

CANADA SCIENCE  
AND TECHNOLOGY  
MUSEUM

*Corporation*

*Société du*

MUSÉE DES SCIENCES  
ET DE LA TECHNOLOGIE  
DU CANADA

# ANNUAL REPORT

*1999-2000*



**CANADA SCIENCE AND TECHNOLOGY MUSEUM**



**CANADA AGRICULTURE MUSEUM**



**CANADA AVIATION MUSEUM**

**CANADA SCIENCE AND TECHNOLOGY MUSEUM • CANADA AGRICULTURE MUSEUM •** KUSHAL AGARWAL • TOM ALFÖLDI • LEE-ANN BANFIELD  
LORALEE BANFIELD • M. BARRATTO • CRAIG BARLOW • EDMUND BARRICK • KEN BARRY • JOHN BAUER • GRAHAM BENNETT  
SIEGFRIED BERNHOFF • DOUG BIESENTHAL • BIMAN BIHARI • JOE BLANCHETT • EMYLIE BONNEVILLE • RICHARD BONNYCASTLE  
GABRIEL BOUCHARD-PHILLIPS • FRASER BOULTON • EDMUND BOWKETT SR • EDMUND BOWKETT JR • SHERI BOWMAN • PAUL BOWN  
MARIE BOYER • JOHN BRADEN • RICHARD BRISSON • FRANCES BROWN • VALERIE BRULÉ • HEATHER BURNETT • DOUG CAMPBELL  
OPHNEIL CAMPBELL • PAUL CAMPBELL • DOUG CARSWELL • REGINALD CHAPPEL • BRANDY CHOUINARD • SARAH CHURCHILL-JOLY  
WILLARD CLARKE • GUYRLAINE CLERSAINT • STEVE COCHRAN • ISABEL CORCORAN • KATIE COUSINEAU • RYAN COUSINEAU  
MATTHEW CUMMINS • ROBERT CUMMINS • ERIN DALY • LANDRY DE SOUZA • SONIA DE VINATEA • ANNIE DION-SÉGUIN • ERIN DOAK  
ANNE DONNADIEU • MARIE DORÉ • DUNCAN DU FRESNE • PAUL DUGUAY • ZEN DUGUAY • ROMAN DZIOBA • ROGER EATON • JORDAN EDWARDS  
MAHA EL-REIS • DAVE FENTON • KILIAN FURLONG • RICK FURNISS • STEPHEN FYFE • JEAN-SÉBASTIEN GAUDET • GERRY GAUGL  
MONIQUE GEISHARDT • JEAN-PHILIPPE GEOFFRION • PASCALE GEOFFRION • AMRITA GHAI • SHEENA GINGERICH • JULIETTE GIROUX  
JACQUES GUERTIN • COLIN GUILLAS • A.J. HACHMER • RICHARD HAGEMEYER • ADINA ISRAEL • IAN JACKSON • PHILIP JAGO • SIÂN JONES  
LYNESS JONES • ERNEST JURY • SARAH KENNEDY • RYAN KILPATRICK • LAURA KRAMER • PETER L'ABBÉ • NICHOLAS LAHEY • JOHN LAND  
ROGER LANDRIAULT • GERRY LAPORTE • JOHN LARSEN • PAUL LEUNG • SUSAN ROSTON LEVY • JAMES LOHNES • AARON LOISELLE • JOAN LOTHIAN  
SHIRLEY-SHARON MARQUEZ • ANDREW MARTIN • CHRIS MARTIN • YASIN MAVUK • SHERRI MCFARLANE • HEATHER MCLEOD  
GEORGE MCNEIL • BRIGITTE MEUNIER • TONY MITCHELSON • DENIS MONGEAU • WILLIAM MONUK • JENNIFER MUELLER • PHILLIPE MURPHY-RHÉAUME  
JESSIE MURRAY • JOE MURRAY • JEEVITHAN MUTTULINGAM • THANASIRI MUTTULINGAM • B. NEMROW • NORA NESRALLAH • BILL NOBLE  
LIAM O'SULLIVAN • PINAR OZDEMIR RON PARKER • MICHAEL PARRIS • RON PECK • JOE PERTIC • JULIA PHANEUF-MORISSET  
CYNTHIA PIAZZA • QUENTIN PIAZZA • MARC PICHETTE • ELEANOR PROWSE • DONALD RAYMOND • KATHERINE RILEY • JIM RIPPON  
NEIL ROBERTSON • KATRINA RODDICK • PATRICIA ROWAN • JAYANT RUPARELIA • KEITH RUPERT • THOMAS ST. JULIEN • EMILY SANGSTER  
EVA SKVARIDLO • FRANCESCA SLAVIK • CLAIRE SMOLIK • S.J. STONE • ALLEN TAYLOR • KEVIN TENCARRE • COSIMO TOSCANO • JOE TOSCAS  
TONY TOSCAS • MATTHEW VALLIS • PETER VEKINIS • MAURICE ANDRÉ VIGNEAULT • DEREK VILIS • BONNIE VOISINE • SARA WAGNER  
BERNARD WALKE • BILL WEILER • CAITLIN WELLS • ALLAN WESTLAND • LAWRENCE WILCOX • DAVID WILLIAMSON • ANDREY ZAKURDAEV

# volunteers

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

Public programming, collection and research, and corporate services activities continued to benefit from a dedicated volunteer corps; 343 volunteers performed 22,900 hours of service. We are most grateful for their continuing support and acknowledge their service and commitment to our museums.

**CANADA AVIATION MUSEUM •** WALLY ADAM • FRED ANTHONY • JOAN BABSTOCK • LEE-ANN BANFIELD • LORALEE BANFIELD • CHARLES BARIL  
DAVID BATCOCK • GERRY BEAUCHAMP • DOUG BIESENTHAL • KEITH BISSET • DENNIS BISSON • PIERRE BLONDIN • MARC BLOUIN • ED BOLTON  
KARYN BOSWELL • LOUISE CLAXTON • MICHAEL BOWMAN • KEN BOYD • TRENT BRADFORD • KATIE BRASCOUPÉ • FRANCES BROWN  
RICHARD BRUGGER • JACQUES BRUNELLE • SID BURKE • DAVID BURT • JOAN BUSCHE • DOUGLAS CALDER • ANDY CAMPBELL • DOUG CAMPBELL  
MICHAEL CANO • KEN CASTLE • ALAN CHAPMAN • REG CHAPPEL • GEORGES CHEVALIER • ALAIN CHOUINARD • PAUL CHURCH • BILL CLARK  
JERRY CLARK • GLENN COOK • JOHN CORBY • ISABEL CORCORAN • DON CRAIG • DAVID DARLING • GORD DARLINGTON • GARY DAVIDSON  
CLAIRE DEGRASSE • ARIEL DELOUYA • ANTHONY DENTON • PIERRE DOUCETTE • AUSTIN DOUGLAS • SHANNON DREW • PAUL DRZEMCZEWSKA HODSON  
HEATHER ELGEE • RODRIGO FLORES • ALEC FOX • LIONEL FRANCIS • DAVID FRASER • MONIQUE GEISHARDT • ALLAN GERMUNDSON  
DONALD GILCHRIST • WAYNE GILES • HARVEY GILLESPIE • JULIETTE GIROUX • STEPHEN GOOCH • LAURA GOSSET • RON GOULD  
ELOÏ GOURDE-BUREAU • ANDY GRAHAM • SCOTTIE GRANT • ETIENNE GRATTON • LARRY GRAY • JOHN GRIFFIN • SETH GROSSMITH  
HUGH HALLIDAY • BARBARA HAM • JENNIFER HAND • DANIEL HANSEN • MARK HEYENDAL • ED HOGAN • ANDREW HOGG • CAROL HOPP  
GEORGE HOPP • BILL HOUGH • CLAUDE HURLEY • STAN JAKNUNAS • NEIL JOHNSTONE • DUSAN JOVI • LARRY JOYCE • CHARLES KARANGWA  
ANTHONY KERR • BRUCE KETTLES • CHARLES KING • JAMES KING • FAHRI KIRMIZI • JEAN-FRANÇOIS LABROSSE • RON LACHANCE  
LOUISE LAFLAMME • ANDRÉ LAFRANCE • JAMES LAING • JESSIE LAING • CLAUDE LALANDE • JEREMY LALIBERTÉ • DAVID LARKIN  
GILLES LAROCHELLE • SALLY SUE LAVIGNE • CLAUDE LEBLANC • PIERRE LEGAULT • TIM LESLIE • EDWARD L'HEUREUX • JAMES LYON  
GARTH MACDONALD • IAN MACLEAN • GHARAM MAHFOUZ • JEVIN MALTAIS • GRAHAM MANSELL • JEANNE MCDERMOTT • MICHAEL MCGRATH  
JOHN MCMURRAN • DAVID MCPHAIL • BILL MCRAE • CHRIS MENDRISKY • ROBERT MERCIER • BOB MERRICK • TOM MILLER • RICHARD MILLETTE  
BRIAN MOORE • ALEX MORIER • MURDO MURCHISON • BRYAN MURPHY • BOB MURRAY • LUC NADON • WIL NEAL • LEO NOILES  
LEO O'DONOVAN • JANE O'DONOVAN • RAY PAQUETTE • PETER PIGOTT • JOHN PLUNKETT • ANDRÉ POULIN • SEAN POULTER • GEORGE RILEY  
KATHY RILEY • PAT ROBINSON • WOJTEK ROTHBARD • MICHAEL ROY • MIVILLE ROY • JEAN-MARIE RUEL • JAYANT RUPARELIA  
NIRMALA RUPARELIA • TOBY RYAN • MICHEL SASTRE • WAYNE SAUNDERS • JOHN SIMPSON • GEORGE SKINNER • BOB SMITH • CAM SMITH  
KEN SMITH • POUL SONDERGAARD • TIM STAPLETON • JIM STEPHENSON • CHRIS STORY • ELAINE SUMMERS • MICHAEL TAILLON • STU TAIT  
DAVE TATE • MARIE THÉODORE-GUILLAUME • JACK THORPE • HAYDEN TRATTNER • LOUIS TREMBLAY • BILL UPTON • SID VAN DYCK  
MARTIN VAN SICKLE • B. VOSHALL • ANDA VULPOIU • ART WAHLROTH • KIM WATSON • CICI WAUGH • BILL WEILER • CHARLES WENDT • JIM WHITE  
RICHARD WICKENS • GERRY WILKIE • CHRIS WILLIAMS-CHOWN • BRIAN YENDALL • HELEN YENDALL • ANDREY ZAKURDAEV • BILL ZUCK

June 30, 2000

The Honourable Sheila Copps  
Minister of Canadian Heritage  
Ottawa, Canada

Madam:

I have the honour of transmitting herewith the Annual Report of the National Museum of Science and Technology Corporation (now named the Canada Science and Technology Museum Corporation) for the year ending March 31, 2000, for tabling in Parliament, as required by section 150 of the *Financial Administration Act*.



Virender K. Handa  
*Chairman*  
*Board of Trustees*

**We show how science and technology transform  
the lives of Canadians. We strive to be the main source  
of information to Canada and the world on the  
scientific and technological heritage of Canada.**

**AND WE MAKE IT EXCITING!**

**Check out our Web site: [www.nmstc.ca](http://www.nmstc.ca)**

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# BOARD MEMBERS AND COMMITTEES

(as of March 2000)

## Board Members

### *Chairman*

Virender K. Handa

### *Vice-Chairman*

Eric Lemieux

### *Members*

Olga Barrat

Gail Beck

Jacques F. Brunelle

Faye Dawson-Flynn

Ron Foxcroft

Patti Pacholek

Joachim Simard

Roger Soloman

## Executive Committee

### *Chairman*

Virender K. Handa

### *Members*

Eric Lemieux

Joachim Simard

Geneviève Sainte-Marie

## Audit Committee

### *Chairman*

Eric Lemieux

### *Members*

Gail Beck

Jacques F. Brunelle

Roger Soloman

## Marketing Committee

### *Chairman*

Ron Foxcroft

### *Members*

Olga Barrat

Faye Dawson-Flynn



## DIRECTOR'S REMARKS

This past year, as the millennium drew to a close, the Corporation reviewed its strategic direction and reaffirmed both its heritage orientation and the activities which recognize and celebrate the scientific and technological heritage of Canada. The following mission statement was developed and adopted to reflect this focus.

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

Groundwork for the use of new titles for the Corporation and its three museum sites was also completed. By substituting "Canada" for "National," the new titles better identify each of the museums as Canadian institutions, particularly with international audiences.

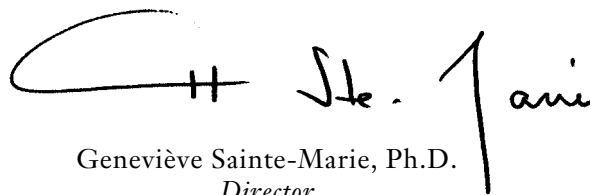
The Canada Science and Technology Museum, the Canada Aviation Museum and the Canada Agriculture Museum continued to attract impressive numbers of visitors, with total attendance reaching its highest level in several years. The Corporation is very proud of these results, as they reflect the public's enjoyment of the exhibitions and programs offered by the museums. This enjoyment is also borne out by the very high visitor satisfaction levels recorded at each of the museums.

The Corporation continued to work towards a resolution of the collection storage problem at the Canada Aviation Museum. Several of the aircraft stored out of doors are in serious jeopardy and it is hoped that this issue can be resolved in the very near future.

The year's highlights included the completion of a new barn at the Canada Agriculture Museum. The barn replaces the one lost to fire in 1996, and was built to better meet public programming requirements. This past year also saw the induction of two new members into the Canadian Science and Engineering Hall of Fame. Sir Charles Edward Saunders, chemist, and Dr. Frances McGill, forensic pathologist, were both recognized for their outstanding contributions to the field of science. The Hall of Fame promotes role models who will attract young Canadians to careers in science, engineering and technology. And finally, Y2K came and went with no serious problems encountered thanks, in large measure, to the thoroughness of plans prepared by staff.

I would like to take this opportunity to express my appreciation to the staff for their efforts in contributing to the accomplishments achieved over the past year. I would also like to thank our many volunteers and members, whose continuing support is much appreciated.

Sincerely,



Geneviève Sainte-Marie, Ph.D.  
Director

# PERFORMANCE OVERVIEW: 1999-2000

## *Canada Science and Technology Museum Corporation*

### **Heritage Preservation**

#### *Main Activities*

- Research, collection development and management.

#### *Objectives*

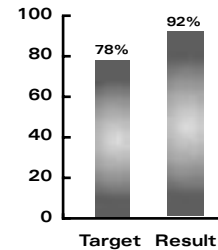
To identify concepts and ideas key to the understanding and appreciation of the scientific and technological heritage of Canada.

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

#### *Performance Indicators*

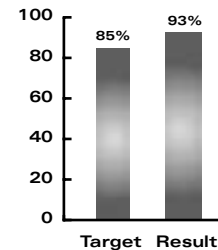
##### **Percentage of the collection catalogued to CSTMC standards.**

The cataloguing target was exceeded as a result of continued growth in the use of online cataloguing and digital artifact photography.



##### **Percentage of artifacts stored in accordance with CSTMC standards.**

Efforts focussed on reorganizing artifacts into storage environments appropriate to the materials of their composition.



### **Sharing Knowledge**

#### *Main Activities*

- Museum sites, Web sites, publications.

#### MUSEUM SITES

#### *Objectives*

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

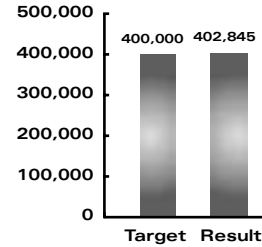




## Canada Science and Technology Museum

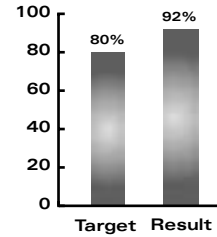
### Performance Indicators

#### Number of visits per year.



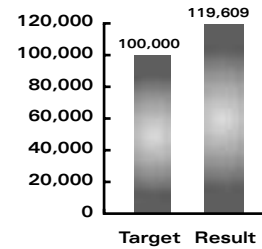
#### Degree of visitor satisfaction.

The satisfaction level is measured using surveys which ask visitors to identify their reactions to a range of criteria. In response to the statement “Overall I am satisfied with my visit,” 49 per cent of visitors stated that they “strongly agreed,” while 43 per cent stated they “agreed”.



#### Number of visits resulting from school groups.

New programming initiatives and increased promotions to schools contributed to the increase in school group visits.

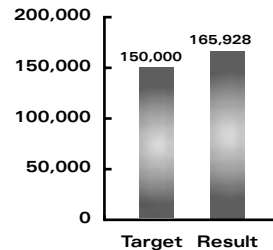


## Canada Aviation Museum

### Performance Indicators

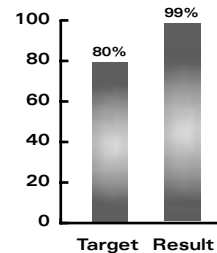
#### Number of visits per year.

Attendance levels reflect a positive market response to focused, brand-based promotional activities and an increased diversity in product and service offerings.



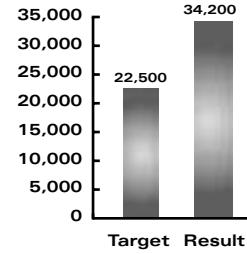
#### Degree of visitor satisfaction.

The satisfaction level is measured using surveys which ask visitors to identify their reactions to a range of criteria. In response to the statement “Overall I am satisfied with my visit,” 65 per cent of visitors stated that they “strongly agreed,” while 34 per cent stated they “agreed”.



**Number of visits resulting from school groups.**

Increased visits from school groups may be attributed to an increase in targeted promotion and revisions to program content to match new school curricula.

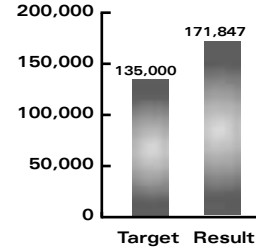


**Canada Agriculture Museum**

*Performance Indicators*

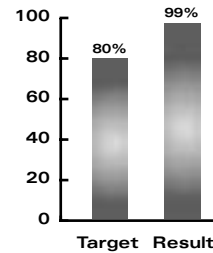
**Number of visits per year.**

Higher attendance can be attributed to increased programming and more targeted promotional campaigns.



**Degree of visitor satisfaction.**

The satisfaction level is measured using surveys which ask visitors to identify their reactions to a range of criteria. In response to the statement “Overall I am satisfied with my visit,” 65 per cent of visitors stated that they “strongly agreed,” while 34 per cent stated they “agreed”.



**Support Activities**

*Main Activities*

- Facilities, revenue generation, administration.

**Facilities**

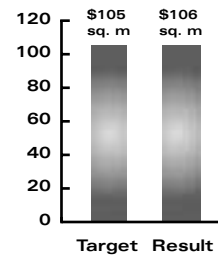
*Objectives*

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

*Performance Indicators*

**Total occupancy cost per square metre.**

Note: The target and result do not reflect the increase in payment in lieu of property taxes, which is beyond the Corporation’s control.



**Revenue Generation**

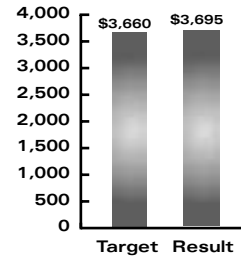
*Objective*

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

*Performance Indicators*

**Percentage of revenue target reached.**

The revenue results exceeded the target by 1.0%. The revenue is derived from cost recoveries, commercial operations and corporate development.



**Administration**

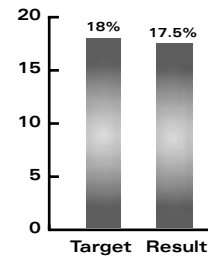
*Objective*

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

*Performance Indicators*

**Percentage of resources allocated to overhead.**

Note: “Overhead” includes: the core administrative functions of Finance, Human Resources, and Administrative Services; the Directorate and Board of Trustees; and those costs of Facilities, Protection and Common Services which cannot be attributed to any operational activity.



# 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:

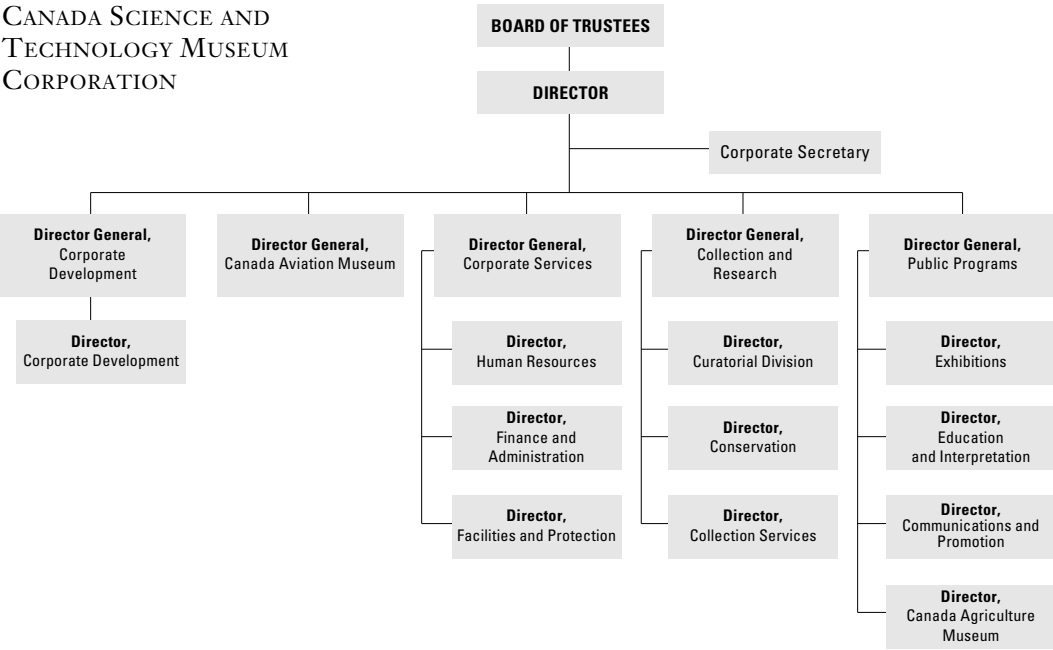
*To foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technological objects, with special but not exclusive reference to Canada, and by demonstrating the products and processes of science and technology and their 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 responsible minister, the Minister of Canadian Heritage, and is part of the government’s heritage portfolio.

## Organizational Structure

A Board of Trustees, whose members are appointed by the Governor-in-Council and who come from all regions of the country, oversees the management of the business, activities and affairs of the Corporation. The Board has up to eleven members, including

**Figure 1  
Organization Chart**



the Chair and Vice-Chair, and is supported by three committees: the Executive Committee, the Audit Committee and the Marketing Committee. The Corporation's day-to-day operations are managed by the Director, with support from a Management Committee, which includes the Directors General of Collection and Research, Corporate Services, Public Programs, Corporate Development and the Canada Aviation Museum.

## Corporate Governance

Following the completion of the Corporation's second special examination by the Office of the Auditor General, the Board of Trustees of the Corporation felt it would be beneficial for the institution to review its strategic direction. At its meeting in August, the Board reaffirmed the Corporation's heritage orientation and the activities which recognize and celebrate the scientific and technological accomplishments of Canadians.

Based on the results of its review, the Board of Trustees adopted the following mission statement to guide its activities:

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

With regards to corporate governance activities and practices, the Chairman of the Board responded to a survey conducted by the Treasury Board Secretariat and subsequently participated in a roundtable discussion on corporate governance with other Crown corporations' chairs, hosted by the Treasury Board in November 1999. Topics discussed included the relationship between Boards and CEOs, training and orientation for Board members, and the appointment process.

The Board of Trustees, at its December meeting, reviewed and approved the Corporation's Corporate Plan for 2000–2001 to 2004–2005. The plan sets out the Corporation's objectives for its main activities, strategies to achieve these objectives, and performance indicators and targets.

## Historical Background

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



### *Canada Science and Technology Museum*

The Canada Science and Technology Museum (formerly operating as 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 the locomotives was constructed prior to the Museum's opening in 1967. The property was leased until 1993, when the site was purchased by the 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's collection of artifacts was initially acquired through the consolidation of several collections of technological artifacts previously held by the former National Museum of Man (now the Canadian Museum of Civilization) and several federal government departments and agencies. Over the years, collection storage space has been reorganized and warehousing consolidated around the St. Laurent Boulevard site.



### ***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 early attempts to manufacture aircraft in Canada. In 1964, the collection was brought together at Ottawa's 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 and 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. While the facility did not address all of the Museum's requirements, it was the most that could be accomplished with the funds available at the time. The need for additional space and amenities was recognized and an acknowledgment made of the need for additional funding to fully realize the original project's objective of housing 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 established the Agriculture Museum in a refurbished historic barn at the CEF. In 1995, a new agreement to lease additional buildings and transferred equipment, as well as ownership of the showcase herds.

The Museum, now known as the Canada Agriculture Museum, offers exhibitions on Canada's agricultural heritage and on the benefits of agricultural research. It offers visitors a unique opportunity to see a diversity of 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

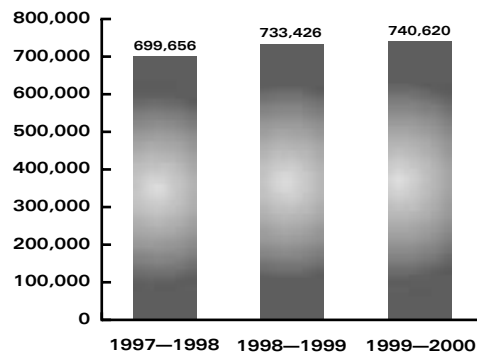
As a national institution and member of the government's heritage portfolio, the Corporation, along with other Crown corporations and agencies, plays a key role in preserving and protecting Canada's cultural heritage and communicating knowledge about that heritage. Over many generations, Canadians have overcome barriers of distance and other challenges. The Corporation and its museums tell these stories, of how Canadian ingenuity and achievement in science and technology have contributed to the building of Canada. The Government, in the Speech from the Throne in October 1999, set out its objectives for the new millennium, recognizing, among other things, the importance of strengthening the unity of the country, developing children and youth, and supporting cultural activity. The Corporation is well positioned to support these objectives by preserving and interpreting Canada's scientific and technological heritage and making this knowledge accessible to Canadians, especially children and youth, and to the world.

The Ottawa-Hull metropolitan region is one of the most competitive environments in Canada for leisure time activities. Apart from major league sports teams, a host of urban and rural recreational possibilities and the national seat of government, there are seven major museum/gallery institutions. In addition, the recent trend towards the establishment of commercial entertainment centres, such as multi-service movie complexes, has increased competition for the local audience base. In such a competitive market, understanding the audience, creating "top of mind" awareness and building a credible, coherent image are keys to success.

The location of the Corporation's museums outside the downtown core continues to challenge the Corporation in its efforts to attract tourists, as well as local residents, to its institutions. Through promotional campaigns and creative marketing initiatives aimed at increasing awareness in the downtown core, and as a result of a growing local membership base which encourages repeat visits, some headway has been made in attracting larger audiences to the museums. Overall attendance has continued to show a steady increase over the past several years; this year's mark of just over 740,620 visitors replaced last year's total as the best result since the Corporation introduced admission fees ten years ago.

The Corporation has many strengths that directly contribute to its competitive advantage, one of which is the richness of the 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. It also houses the aviation library of record in Canada. 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.

**Figure 2**  
**CSTMC Attendance**



The Canada Science and Technology Museum is also well known for its interactive displays and hands-on approach, and for being a highly valued environment for exposing children to science and technology. The Canada Aviation Museum has developed a reputation as a leader in the deployment of electronic outreach tools and as a major venue for national celebrations. The Canada Agriculture Museum benefits from the popular appeal of a “farm in the city” and is a substantial attraction in its own right.

Electronic information technology in general, and the World Wide Web in particular, are evolving as major dissemination tools for museums. The characteristics of the Internet give rise to unprecedented opportunities for museums to reach a far broader audience than could ever be welcomed to the exhibition floor, and to offer a much greater range of products and services than could be accommodated in the physical public spaces. The Web also provides a new opportunity for facilitating public access to knowledge. The Corporation’s Web sites provide immediate access to museum resources, and are a key means of disseminating knowledge to a broad audience. The sites have evolved since they were first launched in May 1996, and efforts continue to take advantage of technological developments in this area.

In the overall context, digitization of collection images and information is a priority, since content is critical in the new media industries. Current technology makes it possible to add digital images to collection or archival records and this greatly enhances their usefulness. The Corporation has made good progress in the digitization of its assets, whether they be collection images or the contents of its specialized archives. Since 1992, the Corporation has worked in partnership on several projects related to the Web site, notably those projects related to the aviation collection and the Schoolnet Digital Collections program sponsored by Industry Canada. The Corporation shares with other heritage preservation agencies the immediate need to continue to build on the digitization projects already begun.



# HERITAGE PRESERVATION

## Research

Research comprises those activities which contribute to the building of a knowledge base about the scientific and technological heritage of Canada. The Corporation has identified seven major subject areas on which it focuses its research activities. These are: aviation; communications; manufacturing; natural resources; renewable resources; scientific instrumentation; and transportation.

Research results generate the knowledge required to make informed decisions regarding the content of the collection, as well as providing the knowledge base 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 ongoing 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 on-going 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 sub-divided as required to break the research into manageable parts.

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, interpretative programming and web presentations. The historical assessments completed this past year are shown in Figure 3.

### **Figure 3** **Historical** **Assessment Plan** **1999–2000\***

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Industrial II . . . . .	Completed
Motorcycles . . . . .	Completed
Forestry . . . . .	Completed
Computers . . . . .	Not Completed

*\* This is the last year for an exclusive report on historical assessments. In 2000–2001, results will be reported in an overall "Historical Research Plan," organized by major subject area, to better reflect the diverse uses of completed research.*

## 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.*

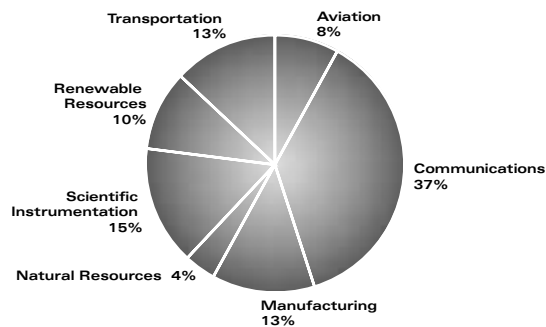
### Development

The primary purpose of the collection is to help people understand the transformation of Canadian life resulting from science and technology. A focussed collection will be achieved by identifying and acquiring objects and supporting documentation that 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 that permits retrieval and adaptation to a variety of dissemination media. Adherence to strict environmental standards and professional conservation activities are also requirements to insure 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 comprised of three sections: the ideal collection; a profile of the existing collection; and the collection needs. 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, a new approach to the production of data for the collection assessments was developed by Curatorial and Collection Services staff, which significantly reduces preparation time and will facilitate completion of future assessments. In addition, assessments for sound recording and reproduction, astronomy and bicycles were completed.

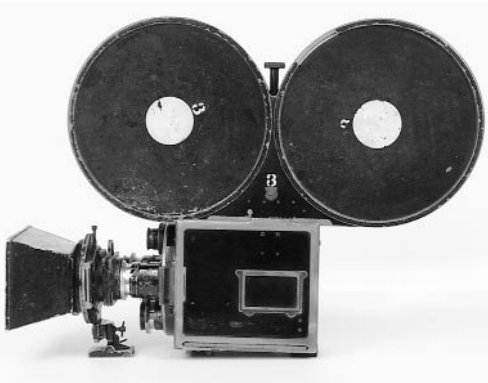
The collection now consists of over one million items, which includes: 32,150 artifact records (averaging 2.2 items per artifact record); 31,895 pieces of catalogued trade literature; 83,420 catalogued photographs; and over 36,000 engineering drawings. Most of the balance is made up of uncatalogued photographs and engineering drawings.

**Figure 4**  
Collection Subject Areas — Percentage based on number of artifacts



Artifact acquisitions during the year numbered 701. Acquisitions of particular interest included: a Messerschmitt Bf 109-4, a German, single-engine, single-seat fighter developed in the mid-1930s; a 1939 Taylorcraft BC-65, an influential early light aircraft; an Orenda J-85-CAN-40 military turbojet engine used in the Tutor jet trainer; “The Avro Arrow,” a painting by Robert Vanderhorst; a Canadair CT-114 Tutor used by the “Snowbirds” aerobatic team; a mounted set of cloth RCAF Wings and Medal Ribbons belonging to Air Marshall W. A. “Billy” Bishop;

an air ambulance satellite system (SATCOM) developed by the Communications Research Centre, Ottawa, and used between 1986 and 1991 to link an air ambulance with hospital staff in Toronto via satellite; a 1991 Studer Revox A80 multi-track tape recorder, a type widely used in music recording and broadcast studios over the past thirty years; a Bell & Howell Standard Model B ciné camera (ca. 1930), used by noted Canadian newsreel cinematographer, Roy Tash; a No. 4A Folding Kodak Model B camera (ca. 1915), used by a construction company in Winnipeg for site photography; a bookbinder’s backing machine by Westman & Baker of Toronto; a 1950 “Super Deluxe” B-1 Canadian Westinghouse electric range, manufactured in Hamilton; a Beatty Bros. Ltd. No 2 Rocker Barrel Churn (ca. 1920s); 2 handcrafted maquettes depicting early twentieth century ice-cutting and storage operations on the Ottawa River, logging and saw milling; equipment from the National Research Council’s (NRC) Algonquin Radio



A key development in the history of motion picture technology, this Bell & Howell Standard Model B-2709 ciné camera was used by renowned Canadian newsreel photographer Roy Tash from 1924 until the 1960s.



The latest acquisition to the aviation collection, a Canadair CT-114 Tutor, was flown by the famous Snowbirds aerobatic team.

Observatory (ARO), including examples of various devices used in radio telescopes from ca. 1960 to 1985, and in particular the spectrometers used with the HP rubidium frequency standard in the Long Baseline Interferometer (LBI) project between ARO and the Dominion Radio Astrophysical Observatory (DRAO) in Penticton, which was the first successful LBI anywhere; an 1889 Canadian patent model of a railway car coupler designed and built in Markdale, Ont.; and a collection of 1,800 items of automobile trade literature covering the period 1929 to 1980 in Canada.

## Management

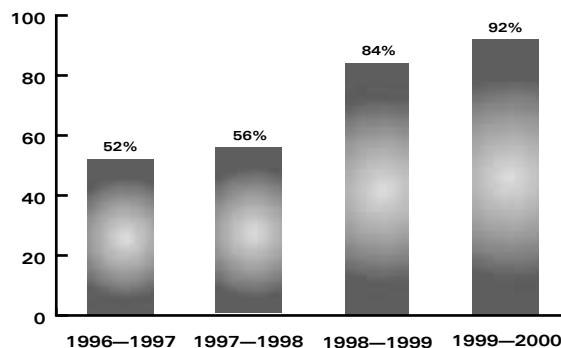
Collection management applies to objects of the collection once they have been accessioned into the collection. Activities include record keeping and conservation of the collection.

Record keeping – the Corporation maintains records for each item from three perspectives: location and current museum use; history of the item; and condition. As part of documentation and cataloguing activities, the Corporation maintains a separate record on each item in the collection. The documentation held 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.

Much progress was made in addressing the cataloguing backlog, which developed between the formation of the Museum in 1967 and the late 1970s, when artifact collecting was virtually unrestricted and the computer was not yet available as a collection management tool. Notable among the artifact groups worked on this year were aviation, communications, photography and manufacturing.

Cataloguing activity for the year saw 1,419 artifacts catalogued, 297 documented, 2,377 re-catalogued and/or enriched, 3,802 artifact records modified and 371 pieces of trade literature catalogued. This progress was made by the continued growth in the use of on-line cataloguing and the completion of the special data entry project that captured existing print data on catalogue records from 1973 to 1986. The Corporation's artifact cataloguing target was exceeded and now stands at 92 per cent.

**Figure 5**  
**Percentage of the**  
**Collection Catalogued**  
**to CSTMC Standards**

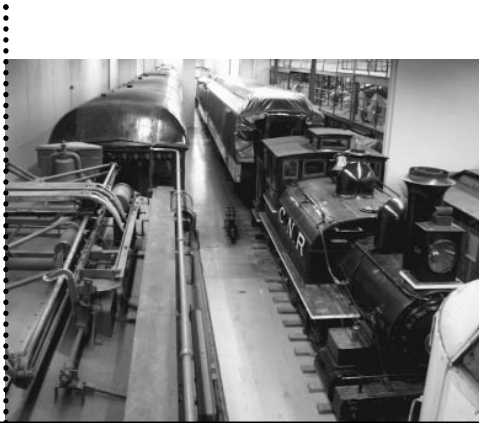
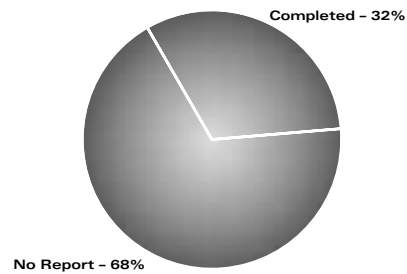


Conservation includes all actions aimed at safeguarding cultural property for the future. Reports are required for each object to evaluate the physical condition of artifacts and to define the actions required to provide long-term care. Conservation reports were completed for 370 artifacts during the year. 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 of the condition of an object when it was initially evaluated and following each subsequent use, either in an exhibition, a program or for loan purposes. Preventative conservation, preservation and restoration are also important collection conservation activities.

The Corporation has introduced collection storage environmental standards for lighting, heat, humidity, security and maintenance, which are used to determine how the collection should be housed and exhibited.

Conservation efforts during the year included preserving and conserving artifacts and supporting new exhibitions at the Canada Science and Technology Museum, which included “Materials,” and the travelling version of the bicycle exhibition; updates to “More than A Machine,” “Canada in Space,” and “Love Leisure and Laundry,” and preparation of artifacts for the upcoming exhibition on canoes. At the Canada Agriculture Museum, an upgrade to the “Barn of the 20s” exhibition was completed. Upgrades to several exhibitions were completed at the Canada Aviation Museum, including the “British Commonwealth Air Training Plan” Island, featuring a restored Fairchild “Cornell” trainer. Artifacts were also prepared for interpretation programs for all three museums, including demonstrations of a Milwaukee Page garden tractor, automobiles and several aircraft (Hawker Hind, Harvard IV and Chipmunk 2). Over 130 artifacts were also prepared for loan to various museums and institutions across the country.

**Figure 6**  
**Percentage of Collection with a Conservation Report Completed**



• The Corporation resolved a longstanding storage problem for the rail collection  
• with the acquisition of artifact storage  
• space adjoining an existing storage  
• warehouse.

## SHARING KNOWLEDGE

The main reason for interpreting 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 the objects in the collection, and review the relationships between science, technology and Canadian society.

The Corporation encourages Canadians to discover, consider, and question past and recent developments in science and technology, and their impact on society and individuals. The Corporation fosters a sense of identity and pride in Canada's scientific and technological history and achievements, and 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.

### Museum Sites

The Corporation manages three museum sites for the visiting public. A museum visit has the ultimate purpose of providing a learning experience and the Corporation builds on the unique characteristics of its museums to shape this experience. Museums are places of informal, self-directed learning where the experience is of a voluntary nature; they exist to impart knowledge and encourage curiosity; and they have the capacity to contribute to learning at every stage of life. Museums provide meeting grounds where enriching experiences are offered both through human interaction and interaction with objects and ideas.

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

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

Museums traditionally use exhibitions, complemented by interpretation activities, as products to offer to their visiting audience. In selecting exhibition and program ideas, preference is given to those that will 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; they 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's experience. These include school programs, demonstrations, workshops, tours, theatrical presentations and special events aimed at increasing the public's understanding of its scientific and technological heritage, as well as illustrating the theories and principles of science and technology.



**Exhibitions**

The renewal of exhibitions continued to be a focus and resulted in the presentation of one new temporary exhibition entitled “Materials”. Since its opening in December, visitors have explored how, over the last hundred years or so, materials have changed the way we live. Each of the four sections of “Materials” displays a number of objects from the Museum’s rich collection, some of them rather spectacular, like a section of a particle accelerator, an industrial loom, space shuttle insulator pads, one gram of gold and a piece of the arctic pipeline.

Long-term exhibitions are updated on a regular basis to maintain visitor interest, and to ensure that exhibitions remain current both in content and method of presentation. Updates take into account all available information such as visitor comments, survey results, maintenance issues, and any commitment that may have been made to the exhibition sponsors. During the past year, updates of two long-term exhibitions were completed:

- the “Log On” exhibition was modified to improve the overall layout of the exhibition and the presentation of the artifacts. Computers were upgraded in the Internet section, new CD-ROM stations were added, and existing ones updated.
- the “More than a Machine” exhibition was modified as follows: the physical appearance of the exhibition was refreshed and improved, for example, the signage, graphics, and the barrier system were upgraded, including the lighting system and the carpet. Content changes were made to make the exhibition more current. Some artifacts were removed and replaced by others manufactured by CCM, the well-known Canadian bicycle company, to mark its 100th anniversary.

**Figure 7**  
**Canada Science and Technology Museum Exhibition Plan 1999–2000**

Exhibition	On Schedule	On Budget
Materials . . . . .	Yes . . . . .	Yes . . . . .
Log On ( <i>Update</i> ) . . . . .	Yes . . . . .	Yes . . . . .
More than a Machine ( <i>Update</i> ) . . . . .	Yes . . . . .	Yes . . . . .

Many of the Museum’s existing travelling exhibitions are reaching the end of their life cycles, having been exhibited extensively throughout Canada over the past several years. As a result, only the “Canadarm” exhibition was presented this year at two venues. Taking into account the high demand across Canada for small travelling exhibitions with interactive components, the Museum is designing new small exhibitions as travellers. These exhibitions are presented at the Museum to offer new products for our visitors; they will subsequently be travelled across Canada to provide Canadians with an opportunity to experience our Museum products.

**Interpretive and School Programs**

The Museum offered a number of special public events to supplement its regular program of demonstrations, tours and workshops. The Astro Summer Camp was again a success and will be repeated. The “Tiny Tots” program was expanded yet again to accommodate the high demand (3,845 participants); fees were also introduced for the

program. Specific weekends targeted special community groups with activities such as “Computer Swap,” “Model Mania,” “Railway Fun,” “The Evolution of Wheels,” and Girl Guides and Boy Scouts nights, to name a few. The “Sleep Over” and “Birthday Party” programs continued to be popular, with 147 programs delivered to 2,185 participants. A joint venture with the Communications Security Establishment (CSE) introduced a small exhibition and related programming for the holiday and March Break programs.

This past year saw the induction of two new members into the Canadian Science and Engineering Hall of Fame. Sir Charles Edward Saunders, chemist, and Dr. Frances McGill, forensic pathologist, were both recognized for their outstanding contributions to the field of science. The Hall of Fame promotes role models who will attract young Canadians to careers in science, engineering and technology.



Canadian astronaut Julie Payette and Crew Commander Kent Rominger speak to the Prime Minister from the International STS-96 Space Station's Unity Module.

In June, the Museum hosted a direct downlink transmission from the space shuttle with Canadian astronaut Julie Payette on board. Prime Minister Jean Chrétien, accompanied by over 200 students from the Ottawa-Hull region and many media, attended this special event, which included a very enthusiastic question period with Ms. Payette.

Other events organized by the Museum included exhibitions promoting the diverse roles of engineers during National Engineering Week. The Regional Science and Engineering Olympics competition for high school students was presented at the Museum to senior students. “Backyard Astronomy” courses for both families and adults continued to be popular and saw an attendance increase of 29 per cent. The

Museum was again host to the Canadian National “Marsville” program, featuring a cross-Canada video conference for participating students.

A summer outdoor program included the operation of the Shay locomotive, interpretation of construction techniques, and demonstrations at the lighthouse.

In order to meet demand and foster repeat visits, school programming continued to include self-guided programs and flexible scheduling. Several dynamic theatrical shows were featured for large groups of intermediate and high school students. Two new programs: “Liquids and Solids,” and “Explaining Objects and Materials,” launched in February, were immensely popular, in addition to programs on light, magnetism and astronomy. The “Fun Days” series, conducted for regional schools in May and June, proved again to be a very agreeable way to end the school year. Another series of special school programs, called “Curriculum Days,” focusing on the new science and technology school curriculum, continued to be very well received by teachers and students, with 6,640 attending, a significant increase over last year.



## Our Visitors

The Canada Science and Technology Museum has consistently attracted about 400,000 visitors per year. The year's visitor attendance was slightly above target, a very encouraging result given the increased competition for leisure time activities.

To reach potential visitors from outside the region as well as locally, the Museum maintained an active media relations program. Results included nationwide reports in magazines (Attractions Canada, Canadian Family, Equinox, Interface, Enfants Quebec, Quebec Science, Coup de Pouce), TV shows (Thompson News, Space-The Imagination Station, Discovery Channel, Radio-Canada, CBC, CTV, RDI, ISN, TVA, Rogers, TVO, Télé-Quebec), radio stations (mainly CBC across Canada) as well as newspapers and newsletters (La Presse, National Post, Globe and Mail, and the Association of Science and Technology Centres (ASTC) newsletter) and various internet sites (Cyber Shop Express, Worldsandmarks.com).

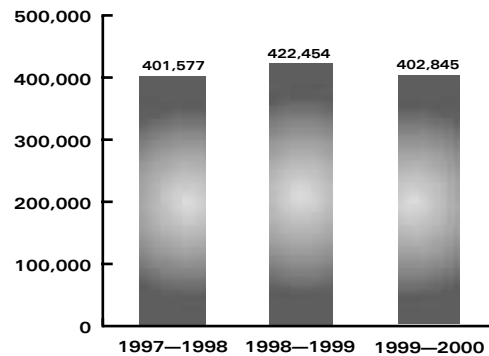
In addition to an active media relations program designed to raise awareness, an advertising program tailored to each of the defined market segments contributed to reaching attendance goals. The strategies used in the advertising program included the use of campaigns versus promotion of isolated events to concentrate media weight. The use of a brand-based approach to all communications resulted in a consistent format and messages being reinforced.

A Public Service Announcement (PSA) was produced to promote the Hall of Fame and Hugh Le Caine, who had a tremendous impact on electronic music through his invention of the synthesizer. Production was facilitated with the assistance of Tammy Raybould and Manon Seguin, two rising singing stars who acted as spokespersons for the Corporation. Consistent with the Museum's pledge to offer accessibility, the English and French TV PSAs were distributed nationally in closed caption format, ensuring maximum reach to viewers. Thus far, the PSA has been distributed to 175 English and 60 French TV network and cablestations as well as 385 radio stations in Canada.

We have cooperated with many production companies for TV programs (e.g., "The Tourist Program" for Life Network, Travel and Discovery channels, Les Productions Charbonneau Ltée for R.C. & TFO, Sebastian Arsenaault for TVA, TSN and ESPN, Motion International for Canal Vie, TFO and la France, Pixcom for Canal D and Canal Histoire). This has resulted in greater exposure of both the Canada Science and Technology and Agriculture museums, our staff knowledge, and exposure of the collection to the public.

Overall school group attendance accounted for 30 per cent of total visits. The high number of students was, in part, a result of new programming initiatives such as "Curriculum Days," partnership activities, and increased promotions to schools, including the use of a more comprehensive teacher database that permits mailouts to individual teachers. These

**Figure 8**  
**Canada Science and Technology Museum Attendance**



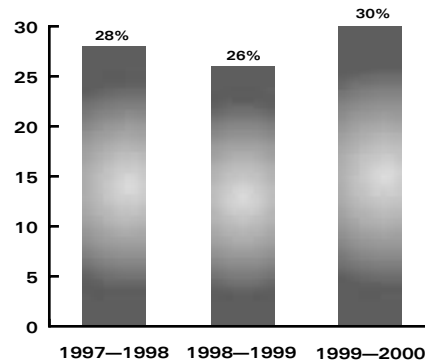
efforts resulted in our attracting an additional 10,920 students during the year, as compared to last year.

Teachers participating in school programs continued to indicate high levels of satisfaction with the programs offered to students. They often mentioned the high quality of the programs and the educational staff. In particular, they appreciated the links to the school curriculum and the way in which the programs extended the classroom experience.

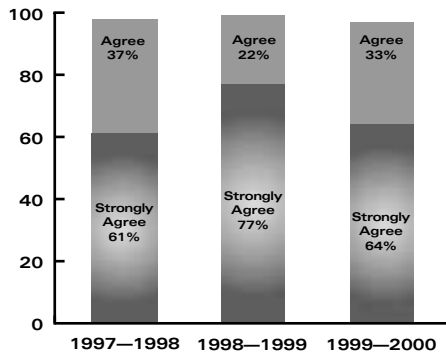
**Visitor Satisfaction**

Visitor satisfaction is of prime importance to the Museum. Exhibitions and programs are evaluated at various stages to assess the degree to which they are informative, interesting and relevant. This has resulted in a constant improvement to the exhibitions and programs and a positive 92 per cent satisfaction rating of the Museum by visitors, much of which can be attributed to the significant rate of exhibition and program renewal. Visitors continue to be impressed with the guides and hosts on the floor and, in particular, their knowledge about the Museum and its exhibitions. Visitors have also responded very well to the increased levels of weekend programming.

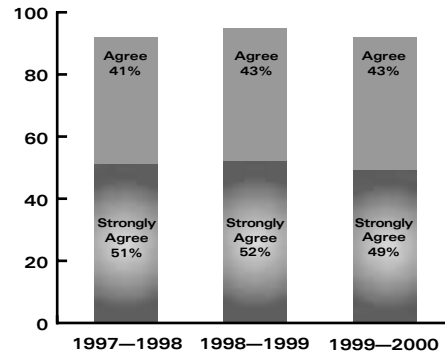
**Figure 9  
Number of Visits Resulting from School Groups**



**Figure 10  
Teacher Satisfaction –  
“Overall, I am satisfied with  
my visit.”**



**Figure 11  
Visitor Satisfaction –  
“Overall, I am satisfied with  
my visit.”**





## Canada Aviation Museum

A museum with a focused collection like that of the Canada Aviation Museum faces special creative challenges to ensure its continual public appeal. For this reason, the Museum has carried out a strategy over the past several years of using small-scale promotable change to develop a greater sense of dynamism in the institution. This approach is reflected in every area of public programming activity, through exhibitions, electronic outreach, and interpretative and community programs. Successfully integrating these varied disciplines to appeal to a variety of audiences has been a constant hallmark of the Museum’s public programs.

### Exhibitions

The Museum’s exhibition program for 1999–2000 was carried out on budget, and was marked by an expanded understanding of creative exhibition possibilities within the constraints of the Museum’s limited exhibition spaces.

Figure 12 Canada Aviation Museum Exhibition Plan 1999–2000	Exhibition	On Schedule	On Budget
	British Commonwealth Air Training Plan (BCATP) . . . . .	Yes	Yes
	Artflight 99 . . . . .	Yes	Yes
	A Passion for Wings Part I & II . . . . .	Yes	Yes

Celebrating the 90<sup>th</sup> anniversary of powered flight in Canada, the temporary exhibition, “1909: An Illustrious Year,” opened in June and was well received. This remarkable display of stunning photographs from the earliest days of aviation allowed the Museum to create an important and interesting display at a low cost by using rarely seen archival materials from the collection.

The other main summer exhibit, “A Passion for Wings,” was perhaps a first for any aeronautical museum. Conceived as a way to look at the end of the first century of powered flight and its influence on our culture and society, this wide-ranging exhibition of contemporary art included large and small works of sculpture, painting, prints and multimedia from public and private collections. Several of the artists participated directly, and the two largest works were undertaken on site. The majority of the works were Canadian, but Brazil, Australia and the United States were also represented. This provocative show received attention in the national press and engendered much discussion.

The third major temporary exhibition, “Artflight 99,” was also a great success. Having chosen a theme recognizing the 75<sup>th</sup> anniversary of the founding of the RCAF, the Museum’s annual art competition was perhaps the highest quality ever, and was generously supported by the Department of National Defence. The exhibition was originally conceived in two parts, one for new works from all artists, and a broader one for artists who had served in the RCAF. Due to the lack of entries from this second group, the competition was scaled back, and for this reason was under budget.

The Museum demonstrated its ability to respond to unexpected opportunities with another temporary exhibit called “Cartography Takes Flight”. While planning an event for a major international cartography conference, the Air and Technical Services

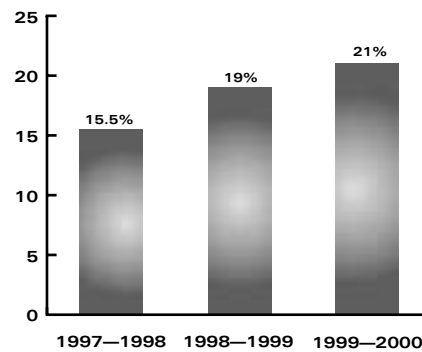
(ATS) division of Geomatics Canada, the division of Natural Resources Canada responsible for producing Canada's official aeronautical charts and publications, approached the Museum to discuss the possibility of collaborating on an exhibit. Working together, the Museum and ATS succeeded in creating a striking display which included the largest air chart ever created. The huge map of Canada in the lobby also pushed the envelope for the use of several new technologies and materials. The exhibit was inaugurated to great acclaim before some 1,400 conference delegates from every corner of the globe. Members of the exhibit team from both organizations were later recognized with an important departmental award from Natural Resources Canada. More important, the exhibition showed the value of collaboration with outside agencies to create quality, low-cost projects that would otherwise be impossible to consider. Furthermore, Geomatics Canada has continued with their agreement to produce another complex large-format map for the British Commonwealth Air Training Plan (BCATP) Island.

This latter project shows that the program of updating the permanent exhibition islands has moved into full swing, with major enhancements to the BCATP Island. An important training aircraft from the collection, the Fairchild Cornell, was installed on a pylon in the Island. While the Museum will never be able to tell all the stories that need to be told, the goal is to give visitors a much better sense of the human story behind the technology. To this end, the Museum began an ongoing collaboration with Canada's Aviation Hall of Fame to introduce more of the great players in Canadian aviation history to a larger audience. This relationship will continue for all future Island updates. A review of possible enhancements to the next scheduled Island update, the "Bush Flying I" Island, was also carried out.

### Interpretive and School Programs

A full complement of twelve school programs is offered at the Canada Aviation Museum, with several of these programs specifically targeting the new Ontario science curriculum at various grade levels. In addition to school programs, guided tours, June "Field Days," Professional Development Sessions for teachers and principals, and free "Teacher Exploration Passes" enhance and reinforce our strong involvement with the education system. Our new curriculum-based school programs have been exceptionally well received, and attendance and enthusiasm has been good at the teacher training sessions. The "School Ambassador Program" is our program to liaise with science teachers throughout the region, and increase the awareness of the Canada Aviation Museum and its services to the schools. To further demonstrate the Museum's ability to serve as a vital resource, representatives of the Ontario Ministry of Education requested our assistance in producing materials on "Properties of Air and Characteristics of Flight" and "The Weather Up in the Air" for their francophone curriculum. Again this year there was a significant increase in the numbers of school group visits to the Museum and an impressive 95 per cent of teachers surveyed expressed high levels of satisfaction with the quality of the programming and experience offered to their classes.

**Figure 13**  
Number of Visits Resulting  
From School Groups



Successful at generating substantial revenues, good visibility, and providing a quality museum experience, the Canada Aviation Museum offers a number of interpretative programs for children, youths and adults. “Night Flight” sleep-overs for organized groups and “Aerotech” summer camps for individuals remain very successful at relaying aviation technology in a fun format. Birthday parties at the Museum for children ranging from toddlers to teens are gaining in popularity. “Airport Tours,” a collaborative venture with the Ottawa Macdonald-Cartier International Airport, remain very popular, and cooperative programming partnerships have widened to include visits to the National Research Council’s Wind Tunnel facilities and the Transportation Safety Board laboratories. “Our Flying Experience” program provides the rare opportunity to take off from the Museum in a vintage Stearman bi-plane, de Havilland Canada Chipmunk or de Havilland Canada Beaver float plane, May through November, while “Full Flight” offers small groups of adults five hours of basic instruction in aerodynamics topped off by a flight in a Cessna 172. The latter two programs are being actively marketed as “the perfect gift for any adventurer”!

Leisure visits to the Museum are enhanced by a variety of informative and engaging programs and activities. “Sky Stuff” is a popular, longstanding weekday program for preschoolers. “Junior Ground School,” “Skyworks!,” and “Round the Pole” continue to interest eight to twelve year olds in aviation. Home school associations favour the relaxed, informal learning style of these programs and are booking private sessions of these programs for small groups of children. Once a month “Super Sundays” feature family programming on a wide variety of fascinating themes. Two weeks of exciting activities continue to draw increasing numbers for March Break, along with ten days of family programming over the holiday period in December.



Preschool children participate in fun activities in the Museum’s “Helicopter Studio”.

Two special needs programming initiatives are in progress. With the help of Algonquin College Museum Studies co-op students, “Reminiscence Kits” are being developed for programs with Alzheimer Day Away groups. As well, a variety of outreach programs are being researched for those seniors unable to visit the Museum.

“Ninety-Nine Girls in the Air” was a well-received program last fall, coordinated jointly by the Canada Aviation Museum and the Ninety-Nines Women Pilots’ Association. The program succeeded in interesting over 100 girls in the field of aviation, through brief ground school instruction, interesting speakers as role models, and individually scheduled flights with members of the Ninety-Nines. In collaboration with the National Film Board and Veterans Affairs Canada, and in celebration of Veterans’ Week, the Museum hosted the opening of the film “Rosies of the North”. And this year, the Canada Aviation

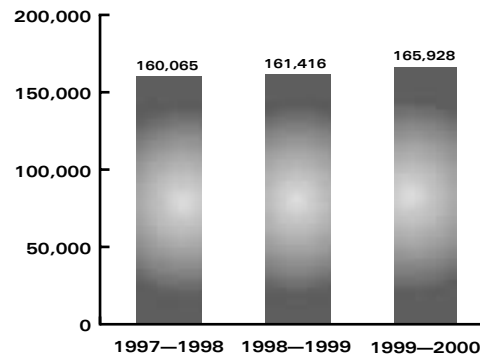
Museum joined in with 16 national, regional and local museums for the first regional Museum Day event, highlighting our behind-the-scene operations. The Museum initiated plans this year with the Elderhostel Association for a one-week educational museum program entitled “The History of Transportation in Canada” to be held in September 2000. This program is being marketed to adventurous seniors across North America. Our regularly held special events included the “Canada Day Event,” the “Seniors Tea and Tour Open House,” and an evening of Halloween family fun, “Things That Fly in the Night”. This year also marked, with a little fanfare, our 2,000,000<sup>th</sup> visitor to the Museum.

### Attracting Our Visitors

In an external environment that is characterized by a well informed public, a vast variety of leisure choices and intense competition for discretionary time, clarity and definition are required if we are to have an impact in our competitive arena. To achieve these goals and pursue further success, as measured by attendance levels, the Museum completed the first full year of implementing a strategic marketing approach using a brand- based strategy.

In keeping with established brand marketing concepts, the positioning strategy, including a stronger brand identity, was combined with a communications plan that produced a creative promotional campaign, primarily utilizing print and electronic media closely tailored to convey the branding message towards the targeted audiences. The selection of appropriate media and message yielded successful results, especially in levels of participation in educational and community programs, and thereby increased attendance at the Canada Aviation Museum.

**Figure 14**  
**Canada Aviation Museum Attendance**



A new series of Public Service Announcements for free time television broadcast were produced and distributed across Canada. These announcements addressed in a positive fashion the important role of aviation in the history of Canada in the 20<sup>th</sup> century and the importance of the Museum in preserving that heritage. They have been well received and were quickly given prime time play across the country.

Further targeted involvement with local and national partners, whether at trade shows for the group tour market, aviation events such as the Toronto Aviation and Aircraft Show, or with our federal partners in cultural tourism initiatives, created ongoing relationships that have and continue to produce new opportunities.

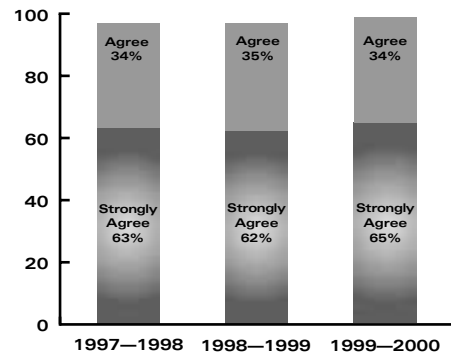
The Canada Aviation Museum continued to capitalize on its status as one of the best venues for events in the National Capital Region. During the year, some 30 revenue-generating events were held at the Museum, ranging from small intimate gatherings to spectacular indoor/outdoor events for over 1,400 people. These activities not only generate needed net revenues but they open the Museum to new constituencies not otherwise served by our programs.

**Visitor Satisfaction**

Given the critical importance of a satisfied audience for the success of its public programming objectives, the Museum has adopted an approach to ensure that its visitors will be provided with a rewarding and enjoyable experience during their visits. This approach is characterized by ensuring that suitable public amenities are available, that exhibitions and interpretive activities are informative, comprehensible and reflect audience interests, and that staff are attentive to visitors’ needs.

The level of general visitor satisfaction with the Museum remained very high. Some 99 per cent reported positively on their experience and, in particular, noted the quality of the collection on display, the ambiance of the facility and especially the friendliness of the on-floor staff. This exceeded the target level of 80 per cent.

**Figure 15**  
**Visitor Satisfaction –**  
**“Overall, I am satisfied with my visit.”**

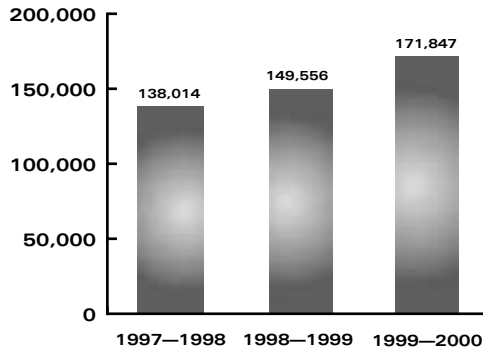


**Canada Agriculture Museum**

Over the last few years, the Museum’s emphasis on hands-on programming with animals relevant to Canadian history has achieved good results in attracting a strong visitor base. In 1999–2000, for the first time, school programs and birthday parties were offered in the winter months and a visitor services host was on duty each day. As in the past, the two unheated exhibition areas were closed.

The construction of a new barn to replace the one lost to a fire was completed in December and animals were moved into the barn at that time. However, to take advantage of the beginning of the programming season, the official opening of the Horse and Cattle Barn was held in March. With completion of the barn, the Museum has been actively pursuing the purchase of various breeds of beef cattle and horses.

**Figure 16**  
**Canada Agriculture Museum**  
**Attendance**



A Master Plan report for the Canada Agriculture Museum was completed in March 2000. The report will provide the necessary tool to support on-going discussions with Agriculture and Agri-Food Canada for the development of the Museum at the Central Experimental Farm.



Construction of a new Cattle and Horse Barn was completed in December.

**Exhibitions**

A long-term exhibition plan guides the replacement of the exhibitions.

In April, “Bread: The Inside Story” replaced “The Amazing Potato” exhibition, which had been presented at the Museum since 1994.

The exhibit is full of things to see, do and touch. At various locations, people can look up close at a kernel of wheat, grind wheat into flour and sift it, compare their bread consumption to the recommended consumption, and test their knowledge of the grains that make up a loaf of multi-grain bread. Children have two special areas just for them: a small farmyard and a pint-sized bakery. Adults and children alike enjoy the real bakery where demonstrations of bread making involve visitors.

Long-term exhibitions are updated on a regular basis to maintain visitor interest, and to ensure that exhibitions remain current both in content and method of presentation. During the year, the “Barn of the 1920s” exhibition was updated. Several artifacts were replaced and the exhibition now focuses on the culture of cereals in the 1920s. It has become an excellent complement to the bread exhibition presented in the other gallery of the Museum.

**Figure 17  
Canada Agriculture  
Museum Exhibition  
Plan 1999–2000**

Exhibition	On Schedule	On Budget
Bread .....	Yes .....	Yes
Barn of the 1920s ( <i>Update</i> ) ....	Yes .....	Yes

**Interpretive and School Programs**

The Canada Agriculture Museum enjoyed a successful year of programming in 1999–2000. Several new programs were offered, together with many of the favourites from previous years. Programs were designed to appeal to all segments of our audience and to all ages. Eleven special events were presented for the general public, beginning with the extremely successful “Easter at the Farm” program in April, and ending with “Barnyard Break” in March. Most events met or surpassed attendance targets, with Easter attracting 10,580 visitors, a 30 per cent increase over the previous year’s event and “Barnyard Break” attracting 13,590, a whopping 48 per cent over the previous



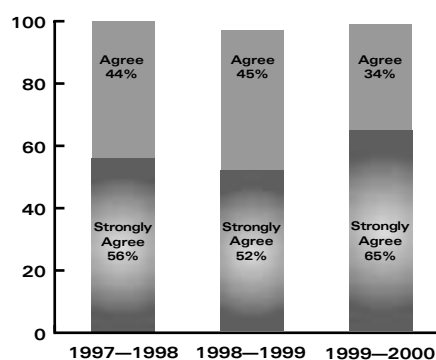
year. Our new “Ice Cream Festival,” attended by 4,365 visitors, met with great interest from the public and the media alike and will be repeated in future years. Daily interpretation programs were offered through the summer, as well as weekends in March, April, September and October. Four special “Bread Sundays” were held in the summer months, featuring breads of India and Ireland as well as baking for children. Demonstrations were also presented throughout the summer, including daily ice cream making, bread making in the new exhibition, and the demonstration of a Milwaukee Page garden tractor from the agriculture collection.

Birthday parties and two sets of pre-school “Barnyard Buddies” workshops were offered throughout the year. Over 1,300 children participated in birthday parties (more than twice as many as the previous year), and more than 100 preschoolers discovered goats, pumpkins, and agriculture in other countries in the spring and fall “Barnyard Buddies” workshops. The eight weeks of “Fun at the Farm” day camps were booked solid, and the four weeks for Junior Farmer Day were also well attended. Two new camps were offered, a half-day Kinder Farm Camp for 4–5 year olds, and a pre-teen camp for 10–11 year olds; both were at near capacity and will be expanded. Over 380 children took part in our various camps.

The Museum offered five special events for schools, a “Fall at the Farm” program, five regular school programs, and three thematic guided tour programs in addition to the regular guided tour program. Two new programs were offered this year: a bread-making workshop, and a pilot program on reproductive technology geared to a high school audience. Attendance increased significantly for the regular school programs (up 45 per cent to 4,990 participants) although attendance was down slightly due to the cancellation of a fall special event.

Partners play an important role in our programming, and our list of partners continues to grow. A new one-day event was organized jointly with Agriculture and Agri-Food Canada (AAFC); this extremely successful program, “FunFest on the Farm”, was attended by 3,936 visitors and will be repeated in 2000. As well, we participated in the AAFC display at ExpoQuebec in August and the Royal Agricultural Winter Fair in November, by collaborating on a butter-making exhibition and presenting over 150 bilingual butter-making demonstrations. Rare Breeds Canada was a key player in many of our events, including the Sheep Shearing Festival and Horsepower event, and once again held their Annual General Meeting at the Museum. The Leeds County Draft Horse Club participated in the “Horsepower!” weekend in October while the Carp Farmers’ Market was a major participant in the Fall Harvest Celebration. The local Agriculture Awareness Committee maintained a close working relationship with the Museum, and participated in “Dairy Days for Schools,” as well as organizing a one-day “Slice of Farming”

**Figure 18**  
**Visitor Satisfaction –**  
**“Overall, I am satisfied with my visit.”**



school day (attracting over 500 participants from local schools). Finally, the Dovercourt Community Centre and 4-H Canada collaborated on a pilot program with the Museum to develop a 4-H Club for City Kids.

The level of visitor satisfaction with the Museum remained very high. Ninety-nine percent of visitors surveyed indicated that they were satisfied with their visit and overall experience. Visitors commented positively on the “family” orientation of their experience as well as the opportunity for children to see and learn about live farm animals in a farm environment.

## Web Sites

Electronic information technology and the World Wide Web have permitted museums to profit from unprecedented opportunities to reach a far broader audience than could ever be welcomed to their physical sites. The Web also provides a new opportunity for facilitating public access to the knowledge inherent in museum collections and the research conducted on them.

The Corporation’s use of the World Wide Web is carried out in support of the following objective:

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

Achievement of this objective was accomplished on the Corporation’s Web sites in several different ways. First, the sites provide a platform for the promotion of the museums and the provision of basic service information. Secondly, a start was made to provide immediate access to the collections of the Corporation and research based on them. Thirdly, the unique properties of the Internet, which lend themselves to new approaches, were explored with a view to developing a new generation of applications and products.

### *Promoting the Museums*

The Corporation’s Web sites provide immediate access to museum resources, and are a key means of disseminating knowledge to a broad audience. The sites have evolved since they were first launched in 1996, and during the year the sites were redesigned and updated to take advantage of technological developments in this area. The sites provide information about the Museums (how to get there, hours of opening, admission fees and facilities available), about the programs available for schools (with a means of making reservations) and other visitors, and about forthcoming events. An important addition this year was *Portfolio*, the Corporation’s mail-order catalogue, converted to an on-line version. Although not fully implemented by the end of the year, the new catalogue has already begun to generate sales.

Access to the sites are provided through a high-speed connection, which at the same time provides bandwidth for interactive on-floor exhibitions that require connections to the Internet. The sites are visited by an average of 1,300 visitors per day.

### *Accessing the Collection*

The sites also provide extensive information about the collection, including current print and electronic publications. A major addition in the form of access to the library catalogue was made this year, though staff shortages prevented full implementation.

The Corporation has made good progress in the digitization of its assets, whether they be collection images or the contents of its specialized archives. The Corporation has worked in partnership on several projects related to the Web sites, notably those related to the aviation collection and the Schoolnet Digital Collections program sponsored by Industry Canada. As a result of this and other efforts, 85 per cent of the artifact collection had digitized images by the end of the year. Excellent progress was also made in digitizing the aviation archival material and rail photograph collection. Some 8,500 images from the aviation archive were mounted on the site to permit visitors to search and retrieve low-resolution images for non-commercial use, and provide a revenue-generating mechanism to order high-resolution scans or prints.

The Canada Aviation Museum renewed its partnership with Discovery Channel Canada to continue a novel and inexpensive way to broaden its web presence through “Flightdeck,” a component Web site of the Exploration Network, located at [www.exn.ca/flightdeck](http://www.exn.ca/flightdeck). This content-rich site uses the latest in multimedia technology to allow visitors anywhere to explore the Museum’s collection from their homes. Original feature pieces have also been created by the Exploration Network’s editorial staff, in conjunction with the Museum’s curators.

The use of the Web sites as platforms for research findings embodied in exhibitions has also permitted the Museums to realize the benefits of their investment in research by sharing them with a vast global audience.

### *Exploring New Possibilities*

During the year, the Corporation initiated a research project to explore the market for and the feasibility of developing a new generation of products for dissemination to a broad audience. The underlying notion was that while the individual sites for all of the constituent museums provide excellent access to the subject matter for which each is responsible, it may be possible to consider more comprehensive treatment of broader issues than the individual sites can encompass themselves.

The research project examined trends in best practices for Web sites in similar heritage institutions, the demographics of users, the kinds of overarching applications that might be of interest to users, menus of possible approaches, and the cost and potential numbers of users which may be generated. The findings of the project, when finalized, will be assessed in 2000–2001, with a view to deciding on which of the recommendations will be accepted for implementation.

## 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. This knowledge is of value to other museums, other researchers, and interested members of the public across Canada and internationally. Publications are an effective method of sharing this information.

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.***

Several approaches have been devised in order to meet Corporate publication goals. Specialized material is published in a variety of formats best suited for use by other museums and other researchers. A selection of the most interesting historical assessment documents are published in the in-house *Transformation Series*. Special topic monographs written by staff, as well as other researchers, appear in the serial *Material History Review*. A more popular audience is reached in the electronically-published *Collection Profiles Series*, and through the *Curator's Choice Series*, which provides additional curatorial insight to enhance all major exhibitions. Finally, occasional monographs are produced which may be directed at specialized audiences, varying from children to specialist hobby enthusiasts.

The Corporation recognizes the importance of Web-based presentation of new monographs, and carefully monitors demand for the more scholarly publications to determine the extent to which electronic distribution may be more effective and less costly than print production.

Staff during the past year contributed four refereed articles to specialist and heritage journals, with additional research material awaiting acceptance. There was an increase in the number of articles appearing in more popular publications. One volume in the *Transformation Series*, "Metal Mining in Canada: 1840–1950," was produced. Two new titles of the electronic publication *Collection Profiles* appeared on the CSTM Web site, "Cycles" and "Recreational Small Craft". Two issues of the *Material History Review* were produced: Number 50, a theme issue on Public History, in association with the University College of Cape Breton, and Number 51, a general issue. The cooperation of the Centre for Material Culture Studies at the Memorial University of Newfoundland continues to enrich the journal. New titles in the series *Curator's Choice*: "The Shay Locomotive" and "Canada in Space" provide more detailed information to the public on artifacts in exhibitions and also appear on the CSTM Web site.

Curators at the Canada Aviation Museum added a new virtual illustrated essay on the development of the Rockcliffe Air Force Base from its earliest beginnings to the present day to the Canada Aviation Museum Web site and updated earlier essays on the R-100 Airship and Camouflage. All three initiatives drew upon research conducted for previously completed exhibitions or publications. The total downloads of the three essays was just shy of 800, clearly demonstrating how effective it is to have information available in this form.

# SUPPORT ACTIVITIES

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

## Facilities

Facilities are an integral part of museum operations. They do more than house staff; they 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 to the atmosphere, and becomes part of a public image, as a symbol of the institution’s mandate. A large number of comments by visitors allude to their satisfaction or dissatisfaction with the quality of the facilities and related services. Providing services for museum visitors requires special efforts not usually associated with office space.

Similarly, the provision of appropriate collection storage space is essential for the long-term safeguarding of the collection. This requires control over all environmental factors which can be agents of deterioration. The size of some of the 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, 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.

<b>Figure 19 Corporation Facilities – Conformity to Applicable Codes</b>	<b>Category</b>	<b>Health/Safety Codes</b>	<b>Building Codes</b>
	Public Spaces .....	100% .....	100%
	Office Spaces .....	100% .....	100%
	Storage Spaces .....	100% .....	100%

At the end of 1998–1999, the Corporation commissioned a Property Condition Assessment by independent professional engineers to, among other things, evaluate the facilities’ main components to determine their condition and remaining expected life. The report, received in June 1999, identified several deficiencies in the load-bearing capacity of the roof beams and joists of the Canada Science and Technology Museum building, in relation to the National Building Code, which were corrected in the fall of 1999. The engineers also identified the existence of a potential seismic hazard to the building in the event of a code level earthquake, a high priority which requires more detailed investigation.

At the Canada Agriculture Museum, the Corporation completed the construction of a new Horse and Cattle Barn to replace the building destroyed by fire, and opened the new barn to the public in March 2000. The Corporation also continued to review its requirements for the site of the Agriculture Museum with Agriculture and Agri-Food Canada. However, as public consultations by Agriculture and Agri-Food Canada on the future of the Central Experimental Farm are still not complete, no decisions could be made on further development or transferring custody of the buildings occupied by the Museum to the Corporation.

The Corporation continued discussions with the Government to address the longstanding issue of the lack of appropriate collection storage space for aircraft at the Canada Aviation Museum. Construction of a proper collection storage building continues to be a top priority in order to safeguard these irreplaceable artifacts. A plan for the full development of the Rockcliffe site, prepared in 1992 and approved by the National Capital Commission, provides for the construction of a storage hangar on the east side of the existing museum building, for which a costed conceptual design has been developed. Discussions regarding the funding of this project have continued.

The Corporation occupies a total of 61,000 square metres, at a cost of \$106 per square metre. This was very close to the target for the year of \$105 per square metre.

## Revenue Generation

Revenue generation provides a means for the Corporation to supplement its government appropriation, and thereby contributes 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 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 within the parameters of its mandate and available markets. The Corporation has also generated resources (services and money) by actively soliciting 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 20 identifies the areas of revenue generation and the performance achieved against established targets.

**Figure 20**  
**Revenue 1999-2000**

	<b>Budget</b>	<b>Actual</b>
Total	3,660	3,695
Cost Recoveries	1,730	1,898
Commercial Operations	1,340	1,264
Development	490	355
Interest	100	178

Total revenues for the year were \$3.695 million, exceeding the revenue target of \$3.660 million. The total was less than the previous year, as the Corporation withdrew from commercial operations which were not providing an adequate net return, and because there were fewer partnership agreements for the development of materials for new media.

Demand for the Corporation's educational and other group programs continues to be strong, and most programs are operating at or near capacity. Cost recoveries also include admission fees, revenues from the sale of farm products (mainly milk) at the Canada Agriculture Museum, and revenue from services provided to other organizations in connection with electronic access and travelling exhibitions.

Within commercial operations, revenue was close to target but reduced from last year as a result of decisions to discontinue publication of the *Portfolio* mail order catalogue and the astronomy magazine *SkyNews / CielInfo* as of the end of 1998-1999. Revenue from the simulator experience was affected by price reductions intended to increase school group participation and thereby enhance the visitors' experience.

Total revenues from development, which include membership, sponsorship and fundraising, were below target for the year. However, the membership program continued to grow, exceeding its target by 30 per cent. This growth is the result of increased membership promotion and effective renewal campaigns. With the frequency of production of major exhibitions reduced, the sponsorship program continued to take steps to shift its focus from exhibits to other public programming activities. As a result of the transition, sponsorship revenues were below target for the year. In fundraising, the Corporation completed its third successful annual appeal in support of the preservation of the aviation collection. Appeal contributions exceeded target by 54 per cent, which reflects an increase of more than double in the number of gifts over the previous year. Preparations for a second appeal in support of the Canada Agriculture Museum and a planned giving program in support of all three museum sites were completed. In addition to the cash generated, support received as in-kind contributions for the year was valued at \$57,000.

## Administration

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

Administration 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, 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.

With the reduction in resources resulting from a series of expenditure reductions over the past several years, the emphasis has continued to be on effective management of operational overhead. The Corporation completed the implementation of a three-year informatics plan in 1999–2000, together with the replacement or upgrading of systems required to deal with the "Year 2000" problem. The Corporation also implemented the backbone of a corporate Intranet, as a basis for further integration of administrative systems in the coming years, and completed a rationalization of its vehicle fleet.

Parliamentary appropriations for 1999–2000 totaled \$20.3 million, with represents a modest increase over the previous year to cover cost increases due to inflation and workload increases connected with the digitization of assets and improvements to collection storage.



# INTERNAL AUDIT AND EVALUATION

## Internal Audit

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

The Corporation, as required by section 138 of the FAA, underwent its second special examination conducted by the Auditor General of Canada. Required at least once every five years, the examination is a key component of the control and accountability framework for Crown corporations set out in Part X of the FAA. Work on the examination was completed early in 1999–2000, and a report was submitted to the Board of Trustees in August.

As part of its annual internal audit program, the Corporation completed an audit on compliance with the Government Security Policy. The purpose of the audit was to examine the security practices within the Corporation and to provide advice on the organization, policies, planning and support of its security functions. The specific areas examined were practices relating to the organization and administration of security, personnel and physical security, and security practices within the information technology environment. Each of the recommendations resulting from the audit were addressed in an action plan which is being implemented.

## Evaluation

As part of the evaluation research, the Corporation performs a variety of surveys and studies that assist in the development of exhibitions and programs to meet corporate objectives and respond to the needs of the public.

### *Annual Surveys*

The Corporation has established a survey program conducted continuously in two specific areas: visitor satisfaction with their museum experience, and teacher satisfaction with educational programs.

Standardised visitor satisfaction surveys at the three museum sites enabled comparison of their differing characteristics and results. Advanced analysis of the accumulated survey data resulted in better understanding of the factors that drive visitor satisfaction, and information that will help fine-tuning of the survey instruments. As well, teacher satisfaction forms at the Canada Science and Technology Museum were analysed and modified to be more useful, preparatory to use at the other museum sites.

A system of attendance forecasting was developed and used to set monthly attendance targets. Further analysis was made to break down monthly attendance figures into programs and their respective target segments. When integrated with a complementary system of financial cost tracking, it improved benefit/cost analyses and allows the Corporation to ensure better control and efficiency of resources.

### ***Exhibition and Program Studies***

To increase the likelihood of program success, extensive evaluation research was carried out at the formative stages of new product development. Front-end research on two exhibitions, a review and analysis of CSTM family public events, and formative evaluations for the “Canoes” and “Bread” exhibitions were completed. Lastly, formative floor-testing of interactives for the “Materials” exhibition, in conjunction with the text, greatly improved their usability and effectiveness.

The three museums carry out remedial evaluations to fine-tune the exhibition’s performance with the public. Modifications are made based on these studies. This year, remedial evaluations were done for the “Log-on!,” “Bicycles,” “Energy,” and “Bread” exhibits.

### ***Communications and Promotion Studies***

Marketing studies were carried out to help managers make the most effective use of resources. Admission price was studied at the Canada Aviation Museum, and a review of price strategy carried out for the Canada Agriculture Museum. “Mystery” or unannounced visits were used to assess compliance with corporate visitor standards.

# THE YEAR IN STATISTICS 1999-2000

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

## *CANADA SCIENCE AND TECHNOLOGY MUSEUM CORPORATION*

<b>Collection Development and Management</b>	<b>1999-2000</b>	<b>1998-1999</b>
Number of artifact collection records	32,153	30,952
Number of artifacts acquired	701	653
Percentage of artifacts acquired by donation	84%	79%
Number of artifacts on loan	552	311
Reduction in cataloguing backlog	2,377	8,807
Number of library titles catalogued	2,507	2,900
Number of library titles acquired	1,527	734
Number of papers/lectures presented	24	21
Number of refereed publications produced	5	4
Number of other publications produced	14	16
Number of research enquiries handled (Libraries, Curatorial & Science Information)	7,960 (approx.)	6,650 (approx.)
Number of people viewing artifacts on loan	1,112,280	1,412,000



## *Canada Science and Technology Museum*

<b>Museum Access and Use</b>	<b>1999-2000</b>	<b>1998-1999</b>
Number of school group visits	2,688	2,717
Number of participants in school group visits	102,355	110,199
Number of school program modules offered	27	27
Number of demonstrations, tours and workshops given	4,370	6,969
Number of people participating in demonstrations, tours and workshops	164,900	193,586
Number of special events held	27	16
Number of participants in special events	120,300	92,945
Number of travelling exhibitions on tour	1	5
Number of venues receiving travelling exhibitions	2	8
Number of visitors to travelling exhibitions (estimated)	142,000	496,000
Number of off-site demonstrations or events	7	6
Number of visitors to off-site demonstrations or events	1,805	2,125
Other use of facilities (number of participants)	4,472	6,180



### *Canada Aviation Museum*

<b>Museum Access and Use</b>	<b>1999–2000</b>	<b>1998–1999</b>
Number of school group visits	1,055	928
Number of participants in school group visits	34,200	30,366
Number of school program modules offered	16	17
Number of demonstrations, tours and workshops given	2,560	2,460
Number of people participating in demonstrations, tours and workshops	56,515	56,180
Number of travelling exhibitions on tour	1	3
Number of venues receiving travelling exhibitions	1	6
Number of visitors to travelling exhibitions	10,000	74,500
Number of off-site demonstrations or events	6	6
Number of visitors to off-site demonstrations or events	11,900	12,000
Other use of facilities (number of participants)	7,090	10,553
Web site visitors	300,000	146,000



### *Canada Agriculture Museum*

<b>Museum Access and Use</b>	<b>1999–2000</b>	<b>1998–1999</b>
Number of school group visits	450	303
Number of participants in school group visits	15,280	10,497
Number of school program modules offered	20	16
Number of demonstrations, tours and workshops given	2,080	1870
Number of people participating in demonstrations, tours and workshops	87,985	32,700
Number of off-site demonstrations or events	3	3
Number of visitors to off-site demonstrations or events	150,000	63,000
Other use of facilities (number of participants)	3,500	2,200

# OUR SUPPORTERS

## Members

The Corporation's membership program continued to grow, numbering 20,000 individuals in 4,500 households. The program is one of the largest in Canada.

## *Sponsors and Donors*

The Corporation continues to work with its sponsors in unique ways which address their marketing and business objectives. The Corporation also successfully conducted its third annual appeal aimed at aviation enthusiasts in Canada and made final preparations for the launch of a similar campaign associated with the Canada Agriculture Museum.

The Corporation gratefully acknowledges the following individuals, institutions and corporations for their generous support.

## Canada Science and Technology Museum

### *CORPORATIONS AND INSTITUTIONS*

#### **PRESENTING SPONSORS**

Iogen Corporation  
EnerGuide Program,  
Natural Resources Canada  
Energizer Canada  
Shell Canada

#### **MAJOR SPONSORS**

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Canada Mortgage and Housing  
Corporation  
Rogers @ Home  
3M Canada  
CCM – The Procycle Group

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Toronto Dominion Bank  
Industry Canada

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Adjeleian Allen Rubeli Ltd.  
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DLM Enterprises Ltd.  
Kodak Canada Inc.  
Majic 100 Radio Station-CHUM Ottawa  
National Archives of Canada  
National Film Board  
National Research Council  
Nortel Volunteers Museum  
Royal Canadian Mint  
Salton Canada  
Transport Canada  
University of Guelph

**INDIVIDUALS**

F. Anthony  
 L. Beaulac  
 J. Bergeron  
 D.A. Bonyun  
 R. Boudreau  
 R.C. Brooks  
 C. Buck  
 A. Cleghorn  
 D. Collard  
 E.A. Decoste  
 Y. Des Chenes  
 M. Dore  
 R.A. Eustis  
 G. Forrest  
 B. Germundson  
 J. Gilbert  
 R. Guertin  
 J. Kuehn  
 B. Lalonde  
 L. Lamoureux  
 P. Langlois  
 P. Macdonald  
 W. Mattingly  
 A. Monaghan  
 A. Mongeau  
 W.E. Nassau  
 J. O'Leary  
 G. Parsons  
 J. Payette  
 N. Pearce  
 S. Peterson  
 R. Richards  
 C. Robertshaw  
 M. Rosplesch  
 D. Sear  
 L. Sebert  
 F.J. Shortill  
 C.C. Stewart  
 G. Stirton  
 R. Sylvester  
 J. Topelko  
 L. Trottier  
 C. Ziegler

**Canada Aviation Museum****CORPORATIONS AND INSTITUTIONS****MAJOR SPONSORS**

Bombardier Aerospace  
 Honeywell  
 Pratt & Whitney Canada

**DONORS**

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 Canadian Helicopters  
 Happy Landings Fine Art & More  
 National Defence  
 National Research Council  
 RCAF Prisoner of War Association  
 Royal Canadian Mint  
 Royal Military College of Canada  
 Thomson-Gordon Group

**INDIVIDUALS**

H.C. Armstrong  
 E. Botterell  
 E.A. Briggs  
 A Butterworth  
 C. Cameron  
 J.C. Coleman  
 G.H. Collison  
 E.M. Curtis  
 G. Diamond  
 B.C. Donnan  
 H. Drover  
 S.E. Ellis  
 R.A. Eustis  
 D. Frost  
 S. Gouin  
 G. M. Henderson  
 C. Kadin  
 J. Leech  
 J.A. Lupton  
 P. Markham  
 M.G. McAskill  
 S. Minchin  
 J. Morris  
 V. Muller  
 R.T. Murray

W. Paris  
M. Pelletier  
S. Sheldrake  
S. Sky  
V. Stokes Crespi  
M Van Every  
D. Watson

### ***MAJOR GIFTS***

Each year the Museum receives major gifts from donors resulting from current and planned gifts. The Museum wished to express its deepest gratitude to the following people.

The Estate of John Franklin Riley  
Fiona and Ken Cameron, in memory  
of Howard Fowler

### ***ANNUAL APPEAL***

The Corporation wishes to acknowledge the following individuals who generously donated \$100.00 or more in support of the preservation of the Canada Aviation Museum's collection.

Dr. Stanley E. Acres  
Valorie M. Austin  
J. M. Bancroft  
Allan W. Becker  
W/C J. A. (Blackie) Belanger  
Anthony Wm. Bellos  
Sheldon D. Benner  
M. J. Bent  
Serge Bernier  
Air Commodore L. J. Birchall  
William Bissonnette  
James Bradford  
W/C A.W. Breck  
Paul J. Brunelle  
W/C Ronald W. Butcher, DFC, CD  
Marcus Calder  
General Bill Car

Kenneth Castle  
George E. Chapman, Q.C.  
John Clifford  
M. C. Cooper  
Vein W. Dolph  
William J. Douglas  
S/L William D. Dunbar RCAF RET  
D. Everett  
Dr. Donald Ferguson  
Hartland R. Finley  
S/L Robert J. Flynn  
L. Col et Mme Jacques A. Forest  
Ed Foster  
R. John Garrioch CD  
Robert K. Glendinning  
H. A. (HRT) Graae  
J. H. Grand  
Greater Toronto Airports Authority  
Robert G. Harding  
G/C A. N. Harris  
John B. Higham  
R. Y. Hodgson  
Keith John Hopkinson  
Edwin C. Hunt  
B. F. Hunter  
Brigadier General James D. Hunter  
Reid T. Hutchinson  
G. F. Ireland  
Dr. Aden C. Irwin  
William Jaques  
J. L. S. Enterprise LTD.  
Alex Johnston  
LCol Harlo L. Jones DFC CD  
Charles Kadin  
Jim Kowalyk  
Donald E. Lamont  
R. Lamoureux & Centennial Flight  
Centre Ltd.  
Stuart M. Leslie  
Ian S. Macdonald  
General Paul D. Manson  
Bruce G. Matthews  
W/C L. McArdle, DFC, RAF, RETD  
James McCool

Bill McRae  
Mentor College  
Robert J. Mercer  
Robert E. Merrick  
Hector Millward  
Claude Montour  
R. W. Morehen  
James Morrison  
John T. Mullen  
J. A. "Spud" Murphy  
William Murray  
NAV Canada  
No. 600 (Regina) Wing, Air Force  
Association of Canada  
Howard O' Connor  
W. R. J. Oliver  
Joseph Pope  
Brigadier General (Retd) R. Murray  
Ramsbottom  
K. L. Rice  
J. H. Roddick  
Donald H. Rogers  
Robert J. Rood  
George R. Skinner  
David O. (Tim) Stapleton  
Jack A. Steels C.D.  
S/L Robert J. Stewart (ret.)  
Christopher Terry  
CAPT./CMDT Louis Thériault  
John C. Trethowan  
Vancouver International Airport  
Authority  
V. Varvads  
Bill Waddell D.F.M (420 SQDM)  
H. L. Walters  
N. A. Webb  
Lloyd Windh  
Alec C. Woodley  
J. Zurakowski

**Canada Agriculture Museum**

**CORPORATIONS AND INSTITUTIONS**

**CONTRIBUTING SPONSORS**

Neilson Dairy



# FINANCIAL STATEMENTS

## *Management's Responsibility for Financial Statements*

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

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

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

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



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Geneviève Sainte-Marie  
*Director*



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Graham Parsons  
*Director General, Corporate Services*

June 9, 2000



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, 2000 and the statements of operations and equity of Canada and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with 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, 2000 and the results of its operations and its cash flows for the year then ended in accordance with 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.

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

Ottawa, Canada  
June 9, 2000

*National Museum of Science and Technology*

**BALANCE SHEET**

*as at March 31, 2000*

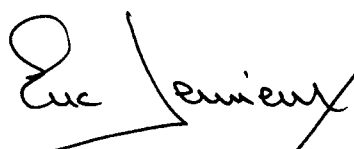
	2000	1999
	<i>(in thousands of dollars)</i>	
<b>Assets</b>		
Current		
Cash and short-term investments (Note 3)	<b>\$ 2,331</b>	\$ 3,128
Accounts receivable – government departments	<b>452</b>	361
– others	<b>262</b>	232
Inventories (Note 4)	<b>362</b>	402
Prepaid expenses	<b>191</b>	23
	<b>3,598</b>	4,146
Restricted cash and investments (Note 5)	<b>231</b>	189
Collection (Note 6)	<b>1</b>	1
Capital assets (Note 7)	<b>8,883</b>	7,949
	<b>\$ 12,713</b>	\$ 12,285
<b>Liabilities and Equity of Canada</b>		
Current		
Accounts payable and accrued liabilities		
– government departments	<b>\$ 180</b>	\$ 224
– others	<b>1,604</b>	1,487
Current portion of accrued employee termination benefits	<b>32</b>	29
Deferred revenues	<b>43</b>	777
	<b>1,859</b>	2,517
Accrued employee termination benefits	<b>1,258</b>	1,022
Other deferred revenues (Note 8)	<b>231</b>	189
Deferred capital funding (Note 10)	<b>8,883</b>	7,949
	<b>12,231</b>	11,677
Equity of Canada	<b>482</b>	608
	<b>\$ 12,713</b>	\$ 12,285

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

Approved by the Board of Trustees



Chairman



Chairman, Audit Committee

*National Museum of Science and Technology*

**STATEMENT OF OPERATIONS  
AND EQUITY OF CANADA**

*for the year ended March 31, 2000*

	2000	1999
	<i>(in thousands of dollars)</i>	
<b>Revenue</b>		
Cost recoveries:		
Admission		
Canada Science and Technology Museum	\$ 617	\$ 718
Canada Aviation Museum	244	234
Canada Agriculture Museum	117	105
Other	920	833
Commercial operations		
Boutiques	812	905
Food Services	37	314
Other	415	883
Corporate development	355	417
Interest	178	175
Total revenue	<u>3,695</u>	<u>4,584</u>
<b>Expenses (Schedule)</b>		
Management of the collection	6,049	6,691
Management of public facilities and programs:		
Canada Science and Technology Museum	6,675	7,160
Canada Aviation Museum	3,855	3,929
Canada Agriculture Museum	1,797	1,015
Support activities	4,222	3,929
Amortization of capital assets	1,259	1,151
Total expenses	<u>23,857</u>	<u>23,875</u>
Net result of operations before government funding	(20,162)	(19,291)
Parliamentary appropriation (Note 12)	20,036	20,007
Net (loss) income	<u>\$ (126)</u>	<u>\$ 716</u>
Equity of Canada at the beginning of the year	608	(108)
Equity of Canada at the end of the year	<u>\$ 482</u>	<u>\$ 608</u>

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

*National Museum of Science and Technology*

**STATEMENT OF CASH FLOWS**

*for the year ended March 31, 2000*

	2000	1999
	<i>(in thousands of dollars)</i>	
<b>Cash flows from operations</b>		
Net (loss) income	(\$ 126)	\$ 716
Adjustments for non cash items		
Amortization of capital assets	1,259	1,151
Amortization of deferred capital funding	(1,259)	(1,151)
Contributions recognized as revenue	(55)	(39)
	<u>(181)</u>	<u>677</u>
Change in non cash operating assets and liabilities	(908)	(1,154)
Change in accrued termination benefits	<u>237</u>	<u>79</u>
Total cash flows from operations	<u>(852)</u>	<u>(398)</u>
<b>Cash flows from investing activities</b>		
Acquisition of capital assets	(2,197)	(1,106)
Increase in restricted cash and investments	(41)	(32)
Total cash flows from investing activities	<u>(2,238)</u>	<u>(1,138)</u>
<b>Cash flows from financing activities</b>		
Funding for the acquisition of capital assets	2,197	1,106
Restricted contributions and related investments income	<u>96</u>	<u>71</u>
Total cash flows from financing activities	<u>2,293</u>	<u>1,177</u>
<b>Increase (decrease) in cash</b>	<b>(797)</b>	<b>(359)</b>
Cash and short-term investments at the beginning of the year	<u>3,128</u>	<u>3,487</u>
Cash and short-term investments at the end of the year	<u><b>\$ 2,331</b></u>	<u><b>\$ 3,128</b></u>

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

*National Museum of Science and Technology***NOTES TO FINANCIAL STATEMENTS**

MARCH 31, 2000

***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 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 research, documentation, cataloguing, conservation, the library and related services.

**Management of public facilities and programs**

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

***2. Accounting policies***

These financial statements have been prepared in accordance with 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) Pension plan

The employees of the Corporation participate in the Public Service Superannuation Plan administered by the Government of Canada. The employees and the Corporation contribute equally to the cost of the plan. This contribution represents the total pension obligation of the Corporation. Contributions in respect of current service are expensed during the year in which the service is rendered. The Corporation is not required under present legislation to make contributions with respect to actuarial deficiencies of the Public Service Superannuation Account.

(e) Employee termination benefits

On termination of employment, employees of the Corporation are entitled to certain benefits provided for under their collective agreements and their conditions of employment. The cost of these benefits is expensed in the year in which they are earned.

(f) 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.

(g) 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 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 was approved.

### 3. Cash and short-term investments

	2000	1999
	<i>(in thousands of dollars)</i>	
Cash	<b>\$ 81</b>	\$ 128
Short-term investments	<b>2,250</b>	3,000
	<b>\$ 2,331</b>	\$ 3,128

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 average rate of return in 1999–2000 was 4.95% compared to 4.89% in 1998–1999.

The market value of the short-term investments is approximately \$2,260,000. Accrued interest of \$5,466 is presented in accounts receivable.

### 4. Inventories

	2000	1999
	<i>(in thousands of dollars)</i>	
Books, pamphlets, replicas and other materials	<b>\$ 349</b>	\$ 394
Publications in process	<b>13</b>	8
	<b>\$ 362</b>	\$ 402

### 5. Restricted cash and investments

Restricted cash and investments arise from donations received from individuals and corporations for specific purposes and are managed in accordance with the donor's wishes and the by-laws of the Corporation.

### 6. 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

**7. Capital assets**

	2000		1999	
	Cost	Accumulated amortization	Net book value	Net book value
<i>(in thousands of dollars)</i>				
Building renovations	\$ 10,927	\$ 3,324	\$ 7,603	\$ 6,591
Equipment	4,688	4,127	561	585
Office furniture	5,145	4,426	719	773
	<u>\$ 20,760</u>	<u>\$ 11,877</u>	<u>\$ 8,883</u>	<u>\$ 7,949</u>

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

**8. Other deferred revenues**

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

	2000	1999
<i>(in thousands of dollars)</i>		
Balance at the beginning of the year	\$189	\$157
Receipts		
Gifts and bequests	83	56
Interest	13	15
Total Receipts	<u>96</u>	<u>71</u>
Amount recognized as revenue in the year	<u>(54)</u>	<u>(39)</u>
Balance at the end of the year	<u>\$ 231</u>	<u>\$ 189</u>

### ***9. 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.

### ***10. Deferred capital funding***

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

Changes in the deferred capital funding balance are as follows:

	<b>2000</b>	1999
	<i>(in thousands of dollars)</i>	
Balance at the beginning of the year	<b>\$ 7,949</b>	\$ 7,994
Appropriation used to purchase depreciable capital assets	<b>2,193</b>	1,106
Amortization	<b>(1,259)</b>	(1,151)
Balance at the end of the year	<b>\$ 8,883</b>	\$ 7,949

### ***11. Commitments***

As at March 31, 2000, the Corporation had entered into various agreements for accommodation, protection services, facilities management services and exhibition rentals for a total amount of \$14,660,000. The future minimum payments for the next five years are as follows:

*(in thousands of dollars)*

2000-01	\$ 3,206
2001-02	\$ 2,864
2002-03	\$ 2,210
2003-04	\$ 2,150
2004-05	\$ 1,537

**12. Parliamentary appropriation**

	2000	1999
	<i>(in thousands of dollars)</i>	
Main Estimates amount provided for operating and capital expenditures	<b>\$ 19,677</b>	\$ 18,595
Supplementary estimates:		
Roof repairs	<b>400</b>	—
Payment in lieu of taxes	—	403
Transfer from other votes:		
Severance adjustments and retroactive wages settlement	<b>19</b>	629
Collective Agreement	<b>224</b>	—
	<b>20,320</b>	19,627
Portion of amount deferred for Canada Agriculture Museum project used in current year	<b>650</b>	335
Amounts used to purchase depreciable capital assets	<b>(2,193)</b>	(1,106)
Amortization of deferred capital funding	<b>1,259</b>	1,151
Parliamentary appropriation	<b>\$ 20,036</b>	\$ 20,007

**13. Financial instruments**

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

**14. Comparative figures**

Certain 1999 comparative figures have been reclassified to conform to the current year's presentation.

*National Museum of Science and Technology*  
**SCHEDULE OF EXPENSES**

*for the year ended March 31, 2000*

	<b>2000</b>	1999
	<i>(in thousands of dollars)</i>	
Personnel costs	\$ 11,422	\$ 10,946
Leases of buildings	1,578	1,580
Professional and special services	1,560	1,744
Property taxes	1,500	1,494
Amortization of capital assets	1,259	1,151
Utilities	1,040	988
Material and supplies	893	658
Repairs and upkeep of equipment	682	584
Property management services	627	580
Gift stores, cafeteria and product marketing	501	866
Protection services	490	476
Advertising	410	528
Publications	347	604
Repairs and upkeep of buildings	336	312
Rentals of equipment	233	327
Travel	228	180
Communications	179	190
Office supplies and equipment	148	116
Design and display	123	168
Freight express and cartage	105	201
Books	84	88
Purchase of objects for the collection	63	75
Miscellaneous	49	19
Total expenses	<u>\$ 23,857</u>	<u>\$ 23,875</u>