



An agency of the Government of Ontario

2019-20 Annual Report

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

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Message from the Chair and Chief Executive Officer

The majority of this report provides a strong narrative for Science North's continued success in supporting the Northern Ontario economy with its tourism activity. However, the last 18 days of the 2019-20 fiscal year signalled the challenging road ahead due to the impact of the COVID-19 pandemic. March Break is normally the busiest time of the year for visits to Science North's attractions. With the closure of all attractions on March 13th, 2020, the financial impact and impact on the tourism industry has been devastating. These challenges will continue well into 2020-21.

2019-20 marks the second year in Science North's 2018-23 strategic plan. As Northern Ontario's most visited tourist attraction, Science North continued 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, expanding its presence and overall reach throughout Northern Ontario with exciting new exhibitions and science experiences and popular outreach programming and festivals.

Here are just some of the highlights of 2019-20:

- Science North's service to Northern Ontario is a key part of the Centre's mandate. In 2019-20, Science North engaged over 93,000 people across Northern Ontario through public outreach, school outreach, science festivals and e-workshops, including over 10,000 participants in 36 First Nations communities. Science North continues to work closely with Northern partners on key initiatives including the *Beyond Human Limits* Northern Ontario tour, which significantly increased attendance at all six hosting attractions, and Science Festivals in Thunder Bay, Sault Ste. Marie, North Bay, with one to open in Kenora in 2021. The successful completion of the Northwest Feasibility Study engaged key stakeholders and groups, helping to inform the next steps in creating a more sustained and permanent Science North presence in Northwest Ontario.
- Science North activated a number of exciting major projects and visitor experiences at its science centres, including the spectacular launch of Science North's 13th travelling exhibit, *The Science of Guinness World Records*. Produced in partnership with Ripley Entertainment and Guinness World Records, the exhibit received great feedback from visitors of all ages in the six days it was open before the Centre's closure due to the COVID-19 pandemic, and many consider it one of the best exhibits to have been developed by the Science North team! Science North looks forward to launching the exhibit again in the future, and is confident that it will be a huge success with audiences. The *Go Deeper: Modern Mining at Dynamic Earth* prototype exhibition was well received by audiences and produced rich data to ensure the success of Dynamic Earth's next major underground renewal. Dynamic Earth also experienced its most



Dr. Stephen Kosar
Chair, Board of Trustees



Guy Labine
Chief Executive Officer

successful Halloween event with nearly 17,000 admissions. Science North received the Top Indoor Attraction Award from Attractions Ontario for the second time in three years, as voted by visitors. Engaging and relevant science communication across the Centre's online platforms continues to be an important element of Science North offerings, and serves as a principal line of communication to audiences during the current COVID-19 pandemic.

- Science North's strong relationship with individual, business and government supporters continues to be key to the organization's ability to deliver on its mandate and Strategic Plan. The 2020 Bluecoat Ball was the most successful gala event in the Centre's history, raising \$89,685 to support Science North's Summer Science Camp program. Science North also secured municipal, provincial and federal funding commitments to support major capital and operational initiatives such as the *Jane Goodall IMAX Reasons for Hope* film project, the *Go Deeper* renewal at Dynamic Earth, digital skills programming, climate change outreach and funding from the Skills Catalyst Fund to prepare youth for the workforce.
- Science North continued to focus on creating an 'Awesome Organizational Culture' including building leadership skills and capacity. The Centre expanded its in-house Leadership Series in 2019-20, offering sessions on leading teams, conflict resolution, critical conversations and innovative thinking. Science North also increased the value of its Northern Leadership Program (NLP), accessed by participants from across Northern Ontario from a variety of industries, by extending the learning impact to public audiences through a series of presentations.

Science North's success in creating and delivering excellent science, technology, math and engineering (STEM) experiences is supported by vibrant partnerships. Science North continues to build new relationships and add new partners in support of upcoming projects, to increase outreach programming and to achieve funding and sponsorship goals.

As we reflect on the past year and look ahead to the future, we want to thank the Ministry of Heritage, Sport, Tourism and Culture Industries, as well as our supporters, partners and funders for supporting Science North. We are fortunate to have a highly committed and dedicated workforce, including our staff and volunteer, who are key to the organization's success.

Science North temporarily closed to the public in March 2020 due to the COVID-19 pandemic. As we move into the 2020-21 fiscal year faced with the uncertainties of this pandemic, Science North will continue to develop innovative ways to serve the needs of our audiences, support the return of the tourism industry and build on our successes across the North, with safety as our number one priority.

Fast Facts

(April 1, 2019 – March 31, 2020)

Memberships	2019-20	2018-19	
General Memberships	3,312	3,838	
Corporate Giving Program Patrons	57	65	
Total	3,369	3,903	
Admissions	2019-20	2018-19	
Science North Science Centre (including Special Exhibits Hall)	136,687	151,867	
IMAX® Theatre	33,889	41,863	
Planetarium	15,366	16,640	
Dynamic Earth	54,448	54,818	
Escape Room	N/A	3,341	
Total	240,390	268,529	
Education Programs - School Groups	2019-20	2018-19	
Science North Science Centre	17,960	24,114	students
IMAX® Theatre	4,979	6,965	students
Planetarium	1,698	2,941	students
Dynamic Earth	7,134	7,444	students
Escape Room	N/A	45	students
Special Science North Programs			
- Sunset to Sunrise Camp-Ins	1,033	1,160	students
- Science Olympics	516	228	students
Total	33,320	42,897	
Workforce	2019-20	2018-19	
Employees	105	118	full time salaried
	200	180	casual, contract and hourly employees
Total	305	298	
Volunteers	201	256	volunteers
	13,678	14,907	volunteer hours
Science Programs & Workshops	2019-20	2018-19	
Summer Science Camps	3,657 (35 communities)	3,019 (35 communities)	participants
Specialty Programs: (March Break Camps, Holiday Camps & PA Days, Science Fun Days)	831	582	participants
- Northeastern Ontario	635	356	
- Northwestern Ontario	196	226	

New Audiences:	3,905	6,098	participants
- Seniors Workshops	-	929	
- Nerd Nites in Thunder Bay	345	472	
- NIGHTLIFE on the Rocks	2,306	3,804	
- Science Socials	35	225	
- Science Café	65	382	
- Science Speakers	210	286	
- MEDTalks	328		
- Star Parties	178		
- Student Events	306		
- Wild & Scenic Film Festival	132		
New Year's Eve Family Fun Day Event	1,280	772	participants
Halloween Event	16,906	15,687	participants
After School Science Kids (ASK) Program	33 (181 days)	33 (188 days)	participants
E-Workshops	2019-20	2018-19	
Public Schools	4,180	8,793 (403 workshops)	students
First Nations Schools	1,058 (62 workshops)	1,628 (81 workshops)	students
Public Outreach	2019-20	2018-19	
- Northeastern Ontario	22,873 (51 communities, 85 events)	23,309 (62 communities, 95 events)	participants
- Northwestern Ontario	9,757 (13 communities, 56 events)	9,611 (32 communities, 63 events)	participants
- In First Nation Communities	1,424 (27 communities, 71 days)	3,355 (30 communities, 79 days)	participants
School Outreach	2019-20	2018-19	
- Northeastern Ontario	19,571 (30 communities)	35,377 (60 communities)	participants
- Northwestern Ontario	13,600 (17 communities)	17,760 (32 communities)	participants
- In First Nation Communities	7,836 (36 communities, 80 days)	6,293 (41 communities, 79 days)	participants
Teacher Workshops in Public Schools	525 (35 workshops, 7 communities)	1,370 (87 workshops, 12 communities)	teachers
Teacher Workshops in First Nations Communities	97 (8 workshops, 30 communities)	223 (10 workshops, 23 communities)	teachers
Science Olympics	516	895 (5 communities)	participants

Science Festivals in the North	2019-20	2018-19	
- Thunder Bay Science Festival	3,655	3,294	participants
- Sault Ste. Marie Science Festival	5,503	4,487	participants
- North Bay Science Festival	2,500	4,031	participants
Total	119,707	146,617	participants

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 achieved 25% completion on its new *Climate Action Show* object theatre from January to March 2020, and overachieved on the activation of five new science partnerships to inform science content, on a goal of three. The revised opening date for this immersive multimedia experience is March 2021.
- Science North continues to seek project funding to continue the development and implementation of its next major renewal project, *Seasons of the North*. This multimedia experience exploring Northern Ontario's dramatic natural landscapes, people, iconic creatures and signature sites will be installed in the Centre's Vale Cavern and at partner attractions in 5 communities across Northern Ontario.
- Science North achieved its goal of activating three new science partnerships in preparation for concept and storyboard development of its new *Dark Matter* object theatre. The Centre continues to seek funding for full activation, with a revised opening date of March 2022.
- Science North overachieved on its goal to activate targeted members to the THINK (Tinker, Hack, Innovate, Network and Know) Badge program. Between September and March 2020, 9% of Science North members ages ten and older were activated on a goal of 2%. The THINK Badge program allows members to be introduced to and trained on many forms of equipment not typically found at home or in schools. Once trained, THINK Badge holders are able to book time slots to create and work on personal projects, encouraging repeat visitation and the purchase of memberships. Science North also opened THINK Hubs in six Northern Ontario partner locations.

At Dynamic Earth:

- In May 2019, Dynamic Earth launched the *Go Deeper: Modern Mining* prototype exhibit to engage visitors in the upcoming major *Go Deeper* renewal project, including initiating discussions around support and partnerships with mining community experts and local stakeholders. Members were identified to form the *Go Deeper* external advisory committee, which will be activated in Fall 2020. Further planning tied to underground rock excavation was done in April 2019 using detailed cost estimates and preliminary design. The five major components of the *Go Deeper* project will be completed using a multi-phased approach by a revised date of March 2023. Canadian Heritage has committed financial support to this project and fundraising continues for this renewal.

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

At Science North:

- Science North staged two special travelling exhibitions during 2019-20, achieving the following results:
 - *BODY WORLDS Rx* - March 2 to September 2, 2019: This leased exhibition exploring the intricate biology and physiology of human health was accompanied by a rich program of Science North-led events that deepened visitor engagement and learning outcomes. The exhibition achieved attendance of 99,546 on a goal of 108,268, and overachieved in financial performance with a revenue of \$1,053,387 on a target of \$1,043,895 during its run at Science North. The overall visitor satisfaction score was 88% on a goal of 90%.
 - *The Science of Guinness World Records* - March 7 to 12, 2020 (originally scheduled to run through summer 2020): Science North's 13th travelling exhibit, produced in partnership with Ripley Entertainment and Guinness World Records, explores the popular and amazing world of record-breaking. The exhibition was open for only six days before the Centre closed in response to the COVID-19 pandemic, welcoming 2,117 visitors on a goal of 29,687 for the month of March. Revenue gained during this short window totaled \$12,767 on a goal of \$241,656. Science North facilitated a number of record breaking attempts in the first days of opening, including the World's Biggest Nanaimo Bar, the Largest Tin Can Display Created in Binary Code and the Deepest Underground Concert, all of which were successful. Exhibit design, fabrication and installation were all completed on schedule.

At Dynamic Earth:

- Dynamic Earth staged two special travelling exhibitions as well as the annual Halloween event during 2019-20 achieving the following results:
 - *Go Deeper: Modern Mining at Dynamic Earth* - March 2 to September 2, 2019: Over 20 mining and innovation companies participated in the development of this leading edge, hands-on exhibit and ancillary programming, the Centre's largest investment in the exhibit prototyping process to inform the next phase of renewal of Dynamic Earth's underground space. The exhibition achieved an attendance of 33,540 on a goal of 38,784, with revenue of \$354,274 on a goal of \$396,799 during its run at Dynamic Earth. The visitor satisfaction score target of 95% was achieved. The goal of capturing feedback from 2,000 data points to inform project renewal was surpassed, with 3,375 data points collected and analyzed to gain further insight into the sectors and topics that audiences are interested to explore in the *Go Deeper* renewal project.
 - *Under the Arctic: Digging into Permafrost* - February 15 to March 13, 2020: This leased travelling exhibition from the Oregon Museum of Science & Industry exploring the exciting world of what lies beneath the ice and how it is affected by climate change was complemented by a Science North and Laurentian University led Canadian science component and four curriculum-linked programs created by Science North for school groups. Due to the COVID-19 pandemic, the exhibit closed just two and a half weeks after opening, achieving attendance of 2,022 on a goal of 6,060, with revenue of \$10,241 on a goal of \$32,421.

- *Halloween Programming at Dynamic Earth* - October 4 to 27, 2019: The 7th annual Halloween event was Dynamic Earth's most successful to date, surpassing all goals including achieving attendance of 16,906 on a goal of 15,650, with revenue of \$156,863 on a goal of \$145,625. Success was due in part to continued partnerships with Upper Canada Village and Huronia, Equipment North, Vale, the City of Greater Sudbury, Value Village and new partnerships with Canadian Tire, Independent Grocers and KOMATSU allowing for a revitalized Pumpkinferno experience. Enhancing the underground 'scare factor' for a 12 years old+ audience on Friday evenings, and the addition of themed Sunday live shows in the Epiroc Theatre resulted in the highest monthly attendance on record at Dynamic Earth.
- A rich annual program of events designed to grow and retain varied audiences, with a focus on adults and students, was delivered at Science North and Dynamic Earth, engaging 3,256 adults on a goal of 4,950 and 318 students on a goal of 700. Total revenue achieved for both audiences was \$44,526 on a goal of \$69,350.
 - Adult (ages 19+) programming included Nightlife on the Rocks events, a Science Café, a Science Social, Science Speakers events, the Wild & Scenic Film Festival, a MEDTalks event and Star Parties. Increased competition of events in Greater Sudbury targeting adults and the cancellation of the March 2020 Nightlife on the Rocks event due to the COVID-19 pandemic led to a loss in attendance and revenue.
 - Student (ages 13-18) audience engagement has continued to grow from previous years. The Science North Student Advisory Council formed in 2018, grew from 12 to 14 students in 2019-20. The council held eight in-person meetings, helping to inform evening programming including a Murder Mystery, an Escape the Upside Down event based on the popular Netflix series *Stranger Things* and a Student Science Dance.

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

- Six customized prototype experiences were developed and implemented as a part of the *Go Deeper: Modern Mining at Dynamic Earth* exhibition, on goal of four, to assess and measure visitor engagement, analyze the impact on visitor knowledge building and refine themes and concepts for the next renewal at Dynamic Earth. Learning Evaluation was conducted based on visitor data using four research methods, including paper surveys, video voting kiosks, comment walls and observational data through video recordings. Out of 603 visitors surveyed, 75% positively rated their overall experience in the exhibition.
- THINK exhibits on the newly renovated 4th floor of the science centre were evaluated to assess proof of concept and overall visitor experience through methods such as video and coding of visitors, construction of low-fidelity models, visitor observation and comprehensive staff review. The Learning Evaluation report revealed that visitors were highly engaged in their learning experience, with a 32% 'breakthrough behaviour' score, which includes behaviours such as referring to previous experiences that relate to the information present in the exhibits, having enriching conversations with family or staff about their experience, or remaining engaged in the activity for an extended period of time while testing and experimenting with new things along the way. On average, Science North aims for one third of exhibit experiences to demonstrate breakthrough behaviour.

Goal 2

Our science is current and driven by collaborative partnerships

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

- In February 2020, a new exhibit showcasing current science research on Canadian permafrost by Laurentian University's Permafrost Research Laboratory opened at Dynamic Earth. The exhibit enhanced the content for the *Under the Arctic: Digging into Permafrost* travelling exhibit at Dynamic Earth and will be a permanent addition to the Centre.
- Science North's 2nd Citizen Science project, created in collaboration with the Public Health Sudbury & Districts team, aimed to assess food accessibility across the City of Greater Sudbury through surveys at grocery stores. The project did not yield enough results (58 surveys were completed) due to volunteers feeling that the surveys were too lengthy and the work too solitary. In response to this feedback, Science North will pursue projects that can be completed in a family or social environment where volunteers can learn from scientists at Science North.
- Current Science kiosks were implemented on each level of both science centres and updated weekly with new content. Visitor engagement results achieved at Science North were 51% on a goal of 50%, and 55%, on a goal of 50% at Dynamic Earth, per visitor surveys.
- A social media calendar was developed to expand the reach of current science communication across the Centre's digital platforms. Between July and December 2019, Science North overachieved on its goal to post 30 science social media posts, with 47 posts created and shared. Between January to March 2020, the goal of 13 was also surpassed with 26 posts, including content to engage audiences during the COVID-19 pandemic closure.
- *Jenn Learns Stuff* is a new social media series created by Science North's science program and marketing teams that launched in February 2020 to engage visitors in online science learning. The bi-weekly program, aimed at a young demographic, focuses on entertaining science content, including quick facts about Science North and relevant information in the field of Science, Technology, Engineering and Math (STEM). In March 2020, it became an important tool to connect with audiences during the COVID-19 pandemic closure.

Action 2: Develop and activate a science partnership strategy.

- Science North completed a global external environmental scan focused on partnership strategies in science settings to further define Science North's Science Partnership Strategy. The Science Partnership Strategy provides a pathway for Science North to have a direct line to the latest, and often unpublished findings from current science research happening in post-secondary institutions, corporations, in the field and even in the private sector.
- Science North hosted its first two 'Scientist in Residence' program participants, Dr. Paulo Monteiro, Director at the Instituto de Butantan in Sao Paulo, Brazil (August 2019) and Dr. Thomas Merritt, a geneticist and professor in the Department of Chemistry and Biochemistry at Laurentian University (January 2020). Each is serving a 12 month term, applying their knowledge and expertise to connect with public audiences and support the development of new exhibits, workshops and programs.

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

- Science North actively participated in the Science Communication Diploma and Master's program through delivering guest lectures in selected first term courses, running the *Communicating Science Through Exhibits* course and co-supervising one Thesis Science Communication Master's project entitled, 'Evaluating changes in experimentation, critical thinking, and sense of wonder in participants of Science North in school outreach programs'. Science North also created, funded and developed a one year Marketing Science Communicator position for a new graduate of the Science Communication Masters program to grow and develop its online science engagement, resulting in the overachievement of social media post goals, including the creation of a new social media product.

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 overachieved its 2019 Summer Science Camp delivery targets, engaging 3,657 participants on a goal of 3,250 across 35 communities. This set a new record for the number of summer camp participants and was driven by a combination of a well established and highly regarded program, strong customer satisfaction and a marketing plan with enhanced parent communication strategies. With support from the Natural Sciences and Engineering Research Council of Canada's (NSERC) Promoscience program, 245 girls ages 6 to 11 participated in Summer Science Camps focussed on STEM in eight Northern Ontario communities.
- Science North overachieved outreach event targets, delivering 141 events on a goal of 94 across 64 communities in Northeastern and Northwestern Ontario. The satisfaction score target of 95% was achieved for all events.
- Science North engaged new audiences such as seniors, adults, teens and/or toddlers in Northern Ontario communities through 18 programs on a goal of 17, including a trivia night, seniors science programs, Nerd Nites and hands-on adult science demonstrations. A total of 1,026 participants were engaged, on a goal of 900.

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

- *Northern Nature Trading* (NNT) experiences at six hosting attractions across Northern Ontario saw an increase of over 40% of new traders from previous years (surpassing the goal of 12% at each location) and the completion of 3,294 trades, an increase of 30% on a goal of 35% from previous years. Challenges with staffing, reduced hours of operations and weather-related disruptions at some hosting attractions led to decreased NNT programming. To mitigate, Science North implemented pop-up NNT programs at schools, engaging 857 elementary students. Science North also conducted three NNT partner webinars to provide continuous support on delivering quality experiences and attracting new and repeat visitors. Research and discussions are ongoing to establish new potential NNT partnerships in the communities of Wawa, Parry Sound and M'Chigeeng. The NNT experience at Northern partner attractions was originally established thanks to funding from FedNor and the Northern Ontario Heritage Fund Corporation (NOHFC).
- Science North currently delivers three science festivals in Northern Ontario, with a fourth festival in development for Kenora. These festivals would not be

- possible without the broad support, engagement and participation of the many community partners that serve on the planning committee for each festival.
- The award-winning, 5th annual Sault Ste. Marie Science Festival reached its highest attendance to date, surpassing the attendance goal of 4,620 with 5,503 participants. A rich and varied program of events included:
 - Educational outreach programs for elementary school students in English and French led by Science North.
 - Science-themed trivia event led in partnership with the Sault Ste. Marie Public Library.
 - Science experiences for older adults in seven community senior residences led by Entomica.
 - Math and coding Science Olympics events for secondary school students at Algoma University.
 - Over 1,200 elementary school students participating in ARTIE (Advanced Research, Technology & Innovation Expo) led by the Sault Ste. Marie Innovation Centre
 - The culminating Science Carnival showcasing science and technology from over 22 organizations based in Sault Ste. Marie.
 - The 3rd annual North Bay Science Festival saw 2,500 participants on a goal of 2,625, and welcomed SafeSite Exploration Inc. as a new festival partner, expanding the partnership committee in North Bay to eight community partners. Festival programming included:
 - Ignite North Bay speaking event.
 - School outreach programming for elementary school students.
 - Science Olympics featuring math and coding challenges and programming for older adults.
 - A special Climate Action panel made possible with funding from Environment and Climate Change Canada's 'Climate Action Fund', featuring three guest speakers and engaging 750 students from grades 8-12.
 - The culminating Science Carnival, which saw an increase in attendance from the previous year with over 700 participants.
 - The 7th annual Thunder Bay Science Festival surpassed its attendance goal of 2,625, engaging 3,655 community members. Three new partners joined the planning table in 2019-20, including EcoSuperior, Parks Canada and the Thunder Bay Public Library. The week-long program of entertaining and educational activities included:
 - Science shows at the Intercity Shopping Centre.
 - SnowDay at the waterfront.
 - Nerd Nite.
 - Science Carnival.
 - Strong Indigenous programming.
 - A new Climate Connections event funded by Environment and Climate Change Canada.
 - Science North formed a new partnership committee to begin planning the 1st annual Kenora Science Festival in 2020, including seven community organizations dedicated to collaborating on a week-long event that highlights science, technology and innovation in the Kenora region. Festival plans were delayed as a result of the COVID-19 pandemic, and are expected to resume in 2020-21. There is strong interest from the community in this new science festival.
 - The *Beyond Human Limits* Northern Ontario tour supported with funding from the NOHFC and FedNor visited five Northern Ontario partner attractions including the North Bay Museum, Canadian Bushplane Heritage Centre in Sault

Ste. Marie, Science Timmins, Lake of the Woods Discovery Centre in Kenora and the Thunder Bay Museum. Hosting venues saw an average increase of 69% in attendance over the previous year. Total attendance for the tour was 8,641. In addition, where exhibition dates overlapped with the school year, school programs were delivered to 489 elementary students, providing a unique opportunity for smaller communities. As part of this funded project, a stakeholder workshop held at Science North during the development of the exhibit involved partners in exhibit components and tour strategy, leading to the quality and success of the custom exhibit.

- Northern THINK Hubs were installed and opened, and training was achieved at six Northern Ontario hosting attractions in Kenora, Fort Frances, Timmins, Thunder Bay, North Bay and Sault Ste. Marie, including specialty workshop kits for general audiences and curriculum-driven programs to elementary and secondary school groups. Science North staff delivered three day training sessions on all exhibit experiences and continues to support Northern THINK Hub attractions through additional training, programs and workshop kits each year. The Northern THINK Hubs were created thanks to funding support from the NOHFC and FedNor. There is strong interest in this expanded permanent presence of Science North experiences in Northern communities.

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

- Science North completed the Northwest Feasibility/Opportunity Assessment in March 2020 on the establishment of permanent science centres in Thunder Bay and Kenora. With financial support from the NOHFC, FedNor, the Thunder Bay Community Economic Development Commission and the City of Kenora, a market analysis, business opportunity assessment, a visitor experience and programming concept plan and an economic impact study were completed. Science North created a senior strategic partnership position based in Thunder Bay to raise awareness about Science North's operations and explore potential partnership opportunities, and a communications and outreach position based in Kenora to focus more directly on awareness and partnership opportunities in the Kenora and Sioux Narrows regions. Due to the COVID-19 pandemic, the deadline to complete the work related to this project has been extended to August 31, 2020.

Goal 2

Expanded and deepened engagement with Indigenous audiences

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

- Science North overachieved Indigenous audience targets, delivering 80 school program days (on a goal of 55) in 36 First Nations communities (on a goal of 21), reaching 7,836 Indigenous students (on a goal of 5,500). Programming included coding workshops funded by CanCode and activities focusing on climate change funded by Environment and Climate Change Canada. Science North conducted repeat visits in 24 communities (on a goal of 15), and extended the

Science North's reach beyond Northern Ontario through the delivery of CanCode e-workshops to Indigenous students in communities as far reaching as Nunavut.

- Science North overachieved e-workshop targets, delivering 62 e-workshops on a goal of 30 to 1,058 students in 28 schools serving Indigenous communities.
- Science North delivered eight teacher workshops on a goal of 12 to 97 educators teaching in First Nations schools across Northern Ontario. Workshops took place during education conferences, including The Great Moon Gathering organized by the Omushkego Education Department in Mushkegowuk Territory in Attawapiskat First Nation. Labour disruptions and event cancellations resulting from the COVID-19 pandemic prevented Science North from delivering all the planned teacher workshops.

Action 2: Deliver science experiences in First Nation communities.

- With support from NSERC PromoScience, TD Bank and the Aboriginal Peoples Television Network, Science North delivered 71 days of informal science program experiences, exceeding its goal of 40 programming days. Due to an enthusiastic response from many First Nations communities leading to extended programming within individual communities, Science North did not achieve its overall target of delivering programming in 35 First Nations communities. For example, many communities asked for the Summer Science Days program, modelled after Science North's Summer Science Camps, to be extended to five days instead of one or two. This reduced the number of communities it was possible to visit during the summer months, but it deepened the learning and the quality of the experience in each community.

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

- In 2019-20, Science North established two Indigenous Advisory Committees, one in the Northeast and one in the Northwest regions of Ontario to support expanded and deepened ongoing engagement with Indigenous peoples. The Northwest Indigenous Advisory Committee met three times in 2019-20, and the newly formed Northeast Indigenous Advisory Committee met once during the 2019-20 fiscal year, achieving the goal of four meetings per year. An annual schedule for both committees will be developed in 2020-21.
- Science North achieved its target to develop one new partnership with Connected North, which assisted in facilitating introductions between the Science North Bluecoat science communicators with Indigenous communities across Canada to deliver CanCode e-workshops.

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 delivered a series of highly successful programs on a variety of topics, including CanCode funded coding and digital skills programs over 188

days (on a goal of 200) to 33,171 students across Northern Ontario (on a goal of 40,000). Labour disruptions and school closures in March 2020 resulting from the COVID-19 pandemic affected delivery and the achievement of targets to the end of the fiscal year.

- Science North delivered 201 e-workshops on a goal of 250 reaching 4,180 students across Northern Ontario. Notably, there were over 40 additional e-workshops booked and subsequently cancelled due to rotating labour disruptions in schools and/or COVID-19 pandemic school closures. E-workshops exceeded expectations by achieving a 98% satisfaction rating on a goal of 95%.
- For the third year in a row, all four Sudbury school boards purchased a board-wide Science North school membership for their elementary schools and some secondary school grades. Due to these memberships, nearly 20,000 local students had access to Science North and Dynamic Earth school visits at no additional cost in 2019-20. This is a strong indication that the Directors of Education, 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. The overall school attendance target of 48,976 fell short by 33% due to external circumstances, including the COVID-19 pandemic. To mitigate this shortfall in the future, Science North has expanded its virtual opportunities for students and teachers with several new products and initiatives launched and in development.

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

- Science North delivered 35 teachers workshops on a goal of 42 in seven communities, providing access to valuable, ongoing professional development for teachers in science, math and coding. Teacher job action and closures due to the COVID-19 pandemic affected delivery.
- Science North's bilingual Educator Resource site was significantly expanded to include 26 additional lesson plans in 2019-20, greatly exceeding the target of 12 lesson plans. Science North built three new partnerships on a goal of two to link Science North online resources to internal resource sites for teachers with Peel District School Board, Algoma District School Board and Sudbury Catholic District School Board. In addition, a new partnership to share resources with Idélo, groupe média TFO, was launched in May 2020.
- Science North offered its 4th Summer Teacher Institute to 52 teachers from Peel District School Board. Partnering with the Indigenous Sharing and Learning Centre at Laurentian University, Science North provided a full day of programs on topics such as integrating science, outdoor experiential learning and Indigenous culture. Science North staff also travelled to Toronto to deliver three summer learning workshops for teachers from the Toronto District School Board.
- Science North was unable to co-host the Science Education Leaders of Ontario (SELO) conference in Spring 2020, in partnership with the SELO group, as the event was postponed due to the COVID-19 pandemic.

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

- Science North staff met with ten school board officials and program coordinators (on a goal of 12) across Ontario to promote program opportunities and ensure programs continue to meet student and teacher needs. Science North delivered one principal meeting (on a goal of five), despite labour disruptions making it difficult for school staff to schedule time and space for meetings. Science North

overachieved on its goal to have a teacher champion in 80% of 90 schools, with 90% of local schools having a champion identified. Science North engaged 343 students in the Specialist High Skills Major certification program, awarding a total of 559 certifications in key topic areas.

- Science North was unable to attend the Science Teachers' Association of Ontario (STAO) conference which was delayed due to the teacher labour disruption and subsequently the COVID-19 pandemic.
- Science North offered science awards to 93 public and six First Nations secondary schools in Northern Ontario, recognizing graduating grade 12 students who are 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.

- Science North achieved its target of 85% positive brand recognition in 2019-20, with an integrated brand creative that resonates with current and future audiences.
- Science North was voted Ontario's 2019 Attraction of the Year for the second time in three years, through Attractions Ontario by visitors, and visitor satisfaction survey results showed 96% satisfaction with experiences at Science North and 93% at Dynamic Earth.
- Science North developed a number of clearly defined communication and marketing strategies, with all major marketing campaigns performing at or above industry average (2%) and supporting the Centre in achieving its business goals.
- Development of Science North's brand awareness growth target, brand audit and brand strategy plan began in 2019-20. Due to the COVID-19 pandemic, a steering committee will be developed and planning will resume in 2020-21.

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

- The target of a 1% increase in overall attractions, events and programs revenue was not achieved, due in part to missed revenue as Science North was closed during March Break 2020. However, the launch of Science North's new website, which provides an online visitor experience with more relevant content and a user friendly purchasing process, has allowed the organization to be well-positioned to meet the changing needs and expectations of visitors.
- Science North exceeded its target of 2,608 total reviews across all platforms (Trip Advisor, Google Reviews, Facebook Reviews) by 63%, receiving a total of 4,134 reviews.

Action 3: Activate our Community Relations Plan.

- Science North's Community Relations Plan is in development and is expected to formally launch in 2020-21. Changes in tracking measures delayed the planned activation.
- Science North supported the Greater Sudbury community by providing access to meeting and event spaces for non-profit and charitable entities, overachieving on the in-kind retail value target with \$38,000 on a goal of \$35,000.
- Through the endowed Risto Laamanen Fund, Science North facilitated free access to Science North Summer Science Camps for 64 individuals on a goal of 200. Science North works with community organizations to identify and connect children with these available camp registrations.

- Science North exceeded targets by providing 1,035 science centre passes to not-for-profit groups (on a goal of 1,000) and 2,567 passes to organizations serving underprivileged community members (on a goal of 2,000).
- Science North exceeded its community volunteering goal by providing 2,652 hours of Science North staff time on a goal of 2,400 hours.

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.

- The majority of Science North's membership renewals occur in the month of March. As a result of the COVID-19 pandemic, membership revenues in 2019-20 declined by 12%, as opposed to a 13% increase over 2018-19.
- Science North experienced a 1% decline in member average spending on a goal of a 2% increase over 2018-19 actuals due to the Centre closure over March Break due to the COVID-19 pandemic.
- Science North achieved a membership renewal rate of 42% on a goal of 55% due to an uncertain economic landscape and unpredictable reopening date resulting from the COVID-19 pandemic. Science North prioritized communication with its current members and extended memberships by four months to accommodate time lost during the closure.

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

- Science North identified several new market tested products and packages with clear revenue and attendance targets, including a new bus tour package and marketing campaign. The target of supporting +1% in overall attractions, events and programs revenue was not achieved due to COVID-19 pandemic closure in March 2020.

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

- Science North launched a new website in Fall 2019, updating and improving website functionality, layout and content based on customer feedback. Daily and weekly review of customer behaviours on the website allows for continuous updates to accommodate visitors needs and expectations. Science North achieved 422,075 unique visitors to the Science North website in 2019-20 on a goal of 500,000. Online attendance was impacted by the closure of Science North prior to March Break, which is typically the Centre's highest period of online traffic.

Goal 3

Our surroundings impress

Action 1: Create a welcoming entrance experience (SN) that inspires and engages our visitors.

- Science North implemented adjustments to onsite marketing such as a large-scale mural graphic promoting experiences at Dynamic Earth and strategic placement of upsell opportunities, such as IMAX promotions.
- Science North's Lobby Master Plan was put on hold, subject to a formal review and satisfaction measurement from visitors. In preparation for the new master plan, a Lobby Committee was formed in 2019-20.
- Visitor satisfaction with the lobby experience was not measured in 2019-20 as surveying was due to take place during March Break of 2020.

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

- Science North continues to actively seek out funding opportunities and engage with private sector partners to advance its Grounds Master Plan. In the meantime, a business plan was developed to maximize the use of existing exterior space at Science North. In June 2019, Science North's outdoor patio space and connected grounds were leveraged to introduce a new visitor experience, The Patio. This new outdoor food and beverage outlet provides a unique experience for Sudbury community members, while generating revenues for the organization and has been very positively received by visitors. While the City of Greater Sudbury area has over 300 lakes, Science North's patio on the shores of Ramsey Lake is one of few licensed facilities.

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

- Science North's Green Team completed an energy audit in 2019-20. The findings will be used to create a targeted plan to exceed effectiveness levels of Science North's operational practices by 5% in 2020-21.
- Science North's Green Team initiated a composting project to be implemented in March 2020, which was delayed due to the COVID-19 pandemic.
- Science North generated \$11,770 in annual energy savings on a goal of \$15,000 from Dynamic Earth's 2018 solar roof project.
- Science North secured \$42,450 in funding to assess project requirements and support the design, planning and implementation on a larger renewal project. Project work will continue in 2020-21.

Strategic Priority 4

Awesome Organizational Culture

Goal 1

Our people are empowered to achieve our Vision

Action 1: Entrench, model and reinforce cultural values.

- New Behavioural Statements based on Science North's organizational values and priorities were established and incorporated into new employee onboarding training sessions. The Centre will continue its work to entrench these statements into its culture and organizational priorities, with a new Service Model to be developed and completed in 2020-21.
- Science North completed its 2019-20 Employee Engagement Survey. Results were assessed and communicated to all staff and will be further incorporated into longer term planning.

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

- Science North engaged a third party compensation consulting specialist to complete a review of its total compensation package for full-time salaried staff. Results will be assessed in 2020-21 and used to ensure the organization continues to attract, motivate and retain the best talent possible given financial realities, especially in light of the COVID 19 challenges
- Science North successfully completed a Group Health Benefits tender and renewal process, resulting in enhanced benefits for employees and significant savings to the organization. New offerings included Telemedicine services for eligible employees.
- Science North successfully completed a review of its Human Resources policies and made several modifications, including policies to ensure compliance and industry standards for talent management.
- Science North completed a review of its performance management system and made modifications to ensure fair and accountable salary administration and a stronger link between performance and salary administration.

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

- Science North implemented a number of Employee and Leadership Development strategies to enable a culture of learning, including:
 - A new, cross-functional training team that met monthly in 2019-20 to successfully create an inventory of organization-wide competencies and training requirements.
 - A new orientation process for employees promoted within the organization.
 - A new learning portal to expand staff professional development learning opportunities across the organization.
 - A new Succession Plan program in 2019-20, expected to launch in 2020-21.

- The graduation of one Staff Scientist from the Science Communication Masters program, offered in partnership with Laurentian University.

Action 4: Implement a Science North service model.

- Science North began development of a new service delivery framework for all front-of-house operations, including principles, standards, policies and constraints to be used to guide a consistent service experience. The new framework will launch in 2020-21.

Goal 2

We build amazing leaders

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

- Science North successfully developed clearly defined leadership principles and competencies, which were integrated and supported throughout all relevant organizational processes including training, onboarding, orientation, succession planning and performance review.

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

- Science North successfully expanded its Leadership Series in 2019-20, offering ten sessions throughout the year available to all staff on topics including leading teams, conflict resolution, critical conversations and innovative thinking.
- Science North increased the value and learning impact of its Northern Leadership Program (NLP), a one-year leadership development program, by expanding the Graduating Showcase to include a breakfast series with project presentations by the graduating cohort. Three sessions were held at Science North to extend the impact of these programs to public audiences.
- The 7th Cohort completed this year-long leadership program.
- The NLP Action & Advisory Committee began a review of program content, including exploring the option to offer a new program geared toward emerging leaders.

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

- Science North developed and implemented several measurement tools to gather staff feedback and assess leadership impact, including conducting a series of staff Town Halls to assess the results of Science North's 2018 Staff Engagement survey and receive input on outcomes and actions moving forward.
- In 2019-20, Science North launched a shorter annual staff engagement survey with results to be compiled and assessed in 2020-21.

Goal 3

Innovation is the norm

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

- Science North's cross-functional Innovation Working Group developed a series of engagement and communication strategies to promote innovation within the workplace and gather feedback from staff, including:
 - Science North's 1st staff innovation competition to accelerate and champion innovation within the organization for the purpose of driving business growth and creating competitive advantage. The 2019-20 selected project was a staff led community garden that will enhance staff and community engagement while making fresh produce available for Science North staff, animal ambassadors and for use by the onsite food court. A second competition was launched in 2019-20; however, results of this competition have been delayed to 2020-21 as a result of the COVID-19 pandemic.
 - Science North developed a webpage to better showcase the plans and strategies of its Innovation Working Group, as well as provide an avenue for staff feedback and idea generation.

Action 2: Champion and celebrate innovative ideas.

- Science North's Innovation Working Group utilized its new webpage as a platform to promote and engage staff in major innovation efforts and trends.

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.

- Prior to the COVID-19 pandemic, Science North was on track to meet its target of maintaining self-generated revenues as achieved in 2018-19. However, the Centre's closure on March 13, 2020 due to the pandemic, immediately prior to March Break which is historically the busiest attendance week of the entire year, resulted in a 9% decline in self-generated revenues, on a goal of 2% increase over 2018-19 actuals. Immediate cost saving measures were put in place to offset the overall financial impact.
- Science North experienced delays on its goal to achieve a 90% submission rate of business cases to support new operational initiatives as a result of staffing challenges. Formal evaluation for new operational initiatives is expected to resume in 2020-21.
- Science North reviewed two operational programs, Elements food court and the IMAX Theatre, on a goal of six programs to evaluate return against criteria.

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

- Science North engaged external expertise to develop a future-looking Information Technology Strategy, including a full audit of Science North's IT infrastructure, systems and policies, resulting in a final report to be delivered to Science North in 2020-21.
- Science North finalized its Information Technology Roadmap and communicated its new IT strategy to staff, which includes 100% adoption and installation of a new user email and documentation system platform in Summer 2020.
- Through organization-wide efficiency, Science North reduced information technology annual operating costs by \$12,500 on a goal of \$20,000.

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

- Science North's criteria for ROI is under review in order to meet new standards per the current economic climate.
- There were no investments with a pre-established payback period to recover throughout the 2019-20 fiscal year.

Goal 2

Increased philanthropic appeal and funding

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

- Science North achieved \$161,090 in sponsorship revenue on a goal of \$250,000 net to operations, a shortfall due to resourcing and recruitment challenges within the development unit at Science North.
- The Centre continues to focus on implementing an organization-wide CRM strategy to better develop, execute, measure and track corporate and giving growth plans.
- Science North secured \$46,400 in revenue from naming and exclusivity agreements on a goal of \$100,000, including a number of exclusivity agreements with food and beverage providers.
- Science North generated \$89,000 in revenue from its Corporate Giving Program on a goal of \$120,000. In 2020-21, the organization will roll out new sponsorship benefit packages based on Corporate Member feedback in order to secure additional revenues.
- Science North delivered sponsorship proposals in the amount of \$750,000 to support capital exhibit renewal. The COVID-19 pandemic impacted the timing for decisions regarding several proposals. As such, these funds were not secured within the fiscal year, but remain prospective for 2020-21.
- In response to the COVID-19 pandemic, Science North began planning for a significant downward shift in Corporate Sponsorship capacity, including pivoting focus to funding applications geared toward specific COVID-19 recovery projects and maintaining strong communications with existing Corporate supporters.

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

- The 2019-20 launch of the Planned Giving Program was delayed due to restructuring in the Development Unit. A detailed strategy, including additional research, metrics and implementation plan has been developed for launch in 2020-21.

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

- Science North overachieved its target in net revenues from its annual Bluecoat Ball fundraising gala, securing \$89,685 to be reinvested into Science North's Summer Science Camp program, on a goal of \$75,000. This represents an increase of \$37,157 over the previous year's gala results. Strategic adjustments were made to reduce costs and maximize net revenues from the event, including a targeted call to action, a live auction and a Fund-A-Need call for donations, including securing all sponsorship targets for the event.

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

- Science North did not complete an evaluation of local charitable awareness in 2019-20 due to resourcing challenges.
- In 2019-20, Science North re-energized its Fundraising Committee with the appointment of a Board Member as the new chair of the committee. In 2020-21, Science North will strategically augment this Committee to maximize connections, both in the community and in Northern Ontario.

Goal 3

Increased grant revenue and diversification

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

- NOHFC committed \$1.5 million and FedNor committed \$1.02 million for Science North's 7th IMAX film project, *Jane Goodall's Reasons for Hope*. The project will include a customized version of the film to exhibit in Northern Ontario attractions and visitor centres accompanied by an interactive exhibit to drive attendance, as well as a Skill-Share Mentorship program that will increase expertise and capacity in the North.
- Canadian Heritage committed \$1.1 million towards the *Go Deeper* project, a major expansion of new spaces and renovation of existing spaces to increase capacity, improve accessibility and provide new visitor experiences at Dynamic Earth.
- Science North is arranging to host *Indigenous Ingenuity*, a 500m² travelling exhibition produced by the Montreal Science Centre, that allows visitors to experience Indigenous culture in Canada through the lens of science and innovation. During 2019-20, Canadian Heritage has committed \$291,000 to support Science North's creation of a customized version of this travelling exhibition and Northern Ontario tour that will engage audiences across Northern Ontario.
- Science North continued to deliver fun, interactive coding and STEM activities with a renewed commitment of \$2 million in funding from the federal Ministry of Innovation, Science and Economic Development's CanCode program over a two-year period (2019-2021).
- Through the Skills Catalyst Fund, the Ontario Ministry of Labour, Training and Skills Development committed \$428,870 towards Science North programming to help youth across Northern Ontario develop essential digital skills to facilitate the transition from school to the workforce.
- Science North engaged Indigenous youth in communities across Northern Ontario through festivals and in-school programs to raise awareness of climate change and build their capacity to take action and adapt to climate change in their communities with \$100,000 in funding from Environment and Climate Change Canada's Climate Action Fund.
- Science North secured commitments of \$35,000 from the Thunder Bay Community Economic Development Commission and \$5,000 from the City of Kenora to conduct a Feasibility Study and Opportunity Assessment on the potential to expand the Centre's permanent presence in Northwestern Ontario. This initiative has also been strongly supported with contributions by NOHFC and FedNor.
- In support of Science North's newest travelling exhibition, *The Science of Guinness World Records*, the Ontario Cultural Attractions Fund through the

Ministry of Heritage, Sport, Tourism and Culture Industries, committed \$150,000 to support the marketing of the 'Officially Amazing!' program of ancillary events.

- Canada Day 2019 community festivities at Science North were supported by \$17,580 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 attended and exhibited at the 2019 Association of Science-Technology Centers (ASTC) conference, and facilitated attendance for the professional development of ten of its Northern Ontario partner attractions with \$44,185 in funding support from the NOHFC.
- Science North Bluecoats delivered several exciting programs to celebrate Science Literacy Week and Science Odyssey Week with funding support from the Natural Sciences and Engineering Research Council of Canada's (NSERC) Promoscience Supplement programs totaling \$9,280.
- Dynamic Earth's 2019 Halloween celebration was enhanced with a grant of \$3,000 from the City of Greater Sudbury's Tourism Event Support program.
- Science North Bluecoats delivered summer science camps to engage Northern Ontario Indigenous youth in science and technology thanks to the renewed support of \$218,400 over three years from NSERC's PromoScience Program. NSERC also committed funding to support summer science camps targeted at girls with a \$123,000 PromoScience grant starting in 2019.
- Employment and internship grants secured in 2019-20 totalled over \$350,000. This included funding for summer students through the Government of Canada's Young Canada Works and Canada Summer Jobs programs, and the Ministry of Heritage, Sport, Tourism and Culture Industries' Summer Experience Program, as well as \$202,833 in funding for seven internships through the NOHFC.

Action 2: Improve grant cycle.

- Science North has continued to build and enhance grant management tools, as well as to refine organizational best practices to better manage the grant cycle and refine grant approaches and successes.
- Science North has maintained its internal communication and orientation tool that outlines the key elements of the grant cycle in order to prepare internal stakeholders for their involvement in supporting grants initiatives.
- Science North has taken steps to engage and align internal project teams with a minimum of four internal touch points during the grant cycle, ensuring all information related to funded projects is captured.
- Science North has taken steps to enhance funder relationships by initiating regular discussions with key funder contacts and acknowledging funder communications within two business days.
- Science North has met and exceeded requirements for final reports, including capturing comprehensive data, photos and testimonials on funded projects, submitting 100% of final reports to the funder by the program deadline 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 identify new funding opportunities and grow and diversify funding.
- Science North pursued eight new grant opportunities in 2019-20, on a target of four, including funding for the Northwest Feasibility Study through the Thunder Bay Community Economic Development Commission and the City of Kenora,

FedNor's Canadian Experiences Fund, Employment and Social Development Canada's Sustainable Development Goals program, the Ontario Arts Council Northern Arts Program, and the Quebec-Ontario Collaboration Agreement. New grant opportunities included partnering with other organizations, which allowed Science North to access opportunities for mutual benefit, including collaboration with Laurentian University to apply for Social Sciences and Humanities Research Council (SSHRC) funding, and with the Northern City of Heroes to apply for funding through the Northern Ontario Academic Medicine Association (NOAMA).

- Science North achieved a success rate of 82% 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.

- While Science North did not achieve a growth in external sales revenue, there are imminent prospects for Science North products in Asia. Widespread closures of science centres and museums around the globe resulting from the COVID-19 pandemic delayed signing on the sale of two copies of Science North's upcoming *The Climate Action Show* object theatre. Science North continues to engage two potential science centre/museum clients, one in Singapore and one in Hong Kong, that have indicated a strong interest in purchasing copies of *The Climate Action Show*, and work continues on finalizing the script, storyboard and design of the show.

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

- In 2019-20, Science North sold one of its newly redesigned Nature Exchange (NEX) experiences to the Roper Mountain Science Center in Greenville, South Carolina, on a goal of three, as part of its strategy to grow external sales revenue. The Nature Exchange is a hands-on, informal learning experience that allows visitors to register as traders and learn about and be inspired by items found in nature as they trade with the NEX collection. In 2019, new design and fabrication partnerships were created to undergo updated design and rebranding for the 25 year old NEX experience, including a modern colour pallet, eco friendly materials, a modular building system that can accommodate any space and a more relevant mission that includes "leave no trace" principles of outdoor ethics. Work with a software development company for a new mobile application software for this experience in 2020-21 will create a recurring revenue stream through annual software licensing.
- Two organized sales of Science North's 'Bed of Nails' duplicated exhibit were postponed due to the COVID-19 pandemic, on a target of \$50,000 in other duplicated exhibits.
- The sale of two *Climate Action Show* multimedia theatre shows that were anticipated to close in the 2019-20 fiscal year were delayed due to the COVID-19 pandemic, on a target of \$500,000 in multimedia revenues.

Action 3: Secure partnerships related to travelling exhibits

- Science North significantly increased its travelling exhibit revenue over 2018-19 actuals, achieving \$1,635,576 in revenue in 2019-20. This included successfully renegotiating touring contracts for the travelling exhibits *Game Changers* (two years) with Ingenium and *Wild Weather* (five years) with the Ontario Science Centre, as well as negotiating a tour partnership with Ripley Entertainment for a five year tour of *The Science of Guinness World Records* travelling exhibition.
- In the latter part of 2019-20, Science North began development of a new inbound marketing and social media strategy that will increase Science North's online presence with clients and support participation in virtual working groups and virtual trade shows and speaking engagements through industry associations in order to mitigate the impact of travel restrictions imposed by the COVID-19 pandemic.

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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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(as of March 31, 2020)

Name	Date Appointed	Term Expiry Date
Dr. Stephen Kosar – Chair	January 27, 2010	October 17, 2022
Dr. Jordi Cisa	March 24, 2004	February 27, 2023
Alison De Luisa	January 8, 2018	January 8, 2021
Helena Devins	January 9, 2020	January 9, 2023
Heather Gropp	January 9, 2020	January 9, 2023
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
Ian McMillan	January 9, 2020	January 9, 2023
Jo-Anne Palkovits	November 28, 2016	December 12, 2022
Greg Seguin	February 24, 2016	December 13, 2022
Mick Weaver	June 28, 2017	June 28, 2020

Science North Committee Members *

(as of March 31, 2020)

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Dr. Jordi Cisa
Dr. Céline Larivière
James Lundrigan
Jo-Anne Palkovits

Audit Committee

Greg Seguin – Chair
Ian McMillan
Mick Weaver
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David Wood

*Names in italics represent non-trustee members

Science North Advisory Committees

(as of March 31, 2020)

Northeastern Indigenous Advisory Committee

Dominic Beaudry - NSL Teacher & Anishinaabe Language/Cultural Facilitator, Sudbury Catholic District School Board
Kathy Dokis - Principal, Indigenous Education, Rainbow District School Board
Shelley Duquette-Lafortune - Indigenous Education Officer, Ontario Ministry of Education
Kevin Eshkawkogan - CEO, Indigenous Tourism Ontario
Sam Hunter - Peawanuck First Nation
Lois Lambert - Director of Education, Dokis First Nation Education Authority
Joseph Leblanc - Director of Indigenous Affairs, Northern Ontario School of Medicine
Shelly Moore-Frappier - Director, Indigenous Sharing and Learning Centre, Laurentian University
Deanna Nebenionquit - First Nations Capacity Building Advisor, Ontario Library Service–North
Julia Pegahmagabow - Indigenous Student Affairs, Indigenous Sharing and Learning Centre, Laurentian University
Cheryl Recollet - Researcher/Facilitator, Wahnapiatae First Nation
Marnie Yourchuk - Education Manager, Mamaweswen, The North Shore Tribal Council

Northwestern Indigenous Advisory Committee

Bruce Beardy - Professor, School of Health and Community Services, Confederation College
Sylvia Davis - Northern Nishnawbe Education Council
Tesa Fiddler - Indigenous Education Resource Teacher, Thunder Bay Catholic School Board
Anika Guthrie - Indigenous Education Resource Teacher, Lakehead Public School Board
Ron Kanutski - Dilico Anishinabek Family Care
Cheryl King-Zewiec - Education Counselor, Gull Bay First Nation
Brook Mainville - Finance Officer, Matawa First Nations
Jazmin Romaniuk - Ekinamadiwin Healing Centre
Leona Scanlon - Head Post-Secondary Counsellor, Northern Nishnawbe Education Council
Dave Stepanik - Numeracy Lead, Bimose Tribal Council

Student Science Council

Asma Bilgasem

Logan Drane

Kaylee Dugas

Nathan Espinoza

Lauren Fearn

Sophie Guerin

John O'Toole

Brooke Palladino

Ledy Sulston

Elliott Tissot Van Patot

Maya Trudeau

Sébastien Whissell

Nethra Wickramasinghe

Kerry Yang

Science North Staff

(as of March 31, 2020)

Guy Labine
Chief Executive Officer

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

Troy Rainville
Senior Manager, International Sales
Kathryn Huneault
Manager, International Sales Operations
Paloma Latorre
Client Relations Leader
Kayla Plaunt
Design and Administrative Services Coordinator
Don Greco
Christian Theriault
Technical Specialists

Julie Moskalyk
Director, Science Programs

Jennifer Beaudry
Senior Scientist, Dynamic Earth
Kelsey Rutledge (on leave)
Science Program Specialist
Vacant
Staff Scientist
Alex Slaney
Science Communicator
Ron Pinard
Technical Specialist

Robert Gagne
Senior Producer

Darla Stoddart (on leave)
Senior Scientist, Projects
Kirsti Kivinen-Newman
Staff Scientist
Vern Gran
Technical Project Manager
Vacant
Technical Specialist

Nancy Somers
Senior Scientist, Science Operations
Roger Brouillette
Bruce Doran

Olathe MacIntyre
Nina Nesseth
Melissa Radey
Staff Scientists

Tyler August
Lucie Robillard
Mireille Tremblay
Jennifer Blanchet
Max Fortin
Science Communicators
Russell Jensen
Michel Tremblay
Technical Specialists

Danielle Waltenbury
Senior Scientist, Science Initiatives
Daniel Chaput
Meghan Mitchell
Camille Tremblay-Beaulieu
Amy Henson
Katrina Pisani
Staff Scientists
Jacqueline Bertrand
Angelique Denis
Science Technicians
Katrina Tisdale
Kathryn Farr-Simon
Christine Moreau
Anna Burke
Science Communicators

Nicole Chiasson
Ryan Land
Director, Education and Northern Programs

Carey Roy
Assistant to the Director, Education and Northern Programs

Sarah Chisnell
Senior Scientist, Education
Tina Leduc
Larisa Puls
Staff Scientists

Cathy Stadder Wise
Senior Scientist, Informal Science Programs
Josée Bertrand
Sean Murray
Staff Scientists
Anne-Marie Mantione
Mary Chang
Science Communicators

Emily Kerton
Senior Scientist, Outreach and Indigenous Initiatives
Matthew Graveline
Genna Patterson
Kaitlin Richard

Lora Clausen
Senior Scientist, Northern Initiatives

Jennifer Booth
Director, Corporate Services

Céline Roy
Senior Manager, Finance
Vacant

Senior Accountant
Michelle Ciulini
Valerie Lefebvre
Bailey Carriere
Accountants
Hunter Holub
Accounts Payable Officer
Diane Rossi
Pay & Benefits Officer

Vacant
Business Analyst

Cedric Carriere
Finance Project Manager

Peter Duncan
Procurement and Contracts Officer

Andrea Martin
Manager, Projects
Anne Parviainen
Project Manager
Amy Wilson
Associate Producer/Editor

Richard Wildeman
Animator
Tasio Gregorini
Senior Technologist

Kate Gauvreau
Senior Manager Onsite Business and Services Development
Michelle Lalonde
Kimberly Parkhill
Andrew Edwards
Sales Leaders
Dianne Furchner
Krystal Vanclieaf (on leave)
Booking Agents

Breanna Scully
Sales Leader - Functions

Vince Murphy
Senior Manager, Facility Operations
Kevin McArthur (on leave)
Technical Specialist

Ashley Larose
Director, Development
Lyndsay Donnelly
O'Donnell
Manager, Development
Vacant
Development Officer

Lara Fielding
Senior Manager, Marketing
Julia Aelick
Angele Daoust
Senior Marketing Specialists
Vacant
Marketing Specialists
Mireille Wright
Kim Lavigne
Graphic Designers

Nick Ayre
Director, Talent Management
Stephanie Deschenes
Senior Manager, Learning and Development
Rebecca Wilson
Manager, Organizational Development Operations
Anne-Marie Wilkie
Edwina Tukpeyi
Organizational Development Officers

Garth Moote (Sub-Contractor Black & McDonald)
Mark Gibson
Senior Manager – Facilities Infrastructure
Paul Loiselle
Gilles Caron
Shawn McNamara
Renaud Marquis
Vacant
Technical Specialists

Dave Kelly
IT Services Manager
Brian Wright
IT Technician

Appendix: **Science North Audited Financial** **Statements**

(as of March 31, 2020)

Financial Statements of

SCIENCE NORTH

And Independent Auditors' Report thereon

Year ended March 31, 2020



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, 2020
- 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, 2020, 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.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada
June 30, 2020

SCIENCE NORTH

Statement of Financial Position

March 31, 2020, with comparative information for 2019

	2020	2019
Assets		
Current assets:		
Cash	\$ 1,799,024	\$ 829,183
Short-term investments	2,714,601	447,002
Accounts receivable (note 2)	2,036,814	4,828,816
Prepayments and inventory	853,729	704,456
	<u>7,404,168</u>	<u>6,809,457</u>
Restricted investments	6,876,413	7,681,112
Capital assets (note 3)	38,645,576	39,542,322
	<u>\$ 52,926,157</u>	<u>\$ 54,032,891</u>

Liabilities and Fund Balances

Current liabilities:		
Accounts payable and accrued liabilities	\$ 3,551,089	\$ 3,295,174
Deferred revenue	2,121,358	1,183,325
Current portion of loans payable (note 4)	15,000	15,000
	<u>5,687,447</u>	<u>4,493,499</u>
Loans payable (note 4)	1,347,670	1,362,670
	<u>7,035,117</u>	<u>5,856,169</u>
Fund balances:		
General	214,744	418,641
Capital asset	37,282,907	38,493,512
Restricted and endowment (note 5)	8,393,389	9,264,569
	<u>45,891,040</u>	<u>48,176,722</u>
	<u>\$ 52,926,157</u>	<u>\$ 54,032,891</u>

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, 2020, with comparative information for 2019

	General		Capital Asset		Restricted and Endowment		Total	
	2020	2019	2020	2019	2020	2019	2020	2019
Revenue:								
Province of Ontario grants:								
Operating	\$ 6,828,900	6,828,900	-	-	-	-	6,828,900	6,828,900
Specific	518,172	1,358,220	737,596	1,607,343	-	-	1,255,768	2,965,563
Government of Canada grants	1,307,935	1,674,002	712,394	1,585,055	-	-	2,020,329	3,259,057
Other Government grants	40,000	30,000	-	-	-	-	40,000	30,000
Admissions (schedule)	2,058,738	2,184,495	-	-	-	-	2,058,738	2,184,495
Workshops and events	1,471,924	1,326,971	-	-	-	-	1,471,924	1,326,971
Memberships	574,097	592,048	-	-	-	-	574,097	592,048
Business operations (schedule)	3,388,092	3,273,142	-	-	-	-	3,388,092	3,273,142
Fundraising and donations	480,395	421,998	-	-	2,128	3,337	482,523	425,335
Interest earned	217,303	148,460	-	-	236,828	223,867	454,131	372,327
Gain on disposal	-	-	-	1,410,150	-	-	-	1,410,150
Other	96,765	89,494	785,909	7,445	-	-	882,674	96,939
	16,982,321	17,927,730	2,235,899	4,609,993	238,956	227,204	19,457,176	22,764,927
Expenses:								
Science program (schedule)	7,361,999	7,921,083	-	-	-	-	7,361,999	7,921,083
Business operations (schedule)	3,607,132	4,140,772	-	-	-	-	3,607,132	4,140,772
Maintenance and building	2,104,919	2,138,094	-	-	-	-	2,104,919	2,138,094
Administrative operations	2,781,164	3,200,328	-	-	-	-	2,781,164	3,200,328
Marketing and development	1,471,229	1,657,255	-	-	-	-	1,471,229	1,657,255
Program technical support	559,223	445,209	-	-	-	-	559,223	445,209
Amortization of capital assets	-	-	3,857,192	3,519,851	-	-	3,857,192	3,519,851
	17,885,666	19,502,741	3,857,192	3,519,851	-	-	21,742,858	23,022,592
Excess (deficiency) of revenue over expenses	(903,345)	(1,575,011)	(1,621,293)	1,090,142	238,956	227,204	(2,285,682)	(257,665)
Fund balances, beginning 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
Transfers for capital	(355,222)	766,352	410,688	(542,533)	(55,466)	(223,819)	-	-
Interfund transfers (note 6)	1,054,670	(146,266)	-	-	(1,054,670)	146,266	-	-
Fund balances, end of year	\$ 214,744	418,641	37,282,907	38,493,512	8,393,389	9,264,569	45,891,040	48,176,722

See accompanying notes to financial statements.

SCIENCE NORTH

Statement of Cash Flows

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Cash provided by (used in):		
Operating activities:		
Deficiency of revenue over expenses	\$ (2,285,682)	\$ (257,665)
Adjustments for:		
Net book value of capital assets disposal	-	382,427
Amortization of capital assets	3,857,192	3,519,851
	1,571,510	3,644,613
Changes in non-cash working capital (note 9)	3,836,677	(3,449,550)
	5,408,187	195,063
Financing activities:		
Principal repayment of loans payable	(15,000)	(25,000)
Capital activities:		
Purchase of capital assets	(2,960,446)	(4,449,886)
Investing activities:		
Net restricted acquisition/dispositions of investments	(1,462,900)	3,460,525
Net increase (decrease) in cash	969,841	(819,298)
Cash, beginning of year	829,183	1,648,481
Cash, end of year	\$ 1,799,024	\$ 829,183

See accompanying notes to financial statements.

SCIENCE NORTH

Notes to Financial Statements

Year ended March 31, 2020

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, 2020

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, 2020

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:

	2020	2019
General accounts receivable	\$ 2,036,814	3,269,714
Insurance receivable	–	1,559,102
	<u>\$ 2,036,814</u>	<u>4,828,816</u>

3. Capital assets:

2020	Cost	Accumulated Amortization	Net Book Value
Land and buildings:			
Bell Grove	\$ 55,315,611	34,679,915	20,635,696
Dynamic Earth	14,551,261	7,025,939	7,525,322
Exhibits and equipment:			
Bell Grove	19,969,744	17,079,411	2,890,333
Dynamic Earth	8,650,356	6,617,419	2,032,937
Travelling exhibits	9,363,823	6,353,736	3,010,087
Large format film	8,561,865	6,010,664	2,551,201
	<u>\$ 116,412,660</u>	<u>77,767,084</u>	<u>38,645,576</u>

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2020

3. Capital assets (continued):

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

4. Loans payable:

	Principal Outstanding		Payment Terms
	2020	2019	
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	286,833	301,833	This loan is repayable at 4% of gross revenues from film distribution and its derivatives.
Total	1,362,670	1,377,670	
Less current portion of loans payable	(15,000)	(15,000)	
	\$1,347,670	1,362,670	

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, 2020

5. Restricted and endowment funds:

The restricted and endowment funds are comprised of the following:

	2020	2019
Externally restricted:		
Capital renewal fund	\$ 3,202,381	3,106,597
Program and exhibit funds	994,912	929,600
Endowment fund	41,263	39,135
	<u>4,238,556</u>	<u>4,075,332</u>
Internally restricted:		
Funds:		
Operating reserve fund	516,675	1,565,338
Insurance reserve	1,607,173	1,559,102
Waterfront development	403,161	371,479
Human resources	110,899	109,861
Funded reserves	<u>6,876,464</u>	<u>7,681,112</u>
Other	51,724	55,674
Program and exhibit funds	151,567	151,567
Replacement of capital assets	858,436	873,867
Human resources	455,198	502,349
	<u>1,516,925</u>	<u>1,583,457</u>
	<u>\$ 8,393,389</u>	<u>9,264,569</u>

6. Interfund transfers:

The interfund transfers are comprised of:

- net assets of \$1,454,356 (2019 - \$471,882) which were internally allocated between the General Fund and the Restricted Fund, to cover certain general fund purchases;
- net assets of \$29,406 (2019 - \$250,000) which were internally allocated between the General Fund and the Restricted Fund for capital acquisitions (future capital acquisitions); and
- net assets of \$370,280 (2019 - \$368,148) 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, 2020

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 2.10% to 5.42% with maturities ranging from June 22, 2020 to September 22, 2033.

8. Employee future benefits:

The contributions to the defined contribution pension plans were \$621,158 (2019 - \$638,347).

9. Change in non-cash operating working capital:

	2020	2019
Cash provided by (used in):		
Decrease (increase) in accounts receivable	\$ 2,792,002	(1,826,116)
Increase in prepayments and inventory	(149,273)	(33,919)
Increase (decrease) in accounts payable and accrued liabilities	255,915	(755,565)
Increase (decrease) in deferred revenue	938,033	(833,950)
	<hr/>	<hr/>
	\$ 3,836,677	(3,449,550)

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2020

10. Effects of COVID-19:

In March of 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocating impact.

At the time of approval of these financial statements, Science North has experienced the following indicators of financial implications and undertaken the following activities in relation to the COVID-19 pandemic:

- Closed to the public from March 13 to the date of the auditors' report based on public health recommendations.
- Mandatory working from home requirements for those able to do so.

Financial statements are required to be adjusted for events occurring between the date of the financial statements and the date of the auditors' report which provide additional evidence relating to conditions that existed as at year end. Management has assessed the financial impacts and there are no additional adjustments required to the financial statements at this time.

SCIENCE NORTH

Schedule of General Fund Revenues and Expenditures

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Admissions:		
Science Centre	\$ 1,176,116	1,190,767
Dynamic Earth	536,823	508,961
IMAX Theatre	265,864	342,537
Planetarium	79,935	83,773
Escape room	-	58,457
	\$ 2,058,738	2,184,495
Business operations:		
Exhibit and theatre production sales	\$ 1,775,204	1,579,497
Food and Retail	1,515,065	1,569,288
Parking	89,059	91,587
Film production services	8,764	32,770
	\$ 3,388,092	3,273,142
Science program:		
Science Centre operations	\$ 3,068,243	2,769,112
Education and Northern programs	3,626,019	4,419,186
Dynamic Earth operations	667,737	732,785
	\$ 7,361,999	7,921,083
Business operations:		
Cost of exhibit sales	\$ 1,318,527	1,696,567
Food and Retail	1,386,369	1,325,425
Box office and sales	486,435	507,670
IMAX Theatre	339,585	421,361
Cost of film services	40,486	111,925
Escape Room	-	53,621
Planetarium	35,728	24,203
	\$ 3,607,132	4,140,772



sciencenorth.ca

Science North is an agency of the Government of Ontario and a registered charity. Dynamic Earth is a Science North attraction. IMAX® is a registered trademark of IMAX Corporation. The Science of Guinness World Records is a production of Science North, Sudbury, Ontario, Canada, in partnership with Ripley Entertainment Inc. and Guinness World Records.