at the end of the year is restricted for specific purposes and is managed in accordance with the donors' wishes and the by-law of the Corporation.

8. Deferred capital funding (in thousands of dollars)

Deferred capital funding represents the unamortized portion of parliamentary appropriations used or to be used to purchase depreciable capital assets.

Changes in the deferred capital funding balance are as follows:

	2002	2001
Balance at the beginning of the year	\$ 10,138	\$ 8,883
Appropriation used in the current year to purchase depreciable capital assets	2,305	1,247
Appropriation received in the current year to purchase depreciable capital assets in future years	1,790	1,253
Deferred appropriation used in current year to complete capital projects	(626)	—
Amortization	(1,235)	(1,245)
Balance at the end of the year	\$ 12,372	\$ 10,138

9. Commitments (in thousands of dollars)

As at March 31, 2002, the Corporation had entered into various agreements for accommodation for a total of \$ 7,391,000. The future minimum payments for the next five years are as follows:

2002–2003	\$ 2,457
2003–2004	\$ 2,416
2004–2005	\$ 1,700
2005–2006	\$ 818
2006–2007	—

10. Related party transactions

The Corporation is related to all Government of Canada departments, agencies and Crown corporations. The Corporation incurred expenses for the work and services provided by other government departments and agencies. These transactions were conducted in the normal course of operations, under the same terms and conditions that applied to outside parties.

11. Parliamentary appropriation (in thousands of dollars)

	2002	2001
Main Estimates amount provided for operating and capital expenditures	\$ 22,884	\$ 20,298
Supplementary estimates:		
Roof repairs	—	1,000
Aviation Museum	490	300
Payment in lieu of taxes	—	928
Severance adjustments and retroactive wages settlement	876	926
Increased Security	150	—
Outreach Project	250	218
Scientific Equipment	—	179
	24,650	23,849
Portion of amount deferred for capital projects	(1,790)	(1,253)
Deferred appropriation used in current year to complete capital projects	626	—
Amounts used to purchase depreciable capital assets	(2,305)	(1,247)
Amortization of deferred capital funding	1,235	1,245
Parliamentary appropriation	\$ 22,416	\$ 22,594

12. Financial instruments

The carrying amounts of the Corporation's accounts receivable, accounts payable and accrued liabilities approximate their fair values.

13. Comparative figures

Certain 2001 comparative figures have been reclassified to conform to the current year's presentation.

Schedule of Expenses (in thousands of dollars)

for the year ended March 31

	2002	2001
Personnel costs	\$ 13,883	\$ 12,975
Professional and special services	1,854	1,466
Leases of buildings	1,760	1,700
Property taxes	1,719	1,213
Amortization of capital assets	1,235	1,245
Utilities	1,162	1,096
Material and supplies	1,058	722
Repairs and upkeep of buildings	928	584
Advertising	782	760
Property management services	706	625
Protection services	565	490
Gift stores, cafeteria and product marketing	561	465
Repairs and upkeep of equipment	446	365
Publications	327	387
Travel	269	240
Communications	194	214
Rentals of equipment	171	162
Office supplies and equipment	149	158
Freight express and cartage	123	153
Design and display	110	74
Books	95	82
Miscellaneous	83	50
Purchase of objects for the collection	56	92
Total expenses	\$ 28,236	\$ 25,318



(Together)

Strong and Dynamic

2001–2002

Our Supporters

Volunteers

Public programming, collection and research, and corporate services activities continued to benefit from a dedicated volunteer corps. In 2001–2002, 320 volunteers performed 28,846 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

Maria Antonic
Heidi Au
Lorraine Bailey
Bill Balke
Edmund Barrick
Ken Barry
John Bauer
Amanda Bennett
Graham Bennett
Melissa Ann Berry
Biman Bihari
Doug Bissenthal
Joe Blanchett
Richard Bonnycastle
Fraser Boulton
Edmund Bowkett, Sr.
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Paul Bown
John Braden
Emily Brown
Phillip Brum
John Bryant
Doug Campbell
Paul Campbell
Sofia Campione
Reginald Chappel
Jason Charon
Steve Charron
Jen Chau
Silu Chen
Diane Chicoine

Elder Joshua Choate
Robert Clermont
Elder Ken Ward Coates
Nadezhda Colova
Sarah Cribb
Matthew Cummins
Robert Cummins
Elder Mitchel Curzon
Julie deHennin
Tamara Désir
Elder Douglas Dinger
Duncan duFresne
Lei Du
Amber Dugal
Paul Duguay
Alexandro Dunki
Heather Dunster
Sandra Duque
Sammer El Musa
Mark Ellison
Donald Forsyth
Rick Furniss
Gerry Gaugl
Charls Gendron
Tarek Ghazzaoui
Nicholas Goulet
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Kenneth Halcrow
Ryan Halpenny
Laurel Hunt
Thanh Nha Huynh
Bruce Jackson
Ian Jackson

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Philip Jago
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Tom Johnson
Dan Johnston
Lyness Jones
Ernest Jury
Salwa Kandar
Sadia Karim
Brian Kelsey
Michael Kennedy
Daniel Khan-Bradbury
Neary Kuch
Mathieu Lagacé
John Land
John Larsen
Anne Lefèbvre
Jian Li
Norman Li
Rong (Rose) Liu
Jessica Livingston
James Lohnes
Kevin MacMartin
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Lawrence Wilcox
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Nicholas Wong
Wilson Wyman
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Lan Yi
Samantha Zinkie

Canada Aviation Museum

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David Batcock
Gerry Beauchamp
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Keith Bisset
Dennis Bisson
Karen Blais
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Andy Campbell
Doug Campbell
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Paul Church
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Jerry Clark
Louise Claxton
William Cody
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John Corby
Isabel Corcoran
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Simon Cremer
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Gord Darlington
Kelsey Davidson
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Ariel Delouya
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Xavier Erdmer
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Lourdes Giles
Wayne Giles
Harvey Gillespie
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Kathy Riley
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Michael Roy
Mike Roy
Miville Roy
Jayant Ruparelia
Nirmala Ruparelia
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Clayton Sanford
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Elaine Summers
Michael Taillon
Stu Tait
Dave Tate
Mathieu Tessier
Janyce Thompson
Jack Thorpe
Alexandra Timoshenko
Paul Tremblay
Louis Tremblay
Bill Upton
Sid van Dyck
Martin Van Sickle
Alberto Villamil
Art Wahlroth
Bill Weiler
Jim White
Richard Wickens
Gerry Wilkie
Dennis Williams
Chris Williams-Chown
Alex Wong
Brian Yendall
Helen Yendall
Peter Zuuring

Members

The Corporation's membership program continues to be strong, numbering 22,500 individuals in approximately 5,000 households. Membership revenues exceeded the \$200,000 level for the first time. Member visits continue to account for a substantial percentage of the Corporation's paid local visits by the general public, and the program remains one of the largest in Canada.

Corporate Sponsors

The Corporation continues to work with its corporate sponsors in unique ways which address their business and marketing objectives.

The Corporation would like to thank the following corporations for their generous sponsorship support.

Canada Science and Technology Museum

Presenting Sponsors:

Iogen Corporation — Energy Interpretation Hall

Canoe Inc. (Canoe.ca) — Canoes, The Shape of Success exhibition

DY 4 Systems Inc. — DY 4 Days

Major Sponsors:

Rogers@Home — Log On exhibition

3M Canada — Tiny Tots program

Canada Aviation Museum

Major Sponsors:

Pratt & Whitney Canada — The Next Generation Programs

Canada Agriculture Museum

Contributing Sponsor:

Neilson Dairy — Demonstrations



Donors

The Corporation has successfully launched annual campaigns for the Canada Science and Technology Museum, the Canada Agriculture Museum and the Canada Aviation Museum. Foundation grants, major and planned giving initiatives were undertaken for each of the Museums during the year.

The Corporation would like to thank the following individuals, corporations, organizations and foundations for their financial support.

CORPORATIONS AND INSTITUTIONS

Bayer Inc. *(Canada Agriculture Museum)*
Bearskin Lake Air Service Ltd. *(Canada Aviation Museum)*
Bytown Railway Society *(Canada Science and Technology Museum)*
Canadian Pork Council *(Canada Agriculture Museum)*
Greater Toronto Airport Authority *(Canada Aviation Museum)*
Hope Aero Propeller & Components Inc. *(Canada Aviation Museum)*
J.L.S. Enterprise LTD. *(Canada Aviation Museum)*
Leavens Aviation Inc. *(Canada Aviation Museum)*
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Royal Canadian Air Force Association Trust *(Canada Aviation Museum)*
TD Friends of the Environment Foundation
(Canada Science and Technology Museum)
Telesat Canada *(Canada Aviation Museum)*

ANNUAL INDIVIDUAL GIFTS

The following individuals have made gifts of \$200 or more during the year:

Canada Science and Technology Museum

Mr. Nick Andrusiak
Mr. Robert Burnet
Mr. Walter Campbell
Mr. Scott Darlington

Mr. Philip Dehne
Mr. A. Farnsworth
Mr. B. Ross Giles, FCA
Mr. Peter Lewis
Mr. J. Lohnes
Mr. William MacDougall
Mr. Ken Olson
Mrs. Eleonor Orser
Mr. David H. Page
Mr. Pierre Parent
Mr. Wesley Peck
Mr. Scott Sabo
Mr. Edward Sacrey
Mr. J. Tait
Ms. Ann Thompson
Kelly Thompson
Sam VanDuzen

Canada Aviation Museum

Mr. Ernst J. Anderson
Mr. Tom Appleton
Valorie M. Austin
Mr. Earl H. Barr
Mr. Allan W. Becker
Mr. Sheldon Benner
Mr. M.J. Bent
Dr. Steven Berecz
Air Commodore L.J. Birchall
Mr. Steven Blizzard
Dr. John Bogie
Mr. Arden Boland
Mr. Ed Bolton
Mr. Peter J. Brennan
Mr. Harry Brow
Mr. Ernest Bruton
Mr. George Burroughs
Wing Commander Ronald W. Butcher, DFC, CD
Mr. M.R. Campbell
General Bill Carr
Mr. Nils Christensen



Mr. John W. Clifford
Mr. Leonard Commerford
Mr. Sterling Conrad
Mr. Bruce Davies
Mr. Bill Derbyshire
Mr. Frank Draper
Mr. Wilfrid J. Dugas
Mr. William Dunbar
Air Marshal C.R. Dunlap
Mr. Roger Durocher
Mr. Donovan Einarson
Mr. Brad Engbrecht
Mr. D. Everett
Dr. Donald Ferguson
Mrs. Valeria Ferguson
Mr. D.J. Floyd
Squadron Leader Robert J. Flynn
Mr. Andrew F. Fraser
Mr. Peter Friesen
Dr. Arthur Galwin
R. John Garrioch, CD
Mr. Gerald Gibbons
Mr. J.H. Grand
Mr. Richard Grzeslo
Mr. Ronald Hall
D. Hammer
Mr. Ray Healey
Mr. Derek Heath
Mr. R.V. Hemsley
Mr. John B. Higham
Lieutenant-General Robert D. Holden (Ret'd)
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Mr. G.D. Hunter
Brigadier-General James D. Hunter
Mr. Reid T. Hutchinson
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M. Ettore Petaccia
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Mr. James B. Prendergast
Brigadier-General R. Murray Ramsbottom (Ret'd)
Mr. Thomas Renwick
Mr. Pierre Ricard
Mr. R.D. Richmond
M. Michel Rossignol
Ms. E.H. Salkeld
Mr. Massimo Santarossa
Mr. John Scammell
Captain Oscar Scheuneman (Ret'd) and Mrs. Elve Scheuneman
Mr. John H. Simpson
Mr. Darrel G. Smith
Mr. Ken Smith
Fred and Edna Terry
Mr. Christopher Terry
Mr. Eric Tipping
Mr. John Trethowan
Mr. Jack Verduyn
Bill Waddell, DFM (420 SDM)
Mr. H.L. Walters
Mr. Ronald Watts
Mr. N.A. Webb
Mr. J.R. Wiseman
Mrs. Rosalie Woodland
Mr. Alec C. Woodley
Mr. Harold Wright
Mr. Colin Wrong



Canada Agriculture Museum

Dr. Russel Code
Dr. Harold C. Jackson
Ms. Ann Thompson

INDIVIDUAL MAJOR GIFTS

The following individuals have given over \$1,000 in cumulative financial and in-kind gifts over the years:

Canada Science and Technology Museum

Mr. B. Ross Giles, FCA
Mr. David H. Page

Canada Aviation Museum

L/COR G.W. Babbitt, RCN (Ret'd)
Mr. Allan W. Becker
Mr. M.J. Bent
Air Commodore L.J. Birchall
Mrs. Aileen Bowyer
Robert Bradford
Mr. Peter J. Brennan
Mr. Adrian Brookes
Mrs. Jean Bruce
Mr. Paul J. Brunelle
Mrs. A. Butterworth
Ken and Fiona Cameron, in memory of Howard Fowler
General Bill Carr
Mr. Sterling Conrad
Mr. Alan R. Constant
Air Marshal C.R. Dunlap
Mr. Rae Farrell
Mr. Ed Foster
George A. Fuller
R. John Garrioch, CD
Mr. Robert K. Glendinning
Mr. R. Gordon
Mrs. Sally Gouin, in memory of Air Commodore Wilfrid Peter Gouin
(1912–1993), M.B.E., C.D., B.Eng., F.C.A.S.I.
Robert G. Halford

F/L Ronald B. Hall
Mr. Hugh A. Halliday
Mr. Merv Harron
Mr. John B. Higham
Harry and Helen Hope
Mr. William O. Hough
Mr. Edwin Charles Hunt
Mr. Reid T. Hutchinson
J.L.S. Enterprise LTD.
Mr. James H. Kenney
Jim Laing
W.C.E. (Bill) Loftus, made on his behalf by his many friends and
colleagues at Eurocopter Canada Limited and the Eurocopter
Canada Project Office
A/V/M Ralph E. McBurney
Mr. Robert C. MacFarlane
John McMeekin
W.R. "Bill" McRae
Mr. James D. McKnight
Mr. James B. Prendergast, DFC
Mr. Joseph Pope
Mr. John F. Riley
Captain Oscar Scheuneman (Ret'd) and Mrs Elve Scheuneman
Mr. John H. Simpson
Mr. George R. Skinner
Christopher and Victoria Terry
Fred and Edna Terry
Mr. John C. Trethowan
Mr. D. Watson, in memory of Mrs M. Watson
Mr. N.A. Webb
Mr. Alec C. Woodley
Mr. W.B. Woolett
Mr. P. Yull

Canada Agriculture Museum

Ms. Ann Thompson

Planned Gifts

(Legacy Society Charter Members)

The following individuals have indicated that they have remembered the Corporation with a gift in their estate plans.

Canada Aviation Museum

Mr. Anthony C. Baukham
Mrs. Jody Houlahan
Mr. J.R.G. Leach
Mr. Michael C. Marta
Mr. Claude Roy
Mr. John H. Simpson
Mr. Christopher J. Terry

Artifact Donors

Canada Science and Technology Museum (Corporate)

9053-2698 Quebec Inc. (Mecanoflam)
Bytown Railway Society
Canadian Museum of Civilization
CN Rail
Hydro Québec, Centre Canadien de Fusion Magnétique
Industry Canada, Communications Research Centre
(SMART Program)
Maintenance-of-Way Employees (CN Rail)
National Research Council
Owens-Corning Science & Technology Center
Queen's University (Department of Materials and Metallurgical
Engineering)
Royal Canadian Mint
St. Vincent de Paul Store
University of Ottawa (Multimedia Department)

Canada Science and Technology Museum (Individual)

R.W. Babcock
B. Beal
M. Bell
J.P. Bergeron
D. Biesenthal
P. Campbell

T. Carron
S. Cascanette
M. Cassone
C.R. Clancy
V. Collins
G. Darling
A. Eastham
H. Fair
K. Fakhry
A. Forrester-Verge
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Martinholme Farm (estate of J.A. Martin)
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Y.R. Mayo
M. McConnell
A. McKinnon
M. McMullen
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B. Tiley
J. Vardalas
M. Vaumon



Canada Aviation Museum (Corporate)

Air Canada (Avionics Engineering)
Air Force Association Of Canada, 410 Wing
Bombardier Aerospace Learjet Inc.
Department Of National Defence

Canada Aviation Museum (Individual)

K. Andrew
A. Armstrong
W. Atkinson
J. Baldwin
J. Bruce
B. Colman
H. Croft
W. Drohan
M. Fowler
J.N. Galle (Estate)
V. Godbout
J.M. Gray
S. Grossmith
R. Hart
N. Jenkins
E. Kaplansky
H.W. Keane
D. Kricorissian
J. Lehman
E. Low
P. Markham
J.H. McKean
L. Motiuk
D. Nelson
Brigadier-General S.M. Parkhouse (R'td)
M. Parkin
D.A. Provan
D.R. Richeson
R. Riddell
P. Robertson
L. Shales
B. Smith
A. Stroud

C.J. Terry
S. Van Slooten
M. Wallace Whatley
K. Werner Korpela
W.J. Wheeler

Canada Agriculture Museum (Individual)

Brownsmere Farm (Estate of Frank and Juanita Brown via
W. Brown and F. Schatz)
M. Kinghorn
H. Morrall