

Provide the information required for each section. Refer to the [Broader Public Sector Executive Compensation Guide](#) for additional instructions and assistance with completing this form.

A. Compensation Philosophy	Provide information on the designated employer's compensation philosophy including details on how the executive compensation program supports the employer's strategic objectives and what the program, including its approach to performance-related pay, is designed to reward.
B. Designated Executive Positions	List all designated executives at the designated employer. If applicable, indicate the class or category of each designated executive position as it relates to the salary and performance-related pay structure in the executive compensation program.
C. Salary and Performance-related Pay Caps	
Comparator Selection	Provide information on the comparators used to benchmark salary and performance-related pay at the designated employer for each designated executive position or class of positions. Provide a rationale for the chosen comparators.
Comparative Analysis Details	Provide information on the percentile used to benchmark the salary and performance-related pay cap for each designated executive position or class of positions. Additional information on the methodology used to determine salary and performance-related pay can provide useful context.
Structure	Provide information on the salary and performance-related pay cap for each designated executive position or class of positions. Additional information on the salary ranges and performance-related pay structure can provide useful context.
D. Salary and Performance-related Pay Envelope	Provide the sum of salary and performance-related pay paid to designated executives for the most recently completed pay year. In addition, provide the maximum rate of increase to the salary and performance-related pay envelope. Additional information on why changes are necessary and how they were determined can provide useful context.
E. Other Elements of Compensation	<p>Provide information on any proposed compensation elements, other than salary and performance-related pay, that would be provided to designated executive positions or classes of positions but that are not generally provided in the same manner and relative amount to non-executive managers.</p> <p>Include rationale outlining the critical business reasons that justify the provision of each proposed element of compensation.</p>
F. Supplemental Information	Provide any additional information required to support or explain the information included in the executive compensation program.

Provide the contact information of the person completing this program.

Contact Information

Organization (Full Name)

Science North

Completed By

Last Name

Booth

First Name

Jennifer

Middle Initial

D

Job Title

Director of Finance

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A. Compensation Philosophy

Provide information on the designated employer's compensation philosophy including details on how the executive compensation program supports the employer's strategic objectives and what the program, including its approach to performance-related pay, is designed to reward.

Science North's compensation model is designed to ensure the Centre is positioned to achieve its mandate, maintains its positioning as a global leader in the science centre industry and secures the organization's long term sustainability. It is based on the critical need to attract, retain and motivate high calibre talent to champion the centre's innovative culture and propel the organization forward. It provides for an affordable, transparent and easily administered compensation package that includes non-wage related benefits required for the effective performance of an individual's job and rewards contributions through performance-based pay and pay at risk incentives tied to individual performance and business results.

Science North offers a compensation program that is guided by the following principles:

- Enables the organization to attract, retain and reward high calibre global thinkers, entrepreneurs and strategists who will propel the organization forward in the industry, environment and market within which it competes
- Motivates senior executives to drive organizational results through operational excellence and successful execution of the centre's business strategies and strategic priorities
- Ensures a flexible compensation model that allows for growth, is transparent, realistic, affordable, compliant and easy to understand and administer
- Realizes outcomes and impacts that positively reflect on the government of Ontario and align with the government's agenda to deliver an open and accountable government
- Reflects the need for talent management and deployment, succession planning and accelerated leadership development
- Incorporates organizational and individual performance-based and pay at risk incentives that recognize and reward contributions to financial sustainability, short and long term operating goals and achievement of strategic priorities

Allows Science North to be an employer of choice for senior executives, attracting top talent to Northern Ontario and remaining competitive in a challenging labour market.

B. Designated Executive Positions

List all designated executives at the designated employer. If applicable, indicate the class or category of each designated executive position as it relates to the salary and performance-related pay structure in the executive compensation program.

Full Job Title	Class of Position	
E.g. Chief Operating Officer	E.g. VP-1	
Chief Executive Officer	Class A	-
Director	Class B	-
Add Designated Executive Position (+)		

C. Salary and Performance-related Pay – Comparator Selection

Provide information on the comparators used to benchmark salary and performance-related pay at the designated employer for each designated executive position or class of positions. Provide a rationale for the chosen comparators.

Comparators 1

Remove (-)

Executive Positions or Classes of Positions Benchmarked

CEO

Director (6 positions)

Canadian Public Sector or Broader Public Sector Comparators

Organizations (e.g. Organization 1, Organization 2, Organization 3, etc.)

Royal Ontario Museum

Ontario Science Centre

McMichael Canadian Art Collection

TELUS Spark

Science World Vancouver

Science World TELUS Edmonton

Royal Botanical Gardens

Heritage Trust

Art Gallery of Ontario

Positions or Classes of Positions (e.g. Chief Financial Executives)

CEO

Director

Rationale for Selected Comparators

Comparator Selection

Science North benchmarked its two classes of positions through the selection of comparator organizations and comparator roles. All comparators are within the Canadian public sector or broader public sector.

Comparator organizations were selected based on the degree to which these organizations following criteria:

- Scope of the responsibilities of the organization's executives (knowledge, skills, abilities and relative scope and complexity associated with the roles)
- Type of operations the organization engages (complexity associated with variety of product/program offerings, global reach, multi-site operations)
- The industries within which the organization competes for executives (market competitiveness, audiences, location)
- The size of the organization (annual revenues, staffing complements, market served)

The organizations identified and the positions in those organizations that have been used in the comparator analysis have been identified because it has been determined that they require similar essential competencies (knowledge, skills and abilities) of leadership, relative to the types of complexities and levels of accountabilities as required by our Designated Executives in order to achieve Science North's strategic and operational objectives.

The same Comparator Group was used for the two classes of designated executives.

It's important to note that Science North has unique operations which complicates the use and analysis of comparative data. Science North is the only science centre in Canada operating two major science centres. It's also among the few to have a significant focus on international sales and provides a program of outreach from a satellite base in Thunder Bay. Lastly, its focus on providing outreach programs and services to First Nation communities in all of Northern Ontario sets Science North apart from any of the comparators.

The designated employer received approval from the President of the Treasury Board to use private sector and/or international comparators for these executive positions or classes of positions.

**Add Position or Class of
Positions Benchmarked (+)**

C. Salary and Performance-related Pay – Comparative Analysis Details

Provide information on the percentile used to benchmark the salary and performance-related pay cap for each designated executive position or class of positions. Additional information on the methodology used to determine salary and performance-related pay can provide useful context.

Organization	CEO
A	\$ 196,000
B	\$ 268,212
C	\$ 461,515
D	\$ 238,649
E	\$ 239,379
F	\$ 196,483
G	\$ 188,296
H	\$ 319,275

50th Percentile \$ 239,014

Organization	Director
A	\$148,212
B	\$161,216
C	\$220,901
D	\$227,942
E	\$167,550
F	\$155,990
G	\$149,491
H	\$136,043
I	\$168,900

50th Percentile \$161,216

The salary information above reflects the most recent twelve (12) month data, inclusive of both salary and performance related pay, that could be obtained both publicly or obtained directly by the comparator organization.

In line with the BPSECA, a designated employer may increase the salary and performance-related pay caps for a Designated Executive position or class of designated executive positions by a rate that does not exceed the lesser of the following:

1. The average rate of increase in a salary and performance-related pay of the designated employer's non-executive managers for the most recent one-year period in respect of which the employer determined the salary and performance-related pay to be paid to the non-executive managers.
2. The public sector wage settlement trend in Ontario, which may be referred to as the public sector (provincial) wage settlement trend, as set out in the Budget, the Economic Outlook and Fiscal Review or the public documents of the Crown in right of Ontario, the Cabinet, the Treasury Board or the Management Board of Cabinet.

In keeping with the legislation, Science North has implemented an annual maximum rate of increase to the salary and performance related pay cap not to exceed the lesser of the above two items.

Unlike many public sector employers, Science North's pay plan does not have a step or grade system. Any increases in compensation for Designated Executives is based on performance and merit review.

C. Salary and Performance-related Pay Structure

Provide information on the salary and performance-related pay cap for each designated executive position or class of positions. Additional information on salary ranges and performance-related pay structure can provide useful context.

Executive Position or Class of Positions	Salary Range Minimum (\$)	Job Rate (\$)	Salary Range Maximum (\$)	Target Annual Performance-related pay (% of Salary)	Maximum Annual Performance-related Pay (% of Salary)	Salary and Performance-related Pay Cap (\$)
E.g. President	E.g. 200,000	E.g. 220,000	E.g. 240,000	E.g. 7.5	E.g. 10	E.g. 264,000
Chief Executive Officer	\$108,203	\$155,000	\$180,338	32.5	32.5	\$239,014
Director	\$86,562	\$116,063	\$140,188	15.0	15.0	\$161,216

Add Position or Class of Positions (+)

D. Salary and Performance-related Pay Envelope

Provide the sum of salary and performance-related pay paid to designated executives for the most recently completed pay year. In addition, provide the maximum rate of increase to the salary and performance-related pay envelope. Additional information on why changes are necessary and how they were determined can provide useful context.

Sum of Salary and Performance-related Pay for the Most Recently Completed Pay Year (\$)	Maximum Rate of Increase to Envelope (%)
\$890,060	5.0

Rationale for the Proposed Maximum Rate of Increase:

The maximum annual rate of increase to the salary and performance-related pay envelope is 5%. As per the Regulation, annual increases may be distributed differentially among Science North's designated executives such that the overall maximum rate of annual increase to the pay envelope shall not exceed 5%. Actual annual increases paid to executives may be less than the proposed maximum rate of increase, considering a variety of criteria.

The rationale for this proposed maximum rate of increase was determined with consideration to the following factors as described in the Regulation:

1- The financial and compensation priorities of the Ontario Government, the financial performance of Science North and the ability to increase the envelope with a focus on sustainable operations in the future. The Ontario government has approved a balanced budget in 2017-18. The Government has identified a need to take a balanced approach to managing public sector compensation, recognizing the need to maintain a stable, flexible and high-performing public-sector workforce that supports the government's transformational priorities and at the same time ensuring that public services continue to remain affordable. For executives, the Government wants to ensure that broader public-sector organizations are able to attract and retain the necessary talent to deliver high-quality public services while managing public dollars responsibly.

2-Recent Executive Compensation Trends. Science North considered executive compensation trends nationally, provincially and regionally specific to Northern Ontario. Further, compensation trends within the broader public sector as well as the sectors from which Science North attracts talent were considered. The Ministry of Labour published the 11-year average from 2006 to 2016 of the annual wage base increase for the public sector as being 1.82%. These employees also receive annual increases up to the maximum of their salary ranges. The following trends reflect the most recent HayGroup's compensations trend publication: Canadian Broader Public Sector salaries will increase by 2.6% in 2018, while Ontario salaries in general will reach 2.4% in 2018.

3-Proportion of the operating budget used for executive compensation. Science North allocates 5.9% of its operating budget for executive compensation. Similarly, the analysis of comparator organizations indicates a consistent allocation of between 5% and 7% of operating budgets for executive compensation.

4-Impact of salary compression on attracting and retaining talent. In 2016-17 Science North's CEO compensation fell below the 10th percentile of the selected comparators while Science North directors compensation was in the 20th percentile of the comparators. Science North has unique operations with two major science centres. It is focused on international sales and provides outreach programs and services across Northern Ontario. The current compensation structure limits opportunities to attract experienced candidates for executive positions.

5-Expansion of the operations. Science North is an important pillar in Northern Ontario and internationally. Science Centre attendance has grown by 12% over the past 5 years and our presence in Northern Ontario has almost doubled through program delivery, outreach and youth camps. International sales continue to grow as does Science North's expansion into diversified markets. Since 2011, Science North has developed five new travelling exhibits four of which have toured in North America and internationally and the most recent travelling exhibit, Beyond Human Limits is scheduled to open early in 2018. This continued growth is fundamental to attracting and retaining top talent.

As part of Science North performance management system, any increases awarded would be based on performance assessments for each designated executive. This performance management includes a review of results based on pre-determined objectives and the executives contributions to Science North's performance.

E. Other Elements of Compensation

Provide information on any compensation elements, other than salary and performance-related pay, that would be provided to designated executive positions or classes of positions but that are not generally provided in the same manner and relative amount to non-executive managers.

Include rationale outlining the critical business reasons that justify the provision of each element of compensation.

Element 1

Remove (-)

Element of Compensation
Car allowance

Positions or Classes of Positions
CEO
Director

Rationale

A car allowance is required for the CEO and Director classes in order to maintain local and provincial travel requirements essential for these positions. As part of Science North's mandate, the Science Centre operates two science centres, conducts a program of education throughout Northern Ontario covering a vast geographic region. In their roles as Senior Executives, the CEO and Directors stimulate interest of the public throughout Northern Ontario as part of Science North's Northern Ontario mandate. A car allowance is an important element in allowing Science North to attract and retain top talent in Northern Ontario.

Element 2

Remove (-)

Element of Compensation
Supplemental Benefits. The CEO and Director classes have the discretion to purchase additional benefits such as, health benefits and top up to their pension to a set maximum.

Positions or Classes of Positions
CEO
Director

Rationale

This benefit is an element of compensation designed to attract the best candidates for the position. The set maximum is established based on employee performance.

Element 3

Remove (-)

Element of Compensation
Funded pension contributions. Science North's pension plan is a defined contribution pension plan whereby the employee contributes 6% of their salary to the pension plan while Science North contributes 9% of the eligible employees' salary to the pension plan. The contributions for designated executives are provided in full by Science North in the amount of 15% towards the defined contribution pension plan. All other elements of the plan remain the same for designated executives and non-designated executives.

Positions or Classes of Positions
CEO
Director

Rationale

Like all permanent employees of Science North, designated executives are eligible to participate in a defined contribution pension plan. The enhanced funding element is designed to address differences necessary to attract and retain the best qualified candidates for the positions to confront unique challenges, opportunities and strategic directions for Science North given that leadership is critical to the effective operation of the science centre and its business needs. This element of compensation is important to attract and retain executives. Many public sector employers in Northern Ontario have defined benefit pension plans and this element of compensation is important to remain competitive in this marketplace.

Add Other Compensation
Elements (+)

F. Supplementary Information

Provide any additional information required to support or explain the information included in the executive compensation program.

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