



**An agency of the Government of Ontario**

# **2020-21 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 COVID-19 pandemic has continued to have a significant impact on Northern Ontario's economy, especially on the tourism industry. Despite these challenges, Science North pivoted powerfully and safely thrived by leveraging its experience, relationships, expertise and capacity to continue offering engaging and educational science experiences to its audiences.

On July 4, 2020, Science North reopened after being closed since March 13, 2020. Visitor experiences were modified, and significant protocols and physical changes were implemented to create a safe visitor environment. High touch exhibits were removed, exhibits were modified to allow for physical distancing, live science shows were relocated to larger/alternate spaces and outdoor experiences and guided expeditions were added. Throughout Science North, enhanced exhibit and theatre sanitization protocols were implemented, while the IMAX<sup>®</sup> Theatre, Planetarium, Special Exhibits Hall and Dynamic Earth: Home of the Big Nickel remained closed to the general public.

Science North closed again on December 23, 2020 due to further COVID-19 restrictions, and remained closed through to March 31, 2021. These closures had substantial impacts on Science North's attendance and associated revenues. In 2020-21, Science North welcomed 13,979 visitors, generating \$156,927 in admission revenues. In contrast, in 2019-20, Science North saw 136,687 visitors, representing \$1,183,980 in admission revenue.

In spite of a decline in attendance, Science North continued to deliver on its mandate. It focused on its vision to be the leader among science centres in providing inspirational, educational and entertaining science experiences. It also expanded its presence and overall reach throughout Northern Ontario with exciting new science experiences and popular outreach programming and festivals, both in-person and online.

Here are just some of the highlights of 2020-21:

- Providing engaging and relevant science communication across the centre's online platforms was a key element of Science North offerings during the current COVID-19 pandemic. Science North engaged over 185,000 viewers through virtual workshops and activities, Star Parties, Bluecoat Talks and virtual science speakers.



*Dr. Stephen Kosar  
Chair, Board of Trustees*



*Chief Executive Officer*

- Science North continued serving its audiences across Northern Ontario, engaging over 61,000 people through public outreach, school outreach, science festivals and e-workshops, including over 2,500 students in First Nations communities. Science North continues to work closely with Northern partners on key initiatives including the custom version of the *Science of Guinness World Records* exhibit and its Northern Ontario tour. Science North also managed four successful Science Festivals in Thunder Bay, Sault Ste. Marie, North Bay and Kenora.
- Science North activated a number of exciting major projects and visitor experiences, including Science North's 13<sup>th</sup> travelling exhibit, *The Science of Guinness World Records*, produced in partnership with Ripley Entertainment and Guinness World Records, and the installation of the Montreal Science Centre's *Indigenous Ingenuity: Timeless Inventions* travelling exhibition.
- Science North made significant progress towards new and renewed visitor experiences, including the new multimedia *Climate Action Show* object theatre (set to open Summer 2021) and major *Go Deeper* renewal at Dynamic Earth (Phase 1 to open in March 2022; Phase 2 in March 2023).
- 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. Science North secured over \$5.5 million in operating grant commitments and \$7.5 million in capital funding commitments to support major capital and operational initiatives such as classroom support and resources for students and teachers learning at home, projects to engage visitors virtually and revitalize the tourism industry in Northern Ontario, the *Go Deeper* renewal at Dynamic Earth and climate action outreach and exhibits.

Science North's success in creating and delivering engaging science, technology, math and engineering (STEM) experiences is supported by vibrant partnerships across Northern Ontario. Science North continues to build new relationships and add new partners in support of upcoming projects to increase outreach programming and 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 volunteers, who are key to the organization's success. As we move into the 2021-22 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

Science Programming	2020-21	2019-20		
New Audiences:	<b>185,977</b>	<b>3,905</b>	participants	▲
- Seniors Workshops*	1,360	--		
- Nerd Nites in Thunder Bay / Kenora*	315	345		
- NIGHTLIFE on the Rocks	212	2,306		
- Science Socials	--	35		
- Online Trivia Night*	201	--		
- Online SciPoetry Night*	679	--		
- Science Café	--	65		
- Science Speakers / Bluecoat Talks*	180,000	210		
- MEDTalks	--	328		
- Star Parties*	2,400	178		
- Student Online Talks*	810	--		
- In-person student events	--	306		
- Wild & Scenic Film Festival	--	132		
Events:	<b>1,107,795</b>	<b>18,186</b>	participants	▲
- New Year's Eve Family Event*	300	1,280		
- Canada Day*	100,000	--		
- National Canada Day vignette*	1,000,000	--		
- Halloween at Dynamic Earth	7,495	16,906		
Summer Science Camps	724 (4 communities)	3,657 (35 communities)	participants	▼
Specialty Programs (March Break Camps, Holiday Camps & PA Days, Science Days)	<b>31</b>	<b>831</b>	participants	▼
- Northeastern Ontario	31	635		
- Northwestern Ontario	--	196		
After School (ASK) Program	21	33	participants	▼
School Programming	2020-21	2019-20		
Virtual E-Workshops:	<b>32,232</b>	<b>5,238</b>	students	▲
- Public Schools	29,659 (1,863 workshops)	4,180		
- First Nations Schools	2,573 (228 workshops)	1,058 (62 workshops)		
In-Person Teacher Outreach:	<b>1,338</b>	<b>622</b>	teachers	▲
- Public Schools	1,294	525		
- First Nations Communities	44	97		
In-Person Student Outreach:	<b>1,179</b>	<b>41,523</b>	students	▼
- Northeastern Ontario	--	19,571		
- Northwestern Ontario	1,179	13,600		
- First Nation Communities	--	7,836		
- Science Olympics	--	516		

<b>Public Outreach</b>	<b>2020-21</b>	<b>2019-20</b>		
Science Festivals:	<b>13,164</b>	<b>11,658</b>	participants	▲
- Thunder Bay Science Festival*	4,276	3,655		
- Sault Ste. Marie Science Festival*	3,888	5,503		
- North Bay Science Festival*	--	2,500		
- Kenora Mini Science Festival*	5,000	---		
COVID-Safe Events:	<b>13,293</b>	--	participants	▲
- STEM Kits	12,899	--		
- Science Shows (in-person)	70	--		
- Science Shows (virtual)*	324	--		
In-Person Events	--	<b>34,054</b>	participants	▼
- Northeastern Ontario	--	22,873		
- Northwestern Ontario	--	9,757		
- In First Nation Communities	--	1,424		
<b>Admissions</b>	<b>2020-21</b>	<b>2019-20</b>		
Admissions:	<b>21,474</b>	<b>240,390</b>	admissions	▼
- Science Centre (including Special Exhibits Hall)	13,979	136,687		
- IMAX® Theatre	--	33,889		
- Planetarium	--	15,366		
- Dynamic Earth	7,495	54,448		
School Admissions:	--	<b>32,534</b>	students	▼
- Science North Science Centre	--	17,960		
- IMAX® Theatre	--	4,979		
- Planetarium	--	1,698		
- Dynamic Earth	--	7,134		
- Special Programs / Camp-Ins	--	1,033		
<b>Memberships</b>	<b>2020-21</b>	<b>2019-20</b>		
General Memberships	1,875	3,312	members	▼
<b>Workforce</b>	<b>2020-21</b>	<b>2019-20</b>		
Employees	<b>156</b>	<b>305</b>	employees	▼
- Full time salaried	95	105		
- Casual, contract and hourly	61	200		
Volunteers	42	201	volunteers	▼

\*Online views or registrations

# 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.**

- Science North achieved 80% completion on its new multimedia *Climate Action Show* object theatre by March 31, 2021, and overachieved on the activation of five new science partnerships to inform science content, on a goal of three. Impacts from the pandemic affected the planned completion and opening of the new multimedia experience, with a revised project schedule set to open in Summer 2021 (originally Spring 2021).
- In 2019, the Science North Board approved the next phase of renewal and expansion of visitor experiences at Dynamic Earth with the *Go Deeper* project. The concept for the project was developed by the Science North team with the involvement of the *Go Deeper* Advisory Committee comprised of 17 members and leaders from the mining sector. Key milestones achieved in 2020-21 included:
  - \$2.15 million in funding secured from public and private sector sources
  - Refined 2019 Concept Plan, including plans to expand the reach of *Go Deeper* across Northern Ontario
  - Hosted 5 *Go Deeper* external Advisory Committee sessions to inform visitor experiences.
  - Defined deliverables, budget and schedule for several key project components, including the Epiroc Theatre renewal and CIM Digital Modern Mining Experience
  - Completed the draft script for the signature film about Sudbury's greening story
- Phase 1 of *Go Deeper* (Innovation Gallery, Regreening Film) is now expected to open in June 2022 and Phase 2 (Vale Chasm Show, Expanded Underground Tour and Programming Space) will open in March 2023.

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

- The *Science of Guinness World Records* travelling exhibit reopened at Science North on weekends from September 12 to December 23, 2020 (due to COVID-19 closures), achieving 4,382 in attendance and \$50,832 in revenue (on a goal of 4,761 in attendance and \$30,116 in revenues). The exhibit began its North

- American tour in January 2021 with its first lease at the Perot Museum in Texas. Visitor behaviour data was captured and the Learning Impact Research and Final Report was conducted to inform the design, development and fabrication the Northern Ontario customized version, which will begin touring in Summer 2021.
- Overall Science North visitor satisfaction was 98.9% (on a goal of 95%).
  - Attendance and revenue goals from the hosting of the *Under the Arctic: Digging Into Permafrost* travelling exhibit and other visitor experiences at Dynamic Earth were affected by the centre's closure from March 13, 2020 to March 31, 2021, due to COVID-19 restrictions.
  - Dynamic Earth successfully hosted a COVID-safe outdoor-only version of its annual Halloween experience from October 2 to 30, 2020, including the award-winning Pumpkinferno exhibit created by St. Lawrence Parks Commission featuring more than 5,000 hand-carved pumpkins, spooky tales on the trail, a fire magic science show, an animated Halloween show projected on the Big Nickel monument, a parade of inflatables and Halloween treats around the campfires. The event achieved \$84,403 in revenues (on a goal of \$88,040) and attendance of 7,495 (on a goal of 8,196). Feedback from visitors supported that this 'pivoted' experience was a safe and fun outdoor experience that was enjoyed and appreciated.
  - Science North installed the Montreal Science Centre's *Indigenous Ingenuity: Timeless Inventions* exhibition on March 24, 2021, in preparation for the centre's re-opening in Summer 2021. Though the centre was not able to open the exhibit to the public in 2020-21, support from the Ontario Cultural Attractions Fund and Indigenous Tourism Ontario (ITO) led to the development of an 8-month ancillary, culturally appropriate program of events of science speakers, workshops and programs, including virtual and COVID-safe programs, informed by the centre's Northeast and Northwest Indigenous Advisory Groups.
  - The 14<sup>th</sup> travelling exhibit produced by Science North is expected to launch in March 2022 and will be focused on the topic of climate change and climate action. Science North, with funding support from Environment and Climate Change Canada, will develop a 100sqm and 600sqm exhibition that will build deep and impactful engagement with 850,000 youth across Canada, improving their understanding of climate change and inspiring action that reduces greenhouse gas emissions (GHG) and contributes to Canada's goal of net-zero GHG emissions by 2050. The 100sqm exhibition will launch in March 2022 and the 600sqm exhibition will launch in November 2022, travelling across Canada until December 2025 before embarking on a wider North American tour.
  - Science North delivered a pilot COVID-safe Nightlife on the Rocks on September 25, 2020, engaging 212 attendees and generating \$8,063 in revenues (on a goal of 1,400 in attendance and \$33,596 in revenues through 5 Nightlife on the Rocks events). The centre decided not to move forward with further Nightlife events, based on financial projections and the continued impact of the pandemic.
  - Funding from Canadian Heritage's Digital Citizen's Contribution Program allowed Science North to deliver 5 featured events to adult and family audiences on "The

Virus of Misinformation”, including 2 programming days featuring activities and communications tied to dispelling COVID misinformation, online webinars targeted at helping parents and seniors understand and address COVID-19 misinformation, and an online adult 'Digital Nightlife' Trivia Night with 'fake news' dispelling activities and tools. Through this project, 200 participants were engaged in in-person workshops and an addition 80,000 viewers have watched Science North's expert panel discussions, webinars and videos on social media to date, providing valuable education and resources that will help viewers become more aware of and resilient to online disinformation.

- Science North engaged new audiences while developing and augmenting strategic partnerships with specialty webinars and social media series such as the Let's Talk About COVID-19 series with Laurentian University (October 2020 to January 2021) and hands-only CPR training webinars for seniors in partnership with the Canadian Association of Retired Persons (CARP), which engaged over 1,300 participants through live CPR training sessions.
- Science North continued to engage youth in informal science experiences through its Student Science Advisory Council. Council chairs received experience in working in a non-profit board environment by engaging as part of the Science Program Committee and participating as non-voting members of the Science North Board. There were 16 members on the council in 2020-2021, representing seven different local secondary schools. While student events were limited during COVID-19, the council continued to provide insight into online events targeted to students with respect to COVID-19, mental health, vaccines and misinformation. Planning for future year projects was a large focus, including developing a new Science North Twitch channel.

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

- Science North achieved its goals to prototype, build and renew four exhibits in 2020-2. They included a renewal of the plantings, soft landscaping, signage and entrance experience of the F. Jean MacLeod Butterfly Gallery (celebrating its 20<sup>th</sup> anniversary), renewal of the Nature Exchange iconography and storage system, a panel graphic exhibition about pandemics and vaccinations, made available by the National Museum of Natural History's [Outbreak: Pandemics in a Connected World](#) in the front lobby of the science centre, and a new hands-only CPR exhibit and training centre, developed with the Northern City of Heroes.
- Science North collaborated with the Science Communication Masters students to prototype and build a new “Virus of Misinformation” exhibit, funded through Canadian Heritage's Digital Citizen's Contribution Program. The interactive exhibit highlights how to identify misinformation online, and features content about the COVID-19 vaccine and vaccine development, enhancing the science experience and learning for the benefit of visitors.

## Goal 2

# Our science is current and driven by collaborative partnerships

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

- Science North achieved its goal to initiate one partnership with an external science organization to create a new visitor experience showcasing current science research, partnering with the Northern City of Heroes to secure funding from the Northern Ontario Academic Medicine Association to develop an exhibit on hands-only CPR and conduct research on the learning outcomes and community impact of the exhibit.
- Science North engaged visitors in one new Citizen Science project tied to its outdoor experiences from July 4 to September 7, 2020. Science North staff engaged 320 participants (on a goal of 300) in an outdoor butterfly count, capturing data for 32 butterfly species sets that were submitted to the North American Butterfly Association and iNaturalist App.
- Science North greatly exceeded its goal to develop and implement science content to support the centres digital strategy, creating 392 social media posts between June 2020 to March 2021 (on a goal of 100).
- Science North successfully pivoted its science centre experiences to focus on online content and delivery on platforms such as Science North's website, Facebook, Instagram, Twitter and YouTube. On April 1, 2020, Science North launched its 'Bluecoat Talks' series, activating and engaging STEM partnerships and experts across North America to deliver live science content and connect audiences of all ages with leaders in STEM.
- Science North delivered 24 Bluecoat Talks and 12 Jenn Learns Stuff episodes, increasing Science North's digital engagement by 2.9% on Facebook and by 1.9% on Instagram. 90% of Science North's posts on Instagram, Facebook, YouTube and Twitter were science posts, and these platforms experienced audience growth of 14.7%.

### **Action 2: Develop and activate a science partnership strategy.**

- Science North engaged three volunteer Scientists in Residence in 2020-2021 (on a goal of one), including Dr. Paulo H. Nico Monteiro (Scientific Researcher and Coordinator of the Education Center of the Butantan Institute in São Paulo, Brazil), Dr. Thomas Merritt (Full Professor in the Department of Chemistry & Biochemistry at Laurentian University and Canada Research Chair in Genomics and Bioinformatics) and Dr. Aaron Langilles (Master Lecturer at Laurentian University in Computer Sciences). Scientists in Residence supported the development of several new visitor experiences and programs, including experiences focused on virology and immunology, coding and virtual reality.

- Science North activated 6 new STEM relationships and partnerships in 2020-21, including the Canadian Association of Emergency Physicians, Henvey Inlet First Nations Wind, the Montreal Science Centre, the National Pollutant Release Inventory, the Northern Ontario Academic Medicine Association and the Public Health Agency of Canada.

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

- Science North continued to actively participate in jointly delivering and operating the Science Communication Diploma and Master's program with Laurentian University. This program is the first and only program of its kind in Canada, covering the theory and practical challenges of effectively communicating science and issues involving science in society. 15 students participated in the program in 2020-21, and two Masters projects were supervised by Science North staff and Laurentian University Adjunct Professors.

# 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 revised 2020 Summer Science Camp delivery targets, engaging 724 participants on a goal of 500. Camps were developed in consultation with local public health authorities and delivered in-person and virtually in Kenora, Dryden, Sudbury and Sault Ste Marie.
- In response to public health guidelines, Science North delivered 4 outdoor, physically distanced events engaging 70 youth participants, as well as a variety of virtual outreach programs including:
  - City of Thunder Bay Virtual Canada Day (211 live views)
  - Impala Canada Mining Show (80 families)
  - March of Dimes Science Show (16 families)
  - City of Thunder Bay Winter Fun Day (100 Winter STEM kits and a prerecorded video with 64 views)
  - Walden Winter Carnival (prerecorded science show)
  - Winter STEM kits for the City of Thunder Bay Winter Fun Day, Thunder Bay March of Dimes, Nipigon Public Library and Balmertown Public Libraries (1,370 Winter STEM kits)
- As an alternative to in-person outreach programs, Science North developed STEM kits to engage youth across Northern Ontario at home. Science North greatly exceeded targets, distributing 12,899 STEM kits on a goal of 2,000, engaging youth across Northern Ontario and continuing their involvement in science experiences.
- Science North safely delivered 3 in-person events to 33 participants (seniors, adults, teens), on a goal of 4 in-person events engaging 400 participants, including a live, in-person Bluecoat Talk, a Brain Tap event and a trivia night in Kenora.
- Science North delivered 5 virtual science experiences to 400 live adult participants, including four Nerd Nite events in Thunder Bay and one Brain Tap event in Kenora. In addition, Science North delivered its 2020 Canada Day and New Year's Eve events virtually to over 100,000 participants, including seniors, adults and youth audiences across Northern Ontario.

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

- Science North delivered 9 webinars to 9 partner organizations hosting permanent Science North installations of Northern Nature Trading and THINK Hub experiences and the Science of Guinness World Records Northern Tour travelling exhibition, surpassing the goal of delivering 5 webinars to 6 partner organizations.
- Northern Nature Trading (NNT) partners with the Canadian Heritage Bushplane Centre, Kenora Discovery Centre, Thunder Bay Public Library, Science Timmins and Red Lake Regional Heritage Centre delivered 4 workshops to 400 school students (on a goal of 5 virtual experiences to 6,8000 visitors), and conducted hybrid virtual/in-person trading experiences during brief periods of opening, adding 345 trades to the NNT database.
- Science North delivered two Science Festivals in Northern Ontario communities and launched a new mini Science Festival in 2020, using a hybrid virtual/in-person model:
  - Science North delivered a virtual Science Festival in Thunder Bay, engaging 2,976 participants on a goal of 2,000. An additional 1,300 participants were engaged in Science Festival content on social media.
  - Science North engaged 3,888 participants in virtual science festival event content in Sault Ste. Marie on a goal of 2,600 people.
  - Science North did not deliver a science festival in North Bay in 2020-21.
  - Science North added a new mini Science Festival in 2020-21, engaging over 5,000 participants in Kenora through virtual and in-person activities.
- Science North achieved its goal to expand festival partnerships by adding 1 new partner for the North Bay festival and establishing 2 new partners in Thunder Bay. In addition, 4 new partners were added to the Kenora Science Festival team.
- The *Science of Guinness World Records* (SGWR) customized exhibit tour to five Northern Ontario communities was postponed to 2021-22 due to COVID-19 restrictions. The centre hosted 4 stakeholder sessions with partner attractions, allowing them to virtually tour the full 600sqm SGWR exhibit at Science North and provide input into the fabrication of the customized exhibit.
- The Thunder Bay Art Gallery showing of the Montreal Science Centre's 500sqm *Indigenous Ingenuity* exhibition is postponed to December 2021 due to scheduling changes resulting from the COVID-19 pandemic.
- Science North met its target to deliver 5 THINK Hub 'chain reaction' challenge virtual science experiences with Northern partner attractions, engaging over 10,000 participants through social media.

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

- Science North began pursuing actions based on recommendations from the Northwest Expansion Feasibility Study, with the next phase of Schematic Design to take place in 2021-22.

## Goal 2

# Expanded and deepened engagement with Indigenous audiences

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

- Science North delivered 2 outdoor science workshops engaging 32 Indigenous students in Thunder Bay. School closures resulting from the COVID-19 pandemic prevented the delivery of 30 school program days to reach 2,750 students.
- Science North overachieved its goal to deliver e-workshops to Indigenous audiences, delivering 228 e-workshops to 2,573 students on a goal of 100 e-workshops delivered 2,000 students.
- Science North delivered 1 teacher workshop engaging 44 educators teaching in First Nations schools (on a goal of 14 workshops, engaging 120 educators).

### **Action 2: Deliver science experiences in First Nation communities.**

- Most First Nation communities were closed to outside visitors in 2020-21. As a result, Science North pivoted its outreach science experiences to engage Indigenous youth through online workshops and STEM kits (rather than delivering 40 programming days of informal science program experiences in 30 First Nation communities).
- Science North overachieved on its targets and distributed 10,634 STEM kits to Indigenous youth across Northern Ontario on a goal of 8,000, continuing youth involvement in science experiences.

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

- Science North's Northwestern and Northeastern Indigenous Advisory Committees met three times in 2020-21, providing valuable insight on Indigenous programming and activities, including the decision to host the Indigenous Ingenuity travelling exhibit at Science North and the Thunder Bay Art Gallery in 2021-22.
- Science North maintained existing partnerships to enhance science learning in First Nation communities, and will establish new partnerships when in-person visits to First Nation communities resume.



## 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 32 outreach program days to 1,179 students in Northwestern Ontario, on a goal of 20 program days reaching 3,000 students.
- Through the creation of virtual packages for purchase, local school board memberships, and programs supported by the Ministry of Education and other public sector funders, Science North greatly exceeded e-workshop delivery targets. The centre delivered a total of 1,863 e-workshops, reaching 29,659 students and achieved a 98% overall satisfaction rate.
- Science North successfully shifted its Specialist High Skills Major programs to a virtual platform, issuing 482 SHSM certifications to secondary school students.

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

- Science North exceeded targets and delivered 60 virtual teacher workshops on a goal of 48. 1,438 teachers from across Ontario attended the live, synchronous sessions, and all sessions were recorded and archived to facilitate continued engagement.
- Science North developed a new *Science@Home* webpage to support teachers during the COVID-19 pandemic. Funding from Ontario's Ministry of Education supported the development of 146 videos with accompanying lesson plans, and an additional 52 lesson plans were added to the online resource library with support from Innovation, Science and Economic Development Canada's CanCode program. 12,562 teachers accessed resources through this webpage, furthering reach and impact to an estimated 628,100 Ontario students.
- In absence of the Spring 2020 Science Education Leaders of Ontario (SELO) conference due to the COVID-19 pandemic, the centre continues to partner closely with the SELO group to explore other opportunities to engage teachers through professional learning experiences.

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

- Science North engaged in virtual meetings to build and maintain relationships with administrators of 17 School Boards (on a goal of 12) and will leverage these relationships to advance educational experiences for students and teachers in 2021-22.

# 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's audiences have grown by 14.7% across all social media platforms (Facebook, Twitter, Instagram, YouTube), due in large part to the introduction of branded content such as Bluecoat Talks, Jenn Learns Stuff, Science@Home, Festival of Trees and the Science North logo treatment "Together Apart" that launched during the pandemic.
- Science North shifted its social media strategies during the COVID-19 pandemic, launching new marketing strategies to clearly defined measures to increase brand awareness and target new demographics and regions.
- Science North's brand audit was delayed to 2021-22.

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

- Science North exceeded targets for engagement on Facebook through surveys, with 54% of survey respondents engaging with Science North via Facebook on a goal of 50% (increase of 7% over the previous year).
- Science North achieved 38% engagement with Members and Insider e-news from surveying results on a goal of 42% (no increase over the previous year).
- Science North achieved its goal to exceed industry standards for engagement on all social media platforms, achieving 2.5% engagement on Facebook, 1.6% on Instagram and 2.4% on Twitter.
- Science North exceeded its target of 2,700 total reviews on platforms such as Trip Advisor, Google Reviews and Facebook reviews achieving 2,978 reviews across all platforms.

**Action 3: Activate our Community Relations Plan.**

- Science North provided access to the science centre for frontline workers and organizations serving underprivileged people through the Harmonized Pass Program, delivering 600 passes in 2020-21.

## Goal 2

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

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

- Science North provided membership extensions in response to science centre closures from the pandemic. As a result, a 4% increase in memberships was not achieved.
- Science North will postpone its goal to engage four families to become Science North Ambassadors and Influencers due to science centre closures and public health restrictions limiting in-person visitor engagement
- Science North achieved a 4% membership renewal rate due to science centre closures and membership extensions (on a goal of 55%).

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

- Science North offered several new, market-tested ticket packages with identified revenue and attendance targets, including a new pop-up wedding package and off-season pricing packages.
- Science North sold 12 pop-up wedding packages in 2020-21, gathering baseline data from this new customized package to establish a goal of 16 pop-up wedding package sales in 2021-22.

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

- With both science centre attractions closed, Science North was unable to achieve its goal of increasing website visitors by 2% over 2019-20 actuals. Science North's website received 194,172 unique visitors and 281,935 visits total, however with both science centre attractions closed, the goal of increasing website visitors by 2% over 2019-20 actuals was not met.
- Science North deferred selecting a recommended visitor tracking tool to 2021-22.
- Special events such as Halloween at Dynamic Earth and the shift to an online purchase only model during the pandemic meant that Science North was able to achieve its goal of increasing online ticket sales by 15% over 2019-20 actuals.
- Science North reduced its abandon cart rate to 55.4% over a baseline of 72.3% (on a goal to reduce the abandoned cart rate by 5% over baseline).

## Goal 3

### Our surroundings impress

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

- In response to the pandemic, Science North refocused its lobby renewal efforts to ensure safety for visitors and staff. All unnecessary structures were removed to allow for proper distancing. Safety modifications included installing Plexiglas barriers, physical distancing floor decals and COVID-19 awareness signage.
- Science North achieved 98.7% visitor satisfaction with safety measures, on a goal of 95%.

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

- Science North purchased patio heaters in the spring of 2021, which will allow the Patio to remain open longer and draw more visitors and revenue in 2021-22. At this time, Science North will reattempt to establish baseline customer satisfaction with outdoor Patio grounds.
- Science North planned to initiate a new outdoor market on the centre's grounds in Winter 2021, but was unable to execute this initiative due to COVID-19 lockdown measures. Science North has deferred plans to leverage its grounds and host a Fall/Winter Farmers Market to 2021-22.

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

- In June 2020, Science North implemented a new 3-stream waste program at Science North, introducing a compost stream to both visitors and staff. As a result of joining the City of Greater Sudbury's corporate composting program, Science North achieved a reduction of 4% in tipping fees over 2019-2020 costs, on a goal of 5%. This initiative was followed by training staff and visitors on the new centralized three-stream (landfill, recycling and composting) sorting at Science North and its significance in climate action, including a social media campaign to showcase the new green action.
- In March 2021, Science North finalized the design for a new operational initiative that will reduce Science North's carbon footprint starting in Summer 2021. With the phasing out of R22 as a refrigerant across Canada, new energy efficient air-handling units will be installed and expected to produce an estimated increase in efficiency of 80% to 95%, resulting in potential energy savings of 15%.
- The *Reasons for Hope* IMAX® film began production, including a target to achieve net-zero greenhouse emissions throughout the project, as measured through the [Albert Tool](#) calculating the total greenhouse gases emitted during production.

# Strategic Priority 4

## Awesome Organizational Culture

### Goal 1

#### Our people are empowered to achieve our Vision

##### **Action 1: Entrench, model and reinforce cultural values.**

- Science North launched a new online orientation module through its Human Resources Information System (HRIS) to provide enhanced, consistent and comprehensive onboarding to new employees, achieving a satisfaction rating of 82% on a goal of 80%.
- Science North's Equity, Diversity and Inclusion Committee successfully delivered a staff learning series raising awareness on a range of EDI topics, including unconscious bias, challenging conversations and allyship.
- The Equity, Diversity and Inclusion Committee commenced an internal review of existing human resource policies, modifying language to promote equity, diversity and inclusion.

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

- Science North's salaried pay structure, based on a pay point factor evaluation system, was assessed by a third-party compensation consulting specialist against labour market standards. Recommendations will be implemented in 2021-22 to ensure the organization continues to be able to attract, retain and motivate the best talent possible.
- Science North continued to review its existing health and wellness benefits and increased offerings to better support staff through the COVID-19 pandemic, including enhanced wellness, EAP and telemedicine benefits.

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

- Science North expanded its online learning portal to enhance staff professional development learning opportunities across the organization.
- Science North continued to liaise and network with human resources experts from science centres and museums across Canada to share strategies for operating during a pandemic and lessons learned.

##### **Action 4: Implement a Science North service model.**

- Science North developed a new service delivery model and incorporated it into the new employee orientation module and onboarding training sessions.

## 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 shifted its current leadership and development strategies to better accommodate its staff working remotely due to the pandemic. This included developing and sharing online content versus traditional face-to-face training and a refocusing of the centre's Leadership Series to highlight topics related to the challenges of working remotely through a pandemic.
- Science North's new orientation sessions, onboarding and service delivery framework were updated to include clearly defined principles and competencies for leadership that reflects Science North's values.

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

- Science North continued to deliver upon its expanded Leadership Series offerings in 2020-21, including offering daily drop-in periods for all staff to stay connected. Science North delivered 8 learning sessions to 167 staff participants covering a variety of topics, including managing conflict, being an effective leader, time management, cultivating mental agility, balancing work and life and resiliency.
- Science North delivered two special learning series, including a week-long anti-racism series in July 2020 and a session in support of Bell Let's Talk in January 2021.
- Science North was unable to deliver its Northern Leadership Program (NLP) in 2020-21 due to public health gathering restrictions. Science North conducted an assessment of its current curriculum, including program content and delivery models, and is exploring options to adopt a new hybrid in-person/online training model that would allow the NLP program to expand geographically.

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

- Science North continued development of a new leadership measurement tool to better evaluate and observe behavioural changes related to training. Science North continues to conduct post training surveys to measure transfer of skills learned to day-to-day functions.

## Goal 3

### Innovation is the norm

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

- Science North successfully incorporated a session focused on innovation into its staff Leadership Series in February 2021.
- Science North explored options to incorporate aspects of innovation goal setting into the centre's performance appraisal process, including strategies to assess innovation during staff recruitment.

#### **Action 2: Champion and celebrate innovative ideas.**

- Science North successfully launched two "think tank" sessions to help drive new, innovative ideas for programming and recovery during the pandemic. The Bluecoat Challenge in May 2020 and Ideas Generation in August 2020 helped generate over 60 possible ideas, which will be explored, and some implemented in 2021-22.

# 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.**

- Science North achieved its financial goals in spite of the pandemic by seizing opportunities to collaborate with stakeholders and partners on funded projects that would retain of staff, offer part time employment and increase the organization's profile.
- Overall operating expenses were \$1 million over budget for fiscal 2020-21. This overage was offset by operating revenues for fiscal 2020-21 including in-year stabilization funding to help mitigate the impact of revenue shortfalls due to COVID-19 resulting in a net operating surplus of \$531,051.

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

- In 2021, Science North successfully developed and launched a new IT Strategy for the organization following an in-depth external assessment of its current IT infrastructure. This new strategy called for the immediate migration to a new platform on Microsoft Office 365, as well as enhanced focus on improvements and renewal of infrastructure, business system planning and integration, cloud-based strategies and knowledge management tools and systems. Large initial investments required to facilitate these changes are expected to create efficiencies and lead to direct and indirect cost savings in the future.
- Staff were trained on IT strategy components and successfully transitioned to the Microsoft Office 365 platform.

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

- Science North secured \$2.6 million in repairs and rehabilitation funding from the Ministry of Heritage, Sport, Tourism and Culture Industries for infrastructure capital renewal, including renewal of the Centre's HVAC systems and information technology infrastructure.



- Science North leveraged the renewal of its Climate Action Show object theatre with funding from Environment and Climate Change Canada’s Environmental Damages Fund and the City of Greater Sudbury to generate an enhanced return in investment. Allocating a portion of repairs and rehabilitation funding and proceeds from the sale of duplicate exhibits to the Hong Kong Science Museum and the Science Centre Singapore, Science North's project management framework ensured that all projects were fully funded with short payback periods.

## Goal 2

### Increased philanthropic appeal and funding

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

- Science North achieved \$54,700 in corporate sponsorships to support programming on a target of \$120,000. The pandemic impacted the corporate sector limiting our achievement with this goal. These sponsorships included support for virtual programming, Science@Home kits and the *Indigenous Ingenuity: Timeless Inventions* special exhibition.
- The centre secured \$25,000 in revenues through agreements for naming rights at Dynamic Earth and beverage exclusivity at Science North and Dynamic Earth, on a revised target of \$50,000. The closure of both centre’s for an extended period of time also impacted this performance.
- Science North revised its standard member benefits and achieved \$56,000 in revenues from its Corporate Giving program on an adjusted goal of \$60,000.

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

- Science North exceeded targets for donations to support programming and capital exhibit renewal, achieving \$59,000 in revenue from donations to support the Climate Action Show object theatre and summer camp programs, on a goal of \$25,000.

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

- Science North deferred its annual 2020-21 Bluecoat Ball fundraiser, which had a revised revenue target of \$50,000, to the 2021-22 fiscal year.
- Science North implemented a new fundraising event, *The Festival of Trees*, leveraging its partnership with the Sudbury Charities Foundation to auction fully decorated holiday trees donated by corporate partners and individual supporters

using online fundraising and auction tools. The event generated over \$12,000 in revenues, shared between Science North and the Sudbury Charities Foundation.

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

- Science North implemented onsite and digital strategies to raise awareness of its status as a registered charitable organization, including direct donate buttons and links connected to online programming, onsite signage, QR codes and references during live content delivery. The organization also leveraged connections from its senior leadership team to cultivate existing relationships and future prospects for philanthropic support.

### **Goal 3**

#### **Increased grant revenue and diversification**

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

- Science North achieved over \$5.5 million in non-Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI) operating grant commitments, on a goal of \$750,000.
- Science North greatly exceeded targets and achieved \$7.5 million in capital funding commitments to support visitor experiences on a goal of \$4 million.
- Science North's climate action initiatives and visitor experiences were supported by a commitment of \$250,000 from the City of Greater Sudbury and the Greater Sudbury Development Corporation towards its Climate Action Show multimedia object theatre, and \$6 million from Environment and Climate Change Canada towards the object theatre, two new climate-focused travelling exhibitions to tour across Canada, and a suite of virtual programming and digital content targeted at increasing climate awareness and action in youth.
- The NOHFC committed \$980,000 and FedNor committed \$293,000 towards Science North's 13<sup>th</sup> travelling exhibition, the *Science of Guinness World Records*. The project will include a customized version of the exhibit to tour attractions and visitor centres across Northern Ontario.
- Science North secured over \$2.8 million in funding from Ontario's Ministry of Education, including \$1.5 million to support Ontario's teachers and their students in online learning with a suite of curriculum-linked videos, learning materials and activity-based professional development workshops, \$200,000 to provide synchronous professional learning sessions for teachers in response to Ontario's new Math Curriculum released in Summer 2020, and \$1.1 million to deliver STEM career-focused summer experiential learning camps to students in grades 7 to 9.
- \$1.0 million in funding from FedNor's Regional Relief and Recovery Fund supported Science North's operations throughout the COVID-19 pandemic.

- Science North received \$1.4 million in funding from the NOHFC to support its *Great Northern Ontario Roadshow*, an experience that will leverage Science North's brand, expertise in community outreach and hundreds of partnerships across Northern Ontario to revitalize the tourism industry with hyperlocal events and festivals.
- In support of Science North's newest travelling exhibition, *Indigenous Ingenuity: Timeless Inventions*, the Ontario Cultural Attractions Fund through the Ministry of Heritage, Sport, Tourism and Culture Industries, committed \$150,000 to support the marketing of the 'Honouring Indigenous Ingenuity' program of ancillary events.
- Science North delivered a suite of virtual events and digital social media content aimed at reducing the spread of misinformation about COVID-19 and vaccines, with \$40,000 in funding support from Canadian Heritage.
- Science North delivered a series of virtual workshops training seniors on how to perform life-saving hands-only CPR at home, supported by \$25,000 in funding from the New Horizon's for Seniors Program, through Employment and Social Development Canada.
- The City of Sudbury supported community festivities at Science North with \$30,000 towards Canada Day events in 2020 and \$10,000 through its Tourism Development Fund towards Halloween at Dynamic Earth.
- Science North Bluecoats delivered several exciting programs to celebrate Science Literacy Week and Science Odyssey Week with funding from the Natural Sciences and Engineering Research Council of Canada's (NSERC) Promoscience Supplement programs, totaling \$10,000.
- Employment grants secured in 2020-21 totaled over \$95,000. 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.

## **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 taken steps to enhance funder relationships by initiating regular discussions with key funder contacts and meeting to outline upcoming strategic projects and their fit with funding programs.
- Science North has consistently acknowledged funder communications within two business days.
- Science North has consistently met and exceeded funder recognition requirements, with a minimum of three recognition points throughout the grants cycle for applicable projects.
- 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 nine new grant opportunities in 2020-21, on a target of five, including the Regional Relief and Recovery Fund (FedNor), Digital Citizens Contribution Program (Canadian Heritage), Environmental Damages Fund (Environment and Climate Change Canada), Francophone Community Grants (Ministry of Francophone Affairs), Tourism Development Fund (City of Greater Sudbury), Climate Action and Awareness Fund (Environment and Climate Change Canada), Reconnect Festival and Events Program (Ministry of Sport, Tourism, Heritage and Culture Industries), an open call for proposals (Ministry of Labour, Training and Skills Development) and STEMpath Summer Learning Camps (Ministry of Education).
- Science North achieved a success rate of 69% approval on grant proposals submitted, on a target of 90% approval. Industry standard is between 50-60%.

## **Goal 4**

### **Double international sales**

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

- Science North secured two sales of duplicate versions of its new *Climate Action Show* multimedia object theatre to the Hong Kong Science Museum and Singapore Science Centre, totaling over \$1.3 million. Due to supply chain issues caused by the COVID-19 pandemic, the opening of the object theatre in these locations have been delayed and over \$800,000 of the project's billables have been deferred to the 2021-22 fiscal year.

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

- Science North sold 1 new Nature Exchange Experience to the Roper Mountain Science Center, generating \$125,000 in revenue. Though many science centres, museums and attractions were unable to invest in new visitor experiences due to the COVID-19 pandemic, Science North maintained relationships with several interested locations and will continue to explore opportunities to secure additional sales.

- Two pending sales of duplicate Science North experiences have been postponed, as many attractions were experiencing financial constraints due to the COVID-19 pandemic.
- Science North signed an MOU with SEED Interactives to explore new opportunities to develop, duplicate and sell Science North products and exhibits.
- Science North achieved \$113,465 in external sales net profits, on a goal of \$453,402. Many of Science North's clients experienced closures and reduced attendance, leading to the cancellation of travelling exhibit leases. Many sales have been deferred to future years when finances are less constrained and attractions have recovered.

### **Action 3: Secure partnerships related to travelling exhibits**

- Science North was successful in securing 5 new travelling exhibit leases in 2020-21 on a target of 3, however some leases and negotiations did not materialize due to widespread closures of science centres and museums around the globe resulting from the COVID-19 pandemic.
- Science North signed a travelling exhibit promotion agreement with Kingsmen to manage the 6-year tour of their new 10,000 sq ft travelling exhibit, *Living Worlds: An Animal Planet Experience*, a travelling wildlife and exploration exhibition created and produced in Singapore in collaboration Discovery Inc. and Science Centre Singapore.
- Science North implemented several new initiatives to support future sales and generate cost savings, including enhanced customer relationship management (CRM) strategies, redesigned installation and deinstallation manuals and remote installations of travelling exhibits.

# Science North Funders, Sponsors & Supporters

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

## **Government Supporters\***

Canadian Heritage  
City of Greater Sudbury  
Environment and Climate Change  
Canada  
Employment and Social Development  
Canada  
FedNor  
Innovation, Science and Economic  
Development Canada  
Ministry of Education  
Ministry of Heritage, Sport, Tourism and  
Culture Industries  
Ministry of Labour, Training and Skills  
Development  
Natural Sciences and Engineering  
Research Council of Canada (NSERC)  
Northern Ontario Heritage Fund  
Corporation (NOHFC)

## **Media Partners**

Bell Media  
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## **Corporate, Foundation Supporters**

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TD  
Technica Mining Group  
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Trottier Foundation  
Vale

*\*Government funding commitments made in 2020-21 are detailed in Appendix A*

***Individual Supporters (\$250 +)***

Carey & Claude Roy  
Dave Kelly & Eileen Kotila  
Dikran Chichovan  
Don Duval & Kristal Lafantasie  
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Marc & Danielle Waltenbury  
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Monica Warnell  
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Neal Boudreau  
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Ryan & Nancy Martin  
Sarah Petryna  
Shannon and Donald Stephens  
Sophie Pollesel  
Tamara Blitz-Miller  
Ted and Dorothy Botterill  
Tressa Morgan  
Yan Qu

# Corporate Giving Program

## Corporate Supporter

Lasalle Animal Clinic  
N1 Solutions formally NORPRO  
Company  
Ristorante Verdicchio

## Corporate Friend

Childrens Aid Society  
Manulife Securities  
March of Dimes Canada  
SNOLAB  
Sudbury Integrated Nickel Operations -  
Nickel Rim South Mine  
Sudbury Integrated Nickel Operations-  
Fraser Mine

## Corporate Builder

Stacked Group Inc

## Corporate Leader

n/a

## Corporate Innovator

Vale Canada Limited



## Science North Board of Trustees

(as of March 31, 2021)

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	April 15, 2024
Helena Devins	January 9, 2020	January 9, 2023
Heather Gropp	January 9, 2020	January 9, 2023
Tyler Peroni	February 18, 2021	February 18, 2024
James Lundrigan	February 21, 2018	June 4, 2024
Ronald Trebb	February 18, 2021	February 18, 2024
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
Raymond Mantha	July 2, 2020	July 2, 2023
Marett McCulloch	July 9, 2020	July 9, 2023
Stella Holloway	September 24, 2020	September 24, 2023
Bradford Claridge	January 14, 2021	January 14, 2024

## Science North Committee Members\*

(as of March 31, 2021)

### Executive Committee

Dr. Stephen Kosar – Chair  
 Dr. Jordi Cisa  
 Alison De Luisa  
 James Lundrigan  
 Jo-Anne Palkovits

### Audit Committee

Greg Seguin – Chair  
 Ian McMillan  
 Stella Holloway  
 Bruce Hennessy

### Business Affairs Committee

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 Alison De Luisa  
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 Cathy Bailey  
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### Science Program Committee

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*Diane Abols*  
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*Theresa Nyabeze*  
*Sébastien Whissell*  
*David Wood*

\*Names in italics represent non-trustee members

# Science North Advisory Committees

(as of March 31, 2021)

## 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

*Craig Tyson* - Councillor Wahnapiatae First Nation

*Darryl Walker* - Wasa-Nabin Program Coordinator N'Swakamok Friendship Centre

*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

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Nathan Espinoza

Tyanne Ewing-Bui

Lauren Fearn

Félix Gervais

Sophie Guerin

Abby Hall

Emma Martel

Ledy Sulston

Elliott Tissot

Sébastien Whissell

Nethra Wickramasinghe

Kerry Yang

Maya Trudeau

Rachel Ugucionni

Zoe Valliere

# Science North Staff

(as of March 31, 2020)

# Science North Staff

(as of March 31, 2021)

Guy Labine  
*Chief Executive Officer*

Chloe Gordon  
*Director, Office of the CEO  
and Strategic Initiatives*

Eileen Kotila  
*Administrative Assistant*

Shelby Twohey  
*Senior Projects Officer*

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Kyelle Byne  
*Manager, Grant Programs*

Troy Rainville  
*Senior Manager,  
International Sales*

Kathryn Huneault  
*Manager, International  
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*Design and Administrative  
Services Coordinator*

Don Greco  
Christian Theriault  
*Technical Specialists*

Julie Moskalyk  
*Director, Science Programs*

Jennifer Beaudry  
*Senior Scientist, Dynamic  
Earth*

Kelsey Rutledge  
*Science Program Specialist*

Vacant  
*Staff Scientist*

Alex Slaney  
*Science Communicator*

Ron Pinard  
*Technical Specialist*

Robert Gagne  
*Senior Producer*

Amy Henson  
*Senior Scientist, Science  
Operations*

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Christine Moreau Vacant  
*Science Communicators*

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*Director, Education and  
Northern Programs*

Carey Roy  
*Assistant to the Director,  
Education and Northern  
Programs*

Sarah Chisnell  
*Senior Scientist, Education*

Brendan Roy  
*Senior Educator*

Tina Leduc  
Larisa Puls  
*Staff Scientists*

Cathy Stadder Wise  
*Senior Scientist, Informal  
Science Programs*

Josée Bertrand  
Sean Murray

*Staff Scientists*

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*Science Communicators*

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*Senior Scientist, Outreach  
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*Senior Scientist, Northern  
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Michelle Ciulini  
Valerie Lefebvre

Bailey Carriere  
*Accountants*

Vacant  
*Accounts Payable Officer*

Diane Rossi (on leave)  
*Pay & Benefits Officer*

Vacant  
*Business Analyst*

Vacant  
*Procurement and Contracts  
Officer*

Darla Stoddart  
*Senior Scientist, Projects*

Kirsti Kivinen-Newman  
*Staff Scientist*

Michel Tremblay  
*Technical Specialist*

Andrea Martin  
*Manager, Projects*

Vacant  
*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 (on leave)  
*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*

Lara Fielding  
*Senior Manager, Marketing*

Julia Aelick  
Vacant  
*Senior Marketing Specialist*

Kimberley McDowell  
*Marketing Specialist*

Mireille Wright  
Kim Lavigne  
*Graphic Designer*

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  
Officer*

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 A: 2020-21 Government Grant Commitments

(as of March 31, 2020)

Funder	Funding Program	Project	Description	Funding Commitment
Canadian Heritage	Digital Citizen Contribution Program	Teaching Audiences to Recognize and Address Online Disinformation through Hands-on Science Learning at Science North	<b>New Program</b> - A series of talks, short videos, hands-on exhibits and programming on the subject of COVID-19, identifying misinformation, and vaccines. Project activities were delivered from Sept. 2020 to Apr. 2021.	\$40,000
	Young Canada Works	Summer Employment	<b>New Staff</b> - Funding to support seasonal summer employment in 2020.	\$7,056
City of Greater Sudbury and Greater Sudbury Development Corporation	Annual Contributions Program	Canada Day 2020	<b>Enhanced Program</b> - Science North is the hub for Canada Day celebrations in Sudbury. Annual funding from the City support project development and delivery costs.	\$36,000
	Tourism Development Fund	Halloween at Dynamic Earth 2020	<b>Enhanced Program</b> - Halloween at Dynamic Earth is an annual local event and tourism driver for the Sudbury region. Funding from the City supports marketing to out-of-town audiences.	\$10,000
	Capital Contributions	Climate Action Show*	<b>New Project</b> - Funding will support the development, fabrication and installation of a new object theatre educating audiences on the topic of climate change and climate action. Funding will be disbursed in 2020-21 and 2021-22.	\$250,000
Environment & Climate Change Canada	Environmental Damages Fund	Engaging Canada's Youth in Climate Action through the Climate Action Show Object Theatre and Canadian Tour*	<b>New Project</b> - Science North will develop and deliver a high-impact 'Climate Action Show' object theatre, 2 new travelling exhibitions produced in both official languages, and a digital campaign to build deep and impactful engagement targeted to 2,000,000 youth across Canada, improving their understanding of climate change and inspire action that reduces greenhouse gas emission. Project activities and funding will be delivered from Jan. 2021 to Dec. 2025.	\$6,000,000
Employment & Social Development Canada	Canada Summer Jobs	Summer Employment	<b>New Staff</b> - Funding to support seasonal summer employment in 2020.	\$70,875
	New Horizons for Seniors	Hands-Only CPR Training for Older Adults at Home During the COVID-19 Pandemic	<b>New Program</b> - Live virtual CPR and AED training webinars engaging over 1,300 older adults across Canada on how to perform life-saving hands-only CPR. Events were delivered from Nov. 2020 to March 2021.	\$25,000
FedNor	Regional Relief and Recovery Fund	Regional Relief and Recovery Fund	<b>Enhanced Program</b> - Essential support for Science North's ongoing operations while it was closed during the 2020-21 tourism season.	\$1,000,000
	Northern Ontario Development Program	Science of Guinness World Records Northern Ontario Tour*	<b>New Project</b> - Funding to support the development, fabrication and delivery of the customized 'Science of Guinness World Records' exhibition tour in 5 communities across Northern Ontario. The Northern Tour will take place Oct. 2020 to Jan. 2022.	\$293,000
Ministry of Education	Transfer Payment	COVID-19 Online Learning Resources for Students and Teachers	<b>New Program</b> - Direct support for up to 85,000 elementary school teachers through STEM videos, activity-based "teach the teacher" professional development workshops, hands-on STEM activities in French and English-language, and PDF companion resources to support Ontario's 1.4 million elementary students up to the end of the 2019-2020 school year.	\$1,500,000
	Transfer Payment	COVID-19 Resources for Teachers	<b>New Program</b> - Grade-specific lesson plans and synchronous professional learning training to support teachers in delivering and assessing the coding components of the new elementary math curriculum in 2020-21.	\$200,000
	Transfer Payment	STEMpath Experiential Learning Camps	<b>New Program</b> - Funding to deliver summer learning camps to promote learning recovery and facilitate smooth transitions to the next grade, targeted at students who are under-represented in STEM. Funding was committed in 2020-21, but project activities took place from Apr. to Aug. 2021.	\$1,100,000
Ministry of Heritage, Sport, Tourism and Culture Industries	Summer Experience Program	Summer Employment	<b>New Staff</b> - Funding to support seasonal summer employment in 2020.	\$21,948
	Ontario Cultural Attractions Fund	Honouring Indigenous Ingenuity*	<b>Enhanced Program</b> - Funding to support marketing and the delivery of a program of events linked to the Indigenous Ingenuity exhibition at Science North and the Thunder Bay Art Gallery. Funding was secured in 2020/21, but project activities will take place between Jan. 2021 and Feb. 2022.	\$150,000
	Repair and Rehabilitation Capital Program	Capital Repair & Rehabilitation	Funding to support repair and rehabilitation of capital assets. Included renewal of the Centre's HVAC systems and information technology infrastructure.	\$2,608,000
	Transfer Payment	In-Year Stabilization Funding	In-year stabilization funding to help mitigate the impact of revenue shortfalls as a result of COVID-19, as well as enable Science North to meet its core obligations and support recovery.	\$3,074,929
NOHFC	Strategic Economic Infrastructure Program	Great Northern Ontario Roadshow*	<b>New Project</b> - Science North will work with communities and partners to develop a series of events and resources highlighting opportunities for cultural, art, heritage, culinary and recreational tourism that exist throughout Northern Ontario. Project activities will take place between Jan. 2021 and Dec. 2022.	\$1,400,000
	Strategic Economic Infrastructure Program	Science of Guinness World Records*	<b>New Project</b> - Funding to develop, fabricate and host a new 600 sqm interactive exhibit themed on the Science of Guinness World Records in Science North's exhibit hall, as well as to develop, fabricate and tour a customized 100 sqm version of the exhibit across 5 communities in Northern Ontario.	\$980,000
NSERC (Natural Sciences and Engineering Research Council of Canada)	Science Literacy Week	Bluecoats Talk Biodiversity	<b>New Program</b> - Funding to deliver an event celebrating Science Literacy Week in Sept. 2020.	\$5,000
	Science Odyssey	Indigenous Ingenuity' Virtual Tour	<b>New Program</b> - Funding to deliver an event celebrating Science Odyssey Month. Funding was committed in 2020-21 but the event was delivered in May 2021.	\$5,000

\*Funding over multiple years

# Appendix B: Science North Audited Financial Statements

(as of March 31, 2020)

Financial Statements of

# **SCIENCE NORTH**

And Independent Auditors' Report thereon

Year ended March 31, 2021





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 Heritage, Sport, Tourism and Culture Industries, 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, 2021
- 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, 2021, 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.



Page 3

- 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*

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Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

June 29, 2021

# SCIENCE NORTH

## Statement of Financial Position

March 31, 2021, with comparative information for 2020

	2021	2020
<b>Assets</b>		
Current assets:		
Cash	\$ 3,032,844	\$ 1,799,024
Short-term investments	2,744,863	2,714,601
Accounts receivable	2,992,947	2,036,814
Prepayments and inventory	1,226,226	853,729
	<u>9,996,880</u>	<u>7,404,168</u>
Restricted investments	7,070,245	6,876,413
Capital assets (note 2)	35,578,581	38,645,576
	<u>\$ 52,645,706</u>	<u>\$ 52,926,157</u>
<b>Liabilities and Fund Balances</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 2,870,798	\$ 3,551,089
Deferred revenue	3,097,710	2,121,358
Current portion of loans payable (note 3)	135,000	15,000
	<u>6,103,508</u>	<u>5,687,447</u>
Loans payable (note 3)	1,212,670	1,347,670
	<u>7,316,178</u>	<u>7,035,117</u>
Fund balances:		
General	2,415,352	214,744
Capital asset	34,230,911	37,282,907
Restricted and endowment (note 4)	8,683,265	8,393,389
	<u>45,329,528</u>	<u>45,891,040</u>
	<u>\$ 52,645,706</u>	<u>\$ 52,926,157</u>

See accompanying notes to financial statements.

On behalf of the Board:



Stephen Kosar (Jul 13, 2021 17:12 EDT)

Chair, Board of Trustees



Chief Executive Officer

# SCIENCE NORTH

## Statement of Operations and Changes in Fund Balances

Year ended March 31, 2021, with comparative information for 2020

	General		Capital Asset		Restricted and Endowment		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
<b>Revenue:</b>								
Province of Ontario grants:								
Operating	\$ 9,903,829	6,828,900	-	-	-	-	\$ 9,903,829	\$ 6,828,900
Specific	2,273,001	518,172	1,768,951	737,596	-	-	4,041,952	1,255,768
Government of Canada grants	2,279,646	1,307,935	45,712	712,394	-	-	2,325,358	2,020,329
Other Government grants	36,000	40,000	-	-	-	-	36,000	40,000
Admissions (schedule)	241,330	2,058,738	-	-	-	-	241,330	2,058,738
Workshops and events	362,779	1,471,924	-	-	-	-	362,779	1,471,924
Memberships	247,207	574,097	-	-	-	-	247,207	574,097
Business operations (schedule)	1,799,844	3,388,092	-	-	-	-	1,799,844	3,388,092
Fundraising and donations	198,653	480,395	50,000	-	51,974	2,128	300,627	482,523
Interest earned	62,751	217,303	-	-	196,032	236,828	258,783	454,131
Other	37,363	96,765	-	785,909	-	-	37,363	882,674
	17,442,403	16,982,321	1,864,663	2,235,899	248,006	238,956	19,555,072	19,457,176
<b>Expenses:</b>								
Science program (schedule)	6,859,301	7,361,999	-	-	-	-	6,859,301	7,361,999
Business operations (schedule)	2,230,321	3,607,132	-	-	-	-	2,230,321	3,607,132
Maintenance and building	2,056,179	2,104,919	-	-	-	-	2,056,179	2,104,919
Administrative operations	2,044,214	2,781,164	-	-	-	-	2,044,214	2,781,164
Marketing and development	1,074,891	1,471,229	-	-	-	-	1,074,891	1,471,229
Program technical support	923,830	559,223	-	-	-	-	923,830	559,223
Amortization of capital assets	-	-	4,927,848	3,857,192	-	-	4,927,848	3,857,192
	15,188,736	17,885,666	4,927,848	3,857,192	-	-	20,116,584	21,742,858
Excess (deficiency) of revenue over expenses	2,253,667	(903,345)	(3,063,185)	(1,621,293)	248,006	238,956	(561,512)	(2,285,682)
Fund balances, beginning of year	214,744	418,641	37,282,907	38,493,512	8,393,389	9,264,569	45,891,040	48,176,722
Transfers for capital	(11,189)	(355,222)	11,189	410,688	-	(55,466)	-	-
Interfund transfers (note 5)	(41,870)	1,054,670	-	-	41,870	(1,054,670)	-	-
Fund balances, end of year	\$ 2,415,352	214,744	34,230,911	37,282,907	8,683,265	8,393,389	\$ 45,329,528	\$ 45,891,040

See accompanying notes to financial statements.

# SCIENCE NORTH

## Statement of Cash Flows

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating activities:		
Deficiency of revenue over expenses	\$ (561,512)	\$ (2,285,682)
Adjustment for:		
Amortization of capital assets	4,927,848	3,857,192
	4,366,336	1,571,510
Changes in non-cash working capital (note 8)	(1,032,569)	3,836,677
	3,333,767	5,408,187
Financing activities:		
Principal repayment of loans payable	(15,000)	(15,000)
Capital activities:		
Purchase of capital assets	(1,860,853)	(2,960,446)
Investing activities:		
Net restricted acquisition/dispositions of investments	(224,094)	(1,462,900)
Net increase in cash	1,233,820	969,841
Cash, beginning of year	1,799,024	829,183
Cash, end of year	\$ 3,032,844	\$ 1,799,024

See accompanying notes to financial statements.

# SCIENCE NORTH

Notes to Financial Statements

Year ended March 31, 2021

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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, 2021

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## 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, 2021

## 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. Capital assets:

2021	Cost	Accumulated Amortization	Net Book Value
Land and buildings:			
Bell Grove	\$ 55,934,751	\$ 35,731,875	\$ 20,202,876
Dynamic Earth	14,575,261	7,335,106	7,240,155
Exhibits and equipment:			
Bell Grove	20,487,341	18,353,052	2,134,289
Dynamic Earth	8,650,356	7,096,618	1,553,738
Travelling exhibits	10,026,530	7,886,977	2,139,553
Large format film	8,619,103	6,311,133	2,307,970
	\$ 118,293,342	\$ 82,714,761	\$ 35,578,581

# SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2021

## 2. Capital assets (continued):

2020	Cost	Accumulated Amortization	Net Book Value
<b>Land and buildings:</b>			
Bell Grove	\$ 55,315,611	\$ 34,679,915	\$ 20,635,696
Dynamic Earth	14,551,261	7,025,939	7,525,322
<b>Exhibits and equipment:</b>			
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
	\$ 116,412,660	\$ 77,767,084	\$ 38,645,576

## 3. Loans payable:

	Principal Outstanding		Payment Terms
	2020	2019	
<b>Province of Ontario:</b>			
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.
<b>Government of Canada:</b>			
Large Format Films Distribution	271,833	286,833	This loan is repayable at 4% of gross revenues from film distribution and its derivatives.
Total	1,347,670	1,362,670	
Less current portion of loans payable	(135,000)	(15,000)	
	\$ 1,212,670	\$ 1,347,670	

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, 2021

## 4. Restricted and endowment funds:

The restricted and endowment funds are comprised of the following:

	2021	2020
Externally restricted:		
Capital renewal fund	\$ 3,293,673	\$ 3,202,381
Program and exhibit funds	1,019,882	994,912
Endowment fund	43,382	41,263
	<hr/>	<hr/>
	4,356,937	4,238,556
Internally restricted:		
Funds:		
Operating reserve fund	531,404	516,675
Insurance reserve	1,652,990	1,607,173
Waterfront development	414,654	403,161
Human resources	114,210	110,899
	<hr/>	<hr/>
Funded reserves	7,070,195	6,876,464
Other	49,602	51,724
Program and exhibit funds	151,567	151,567
Replacement of capital assets	924,496	858,436
Human resources	487,405	455,198
	<hr/>	<hr/>
	1,613,070	1,516,925
	<hr/>	<hr/>
	\$ 8,683,265	\$ 8,393,389

## 5. Interfund transfers:

The interfund transfers are comprised of:

- net assets of \$271,845 (2020 - \$1,454,356) which were internally allocated between the General Fund and the Restricted Fund, to cover certain general fund purchases;
- net assets of \$25,000 (2020 - \$29,406) which were internally allocated between the General Fund and the Restricted Fund for capital acquisitions (future capital acquisitions); and
- net assets of \$288,715 (2020 - \$370,280) 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, 2021

## 6. Risk management:

### (a) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations, resulting in a financial loss. The Organization is exposed to credit risk relating to its cash, grants and accounts receivable and current and long-term investments. The Organization holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, the Organization's cash accounts are insured up to \$100,000 (2020 - \$100,000).

Accounts receivable are comprised of government and other receivables. Government receivables are ultimately due primarily from the Ministry of Heritage, Sport, Tourism and Culture Industries, as well as other government entities, and credit risk is mitigated by the governmental nature of the funding source. Other receivables arise during the course of the Organization's normal operations and are due from a diverse customer base. The Organization measures its exposure to credit risk based on how long the amounts have been outstanding. An impairment allowance is set up based on the Organization's historical experience regarding collections.

The maximum exposure to credit risk of the Organization at March 31, 2021 is the carrying value of these assets.

The amounts outstanding at year end were as follows:

As at March 31, 2021	1 - 90 days	91 - 180 days	181 - 270 days	270+ days	Total
Grants receivable	\$ 1,062,915	\$ 58,306	\$ –	\$ –	\$ 1,121,221
Accounts receivables	775,580	731,795	362,150	86,531	1,956,056
Gross receivables	1,838,495	790,101	362,150	86,531	3,077,277
Impairment allowances	–	–	–	(84,330)	(84,330)
Net receivables	\$ 1,838,495	\$ 790,101	\$ 362,150	\$ 2,201	\$ 2,992,947

  

As at March 31, 2020	1 - 90 days	91 - 180 days	181 - 270 days	270+ days	Total
Grants receivable	\$ 894,974	\$ –	\$ 48,185	\$ –	\$ 943,159
Accounts receivables	357,079	15,015	70,541	651,020	1,093,655
Gross receivables	1,252,053	15,015	118,726	651,020	2,036,814
Impairment allowances	–	–	–	–	–
Net receivables	\$ 1,252,053	\$ 15,015	\$ 118,726	\$ 651,020	\$ 2,036,814

There have been no significant changes from the previous year in the Organization's exposure to credit risk or its policies, procedures and methods used to measure the risk.

# SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2021

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## 6. Risk management:

### (b) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk and equity risk.

The investment policies of the Organization operate within the constraints of the investment guidelines approved by the Board of Directors. The policies' application is monitored by management and the Board of Directors. Diversification techniques are utilized to minimize risk.

There have been no significant changes from the previous year in the Organization's exposure to market risk or its policies, procedures and methods used to measure the risk.

### (i) Currency risk:

Currency risk arises from the Organization's operations in different currencies and converting non-Canadian earnings at different points in time at different foreign currency levels when adverse changes in foreign currency rates occur. The Organization does not have any material transactions or financial instruments denominated in foreign currencies.

### (ii) 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 and long-term debt.

### (c) Liquidity risk:

Liquidity risk is the risk that the Organization will not be able to meet all of its cash outflow obligations as they come due. The Organization mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise. Accounts payable are all current and the terms of the long-term debt are disclosed in note 3.

There have been no significant changes from the previous year in the Organization's exposure to liquidity risk or policies, procedures and methods used to measure the risk.

# SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2021

## 6. Risk management:

### (c) Liquidity risk (continued):

The following table sets out the contractual maturities (representing undiscounted contractual cash flows) of financial liabilities:

As at March 31, 2021	Within 6 months	6 - 12 months	1 - 5 years	5+ years	Total
Accounts payable	\$ 1,725,893	\$ 629,788	\$ 452,273	\$ 62,844	\$ 2,870,798
Long-term debt	135,000	–	75,000	1,137,670	1,347,670
	\$ 1,860,893	\$ 629,788	\$ 527,273	\$ 1,200,514	\$ 4,218,468

  

As at March 31, 2020	Within 6 months	6 - 12 months	1 - 5 years	5+ years	Total
Accounts payable	\$ 2,490,338	\$ 695,234	\$ 297,173	\$ 68,344	\$ 3,551,089
Long-term debt	15,000	–	75,000	1,272,670	1,362,670
	\$ 2,505,338	\$ 695,234	\$ 372,173	\$ 1,341,014	\$ 4,913,759

### (d) Other risk:

The Organization's main sources of revenue are government operating grants. In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This resulted in the Canadian and Provincial governments enacting emergency measures to combat the spread of the virus. The Organization halted all in-person activity and closed its facilities to staff and visitors in March 2020 based on recommendations from Public Health Ontario. In summer of 2020, the Organization allowed for essential staff to return to work in person and commenced summer camps and re-opened the Science North on a reduced capacity basis. This continued until December of 2020 when stay at home orders were enacted and the Centre was closed to visitors once again. Dynamic Earth has been closed for the duration of the pandemic to visitors.

In response to the adverse impact the pandemic has had on admission, workshop and camp revenues, the Organization has undertaken certain cost cutting measures. The Provincial government has provided financial relief in the form of grants totaling \$3,074,929 of which \$704,929 is included in grants receivable. The Organization has also made an application under the Canadian Emergency Wage Subsidy program.

The impact of COVID-19 is expected to negatively impact operations for a duration that cannot be reasonably predicted. The further overall operational and financial impact is highly dependent on the duration of COVID-19, including the potential occurrence of additional waves of the pandemic, and could be affected by other factors that are currently not known at this time. Management is actively monitoring the effect of the pandemic on its financial condition, liquidity, operations, suppliers, and workforce. Given the daily evolution of the pandemic and the global responses to curb its spread, the Organization is not able to fully estimate the effects of the pandemic on its results of operations, financial condition, or liquidity at this time.

# SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2021

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## 7. Employee future benefits:

The contributions to the defined contribution pension plans were \$546,111 (2020 - \$621,158).

## 8. Change in non-cash operating working capital:

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	2021	2020
Cash provided by (used in):		
Decrease (increase) in accounts receivable	\$ (956,133)	\$ 2,792,002
Increase in prepayments and inventory	(372,497)	(149,273)
Increase (decrease) in accounts payable and accrued liabilities	(680,291)	255,915
Increase in deferred revenue	976,352	938,033
	<hr/> \$ (1,032,569)	<hr/> \$ 3,836,677

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# SCIENCE NORTH

## Schedule of General Fund Revenues and Expenditures

Year ended March 31, 2021, with comparative information for 2020

	2021	2020
<b>Admissions:</b>		
Science Centre	\$ 156,927	\$ 1,176,116
Dynamic Earth	84,403	536,823
IMAX Theatre	-	265,864
Planetarium	-	79,935
	<b>\$ 241,330</b>	<b>\$ 2,058,738</b>
<b>Business operations:</b>		
Exhibit and theatre production sales	\$ 1,643,266	\$ 1,775,204
Food and Retail	147,392	1,515,065
Parking	-	89,059
Film production services	9,186	8,764
	<b>\$ 1,799,844</b>	<b>\$ 3,388,092</b>
<b>Science program:</b>		
Science Centre operations	\$ 2,187,266	\$ 3,068,243
Education and Northern programs	4,323,595	3,626,019
Dynamic Earth operations	348,440	667,737
	<b>\$ 6,859,301</b>	<b>\$ 7,361,999</b>
<b>Business operations:</b>		
Cost of exhibit sales	\$ 1,334,926	\$ 1,318,527
Food and Retail	428,186	1,386,369
Box office and sales	265,509	486,435
IMAX Theatre	43,612	339,585
Cost of film services	155,232	40,486
Planetarium	2,856	35,728
	<b>\$ 2,230,321</b>	<b>\$ 3,607,132</b>





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*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.*