



An agency of the Government of Ontario

Annual Report 2018-19

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Our Vision

We will be the leader among science centres in providing inspirational, educational and entertaining science experiences.

Our Purpose

We inspire people of all ages to be engaged with the science in the world around them.

Our Mandate

- Offer a program of science learning across Northern Ontario
- Operate a science centre
- Operate a mining technology and earth sciences centre
- Sell consulting services, exhibits and media productions to support the centre's development

Our Professional Values

We Are...Accountable, Innovative Leaders

We Have...Respect, Integrity and Teamwork

Table of Contents

Message from the Chair and Chief Executive Officer.....	4
Our 5-Year Strategic Priorities.....	6
Strategic Priority 1: The Leader in Science Engagement	7
Strategic Priority 2: Science North in all of Northern Ontario	12
Strategic Priority 3: Ultimate Customer Journey	17
Strategic Priority 4: Awesome Organizational Culture.....	21
Strategic Priority 5: Financial Resilience and Growth.....	23
Science North Funders, Sponsors and Supporters.....	28
Science North Board of Trustees and Committee Members	30
Science North Staff.....	31
Appendix A: Audited Financial Statements	32

Message from the Chair and Chief Executive Officer

Since opening to the public in 1984, Science North has become Northern Ontario's most visited tourist attraction, engaging more tourists than all other Northern attractions combined. Science North has grown to operate Canada's 2nd and 8th largest science centres. In addition to delivering informal science education experiences to its audiences, Science North plays a significant role in bolstering the local, Northern and provincial economies through tourism and job creation. The Centre supports 660 direct and indirect jobs in Northern Ontario and provides support to 70+ communities across Northern Ontario through its programs and services. Science North has an annual economic impact of \$55 million in the province.

2018-19 marks the first year in Science North's 2018-23 Strategic Plan. The organization continues to deliver on its mandate and focus on its Vision to be the leader among science centres in providing inspirational, educational and entertaining science experiences.

Here are a few of the highlights of the past year:

- The THINK project, a major renewal of the 4th level of the science centre, was completed in February 2018. Supported with funding from the Northern Ontario Heritage Fund Corporation, FedNor, Canadian Heritage and Employment and Social Development Canada, THINK encourages visitors of all ages to Tinker, Hack, Innovate, Network and Know while exploring new exhibits, programs and activities. THINK is the first major project undertaken by Science North as part of its 2018-2023 Strategic Plan, which focuses on bringing new, exciting and innovative science experiences to the centres in Sudbury and throughout Northern Ontario. Six Northern THINK Hubs, customized installations combining key visitor experiences of the THINK exhibit, are under development and will open at attractions in North Bay, Sault Ste. Marie, Thunder Bay, Kenora, Fort Frances and Timmins beginning Summer 2019.
- *Beyond Human Limits*, the 12th travelling exhibition developed and produced by Science North, opened in March 2018. Supported by the Northern Ontario Heritage Fund Corporation and the Ontario Cultural Attractions Fund, this creative and interactive exhibition invited visitors to explore the science behind extreme sports. A customized version of the exhibition began development in 2018, and will tour to five Northern Ontario communities throughout Spring/Summer 2019, growing attendance at other Northern Ontario attractions and building economic benefits in the North.
- Science North took the first steps towards the expansion and renewal of Dynamic Earth's underground programming space with *Go Deeper 2019*. The prototype exhibition opened in March 2019, focusing on the major components of the *Go Deeper: Modern Mining* experience at Dynamic Earth, projected to open in March 2021 (Phase 1) and March 2022 (Phase 2) as part of Science North's 2018-2023 Strategic Plan. Extensive audience feedback, video testimonials, surveys and a topic voting activity will be evaluated in



2019-20 to inform the development of the *Go Deeper: Modern Mining* project.

- A rich annual program of science events was delivered by Science North in 2018-19, exceeding targets in attracting and engaging adult audiences in events such as NIGHTLIFE on the Rocks, Science Speaker Series, Science Cafés, Science Socials and the Wild & Scenic Film Festival.
- Science North outreach programs were at an all-time high with the support of funding from the Ontario Ministry of Education and the Government of Canada's CanCode program. Science North delivered a total of 300 days of hands-on outreach programs to 53,137 students at public schools in 92 Northern Ontario communities, greatly exceeding the goal of 200 program days reaching 35,000 students.
- Science North exceeded school and public outreach targets in First Nation communities in 2018-19, delivering outreach school programs in 41 First Nation communities and 79 days of public outreach programming in 30 First Nation communities. Programs were delivered in remote and fly-in communities and in classrooms through 81 hands-on science e-workshops.
- The Northern Leadership Program's (NLP) 5th Cohort graduated in Spring 2018. The cohort involved 25 leaders from 10 partner organizations, the highest number of partners involved since the program's inception. With the 6th Cohort currently underway, to date over 100 people have participated in this unique community based leadership program, building leadership capability in the North. Science North is the managing partner of NLP and spearheaded the creation of the program.
- Science North achieved funding success from all levels of government in 2018-19. This included over \$2.1 million in funding from the Northern Ontario Heritage Fund Corporation and \$2.1 from FedNor to support the THINK 4th floor renewal and Northern THINK Hubs, *Beyond Human Limits* exhibition at Science North and its Northern Ontario tour, and a feasibility study and opportunity assessment exploring possibilities to expand Science North's services in Northwestern Ontario. The City of Greater Sudbury committed \$1.5 million in support of major expansion and renewal projects at Science North, including a signature IMAX[®] film, a new Climate Change object theatre experience and the *Go Deeper* project at Dynamic Earth.

Our 2018-23 Strategic Plan builds on the successes of the past five years and the significant gains Science North has achieved on our Vision, Purpose and Strategic Priorities. The Plan focuses on the organization's resources to drive success, capitalize on our strengths and opportunities and overcome challenges. It will benefit audiences and clients, partners, stakeholders and funders throughout Northern Ontario and beyond, including the Ministry of Tourism, Culture and Sport. The 2018-23 Strategic Plan was publicly communicated at an event held at Science North in March 2018 and at a similar event in Thunder Bay in May 2018.

As we reflect on the past year and look ahead to the future, we'd like to offer our thanks. The quality of services and science experiences Science North delivers to our audiences would not be possible without the support of the Ministry of Tourism, Culture and Sport as well as our partners, funders and supporters. We are also fortunate to have a highly committed and dedicated workforce, including our staff and volunteers. Science North will continue to deliver on its mandate and serve the needs of its audiences and we look forward to the future and the successful implementation of Science North's new Strategic Plan.

Our 5-Year Strategic Priorities (2018-23)

1. The Leader in Science Engagement
2. Science North in all of Northern Ontario
3. Ultimate Customer Journey
4. Awesome Organizational Culture
5. Financial Resilience and Growth

Strategic Priority 1

The Leader in Science Engagement

Goal 1

Visitor experiences inspire and WOW our visitors

Action 1: Deliver innovative science experiences that ignite experimentation, critical thinking and a sense of wonder.

At Science North:

- Science North completed a major renewal of 50% of the 4th level of the science centre on budget (\$3.9 million) and on schedule. The THINK project encourages visitors of all ages to Tinker, Hack, Innovate, Network and Know as they explore new exhibits, programs and experiences. This initiative is the first major renewal project undertaken by Science North as part of its 2018-2023 Strategic Plan, which focuses on bringing new, exciting and innovative science experiences not just to the science centres in Sudbury but also across all of Northern Ontario.
- Science North initiated two major multimedia projects from its 2018-2023 Strategic Plan that will expand and attract audiences to Science North. Work on these projects will continue in 2019-20 pending funding:
 - *Seasons of the North* is a new multimedia experience that creates dramatic change in Science North's Vale Cavern. This iconic new show will transport visitors on a seasonal journey to experience Northern Ontario's dramatic natural landscapes, people, iconic creatures and signature sites. The *Seasons of the North* script, hardware and technology approach reached 50% completion in December 2018.
 - The *Climate Action Show* will renew the current *Changing Climate* (2011) object theatre space on the 4th level of the science centre. This immersive multimedia experience will educate visitors on the challenges of climate change and innovative solutions, inspiring a personal commitment to climate action. The project was initiated in May 2018 as Science North engaged with scientists, partners and climate experts across North America. The script and hardware approach were completed March 2019.
- Science North staged two special travelling exhibitions in 2018-2019, achieving a total attendance of 151,867 on a goal of 168,281 with revenue of \$1,222,125 on a goal of \$1,408,968:
 - *Beyond Human Limits* - March 3 - September 3, 2018: Science North's 12th travelling exhibit, produced in collaboration with the Ontario Science Centre. Whether it was on the water, on the ground, in the air, on rocks or in snow and ice, visitors to this exhibition explored the science, motivations, risks, creativity and innovation inherent in extreme sports. This 600 sq m exhibition was accompanied by *Experience the Thrill!* - a series of exciting activities and events related to the thrilling world of extreme action sports. Altogether, the exhibition and events

achieved attendance of 95,527 on a goal of 103,268, with revenue of \$864,567 on a goal of \$977,822. Overall visitor satisfaction was 96% on a goal of 95%.

- *BODY WORLDS Rx* - March 2 - September 2, 2019: This leased exhibition explores the intricate biology and physiology of human health and the dramatic effects of disease. *BODY WORLDS Rx* will continue to inspire Science North audiences to embrace preventive healthcare and explore the latest research on top health issues throughout the summer. Science North will also stage a rich program of events focused on human health that will deepen visitor engagement and learning outcomes.
- The topic of Science North's 13th travelling exhibition, *The Science of Guinness World Records*, was selected in April 2018 and began development. In 2018-2019 several major milestones were completed including the concept plan, schematic design and production, and 50% design. The exhibition will open March 2020.

At Dynamic Earth:

- Supported by a program of changing experiences, Dynamic Earth hosted 54,818 visitors on a goal of 70,685 and achieved revenue of \$508,961 on a goal of \$679,391. Overall visitor satisfaction was 93% on a goal of 90%:
 - *Engineering Earth* - March 3 - Sept. 3, 2018: Created by La Cité, a Universcience site in Paris, France and toured by Imagine Exhibitions Inc, this soil science and engineering based travelling exhibition highlighted the properties of soils and their use as a construction material. A comprehensive program of science speakers, a film festival, a Science Social, family sleepover and daily workshops was delivered to engage visitors of all ages in this exciting science topic.
 - *Halloween Programming at Dynamic Earth* - October 4-28, 2018: The 6th annual Halloween event, featuring the Tunnel of Terror and the *Pumpkinferno* experiences. Continued partnerships with Upper Canada Village and Huronia allowed for a revitalized *Pumpkinferno* set. Enhancing the underground 'scare factor' for a 12+ audience on Friday evenings increased attendance, resulting in the highest monthly attendance on record at Dynamic Earth. Dynamic Earth achieved attendance of 15,687 on a goal of 17,061 and \$142,461 in revenue on a goal of \$140,097.
 - *Go Deeper 2019* - March 2 - September 2, 2019: This prototype exhibit and multimedia topic testing experience during Dynamic Earth's 2019 season will provide extensive audience feedback in the form of video testimonials, surveys and a topic voting activity. The experience focuses on the major components of the *Go Deeper: Modern Mining at Dynamic Earth*, and represents the first step in the planned expansion of Dynamic Earth's underground programming space. *Go Deeper: Modern Mining at Dynamic Earth* is projected to open in March 2021 (Phase 1) and March 2022 (Phase 2), subject to funding. The renewal project includes a large multipurpose underground space, a new Vale Chasm show, renewal of the *Rocks to Riches* object theatre, expansion of underground drifts with modern equipment and exhibits, and a multimedia show in the underground space.
- The 2020 exhibit for Dynamic Earth, *Under the Arctic: Digging into Permafrost* was contracted in December 2018, and will open in February 2020.

Action 2: Engage diverse groups, cultures and our core audience with relevant, changing science experiences.

- A rich annual program of events was delivered by Science North in 2018-2019 to attract, serve and engage adult and teen audiences. In total, 4,695 adults and 250 teens engaged in events such as *Nightlife on the Rocks*, Science Cafés, Science Speaker events and the newly launched Science Socials on a goal of 4,600 adults and 800 teens. Science North exceeded revenue targets, achieving \$71,046 in revenue on a goal of \$61,000.
- Science North launched a new adult evening experience, *Science Socials*, targeting audiences 35-75 years of age in deeper science-engagement experiences. Three events were held in 2018-19, exploring topics such as *Painting with Soil*, *Food and Drink Pairings* and forensic science through *Murder Under the Mistletoe*. The majority of these events were sold out, overall achieving 225 adults in attendance and \$12,933 in revenue.
- In 2018-19 Science North implemented strategies to increase attendance and revenue from youth aged 13-18. The Science North Student Advisory Council was created in September 2018. The Council consists of 12 students, with 50% of the membership representing students ages 14-15 and 50% ages 16-18. The Council met 6 times in 2018-2019, and were key to informing the development and delivery of teenager-friendly exhibits, programs and workshops at Science North and Dynamic Earth.

Action 3: Inform new science experiences through research, evaluation and prototyping.

- Science North conducted a prototyping process during the major renewal of the 4th level of the science centre. Four exhibit concepts were prototyped representing 26% of the renewal project (on a goal of 5%): Electric Circuits, Lights Patterns, Laser Maze and Mechanical Computer. A high fidelity model of each exhibit was built to physically prove the concept, select science tools and components, test signage and ensure visitor behaviour and learning goals were met. This prototyping phase informed the final design, construction and success of the THINK exhibits. Work will continue in 2019-2020 to evaluate the learning outcomes of new THINK exhibits, programs and experiences.
- *Go Deeper 2019* at Dynamic Earth features 14 prototype exhibits and multimedia topic testing experiences. Work will continue in 2019-2020 to evaluate audience feedback and learning outcomes. This prototyping process will inform the development of the *Go Deeper: Modern Mining at Dynamic Earth* project.

Goal 2

Our science is current and driven by collaborative partnerships

Action 1: Showcase and communicate current science, research and innovation.

- Science North engaged in extensive collaboration and consultation with community and science stakeholder groups to inform prototyping, design and fabrication of technical components, multimedia experiences and computer interactives during the THINK major renewal. Consultations also informed renovations to the base building interior to create accessible infrastructure. Extensive research and collaboration with external science organizations informed the creation of innovative equipment labs and programming space.
- Science North initiated its first Citizen Science project in May 2018 - the Yellow-banded Bumble Bee project. Working in partnership with the University of Guelph and Wildlife Preservation Canada, Science North hosted visitor events and workshops from May to October 2018. Data was collected as a part of a nation-wide research project to track the activities of threatened species.

Action 2: Develop and activate a science partnership strategy.

- Dynamic Earth developed a new partnership with Laurentian University and the Vale Living with Lakes Centre to research, prototype, design and build a new exhibit and small lab renewal focused on biomining, bioremediation and the use of bacteria to remove metals from mine waste and save on cleanup efforts. The experience opened March 2, 2019 as a part of the *Go Deeper* 2019 experience.
- Science North launched its new 'Scientist in Residence' program in November 2018. Science North will engage with post-secondary institutions and industry to host academic staff and industry leaders on sabbatical at Science North and Dynamic Earth. Research scientists will apply their knowledge and expertise to connect with public audiences and support the development of new exhibits, workshops and programs. During 2018-19, Science North confirmed its first 2 Scientists in Residence:
 - Dr. Paulo H. Nico Monteiro, Scientific Researcher and Coordinator of the Education Center of the Butantan Institute in São Paulo, Brazil will be at Science North from August 2019 - August 2020.
 - Dr. Thomas Merritt, Full Professor in the Department of Chemistry & Biochemistry at Laurentian University and Canada Research Chair in Genomics and Bioinformatics will be at Science North from January - December 2020.

Action 3: Expand our collaborations within the Science Communication Graduate Program.

- The Science Communication Program, developed by Science North in partnership with Laurentian University and launched in 2005-2006 as a Graduate Diploma program, had a total of 154 graduates as of September 2018. New to the 2018-2019 academic year, the Science Communication Graduate Program now offers a Master in Science Communication degree option, including a work placement and Major Research Paper.

The Master's (MSc) degree and Graduate Diploma (G.Dip) in Science Communication are the first and only programs of this kind in Canada, covering the theory and practical challenges of effectively communicating science and issues involving science in society. Courses include learning, design and rhetorical theory, the application of new social and traditional media, exhibit development, research methods and an 8-week work placement.

- In September 2018, Laurentian University appointed 3 Science North staff as Laurentian University Adjunct Professors, each tied to the delivery of:
 - Guest lectures in selected first term courses.
 - Delivering the Communicating Science Through Exhibits course.
 - Co-Supervision of one Science Communications Master's Thesis project from January-August 2019.
- In February 2018, the Science Communication Graduate Program was presented with the Royal Canadian Institute for Science's William Edmond Logan Award, a nationally-recognized award honouring excellence in promoting the public understanding of science.
- Science North and Dynamic Earth hosted a Science Communication work placement from April - June 2018.

Strategic Priority 2

Science North in all of Northern Ontario

Goal 1

Science North is vibrant and active in all of Northern Ontario

Action 1: Deliver informal science learning experiences outside the science centres and throughout Northern Ontario.

- Science North summer science camps engaged 3,019 participants in 35 communities, falling just short of a target of 3,200 participants but meeting the targets for community reach and setting a record high for number of participants and communities reached.
- With support from Natural Sciences and Engineering Research Council of Canada's (NSERC) Promoscience program, 218 girls engaged in a week-long series of science activities celebrating women in Science, Technology, Engineering & Mathematics (STEM).
- In 2018-19, Science North Bluecoat science communicators delivered public outreach programs to 32,920 participants in 94 Northern Ontario communities, exceeding a target of 64 communities.
- Funding from the Ministry of Innovation, Science and Economic Development Canada's CanCode program supported visits to Northern Ontario public libraries and summer science days in First Nation communities, reaching 1,670 youth participants on a target of 750.

Action 2: Offer long-term Science North experiences, while building relationships, partnerships and collaborations to sustain our presence.

- Under the direction of Science North and led by partner organizations, the *Northern Nature Trading* (NNT) experiences continue to offer hands-on, inquiry-based experiences to residents and tourists in 6 Northern Ontario communities: Kenora, Red Lake, Thunder Bay, Sault Ste. Marie, Timmins and North Bay. Science North works with partners to have a year-round presence in those communities and partners benefit from a quality experience for their facility and access to the science centre's expertise and resources that lead to repeat visitation and increased school attendance in their facilities. As of 2018-19, NNT experiences achieved 813 new traders and 3,330 trades, an increase of 26.5% of traders from previous year (on a goal of 10% new traders and 30% more trades).
- In November 2018, Science North hosted a Northern Nature Trading Conference that brought together 18 individuals from the 6 hosting locations to network, learn and be inspired in science communication, engaging new members and increasing membership to their facility. This conference met its goal of creating a strong network of collaboration between the NNT partners along with Science North staff to become a strong network to support, motivate and innovate.

- In 2018, work began on a modified 100 sq m version of Science North's *Beyond Human Limits* exhibition. This customized exhibition, funded by NOHFC and FedNor, will tour to 5 Northern Ontario communities in Spring/Summer 2019.
- In 2018, during the development of the 4th floor renewal of the science centre, work began to integrate select components of the exhibit into a Northern THINK Hub, a permanent experience for visitors to 6 Northern Ontario partner attractions. These will be installed summer 2019. In June 2018, Science North hosted 12 stakeholders from Northern Ontario communities, including the 5 attractions hosting the *Beyond Human Limits* Northern touring exhibit and the 6 organizations who will host Northern THINK Hub experiences. These sessions allowed partners to provide input and help direct the development of these two experiences to maximize the impact for their visitors.
- In April 2018, the award-winning Sault Ste. Marie Science Festival engaged 4,487 participants in a variety of events. Partners from several community organizations, including Algoma University, Canadian Bushplane Heritage Centre, Entomica, Fisheries and Oceans Canada, Invasive Species Centre, Sault Ste. Marie Innovation Centre, Great Lakes Forestry Centre, Ministry of Natural Resources and Forestry and Sault College led and supported events throughout the week:
 - The Sault Ste. Marie Innovation Centre led 1,200 elementary school students through presentations and activities focused on STEM.
 - Entomica delivered live insect science experiences in seniors' residences, allowing older adults to experience the exotic world of insects along with the opportunity to hold these wondrous creatures.
 - 100 secondary school students participated in the Science Olympics, an inter-high school science and coding competition.
 - Throughout the week, Science North staff delivered outreach programs and Science North's planetarium show production *Under the Same Stars: Minwaadiziwin* in local schools.
 - The Canadian Bushplane Heritage Centre hosted *Hangar after Dark*, a 19+ event that had 80 adults exploring the themes of Sex, Wine and Chocolate through a scientific lens.
 - The culminating Science Carnival celebrated local science through hands-on activities and entertainers. Over 20 local exhibitors participated, engaging 1,707 participants.
- In November 2018, the North Bay Science Festival partnered with the North Bay and District Chamber of Commerce, Ignite North Bay, Ministry of Natural Resources and Forestry (MNR), Nipissing University, FIRST Team 1305, and the North Bay-Mattawa Conservation Authority to deliver a week-long program of community events bringing new audiences to the Science Festival. 4,031 community members participated in a variety of events, culminating in the Science Carnival.
 - The Ignite 5 19+ event welcomed over 200 community members to a series of presentations by 12 local speakers.
 - 121 participated in butterfly-pinning workshops at seniors residences.
 - 2 Science Olympics events engaged 184 secondary school students in science and coding activities as they competed for the championship title.
 - A special presentation of Science North's *Wildfires!* film and a talk from local experts in forestry and firefighting engaged 500 students and 70 community members.

- A Family Science Carnival finished out the week, highlighting local science from a variety of exhibitors. 622 people attended the Science Carnival, a 50% increase in attendance over the previous year.
- In February 2019, the 6th annual Science Festival was held in Thunder Bay, engaging 3,294 community members in a week-long program of exciting events and activities:
 - *Nerd Nite*, a 19+ event featuring presentations on insects, genetics, DNA extraction and a rousing round of trivia engaged 121 participants.
 - 164 secondary school students participated in 2 hands-on STEM challenges.
 - Two screenings of Science North's *Wildfires!* film and presentations by local MNRF FireRangers engaged 400 students.
 - The Festival culminated with the Science Carnival, where over 20 organizations engaged over 1,000 people in local science and STEM activities.

Action 3: Complete the Northwest research project and determine future course of action.

- In the previous fiscal year, Science North established a Northwest Expansion Steering Committee, chaired by Todd Miller, a Science North Board Member, and comprised of external stakeholders in Northwestern Ontario. The committee was established to inform the development of an action plan and provided feedback on appropriate action to position Science North to move forward on a Northwest Expansion project. NOHFC and FedNor have provided funding for a Feasibility Study/Opportunity Assessment. RFPs for a Market Analysis and Business Opportunity Assessment and a Visitor Experience and Programming Concept Plan for expansion into Northwestern Ontario were prepared and will be distributed in Spring 2019.

Goal 2

Expanded and deepened engagement with Indigenous audiences

Action 1: Engage Indigenous students and their teachers in science experiences.

- Multi-year funding from Toronto Dominion Bank, the Aboriginal Peoples Television Network (APTN) and the second year of a 3-year NSERC Promoscience grant supported delivery of outreach school programs in 41 First Nation communities, reaching a total of 6,293 students and exceeding a goal of 5,000 students in 20 communities.
- Partnerships with the Northern Nishnawbe Education Council, Four Rivers Environmental Services Groups with the Matawa First Nations, and the Ministry of the Environment, Conservation and Parks made 5 trips to reach schools in 5 remote communities possible.
- Funding from the Ministry of Innovation, Science and Economic Development Canada's CanCode program supported delivery of 81 e-workshop coding programs in First Nations schools, reaching 1,628 students and exceeding the Centre's target of 20 e-workshops.
- 223 teachers from 23 First Nation communities participated in hands-on teacher workshops that equipped them with the abilities and tools to integrate digital skills, coding and STEM activities into the classroom through the Ontario Science and

Technology curriculum. Science North met targets and delivered 10 teacher workshops in First Nation communities.

Action 2: Deliver science experiences in First Nation communities.

- Science North delivered 79 days of public outreach programs in 30 First Nation communities, exceeding the target of 35 programming days. Programs reached 3,355 participants through a variety of experiences, including multi-day summer science days for First Nations youth.
- Through a partnership with the Four Rivers Environmental Management Group, Science North delivered five days of hands-on science experiences in Nibinamik First Nation, a remote community in Ontario's Far North. Science North staff engaged 40 youth in interactive learning activities, weaving traditional ecological knowledge with western science.

Action 3: Build relationships and partnerships to enhance science learning in First Nation communities.

- In December 2018, Science North held its first Indigenous Advisory Committee (NW) meeting in Thunder Bay. Twelve individuals representing public and First Nation school boards, private sector partners and Indigenous communities across Northwestern Ontario participated in committee discussions, providing advice and insights on current and upcoming Science North programs and activities.

Goal 3

Significant growth in teachers and students involved with science

Action 1: Develop and deliver science experiences to students in Northern Ontario communities.

- Science North outreach programs were at an all-time high due to funding from the Ontario Ministry of Education and the Government of Canada's CanCode program. A total of 300 days of hands-on outreach programs were delivered in Northern Ontario public schools, reaching 53,137 students in 92 communities and exceeding the goal of 200 program days reaching 35,000 students.
- Family Night programs were offered in 47 elementary schools, bringing 5,359 students and parents together to have fun with science and math.
- The delivery of e-workshops across Northern Ontario significantly surpassed its goal of 200 e-workshops, delivering a record number of 403 e-workshops reaching 8,793 students. Program experiences included coding, light properties, electricity, magnetism and water testing.
- For a second year in a row, all four local school boards purchased a board-wide Science North school membership for their elementary schools and some secondary school grades. Nearly 20,000 local students had access to Science North and Dynamic Earth school visits at no additional cost. This is a strong indication the Directors of Education,

the senior administration and school principals believe Science North is providing high quality, curriculum-linked programs that enhance and support teachers and help them fulfill Ministry of Education requirements. Despite an excellent repertoire of educational programs, the overall school attendance target of 47,576 fell short by 13% for all Science North attractions including the science centre, Dynamic Earth, IMAX® and Planetarium. In an effort to mitigate this shortfall in the future, Science North led focus groups with both local elementary and secondary teachers; the results of these will help guide Science North's school program development and marketing strategies for the 2019-20 year. In addition, expanding school programming offerings for secondary school students will help drive school attendance numbers.

Action 2: Engage teachers through professional learning experiences and science resources.

- From delivering teacher workshops to providing access to valuable teaching resources, Science North has been instrumental in the development of teachers in science, math and coding. Targets for the delivery of teacher workshops were more than doubled, with 87 teacher workshops delivered in 12 communities on a target of 38 workshops.
- Science North's bilingual Educator Resource site (education.sciencenorth.ca) was significantly expanded to include 40 additional lesson plans in 2018-19, greatly exceeding the target of 12 lesson plans. Science North met targets to produce 12 videos and develop new pre and post workshop activities.
- In August 2018, Science North offered its third Summer Teacher Institute to 24 teachers from the Toronto District School Board. Teachers participated in sessions on earth sciences, forces and flight and chemistry at the elementary school level. Science North also partnered with the Indigenous Sharing and Learning Centre at Laurentian University to provide a full day of programs integrating science, outdoor experiential learning and Indigenous culture.

Action 3: Build and leverage relationships with the broader educational community.

- Science North staff met with 10 school board officials and program coordinators across Ontario to promote program opportunities and initiatives and to ensure programs continue to meet student and teacher needs. Science North supported Specialist High Skills Major Programs in secondary schools, helping schools obtain necessary certificates in key topic areas. 181 certifications were awarded during the 2018-19 fiscal year on a variety of topics, including leadership, ethics, and lab practices.
- In 2018, Science North led 4 focus groups with teachers from 3 local school boards at the elementary and secondary school level. Feedback gathered will inform and support program development for the 2019-2020 school year.
- In 2018, Science North offered science awards at 93 public and 6 First Nations secondary schools in Northern Ontario recognizing graduating grade 12 students passionate about science and pursuing studies in the STEM field.

Strategic Priority 3

Ultimate Customer Journey

Goal 1

Our Brand is compelling and recognized

Action 1: Develop and implement a powerful, creative approach for Science North's Brand platform to deliver consistent marketing communications.

- Finalizing an RFP for the Brand Strategy in 2018-19 was delayed. A strategy and project plan were developed. Science North will move forward with the strategy, source brand partners to assist in data collection, review results and provide next steps based off of the data captured in 2019-20.
- Science North developed a communication strategy, and will continue work in 2019-20 to create a baseline and establish measures moving forward.
- In 2018-19, a review of the Science North website was completed. As a result, a content strategy, presentation and fillable PDF form were created to ensure all future content from internal stakeholders is contributed, approved and proofed accurately to deliver consistent online communications.
- Website enhancements on internal stakeholder webpages have allowed Science North to set a consistent look and feel for online delivery of key information.

Action 2: Implement a digital content strategy that is aligned with Science North's Brand objectives and that improves audience engagement.

- The Centre met its target of achieving a 1% increase in overall attractions, events and programs revenue.
- Science North exceeded targets for engaging audiences through social media, such as Twitter, Facebook and Instagram. The Centre achieved audience engagement of +1.5% above the industry average, exceeding the target of +1%.
- Science North's digital communication plan and process continues to evolve and grow to deliver impactful and relevant communications that engages and resonates with its customers. In 2018-19, Science North employed a monthly and yearly content calendar to ensure current and relevant communications.

Action 3: Activate our Community Relations Plan.

- Science North continued to develop its Community Relations Plan in 2018-19. The plan will leverage Science North's human and physical resources to better serve the community of Greater Sudbury and Northern Ontario; broaden its profile and increase visibility in the community; strengthen capacity in the not-for-profit and charitable sector; and build employee engagement and satisfaction. Changes in personnel affected the planned activation of Science North's Community Relations plan in 2018-19; however, development has continued and the plan is expected to formally launch in 2019-20.

- In 2018-19, Science North supported the community by providing access to meeting and event spaces for non-profit and charitable entities, exceeding targets and achieving an in-kind retail value of \$40,550 on a target of \$35,000.
- Science North facilitated free access to Science North Summer Science Camps for 72 children in 2018-19, on a target of free access for 200. Science North works with community organizations to identify and connect children with these available camp registrations. This process ensures equity and ensures fair access to these opportunities. In 2019-20, Science North will identify additional partners throughout Northern Ontario who can help facilitate these connections.
- Science North exceeded targets to provide 1,000 science centre passes to not for profit groups and 2,000 passes to community organizations. In 2018-19, the Centre provided community groups with a total of 2,853 free admission passes to Science North and 1,588 passes to Dynamic Earth.

Goal 2

We are a must-see destination that draws new and repeat visitors

Action 1: Implement personalized approaches through our customer relationship management system that drives loyalty and brand ambassadors.

- Science North achieved a 48% membership renewal rate on a goal of 50%. The Centre saw 3,838 new and renewed memberships in 2018-19, compared to 4,103 memberships in the previous year.
- Science North developed and implemented a new brand strategy for its membership campaign. Science North expects to see an increase in membership sales and revenues in the next fiscal year as a result of a full year under the new rebranded membership process. The new process was active throughout most of 2018-19 through an online brand awareness campaign. In 2019-20, Science North will also provide customized membership cards, a new approach consistent with its brand strategy.
- Science North's Customer Relationship Management system (CRM) automatically triggers emails welcoming new Science North members and thanking them for becoming members. Automating this process ensures quicker turnaround time in communications with members, advancing Science North's goal of increased membership renewal.
- In 2018, Science North began promoting and collecting customer data through onsite forms and member newsletters, allowing the Centre to create specialized lists of member preferences. Using this system, Science North will target upcoming IMAX® films and special promotions to the preferences of members, creating a customized experience.

Action 2: Offer customized packages that meet our audience's needs.

- In 2018-19, Science North committed to performing periodic environmental scans, including an in-depth review of our audiences, their behaviour, changes in demographics and frequent geographical residences of the visitors. Science North also committed to engaging with audiences more frequently gain feedback on their satisfaction with their visit to Science North and the Centre's current offerings. Based on this feedback and

results, Science North will develop and implement customized packages to meet audience needs, advancing this action in 2019-20.

Action 3: Develop and enhance tools that provide a more customized visit for our audiences.

- Science North continued to update the content, layout and functionality of its website to improve the audience experience. Science North achieved 334,000 unique visitors to the Science North website in 2018-19 on a goal of 500,000. Development on Science North's new website and the ability to implement search engine optimization restricted the site's reach to new users. Science North's new website will launch in 2019-20.
- In 2018-19, Science North updated onsite interactive digital screens in the main lobby of the Centre to provide daily schedules and promote upcoming events and IMAX® films.
- Science North implemented self-guided audio Underground Mining tours at Dynamic Earth, allowing audiences to engage in this unique exhibit experience at their own pace.

Goal 3

Our surroundings impress

Action 1: Create a welcoming entrance experience that inspires and engages visitors.

- In 2018-19, the Science North lobby space was enhanced with adjustments to onsite marketing, including a large-scale mural graphic. Strategic placement of up-sell opportunities, such as IMAX® promotions, were also implemented to allow visitors to more easily understand the experiences available to them at Science North.
- Through a new partnership with the Sudbury Jazz Festival, Science North installed a customized piano in the lobby, providing an engaging experience for visitors of all ages and adding to the lively soundscape of the Science North lobby. After receiving much positive feedback from visitors on this initiative, Science North also leveraged existing infrastructure to introduce music into the lobby space.
- Science North installed an extensive holiday village display in its lobby during the 2018 holiday season, encouraging visitors to enter the Centre during the annual Festival of Lights event.

Action 2: Add elements to our grounds that enhance the experience for all who are on site.

- Plans to complete the design of a new pavilion on the Science North grounds were put on hold due to a change in strategy with available funding. Science North will continue to actively seek out funding opportunities and engage with private sector sponsors to advance this project in the future.
- In 2018-19, Science North developed a business plan to maximize the use of existing exterior space at Science North. The outdoor patio will be used to engage Sudbury community residents in a new dining and beverage experience, beginning Summer 2019.

Action 3: Install renewable energy projects and operational practices that are impactful and recognized.

- A solar array was installed at the Dynamic Earth site. This project will generate 15% of facility energy requirements, significantly reducing energy costs for the site.

Strategic Priority 4

Awesome Organizational Culture

Goal 1

Our people are empowered to achieve our Vision

Action 1: Entrench, model and reinforce cultural values.

- Science North continued work toward the development of clearly defined behavioural statements, based on the Centre's organizational values, to be incorporated into all leadership development, onboarding and orientation sessions, service models and service training offerings. This work will continue in 2019-20.

Action 2: Align total rewards with changing workforce and business needs.

- In 2018-19, Science North completed a review of its hourly pay structure and audit of existing human resources policies to ensure ongoing compliance with changing legislated requirements.
- As part of its recognition practices, Science North held a number of staff recognition events, including salaried, hourly and volunteer service tenure recognition ceremonies, salaried and hourly staff training events, participation in the Ontario Volunteer Service Award program and spot award program recognizing employees for positive customer service feedback.

Action 3: Pursue new approaches to grow knowledge, skill and expertise.

- Science North developed and launched its new Leadership Development strategy, to enable a culture of learning leading to growth in skill sets, career opportunities and leadership capabilities.
- Science North revamped its on-boarding process to better standardize the on-boarding of new employees to the organization. Included in the updated on-boarding process was a redesigned orientation session designed to better provide required organizational information to new employees.
- Through its partnership with Laurentian University, Science North committed to support two employees in the Master of Science Communication graduate program in 2018-19.

Action 4: Implement a Science North service model.

- Science North continued work toward developing an organization wide service model to articulate the organization's commitment to customer service excellence. This model will be implemented across the organization and incorporated into all on-boarding and service training offerings. Work on this model will be ongoing in 2019-20.

Goal 2

We build amazing leaders

Action 1: Define and articulate principles for our leaders that reflect the Science North values/culture.

- Science North has redesigned performance management, on-boarding and orientation processes to integrate and assess leadership principles and competencies.

Action 2: Grow leaders through an expanded Leadership Series and the Northern Leadership Program.

- As part of its Leadership Strategies, Science North launched a new Leadership series available to all staff. Five sessions were held in 2018-19, with an average attendance of 25 staff at each session. This program to be expanded to 10 sessions in 2019-20.
- The 5th Cohort of the Northern Leadership Program (NLP) graduated in the spring of 2018. The 6th Cohort of this one-year leadership development program is currently underway. Partners in Cohort 6 include Laurentian University, City of Greater Sudbury, Child and Community Resources, North East Local Health Integration Network (NE LHIN), Child and Family Centre, Ministry of Energy, Northern Development and Mines, Lopes Ltd., and Sudbury Vocational Resource Centre.

Action 3: Measure leadership impact and contribution to awesome culture.

- Science North launched its annual employee engagement survey in September 2018. The results were assessed and presented to staff, and will be used to inform ongoing strategies and business planning.

Goal 3

Innovation is the norm

Action 1: Build and maintain the foundation to support, finance and drive innovation.

- In support of its Strategic Plan, Science North successfully developed and launched its new Innovation Strategy, providing a vision for driving innovation across the organization and to engage staff in innovation initiatives.

Action 2: Champion and celebrate innovative ideas.

- As part of the new Innovation Strategy, a new staff-led Innovation Working Group was assembled to help deliver upon the innovation strategies. Work has begun to develop innovation strategies and work plans on communication, engagement, feedback, pilot and reward programs, and will continue in 2019-20.

Strategic Priority 5

Financial Resilience and Growth

Goal 1

An organization with exceptional financial performance

Action 1: Increase self-generated revenue through the creation, expansion and transformation of Science North operations.

- The target of increasing self-generated revenue by 2% in 2018-19 was not reached due to a shortfall in International Sales, IMAX and Escape Room revenue. During the course of the fiscal year Science North restructured its International Sales unit and recruited staff to fill key roles, the results of which will be seen in 2019-20. The Centre assessed the viability of its Escape Room and, after determining that it was no longer achieving its budgeted revenue goals, made the decision to cease its operation. Science North's IMAX theatre operations were also reviewed during 18-19 and a new operations strategy will be developed in 2019-20 with the goal of increasing both attendance and revenues to the attraction.

Action 2: Implement and enhance business systems and infrastructure to increase efficiency throughout the organization.

- Science North implemented an enhanced POS system for food and retail in 2018-19, taking steps towards achieving its goal to implement and enhance business systems and infrastructure across the organization.
- System upgrades and new modules were added to the financial system and an improved Business Intelligence tool for reporting on attraction and attendance revenue have been installed to increase efficiency.
- Work has started on the design and implementation plans for a new email system and new collaborative tools to improve working efficiency. This work will continue in 2019-20.

Action 3: Leverage financial opportunities through established return on investment (ROI) and payback targets when investing in large experience renewal.

- Science North's goal to leverage financial opportunities through established ROI and payback targets experienced delays due to staffing challenges. New initiatives have been actioned to deliver training across the organization to achieve this goal in 2019-20.

Goal 2

Increased philanthropic appeal and funding

Action 1: Cultivate corporate relationships to grow sponsorships and giving programs.

- Science North continued to see success with its Corporate Giving Program, involving 51 organizations in the program and generating a total of \$136,500 in revenue on a goal of \$120,000 in Corporate Giving revenue for 2018-19.
- Science North achieved \$120,000 in sponsorship revenue on a goal of \$150,000 net to operations. Science North is refocused on implementing an organization-wide CRM (Customer Relationship Management) strategy to increase revenue and deepen philanthropic relationships. Once implemented, this data-based approach will enable Science North to better develop, execute, measure and track corporate and giving growth plans.

Action 2: Cultivate individual relationships to grow donations and giving programs.

- The 2018-19 launch of the Planned Giving Program was delayed due to staffing vacancies and restructuring in the Development Unit. A detailed strategy, including additional research, metrics and implementation plan has been developed to ensure the successful launch of this program in 2019-20.

Action 3: Implement events that maximize net revenue towards our philanthropic financial goals.

- Science North applied a new fundraising strategy for its annual Gala, the Bluecoat Ball, to maximize event revenues. A targeted call to action was developed to focus on the need to support Science North's Northern Ontario Summer Camps program. Following this, a robust strategy was implemented prior to and during the event itself, including the development of a phone campaign to Summer Camp clients, a live auction, a Fund-A-Need call for donations, and ticket sales. Science North's 2018 fundraising Gala generated \$75,000 in gross revenues for the organization. The net profit of \$35,000 was re-invested into Science North's 2019 Summer Camp program.

Action 4: Implement a stewardship and cultivation strategy to build relationships with corporations and individuals.

- In 2018, Science North completed an extensive valuation and activation development exercise to improve its corporate sponsorship strategy. The exercise included developing an inventory of internal assets with sponsorship potential, completing audience research to identify and define potential sponsors' audiences and the sponsorship valuation of potential Science North and Dynamic Earth assets. The results of the exercise will be the foundation of the new Stewardship and Cultivation strategy to be developed in 2019-20.
- Science North re-energized its Fundraising Committee by appointing a Board Member as new Chair of the Committee. In 2019-20, Science North will strategically augment the Committee to maximize connections in the community and in Northern Ontario.

Goal 3

Increased grant revenue and diversification

Action 1: Support operating, capital renewal and infrastructure needs.

- Fabrication of the 100 sq m customized version of Science North's travelling exhibit *Beyond Human Limits* is ongoing and the exhibit will be ready to begin its tour across 5 communities in Northern Ontario in the spring/summer of 2019. The Northern Ontario Heritage Fund Corporation (NOHFC) provided \$1 million in funding to support both the 600 sq m exhibition at Science North and customized version for the North. FedNor provided \$350,000 in funding to support the customized exhibit and Northern tour.
- Science North delivered fun, interactive coding and science, technology, engineering and math (STEM) activities supported by \$2 million in funding from the federal Ministry of Innovation, Science and Economic Development's CanCode program.
- Science North secured \$100,000 in funding support from both NOHFC and FedNor to conduct a Feasibility Study and Opportunity Assessment on the potential to expand the Centre's presence in Northwestern Ontario.
- The Ontario Ministry of Education continues to provide financial support to engage students and teachers through delivery of school outreach programs, teacher workshops and e-workshops focused on mathematics and science innovation.
- The City of Greater Sudbury committed \$1.5 million in support of major expansion and renewal projects at Science North, including a signature IMAX® film, a new *Climate Action Show* object theatre experience and the *Go Deeper* project at Dynamic Earth.
- Canada Day 2018 community festivities at Science North were supported by \$10,000 in funding from the Government of Canada through Canadian Heritage's 'Celebrate Canada' funding program and \$30,000 in funding from the City of Greater Sudbury.
- Science North Bluecoats delivered summer science camps to engage Northern Ontario Indigenous youth in science and technology thanks to the support of \$187,800 over three years from Natural Sciences and Engineering Research Council of Canada (NSERC)'s 2017 PromoScience Program. NSERC also committed funding to support summer science camps targeted at girls with a \$123,000 PromoScience grant starting in 2019.
- Science North Bluecoats delivered several exciting programs to celebrate Science Literacy Week, Science Odyssey Week, and Science Collaborations with funding support from NSERC's Promoscience Supplement programs totaling \$40,000.
- Dynamic Earth's 2017 Halloween celebration was enhanced with a grant of \$3,500 from the City of Greater Sudbury's Tourism Event Support program.
- Employment and Social Development Canada, through the New Horizons for Seniors Program, supported hands-on science programming for seniors with \$25,000.
- Science North underwent a major renewal of the Centre's 4th level where visitors can Tinker, Hack, Innovate, Network and Know. FedNor provided \$1.7 million in support, the NOHFC provided \$1 million, Canadian Heritage's Canada Cultural Spaces Fund provided \$150,000, and Employment and Social Development Canada supported the project with \$50,000 through the Enabling Accessibility Fund.

Action 2: Improve grant cycle.

- Science North has continued to build and enhance grant management tools, as well as develop and update organizational best practices to better manage the grant cycle and refine grant approaches and successes.
- Science North has developed an internal communication and orientation tool that outlines the key elements of the grant cycle, including accountability to funders.
- Science North has engaged and aligned internal project teams with a minimum of 4 internal touch points during the grant cycle.
- Science North has taken steps to enhance funder relationships by initiating regular discussions with key funder contacts and acknowledging funder communications within 2 business days.
- Science North has over-delivered on meeting requirements for final reports, including capturing comprehensive data, photos and testimonials, submitting 100% of final reports to funders by the program deadlines, and providing one year follow-ups to funders on applicable projects.

Action 3: Maximize capacity to grow grants.

- Science North conducted monthly research of federal, provincial and municipal funding opportunities to grow and diversify funding.
- Science North pursued 4 new grant opportunities in 2018-19, continuing to seek new sources of funding and diversify the base of funders.
- Science North achieved a success rate of 86% approval on grant proposals submitted, on a target of 90% approval.

Goal 4

Double international sales

Action 1: Implement action plan to grow external sales in new markets and sectors.

- As a result of not having a full International Sales team in place during 2018-19 and time needed to restructure and hire a new Senior Manager, Science North generated \$100,000 in sales in new markets and sectors on a goal of \$480,000. However, Science North made strides in developing business opportunities in international markets, including participating in a trade mission to China, development of partnerships with Chinese summer camp providers and targeted meetings on exhibit development. Science North also secured the lease of its *Arctic Voices* travelling exhibition to the Australian National Maritime Museum in Sydney, representing the first time a Science North exhibition has been on display in that country.

Action 2: Develop products and services to meet market and client needs.

- Science North achieved \$222,435 in sales of its products and services, including consulting and multimedia production, on a target of \$976,874. Clients for these services in 2018-19 included the Philadelphia Zoo and Telus World of Science Edmonton. With a

full International Sales team in place, Science North expects to achieve stronger results in 2019-20.

- Science North will conduct research and implement new technologies to improve existing products, such as the Nature Exchange. Further research will identify stand-alone and travelling exhibits that are appealing to clients, generating additional sales leads and export revenue in 2019-20.

Action 3: Secure partnerships related to travelling exhibits.

- In 2018-19, Science North achieved its goal of securing a partnership with a popular brand for the development of its 2020 travelling exhibition. Building off a successful partnership with the development of **The Science of Ripley's Believe It or Not™* travelling exhibit, Science North will once again work with Ripley Entertainment to develop *The Science of Guinness World Records™*. This travelling exhibit will open in March 2020 and will tour 15 venues in North America, driving revenue that will be reinvested into Science North's operations.

**The Science of Ripley's Believe it or Not™ is a joint production between Science North and Ripley Entertainment Inc.*

Science North Funders, Sponsors & Supporters*

Science North's successes have been possible with the generous assistance of funders, sponsors and supporters. Sincere thanks are extended to each and every one of them.

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**Cash donations and in kind contributions of \$500 and greater*

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Vale

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(as of March 31, 2019)

Name	Date Appointed	Term Expiry Date
Scott Lund – Chair	June 29, 1998	June 27, 2019
Claude Lacroix – Vice Chair	July 15, 2009	August 24, 2019
Stephanie Baker	December 2, 2015	December 2, 2018
Dr. Jordi Cisa	March 24, 2004	October 26, 2019
Alison De Luisa	January 8, 2018	January 8, 2021
Dr. Stephen Kosar	January 27, 2010	August 24, 2019
Dr. Céline Larivière	January 8, 2018	January 8, 2021
James Lundrigan	February 21, 2018	February 21, 2021
John Macdonald	June 11, 2008	December 14, 2020
Todd Miller	December 17, 2013	December 17, 2019
Jo-Anne Palkovits	November 28, 2016	November 28, 2019
Greg Seguin	February 24, 2016	February 24, 2019
Mick Weaver	June 28, 2017	June 28, 2020

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(as of March 31, 2019)

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 Claude Lacroix
Bruce Hennessy

Business Affairs Committee

Greg Seguin – Chair
 Alison De Luisa
 James Lundrigan
 Mick Weaver
Cathy Bailey
Bruce Hennessy
Justin Lemieux
Kati McCartney
Tyler Nicholls

Executive Committee

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 Dr. Jordi Cisa (member at large)
 Claude Lacroix (member at large)
 Dr. Céline Larivière
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 Greg Seguin

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Theresa Nyabeze
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Names in italics represent non-trustee members

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(as of March 31, 2019)

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Chloe Gordon
*Director, Office of the CEO
and Strategic Initiatives*
Eileen Kotila
Administrative Assistant
Shelby Twohey
Senior Projects Officer
Jessica Hall
Manager, Grant Programs

Julie Moskalyk
Director, Science Programs

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*Senior Scientist, Dynamic
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Stacey Roy
Christine Legrand
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Ron Pinard
Technical Specialist

Robert Gagne
Senior Producer

Darla Stoddart
Senior Scientist, Projects
Kirsti Kivinen-Newman
Staff Scientist
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Carey Roy
*Assistant to the Director,
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Larisa Puls
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Anne-Marie Mantione
Mary Chang
Science Communicators

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Genna Patterson
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Vacant
Staff Scientists

Lora Clausen
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Initiatives*

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Troy Rainville
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International Sales*
Kathryn Huneault

Manager, International
Sales Operations
Maggie Sheehan
Client Relations Leader
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Julia Aeilick
Phil Howard
Byron Gillespie
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Mireille Wright
Kim Lavigne
Graphic Designers

Audrey Dugas
Senior Manager, Sales
Michelle Lalonde
Kimberly Parkhill
Sales Leaders
Dianne Furchner
Krystal Vancleef
Booking Agents

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Functions and Facility
Operations*
Vacant
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Erika Theriault
Sales Leader - Functions
Vince Murphy
*Senior Manager, Facility
Operations*
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Céline Roy
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Tiffanie Huard
Senior Manager, Finance
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Bailey Carriere
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Cedric Carriere
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Development Operations*
Anne-Marie Wilkie
Breanna Scully
*Organizational
Development Officers*

Appendix:

Science North Audited Financial Statements

(as of March 31, 2019)

Financial Statements of

SCIENCE NORTH

Year ended March 31, 2019



KPMG LLP
Claridge Executive Centre
144 Pine Street
Sudbury Ontario P3C 1X3
Canada
Telephone (705) 675-8500
Fax (705) 675-7586

INDEPENDENT AUDITORS' REPORT

To the Honourable Minister of Tourism, Culture and Sport of the Province of Ontario and the Board of Trustees of Science North

Opinion

We have audited the financial statements of Science North (the "Entity"), which comprise:

- the statement of financial position as at March 31, 2019
- the statement of operations and changes in fund balances for the year then ended
- the statement of cash flows for the year then ended
- and the notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2019, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibility under those standards are further described in the "**Auditors' Responsibilities for the Audit of the Financial Statements**" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Responsibility of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, internal omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to the events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity's to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada
June 25, 2019

SCIENCE NORTH

Statement of Financial Position

March 31, 2019, with comparative information for 2018

	2019	2018
Assets		
Current assets:		
Cash	\$ 829,183	\$ 1,648,481
Short-term investments	447,002	4,677,517
Accounts receivable (note 2)	4,828,816	3,002,700
Prepayments and inventory	704,456	670,537
	6,809,457	9,999,235
Restricted investments	7,681,112	6,911,122
Capital assets (note 3)	39,542,322	38,994,714
	\$ 54,032,891	\$ 55,905,071

Liabilities and Fund Balances

Current liabilities:		
Accounts payable and accrued liabilities	\$ 3,295,174	\$ 4,050,739
Deferred revenue	1,183,325	2,017,275
Current portion of loans payable (note 4)	15,000	7,527
	4,493,499	6,075,541
Loans payable (note 4)	1,362,670	1,395,143
	5,856,169	7,470,684
Fund balances:		
General	418,641	1,373,566
Capital asset	38,493,512	37,945,903
Restricted and endowment (note 5)	9,264,569	9,114,918
	48,176,722	48,434,387
	\$ 54,032,891	\$ 55,905,071

See accompanying notes to financial statements.

On behalf of the Board:

Chair, Board of Trustees

Chief Executive Officer

SCIENCE NORTH

Statement of Operations and Changes in Fund Balances

Year ended March 31, 2019, with comparative information for 2018

	General		Capital Asset		Restricted and Endowment		Total	
	2019	2018	2019	2018	2019	2018	2019	2018
Revenue:								
Province of Ontario grants:								
Operating	\$ 6,828,900	6,828,900	-	-	-	-	6,828,900	6,828,900
Specific	1,358,220	1,434,839	1,607,343	3,214,500	-	-	2,965,563	4,649,339
Government of Canada grants	1,674,002	712,853	1,585,055	230,490	-	-	3,259,057	943,343
Other Government grants	30,000	13,500	-	-	-	-	30,000	13,500
Admissions (schedule)	2,184,495	2,430,773	-	-	-	-	2,184,495	2,430,773
Workshops and events	1,326,971	1,343,425	-	-	-	-	1,326,971	1,343,425
Memberships	592,048	640,640	-	-	-	-	592,048	640,640
Business operations (schedule)	3,273,142	4,571,543	-	-	-	-	3,273,142	4,571,543
Fundraising and donations	421,998	487,320	-	50,825	3,337	4,109	425,335	542,254
Interest earned	148,460	221,313	-	-	223,867	225,583	372,327	446,896
Gain on disposal	-	-	1,410,150	-	-	-	1,410,150	-
Other	89,494	202,721	7,445	655,145	-	-	96,939	857,866
	17,927,730	18,887,827	4,609,993	4,150,960	227,204	229,692	22,764,927	23,268,479
Expenses:								
Science program (schedule)	7,921,083	7,126,042	-	-	-	-	7,921,083	7,126,042
Business operations (schedule)	4,140,772	4,758,489	-	-	-	-	4,140,772	4,758,489
Maintenance and building	2,138,094	2,044,383	-	-	-	-	2,138,094	2,044,383
Administrative operations	3,200,328	3,084,258	-	-	-	-	3,200,328	3,084,258
Marketing and development	1,657,255	1,488,674	-	-	-	-	1,657,255	1,488,674
Program technical support	445,209	446,699	-	-	-	-	445,209	446,699
Amortization of capital assets	-	-	3,519,851	4,057,021	-	-	3,519,851	4,057,021
	19,502,741	18,948,545	3,519,851	4,057,021	-	-	23,022,592	23,005,566
Excess (deficiency) of revenue over expenses	(1,575,011)	(60,718)	1,090,142	93,939	227,204	229,692	(257,665)	262,913
Fund balances, beginning of year	1,373,566	1,048,300	37,945,903	38,064,466	9,114,918	9,058,708	48,434,387	48,171,474
Transfers for capital	766,352	377,132	(542,533)	(212,502)	(223,819)	(164,630)	-	-
Interfund transfers (note 6)	(146,266)	8,852	-	-	146,266	(8,852)	-	-
Fund balances, end of year	\$ 418,641	1,373,566	38,493,512	37,945,903	9,264,569	9,114,918	48,176,722	48,434,387

See accompanying notes to financial statements.

SCIENCE NORTH

Statement of Cash Flows

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Cash provided by (used in):		
Operating activities:		
Excess (deficiency) of revenue over expenses	\$ (257,665)	\$ 262,913
Adjustments for:		
Net book value of capital assets disposal	382,427	-
Amortization of capital assets	3,519,851	4,057,021
	3,644,613	4,319,934
Changes in non-cash working capital (note 9)	(3,449,550)	(271,295)
	195,063	4,048,639
Financing activities:		
Principal repayment of loans payable	(25,000)	(16,265)
Capital activities:		
Purchase of capital assets	(4,449,886)	(3,938,458)
Investing activities:		
Net restricted acquisition/dispositions of investments	3,460,525	(342,994)
Net decrease in cash	(819,298)	(249,078)
Cash, beginning of year	1,648,481	1,897,559
Cash, end of year	\$ 829,183	\$ 1,648,481

See accompanying notes to financial statements.

SCIENCE NORTH

Notes to Financial Statements

Year ended March 31, 2019

Science North (the "Organization") is an Ontario Organization established as a Science Centre Organization under the Science North Act of the Province of Ontario. The Organization is a registered charity and is exempt from income taxes under the Income Tax Act.

1. Significant accounting policies:

(a) Basis of presentation:

These financial statements reflect the assets, liabilities, revenues and expenses of the unrestricted, capital and restricted and endowed funds of Science North.

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards including the 4200 standards for government not-for-profit organizations. A statement of remeasurement gains and losses has not been included as there are no matters to report therein.

(b) Revenue recognition:

The Organization follows the restricted fund method of accounting. Under this method, the following principles have been applied:

- Contributions are recorded as revenue in the respective funds based on their nature, source and the restrictions stipulated by the donor.
- Contributions including pledges and donations are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.
- Revenue on contracts is recognized using the percentage-of-completion method. The percentage is determined by relating the actual cost of work performed to date to the current estimated total cost for each contract. Unearned advances are deferred. Projected losses, if any, are recognized immediately for accounting purposes.
- Revenue from film distribution and license / lease arrangements is recognized only when persuasive evidence of a sale or arrangement with a customer exists, the film is complete and the contractual delivery arrangements have been satisfied, the arrangement fee is fixed or determinable, collection of the arrangement fee is reasonably assured and other conditions as specified in the respective agreements have been met.
- Cash received in advance of meeting the revenue recognition criteria described above is recorded as deferred revenue.

(c) Investments:

The short-term and restricted investments consist of bonds and coupons and are recorded at amortized cost.

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2019

1. Significant accounting policies (continued):

(d) Capital assets:

With the exception of the Bell Grove land, which is recorded at nominal value, capital assets are stated at cost or fair market value if donated.

Amortization on buildings is provided on the declining-balance basis at an annual rate of 5%.

Amortization on exhibits and equipment is provided on the straight-line basis at annual rates ranging from 5% to 20%.

Amortization on large format films, when available for use, is provided in proportion that current revenue bears to management's estimate of revenue expected from the film.

(e) Financial instruments:

All financial instruments are initially recorded on the statement of financial position at fair value.

All investments held in equity investments that trade in an active market are recorded at market.

All other investments are held at amortized cost. All investments held in equity investments that trade in an active market are recorded at fair values. Freestanding derivative instruments that are not equity instruments that are quoted in an active market are subsequently measured at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

Financial instruments are classified into fair value hierarchy Levels 1, 2 or 3 for the purposes of describing the basis of the inputs used to determine the fair market value of those amounts recorded a fair value, as described below:

Level 1 Fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2 Fair value measurements are those derived market-based inputs other than quoted prices that are observable for the asset or liability, either directly or indirectly

Level 3 Fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2019

1. Significant accounting policies (continued):

(f) Employee future benefits:

The Organization has defined contribution plans providing pension benefits. The cost of the defined contribution plans is recognized based on the contributions required to be made during each year.

(g) Use of estimates:

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the periods specified. Items subject to such estimates and assumptions include the carrying value of capital assets and loans payable and valuation allowances for accounts receivable and inventory. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

2. Accounts receivable:

	2019	2018
General accounts receivable	\$ 3,269,714	3,002,700
Insurance receivable	1,559,102	–
	\$ 4,828,816	3,002,700

3. Capital assets:

2019	Cost	Accumulated Amortization	Net Book Value
Land and buildings:			
Bell Grove	\$ 55,002,370	33,602,074	21,400,296
Dynamic Earth	14,365,300	6,691,974	7,673,326
Exhibits and equipment:			
Bell Grove	19,111,775	16,200,319	2,911,456
Dynamic Earth	8,650,356	6,260,306	2,390,050
Travelling exhibits	8,235,727	5,454,683	2,781,044
Large format film	8,096,345	5,710,195	2,386,150
	\$ 113,461,873	73,919,551	39,542,322

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2019

3. Capital assets (continued):

2018	Cost	Accumulated Amortization	Net Book Value
Land and buildings:			
Bell Grove	\$ 54,275,056	34,598,059	19,676,997
Dynamic Earth	14,272,812	6,350,220	7,922,592
Exhibits and equipment:			
Bell Grove	18,499,727	15,799,394	2,700,333
Dynamic Earth	8,650,356	5,838,207	2,812,149
Travelling exhibits	7,946,652	4,750,628	3,196,024
Large format film	8,096,345	5,409,726	2,686,619
	\$ 111,740,948	72,746,234	38,994,714

4. Loans payable:

	Principal Outstanding		Payment Terms
	2019	2018	
Province of Ontario:			
IMAX Theatre	\$ 75,837	75,837	50% of average annual IMAX Theatre profits, if any, for previous two fiscal years.
Wings Over the North	1,000,000	1,000,000	One third of remaining distribution profits received by Science North once a third party contributor has recouped its investment against such profits.
Government of Canada:			
Large Format Films Distribution	301,833	326,833	This loan is repayable at 4% of gross revenues from film distribution and its derivatives.
Total	1,377,670	1,402,670	
Less current portion of loans payable	(15,000)	(7,527)	
	\$ 1,362,670	1,395,143	

The Federal loans payable reflect management's current estimates of its obligation given the plans and results to date. The balances have not been discounted given the indeterminable repayment schedule.

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2019

5. Restricted and endowment funds:

The restricted and endowment funds are comprised of the following:

	2019	2018
Externally restricted:		
Capital renewal fund	\$ 3,106,597	3,073,708
Program and exhibit funds	929,600	682,460
Endowment fund	39,135	37,003
	4,075,332	3,793,171
Internally restricted:		
Funds:		
Operating reserve fund	1,565,338	2,666,830
Insurance reserve	1,559,102	—
Waterfront development	371,479	340,490
Human resources	109,861	110,631
Funded reserves	7,681,112	6,911,122
Other	55,674	126,012
Program and exhibit funds	151,567	152,610
Replacement of capital assets	873,867	1,322,878
Human resources	502,349	602,296
	1,583,457	2,203,796
	\$ 9,264,569	9,114,918

6. Interfund transfers:

The interfund transfers are comprised of:

- (a) net assets of \$471,882 (2018 - \$618,259) which were internally allocated between the General Fund and the Restricted Fund, to cover certain general fund purchases;
- (b) net assets of \$250,000 (2018 - \$163,290) which were internally allocated between the General Fund and the Restricted Fund for capital acquisitions (future capital acquisitions); and
- (c) net assets of \$368,148 (2018 - \$446,117) which were internally allocated between the General Fund and the Restricted Fund to cover future operational expenditures.

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2019

7. Financial instruments:

(a) Credit risk and market risk:

The Organization has no significant exposure to credit or market risks.

(b) Liquidity risk:

Liquidity risk is the risk that the Organization will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Organization manages its liquidity risk by monitoring its operating requirements. The Organization prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

(c) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The Organization is exposed to this risk through its interest bearing investments.

The Organization's bond portfolio has interest rates ranging from 2.15% to 5.42% with maturities ranging from June 21, 2019 to June 3, 2035.

8. Employee future benefits:

The contributions to the defined contribution pension plans were \$638,347 (2018 - \$539,151).

9. Change in non-cash operating working capital:

	2019	2018
Cash provided by (used in):		
Increase in accounts receivable	\$ (1,826,116)	(1,538,954)
Decrease (increase) in prepayments and inventory	(33,919)	482,255
Increase (decrease) in accounts payable and accrued liabilities	(755,565)	840,529
Decrease in deferred revenue	(833,950)	(55,125)
	<u>\$ (3,449,550)</u>	<u>(271,295)</u>

10. Insurance claim:

In 2017, a flood at the Organization resulted in temporary termination of operations as well as water damage to the infrastructure. The insurance proceeds were recorded as revenue in the capital asset fund and transferred to the restricted and endowment fund for future remediation.

SCIENCE NORTH

Schedule of General Fund Revenues and Expenditures

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Admissions:		
Science Centre	\$ 1,190,767	1,296,146
Dynamic Earth	508,961	569,368
IMAX Theatre	342,537	366,916
Planetarium	83,773	100,744
Escape room	58,457	97,599
	\$ 2,184,495	2,430,773
Business operations:		
Exhibit and theatre production sales	\$ 1,579,497	2,766,201
Food and Retail	1,569,288	1,648,988
Parking	91,587	103,986
Film production services	32,770	52,368
	\$ 3,273,142	4,571,543
Science program:		
Science Centre operations	\$ 2,769,112	2,966,688
Education and Northern programs	4,419,186	3,420,870
Dynamic Earth operations	732,785	738,484
	\$ 7,921,083	7,126,042
Business operations:		
Cost of exhibit sales	\$ 1,696,567	2,378,514
Food and Retail	1,325,425	1,243,981
Box office and sales	507,670	527,819
IMAX Theatre	421,361	475,330
Cost of film services	111,925	15,546
Escape Room	53,621	95,666
Planetarium	24,203	21,633
	\$ 4,140,772	4,758,489



sciencenorth.ca

*Science North is an agency of the Government of Ontario. Dynamic Earth is a Science North attraction.
IMAX® is a registered trademark of IMAX Corporation. Science North is a registered charity.*