

Nord de l'Ontario

Maximize Revenue

Learning Inspire

External Sales

Science

SCIENCE  
NORTH



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An agency of the Government of Ontario

2017

2018

ANNUAL

REPORT

Educate Online

## **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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*A note about this Annual Report: As part of Science North's ongoing commitment to accountability, in preparation of this annual report Science North reviewed and considered the recent Auditor General of Ontario's report section entitled "Toward Better Accountability – Quality of Annual Reporting". Science North's 2017-18 annual report provides readers with a clear understanding of the organization's financial results and overall health by using performance targets, measures and their related outcomes, supported by financial and operational analytics. We expect that this approach will enhance the usefulness and reliability of the report for the users.*

# Message from the Chair and Chief Executive Officer



Scott Lund  
Chair, Board of Trustees

Guy Labine  
Chief Executive Officer

2017-18 marks the final year in Science North's 2013-18 Strategic Plan. It was an exciting year for Science North and Ontario, including lively celebrations to commemorate Ontario and Canada's sesquicentennial and the announcement of Science North as the winner of Attractions Ontario's Attraction of the Year awards in the 2017 Ontario Choice Awards category. Science North was selected for this award in recognition of its dedication to excellence, innovation and the economic impact it has had in Northern Ontario. The organization continues to deliver on its mandate and focus on its Vision to be the leader among science centres in providing inspirational, educational and entertaining science experiences. Here are a few of the highlights of the past year:

- Through three exciting initiatives supported by Ontario150, Science North developed and produced a content rich and dynamic film experience projected on the iconic Big Nickel, a new Indigenous Planetarium show which showed at Science North and toured Northern Ontario in 80 communities, and engaging and popular Science Festivals in three Northern Ontario communities. These experiences engaged visitors and youth in the celebration of Ontario and Canada's 150<sup>th</sup>

anniversary and contributed to a social and cultural legacy for Ontarians.

- *Beyond Human Limits*, the 12<sup>th</sup> travelling exhibition developed and produced by Science North, opened in March 2018. Supported by the Northern Ontario Heritage Fund Corporation and the Ontario Cultural Attractions Fund, this creative and interactive exhibition brings visitors inside the minds and bodies of extreme athletes and explores the science behind their sports. It will then embark on a five-year North American tour, experienced by an estimated two million people. A custom version of the exhibition will tour to at least five Northern Ontario communities, enhancing partnerships with hosting attractions and building economic capacity in the North.
- A rich annual program of science events was delivered by Science North in 2017-18, which exceeded its targets in attracting, serving and engaging adult and teen audiences including six NIGHTLIFE on the Rocks events, four Explore Science Speaker Series, six Science Cafés, the Wild & Scenic Film Festival and Sudbury's Maker Fest.
- Science North delivered interactive public outreach programs to 41 First Nation communities in 2017-18, a record number. Programming was delivered to remote communities, fly-in communities and in a number of classrooms through hands-on science e-workshops.
- Science North's summer science camp program continues to be in high demand across Northern Ontario. In summer 2017, staff delivered science camp programs in 34 Northern Ontario communities to 2,933 children from 4 to 13, the highest number since the program started in 1987.
- The Northern Leadership Program's (NLP) 5<sup>th</sup> Cohort began in May 2017 and includes 10 partner organizations, the highest number of partners involved since the program's inception. Including the current Cohort, 100 people have participated in this unique community based leadership program, building leadership capability in the North. Science North is the managing partner of NLP and spearheaded the creation of the program.

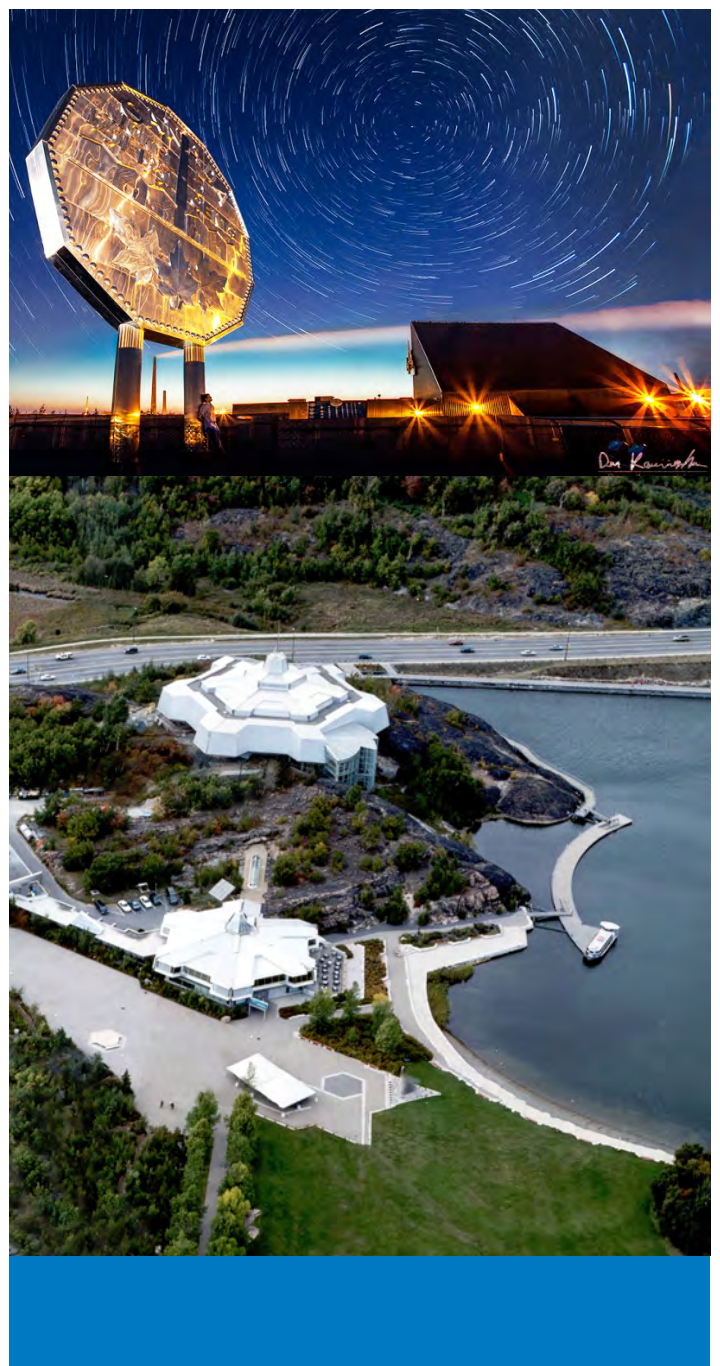
- Science North and the Ontario Science Centre, with financial support from the Ministry of Tourism, Culture and Sport, continued to work on a joint International Market Development Initiative to target the Asian market for consulting, travelling exhibits and multimedia film products. In 2017-18, business development activities in China and Southeast Asia contributed to the signing of six Memorandums of Understanding (MOUs) for Science North products and services, with several Chinese partners. This work continued to grow Science North's presence and brand recognition in Asia, and the organization's readiness to enter other global markets. Combined, both science centres are the largest exporters of science-based exhibits in Canada. To date, Science North has generated \$54.8 million in revenues supporting job creation in Northern Ontario from its work on travelling exhibits, multimedia and consulting work.

- Spectacle Fantastique, Science North's 7<sup>th</sup> annual fundraising gala, took place in April 2017 and contributed a net profit of \$40,000 to Science North's operations. To date, Science North galas have contributed over \$320,000 to Science North's self-generated revenue.

- Science North achieved funding success from all levels of government in 2017-18. This included \$1.06 million in funding from the Ministry of Tourism, Culture and Sport's Ontario150 program, a \$2 million commitment from the federal department of Innovation, Science and Economic Development's CanCode program to expand engagement with youth across Northern Ontario in coding activities and increased support from the City of Greater Sudbury with \$30,000 for Science North's annual Canada Day celebrations.

During 2017 Science North undertook comprehensive strategic planning to set the course for the organization over the next five years. Our 2018-23 Strategic Plan builds on the successes of the past five years and the significant gains we've achieved on our Vision, Purpose and Priorities. The Plan focuses on the organization's resources to drive success, capitalize on our strengths and opportunities and overcome challenges. It will benefit audiences and clients, partners, stakeholders and funders throughout Northern Ontario and beyond, including the Ministry of Tourism, Culture and Sport. The 2018-23 Strategic Plan was publicly communicated at an event held at Science North in March

2018 and at a similar event in Thunder Bay in May 2018. As we reflect on the past year and look ahead to the future, we'd like to offer our thanks. The quality of services and science experiences Science North delivers to our audiences would not be possible without the support of the Ministry of Tourism, Culture and Sport as well as our partners, funders and supporters. We are also fortunate to have a highly committed and dedicated workforce, including our staff and volunteers. Science North will continue to deliver on its mandate and serve the needs of its audiences and we look forward to the future.



# Fast Facts

(April 1, 2017 – March 31, 2018)

**Memberships**  
**4,154**



**Admissions**  
**288,039**



**Employees**  
**277**



**School Groups**  
**46,226**



**Science Programs & Workshops**  
**124,867**



## Memberships

General Memberships	4,103
Corporate Giving Program Patrons	51
<b>Total</b>	<b>4,154</b>

## Admissions

Science North Science Centre (including Special Exhibits Hall)	160,035
IMAX® Theatre	44,119
Planetarium	19,145
Dynamic Earth	60,143
Escape Room	4,597
<b>Total</b>	<b>288,039</b>

## Education Programs - School Groups

Science North Science Centre	25,736 students
IMAX® Theatre	7,954 students
Planetarium	2,521 students
Dynamic Earth	8,543 students
Escape Room	59 students
Special Science North Programs	
- Sunset to Sunrise Camp-ins	1,273 students
- Science Olympics	140 students
<b>Total students</b>	<b>46,226</b>

## Workforce

Employees	111
- full time salaried	
- casual, contract and hourly	166
<b>Total employees</b>	<b>277</b>
Volunteers	276
- volunteer hours	16,379

## Science Programs & Workshops

Summer Science Camps (34 communities)	2,933 participants
Specialty Programs (March Break Camps, Holiday Camps & PA Days)	563
- Northeastern Ontario (332)	participants
- Northwestern Ontario (231)	
New Audiences	
- Seniors Workshops (272)	
- Nerd Nites in Thunder Bay (424)	4,084 participants
- NIGHTLIFE on the Rocks (3,388)	
New Year's Eve Family Fun Day Event	1,290 participants
Halloween Event	10,799 participants
After School Science Program (185 days)	32 participants
<b>E-Workshops</b>	
Public Schools (133 workshops)	2,954 students
First Nations Schools (21 workshops)	264 students

## Public Outreach

- Northeastern Ontario (55 communities/93 events)	20,019 participants
- Northwestern Ontario (15 communities/48 events)	12,667 participants
- In First Nations Communities (41 communities/79 days)	2,825 participants

## School Outreach

- Northeastern Ontario (32 communities)	28,033 participants
- Northwestern Ontario (16 communities)	22,649 participants
- In First Nations Communities (24 communities/69 days)	3,954 participants

Teacher Workshops in Public Schools (43 workshops/11 communities)	707 Teachers
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Teacher Workshops in First Nations communities (6 workshops/22 communities)	123 Teachers
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Science Olympics (5 communities)	671 participants
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## Science Festivals

- Thunder Bay Science Festival	3,400 participants
- Sault Ste. Marie Science Festival	4,400 participants
- North Bay Science Festival	2,500 participants

<b>Total</b>	<b>124,867 participants</b>
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# Spotlight

## Science North celebrates Ontario's 150<sup>th</sup> Anniversary



In 2017, Science North celebrated Canada and Ontario's sesquicentennial. Through four exciting initiatives funded by the Province of Ontario's Ontario150 program, Science North showcased Ontario's proud history and future. Each initiative explored Ontario's key people, places and events that helped shape the province as we know it today, piquing curiosity in visitors, challenging their thinking and inspiring interest in 'what's next' for future generations. Science North strengthened its ability to reach new and diverse audiences, including youth, Francophone and Indigenous peoples, with interactive and stimulating science programming celebrating Ontario's heritage and future.

### The Big Nickel Show

This innovative and entertaining experience celebrated the unique history and future of Sudbury and Northern Ontario using state of the art technology to project an immersive show onto the face of the famous Big Nickel monument in Sudbury. A total of 15,600 visitors viewed *The Big Nickel Show* during Ontario's 150<sup>th</sup> anniversary, with 40% of attendees from outside of Greater Sudbury and 20% of attendees as first time visitors to Dynamic Earth contributing to growing new and diverse audiences at the Centre. The show received positive feedback, including:

▼ *World class execution, the way the projection works with the contours of the Nickel itself is incredible. I was very impressed.* ▼

▼ *Never been so proud of my city. This show was absolutely incredible. Will go and see it over and over again this summer.* ▼





## New Planetarium Show at Science North

*Under the Same Stars: Minwaadiziwin* is the newest, and the first Planetarium show produced by Science North. The show was developed in partnership with Indigenous people from across Northern Ontario and uses the Indigenous worldview to understand the common constellations visible in the night sky and the Anishinaabe stories that define them. During Ontario's 150<sup>th</sup> anniversary, the show was seen by 11,500 visitors, 42% of which were youth. The show received positive visitor feedback, including:

▼▼ *This was my favourite planetarium show ever (and I've been to many!). I hope to see more elsewhere in the future that are responsive to local traditions and contemporary relationships with the stars and night sky. Thank you and Megwich!* ▼▼

▼▼ *We thoroughly enjoyed the presentation. It not only is beautiful, but informative and inspirational. The Anishinaabe stories should be shared, they are very grounding and reorienting. Megwich. Fabulous!* ▼▼

## Portable Planetarium Tour

Science North toured its new Planetarium show *Under the Same Stars: Minwaadiziwin* in two portable planetariums to 94 communities across Northern Ontario. The experience was offered to students at elementary schools and First Nations schools, as well as to the general public through community libraries and community centres across Northern Ontario. Presentations were customized to the audience and geographic location using innovative technology and flexible storytelling tools. This tour was delivered during Ontario's 150<sup>th</sup> anniversary to over 17,500 participants, including nearly 1,000 Francophone students and over 2,500 Indigenous students, and led to the creation of 65 partnerships with communities in Northwestern and Northeastern Ontario. The tour received positive feedback including:

▼▼ *As one of my students conveyed, "Science North really outdid themselves this time!" I would have to agree. A unique, amazing experience!* ▼▼

▼▼ *Science North has exceeded all expectations I could have had. You offer our students in Northern Schools opportunities for authentic learning they wouldn't otherwise have.* ▼▼

## Expanded Science Festivals

Science North delivered three week-long science festivals during Ontario's 150<sup>th</sup> anniversary in the communities of Thunder Bay, Sault Ste. Marie and North Bay. With Ontario150 funding, Science North was able to offer an expanded level of festivals in Sault Ste. Marie and Thunder Bay, and start a new festival in North Bay - the beginning of an annual event that will serve to inspire children, youth and adults to pursue their creative and innovative ideas, while celebrating past successes at the local and provincial level. The celebrations highlighted science, technology and innovation happening in Ontario and made connections to the past 150 years of achievements and innovations in these communities. Attendance at the three Science Festivals reached a combined 10,000 participants. The Festivals received positive feedback, including:

▼▼ *Continue doing this! We need more things like this for everyone, especially our young adults.* ▼▼

▼▼ *This was a great day out and all the exhibitors and entertainers were obviously enjoying sharing their knowledge. Inspiring science fun!* ▼▼

*The Big Nickel Show* at Dynamic Earth, the Science North Planetarium Show, Portable Planetarium Show and Science Festivals in three communities across Northern Ontario engaged a total of 55,000 participants, 100 volunteers, 86 partners and received over 28 million brand impressions. The economic impact of these initiatives across Northern Ontario was \$4.8 million.

# Spotlight

## Science North's 12<sup>th</sup> Travelling Exhibit Aims to Thrill



Science North premiered its newest and 12<sup>th</sup> travelling exhibition, *Beyond Human Limits*, at the science centre in March 2018. Travelling exhibits are an important part of Science North's visitor experience renewal strategies. The exhibit will showcase at Science North and have a five-year tour of science centres and museums across North America. A customized version will visit at least five Northern Ontario communities.

Developed and produced by Science North in partnership with the Ontario Science Centre, *Beyond Human Limits* is an adrenaline pumping, action-packed ride through the world of extreme sports. The highly interactive exhibition brings visitors inside the minds and bodies of extreme athletes and explores the science, creativity and innovation behind their sports, including wingsuit flying, ice and rock climbing, parkour, free diving and many more. From exhilarating speeds, breathtaking heights and profound depths to uncontrolled variables such as weather or terrain – passionate stories about how athletes prepare and train extensively to carefully evaluate risks, endure intense physical and mental challenges and maintain a calm focus are explored.

A 100m<sup>2</sup> customized version of the exhibit will tour to five attractions across Northern Ontario starting in March 2019, including North Bay, Sault Ste. Marie, Timmins, Kenora and Thunder Bay. Through this initiative, Science North aims to build capacity in the North by increasing local spending, providing tourism opportunities and giving local residents access to exciting, new science experiences at these attractions. It is anticipated that the exhibition will be seen by more than 25,000 visitors.

**▼ Beyond Human Limits is one of our most exciting travelling exhibits yet! This high energy experience is designed for people of all ages to explore the world of extreme sports through the lens of the athlete and researcher.**

**We are excited to tour a customized version of this experience to communities across the North, engaging residents and tourists to Northern Ontario with Science North's signature hands-on and interactive science learning experiences. ▼▼**

Guy Labine,  
Science North CEO

**▼ The science of extreme sports is a compelling and fascinating subject. It has inspired our own permanent hall – Astra Zeneca's Human Edge – and we were very pleased to have partnered with Science North and Reich and Petch to create a travelling show on this same topic that will now engage visitors around the globe. ▼▼**

Dr. Maurice Bitran,  
CEO & Chief Science Officer, Ontario Science Centre

To complement this action packed exhibition, Science North is delivering *Experience the Thrill!* - a suite of exciting activities and events that will enhance visitors' understanding and exploration of the world of extreme sports through speaker series, workshops, film festivals and special events.

Following its world premiere at Science North, *Beyond Human Limits* will begin a five-year North American tour where it will be enjoyed by an estimated 2 million people. To date, Science North-produced travelling exhibitions have been viewed by more than 8 million visitors in over 80 locations around the world.

The development and touring of this exhibition was made possible with funding support from the Northern Ontario Heritage Fund Corporation, and the marketing of the *Experience the Thrill!* suite of activities and events was supported by the Ontario Cultural Attractions Fund, through the Ministry of Tourism, Culture and Sport.



Spotlight

# TD Bank and APTN Support Science North Indigenous Outreach Programs



In April 2017, officials from the Toronto Dominion Bank (TD Bank) and the Aboriginal Peoples Television Network (APTN), together with Science North announced a significant partnership and investment in Science North's outreach efforts in the North. Both TD Bank and APTN committed to investing in Science North's Northern Ontario Outreach Science Programs for Indigenous audiences over a three year period. TD Bank is providing \$250,000 towards this initiative. APTN, which shares Science North's commitment to serving Indigenous audiences, is contributing \$85,500.

The Northern Ontario Science Program for Indigenous audiences delivers hands-on science and technology experiences that are culturally relevant and meaningful to Indigenous audiences. The Indigenous Outreach Programs engage children and youth in fun, interactive science-based activities that promote the development of essential skills.

To maximize the impact of this funding, repeat touchpoints are made possible by using technology to involve students in hands-on e-workshops that can lead to increased interest in science and pursuit of studies at a post-secondary level.

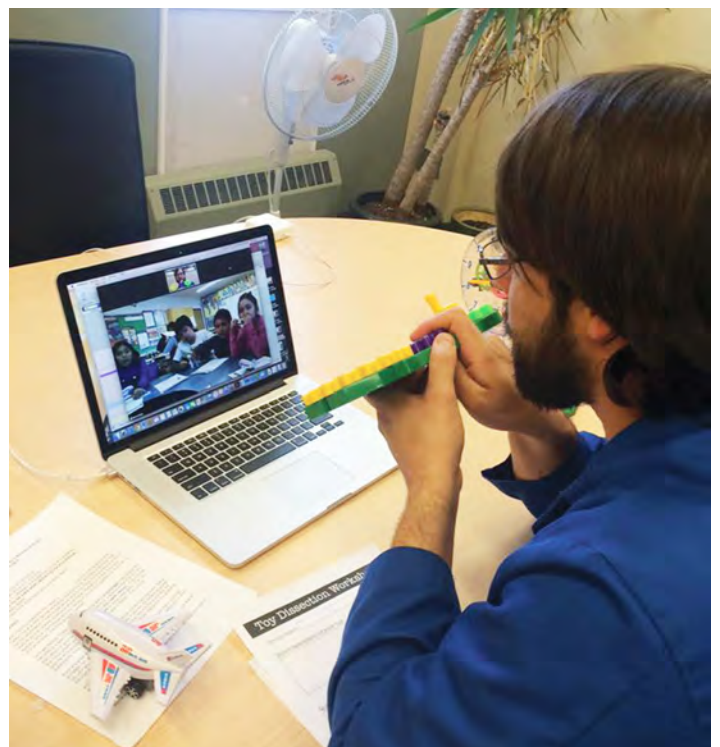
**“ The investments are important in that more of the science programs and services that are offered by Science North can be brought out to more and more of our communities, particularly some of the ones in Northwestern Ontario. A lot of the fly-in communities can't just jump in a vehicle and drive to Sudbury to come and experience everything that Science North has to offer here. So it's really important so that our kids can experience some of this and what we have here at Science North. ”**

**Martin Bayer,  
Indigenous Leader**

Support and partnerships of this kind will allow Science North to increase visits in Northern Ontario First Nations communities and introduce more science educational programs through in-person visits and e-workshops to Indigenous students creating several touchpoints throughout the school year. The partnerships with TD Bank and APTN will ensure the development of more Summer Science Days programming to Indigenous children and youth in First Nations communities and help engage Indigenous secondary school students in hands-on science activities and challenges through special school science events.

**“ Support from TD and APTN will allow Science North to further fulfill its mandate through shared interests and funding—allowing the simultaneous delivery of science outreach experiences in Northeastern and Northwestern Ontario. We are honoured to have the opportunity to collaborate with TD and APTN whose values and beliefs align so well with Science North. Through this collaboration and support, we will bring science experiences to audiences in remote locations where these may be limited or non-existent. The Northern Ontario Science Program for Indigenous audiences aims to build relationships between Science North and Indigenous audiences, partners and stakeholders that are mutually beneficial, robust and sustainable. ”**

**Guy Labine,  
Science North CEO**



# **Our 5-Year Strategic Priorities**

**(2013-18)**

- 1. Great and Relevant  
Science Experiences**
- 2. A Customer-Focused  
Culture of Operational  
Excellence**
- 3. Long Term Financial  
Stability**







**Strategic Priority 1**

**Great and  
Relevant  
Science  
Experiences**

# GOAL 1

**Develop new and relevant science experiences to grow current and new audiences**



## ***Deliver a program of blockbuster exhibitions at Science North***

- Science North staged five exhibitions in 2017-2018, achieving a total attendance of 160,035 on a goal of 167,955 with revenue of \$1,316,201 on a goal of \$1,318,426. *Visitor satisfaction scores achieved on the exhibitions was 92% on a goal of 90%:*
  - *101 Inventions that Changed the World* - March 4-Sept. 4, 2017 featuring revolutionary SENSORY4™ technology, this exhibit transported visitors through five epochs of human inventions and innovations, including activities with 3D printers, LEGO and robots made of Cubelets.
  - *New Eyes on the Universe* - July 17-Sept. 23, 2017: an exciting exhibition on the science of SNO (Sudbury Neutrino Observatory) and SNOLAB that is being conducted in the two kilometre deep underground research facility in Sudbury, Ontario. Visitors see spectacular images, engage with video kiosks, handle artifacts that offer a first hand look at unique detector components and watch a life-sized video “presenter” of Nobel laureate Dr. Art McDonald.
  - *Power of Ideas Tour Canada 150 exhibition* - July 24-26, 2017: an inspiring exhibition and presentation from Perimeter Institute taking visitors on a fun, hands-on approach to engaging with the process of science, including delving into two of the world’s largest science experiments and exploring changing ideas about the universe.
  - *Genome Unlocking Life’s Code* - Oct. 3, 2017- Jan. 8, 2018: a thrilling exhibition taking visitors deep inside their own bodies to explore the mysteries of the human genome, including what genomic science tells us about human disease, where we fit into the natural world and how humans populated the world.
  - *Beyond Human Limits* - March 3-Sept. 3, 2018: Science North’s 12<sup>th</sup> travelling exhibition, produced in partnership with the Ontario Science Centre, takes visitors inside the minds and bodies of extreme athletes to explore the psychology, physiology and physicality of some of the most extreme activities in the world.

## ***Renew the visitor experience at Dynamic Earth***

- Supported by a program of changing experiences, Dynamic Earth hosted 60,173 visitors on a goal of 70,000 and revenue of \$569,368 on a goal of \$644,083. Some of this variance is due to a lower than projected number of schools visits to Dynamic Earth though school attendance was up from 2016/17 numbers.
- Dynamic Earth staged the *UnEARTHed: 4 Billion Years of Life* travelling exhibition from March 4-Sept. 4, 2017. This paleontology-based exhibition showcased a treasury of fossil casts from some of the most exciting finds from over a century of worldwide excavations. In addition, Science North implemented a real mastodon matrix dig, created a geological timeline illustrating the story of life on Earth and added amazing fossils from Northern Ontario’s Manitoulin Island for hands-on learning. *The exhibit achieved an overall visitor satisfaction rating of 93.9% on a goal of 92%.*
- From March 3-Sept. 3, 2018, Dynamic Earth is hosting *Engineering Earth*. This soil science and engineering based travelling exhibition created by La Cité, a Universcience site in Paris, France and toured by Imagine Exhibitions Inc. highlights the various properties of soils and how they have been used as a construction material. A comprehensive program of science speakers, a film festival, a Science Social, family sleepover and daily workshops has been developed to engage visitors of all ages in this exciting science topic.
- In October 2017, Dynamic Earth hosted its annual Halloween event, *attracting 10,799 visitors on a goal of 13,000. This variance is partly due to October weekend concerts targeting a family audience as well as rainy weekend nights.* With funding from Celebrate Ontario, Dynamic Earth purchased equipment such as a mirror maze, animatronic props for the Tunnel of Terror and a new Pumpkinferno™ set (Albertosaurus) and developed specialty workshops and performances for Sunday evenings. The enhanced programming led to an overall increase in visitor spending of 3% compared to 2016. This includes a 22% increase of visitor spend at the Big Nickel Boutique and 12% increase of visitor spend at the Copper Café compared to 2016. *Visitor satisfaction was measured at 92% on a goal of 90%.*

# GOAL 1

## Develop new and relevant science experiences to grow current and new audiences



- Dynamic Earth's multi-year exhibit renewal, including an enhanced underground tour, new and upgraded earth sciences and mining exhibits and the addition of Northern Ontario's first Outdoor Science Park, resulted in the following attendance increases in 2017-18:

- Group tour attendance increased by 964
- Local attendance increased by 21,927
- Mining company and staff attendance increased by 1,995

- As part of Ontario150 celebrations, Dynamic Earth produced *The Big Nickel Show*, an outdoor, multimedia special effects experience that used 3D projection mapping technology on the face of the famous Big Nickel to tell the story of Sudbury over the past 150 years. The project was completed on time and on budget, opening May 19, 2017. It was viewed by 15,600 visitors from May 19-Oct. 31, 2017 and received positive visitor feedback related to community pride, accessibility and the radio channel which allowed visitors to listen to the show from their vehicles.

- *Go Deeper: Modern Mining at Dynamic Earth* is an expansion of Dynamic Earth's underground set to open in March 2020 (Phase 1) and March 2021 (Phase 2). On December 31, 2017 the concept plan for this project was completed. The renewal project includes a large multipurpose underground space, a new Vale Chasm Show, the renewal of the *Rocks to Riches* object theatre, the expansion of underground drifts with modern equipment and exhibits and a multimedia show in the large underground space.

### ***Develop and implement science programs for varied audiences that will engage visitors with current science***

- A rich annual program of events was delivered by Science North in 2017-2018 to attract, serve and engage adult and teen audiences. The total number of varied audiences engaged by the following programs was **4,519 on a goal of 3,500 of with revenue of \$39,093 on a goal of \$35,000.**

- 6 NIGHTLIFE on the Rocks events were hosted with 3,388 adults attending and \$37,384 in generated revenue. The most popular NIGHTLIFE on the Rocks event theme was Beavers, Bacon & Beer Eh! **attracting 812 adults, the highest attendance to date.**

- 4 Explore Science Speaker Series events were hosted that welcomed 589 attendees. Engaging talks by renowned scientists included Dr. Ken Carter, one of the science consultants for the *Beyond Human Limits* travelling exhibit, and Dr. David Julius, a 2017 Canada Gairdner International Laureate.
- 6 Science Cafés were staged engaging 451 adults in great science discussions and debates on topics like *Legalization of Marijuana: evidence-based decision or reefer madness?* and *The Future of Zoos*.
- Hosted Wild & Scenic Film Festival in the Epiroc Theatre at Dynamic Earth with 91 attendees.
- Science North hosted its very first Sudbury Maker Fest on May 6, 2017, a family-friendly celebration of community makers, artists and groups who are involved in the Do-It-Yourself (DIY) movement.

### **Renew science labs at Science North**

- Three small lab renewals at Science North and Dynamic Earth were completed in 2017-18: the Forest Lab on December 1, 2017; the BioLab in the BodyZone on January 31, 2018; and the Rock and Mineral Wall interactive touchscreens at Dynamic Earth on March 1, 2018.
- Exhibits on energy and sustainability were developed and showcased in the Science North lobby. These engaging and interactive visitor experiences explore the cutting edge technology of a centralized electrical system and increase visitor understanding of the benefits and limitations of renewable energy sources and the role that Smart Grids play in maximizing their output through energy storage technologies.
- The THINK project is a renewal of 50% of the 4<sup>th</sup> level of Science North, set to open in February 2019. THINK stands for Tinker, Hack, Innovate, Network and Know and will engage visitors with real tools and leading edge equipment to innovate, build skills and solve challenges. The concept plan for this renewal was completed in June 2017 and external stakeholder sessions were held in November 2017 to inform the project. A design team was engaged in February 2018 to further advance the concepts through detailed design and fabrication.

### **Renew the experiences in all of our existing theatres and launch a brand new show**

- Science North completed the development of a new Planetarium Show *Under the Same Stars: Minwaadiziwin* that opened in April 2017. Funded by Ontario150, the show celebrates Ontario's sesquicentennial by using an Indigenous worldview to understand the common constellations visible in the night sky and the Anishnaabe stories that define them. It is the first multimedia show developed by Science North for the Planetarium since it opened in 2009. The Planetarium achieved attendance of 19,145 on a goal of 27,437 and revenue of \$103,047 on a goal of \$150,902. Although the show fell short of these goals, it achieved its profit target of \$73,000.
- An innovative and immersive new Vale Cavern Show will open at Science North in February 2020 featuring the stories, the people and the natural history of Canada. Topics for the show were developed and tested with audiences in fall 2017. The topic selected from the results is *Seasons of the North*. In winter 2018, the concept plan for the software and hardware approach was completed, and further research and analysis is underway to inform the visitor experience platform.
- A renewal of the *Between the Stars* object theatre was completed on March 31, 2018, featuring one of the newest dark matter experiments called DEAP-3600. The theatre also showcases new scientific objects from SNOLAB including a DEAP-3600 light guide, a photo multiplier and a sensor assembly which are displayed in an "exploded" view so that visitors can see the component parts.



## GOAL 2

Grow our reach  
in all of  
Northern Ontario



## ***Deliver science experiences to Indigenous audiences***

- Science North outreach staff visited First Nations schools delivering 69 program days in 24 communities and 21 e-workshops, reaching *4,218 students on a target of 4,000 students*.
- Through a partnership with the Northern Nishnawbe Education Council, Science North travelled to select remote communities to bring hands-on science experiences, including Sandy Lake First Nation and Fort Severn First Nation. In partnership with the Indigenous Drinking Water Projects Office, the community of Neskantaga First Nation was also reached. 528 students were reached in First Nations remote fly-in communities. 264 students participated in 21 hands-on science e-workshops (included in outreach total above), on a target of 20.
- Science North's public outreach programs were delivered in 41 First Nations communities with 2,825 participants through 79 program days. *The results exceed the 25 community reach target by 64%*. Public outreach included Science Summer Days where staff offered a day-camp like experience to children from ages 7 to 12. Participants spent 2 to 5 days with Science North staff exploring science and the world around them.
- To provide development and resources for educators teaching in First Nations schools, 6 teacher workshops were delivered on a target of 6, reaching 123 educators from 22 First Nation communities. Workshops were presented at the Great Moon Gathering (Omushkego Education Council annual conference) in Timmins, as well as at the Matawa Education Conference in Thunder Bay. Comments from attendees confirmed the content and delivery method were impactful, and that the toolkits and resources provided for the educators to take home were very useful.

## ***Maximize delivery of educational experiences across Northern Ontario***

- The engagement of students and teachers in Science North programs across Northern Ontario was at an all time high during 2017-18. Funding from the Ontario Ministry of Education supported school outreach programs, teachers workshops and e-workshops focused on mathematics and science innovation.

School outreach programs were delivered in 48 communities. 50,682 students were involved in hands-on science innovation/mathematic programs or participated in the Science North portable planetarium production, *Under the Same Stars: Minwaadiziwin*. This was a 167% increase over the 19,000 goal. In addition, 2,954 students, on a target of 2,500, connected with a Science North Bluecoat through e-workshops. *These students were part of one of 133 workshops delivered on a target of 100, exceeding the target by 33%*.

- In support of the Ontario Ministry of Education's initiative to involve students in inquiry-based learning and help them build 21<sup>st</sup> century skills, Science North delivered *43 teacher workshops in 11 communities exceeding the target of 13 teacher workshops by 231%*. These full-day workshops, aimed at grade 5 & 7 and 9 & 10 teachers, focused on astronomy, climate change and chemistry and received great feedback.
- The online educator website, supported by Ministry of Education funding, continues to grow with over 125 comprehensive and hands-on lesson plans for Kindergarten to Grade 12 classes. All content is linked to the Ontario Science and Technology curriculum and is available in French and English. Feedback has been positive and requests have been received to continue to expand this product.



## GOAL 2

Grow our reach  
in all of  
Northern Ontario





- In August 2016, Science North offered its very first Summer Professional Learning 2-day session with teachers from the Toronto District School Board. It was such a great success that school board administrators organized the event for 23 teachers and increased the length to 3 days including a SNOLab underground tour for attendees.
- Science North and Dynamic Earth combined, offered a selection of over 40 school programs throughout the school year. In response to teacher feedback, a selection of full day specialty school programs were offered. Theme-based programs linked to the Ontario Science and Technology curriculum included: Science Olympics, Animal Kingdom Week, Health Week and Engineering Week at Science North and Earth Week, Modern Mining and Technology Sudbury Week, Canadian Dinosaur Week, Ultimate Structures Week and Canada's Heritage Week at Dynamic Earth. *Overall student attendance to Science North's science centre was exceeded by 5%.*
- All four Sudbury school boards have purchased school memberships for their local elementary schools. Science North's Teacher Champion program that provides a communication contact at local schools has helped the Centre effectively communicate with schools to share details of all new and relevant program offerings. The expansion of school memberships and the teacher champion program have resulted in an increase in overall school attendance.

### ***Offer current, new and varied experiences throughout Northern Ontario***

- Science En Route - Science North's "Science En Route" outreach program offered science experiences to 32,686 members of the general public (20,019 participants in 55 Northeastern Ontario communities, 12,667 participants from 15 Northwestern Ontario communities). This is an increase of 3,754 people over 2016-17 and *10 additional communities visited over the goal of 60* for this fiscal year.
- Science Camp Programs - Science North delivered science camp programs in 34 Northern Ontario communities in summer 2017 (22 communities in the Northeast, 12 in the Northwest). 2,933 children from ages 4 to 13 were engaged in hands-on science

activities, on a goal of 3,100.

- Sault Ste. Marie Science Festival - In April 2017, the 3<sup>rd</sup> annual science festival was held in Sault Ste. Marie, led by Science North and supported by eight partners: Algoma University, Canadian Bushplane Heritage Centre, Entomica, Invasive Species Centre, Natural Resources Canada-Canadian Forest Service, Sault College, the Sault Ste. Marie Innovation Centre and Fisheries and Oceans Canada. The Science Festival week engaged 4,400 people of all ages in science and technology learning through a series of events including:
  - **Speaker Event:** Dr. Roberta Bondar spoke to elementary schools, with over 1,122 students in attendance.
  - **ARTIE (Advanced Research & Technology Innovation Expo):** This annual event offered by the Sault Ste. Marie Innovation Centre hosted 951 elementary school students from grade 1 to grade 8, highlighting 12 local organizations that presented science and technology hands-on sessions, demonstrations and presentations at Algoma University.



## GOAL 2

### Grow our reach in all of Northern Ontario



- **Science for Seniors:** A multi-day event, presented by Entomica, that engaged over 350 older adults in science through interactive demonstrations at 6 seniors' centres.
- **Science Olympics:** An inter secondary school science challenge competition with 102 students from grade 9 to 12 vying for the champion titles.
- **Adult Event, Hangar After Dark:** Beavers, Bacon & Beer – A 19+ event with science exhibits, shows and workshops at the Canadian Bushplane Heritage Centre attracting 246 adults.
- **Science Carnival:** The activity that culminates the week-long festival, a full day community event featuring 28 exhibitors and presenters and Science North's portable Planetarium show experience - *Under the Same Stars: Minwaadiziwin*, engaged 1,707 visitors in hands-on science and technology activities.
- North Bay Science Festival - From November 14 to 18, 2017, *Science North hosted the first ever Science Festival in North Bay* supported by four partners - Nipissing University, North Bay-Mattawa Conservation Authority, Ministry of Natural Resources & Forestry and FIRST Team 1305 Robotics. 2,500 people participated in the week-long festival that included events such as:
  - **Film and Speaker Event:** presenting Science North produced film *Mysteries of the Great Lakes* with local speakers Kim Tremblay (Ministry of Natural Resources and Forestry) and Nikki Commanda (Nipissing First National, Nipissing University), who connected the film content to Lake Sturgeon conservation efforts in the Nipissing area, to 541 elementary school students and the general public.
  - **Science Olympics:** An inter secondary school science challenge competition with students from grade 9 to 12 vying for the champion titles.
  - **Science North Outreach in Schools:** 710 students participated in science innovation and mathematics programs presented in local elementary schools throughout the week.
  - **Planetarium Show Experience in Schools:** *Under the Same Stars: Minwaadiziwin*,

celebrating Indigenous culture and innovation, was delivered in local elementary schools with 629 students participating.

- **Science Carnival:** 408 people participated in an event that brought together 22 exhibitors to highlight local and global science. Organizations such as the Ministry of Natural Resources, Epiroc, Nipissing University, North Bay Astronomy Club and FIRST TEAM 1305, presented activities from fish dissections, wildlife tracking, robotics and VR equipment used in the mining industry, telescopes, health and physical sciences, to mathematics, to inform participants of the incredible science happening in their own backyard.
- Thunder Bay Science Festival - During Family Week in February 2018, Science North presented the 6<sup>th</sup> Thunder Bay Science Festival with 3,400 participants and offered the following activities:
  - **Snowday at the Marina:** Bluecoats presented hands-on winter-themed outdoor activities at the City-run Family Snowday annual event at the Prince Arthur Marina. Over 2,000 participants learned about bird adaptations, saw the crystallization of maple syrup and many had the chance to make mitten-warming devices.
  - **Nerd Nite:** A regularly occurring event where “nerds” give approximately 20 minute presentations that are of great interest. This year’s events were attended by 100 people and topics were “Basement Noises” (a talk about creating soundscapes for use in commercials and music) and “Pizzly Grolar Bears” (a talk about the changing landscape of the Arctic and what it means for the iconic polar bear).
  - **Science Olympics:** 100 grade 9 to 12 students competed against the clock to complete various science, technology and engineering challenges to win the medals for their class and school.
  - **Science Carnival:** At this one day community event held at the Victoriaville Mall, 1,200 people participated in engaging and fun science and technology activities and visited with over 20 exhibitors showcasing presentations, labs and

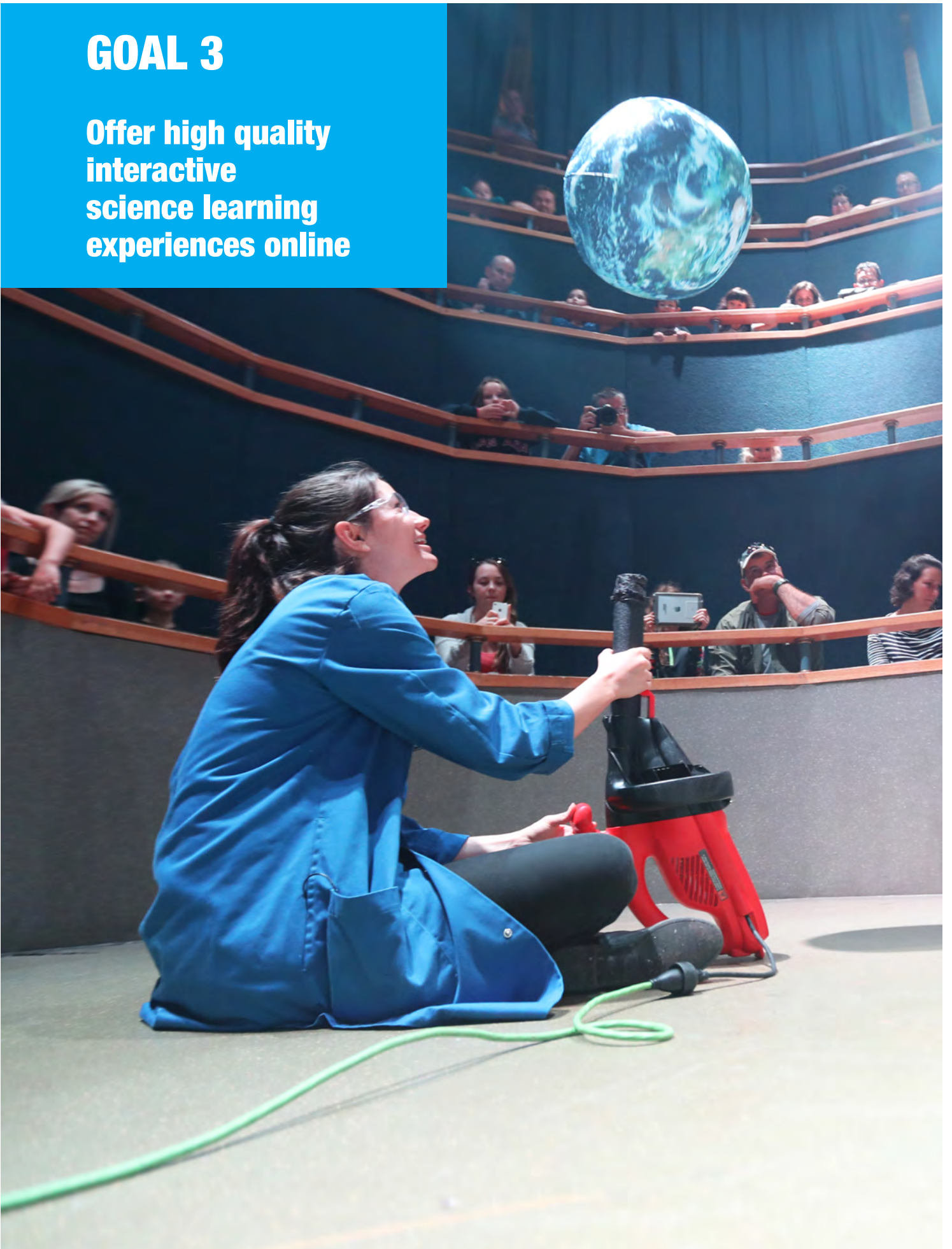
attractions, all using local and global science concepts and engineering principles. Visitors also enjoyed live science shows and entertainment from Science North’s Bluecoat scientists, as well as local favourite Rodney Brown.

- Northern Nature Trading Experience - Science North continues its sustained presence in Northern Ontario communities through its partnership with six organizations across the North to provide a permanent Northern Nature Trading (NNT) experience. The NNT experience is based on the popular Nature Exchange at Science North and Rockhound Lab at Dynamic Earth where visitors, children and adults alike, bring items they’ve found in nature and receive points based on the information they have learned about their items to exchange for other natural items in the science centres’ collection. Partners leading these experiences include the Red Lake Regional Heritage Centre, the Lake of the Woods Discovery Centre in Kenora, the Mary J. L. Black Public Library Branch in Thunder Bay, the Canadian Bushplane Heritage Centre in Sault Ste. Marie, Science Timmins and the Chamber of Commerce in North Bay. This is a true partnership where Science North shares expertise and resources and each partner offers a high quality Science North experience in their facility. Over 1,640 people are registered across these communities, totalling over 7,300 trades in the database, indicating repeat visitation at each of the hosting attractions.



## GOAL 3

**Offer high quality  
interactive  
science learning  
experiences online**



## **Redesign website architecture and layout to optimize new content and mobile and social strategy**

- Science North prepares to launch its redesigned website, which has an extended target launch date of summer 2018 due to website architecture delays. Improvements to the current website have been complete with the goals of: improving the visitor experience, providing relevant content and focusing digital campaign messages to drive website traffic. The existing Science North website was accessed by 380,000 unique visitors in 2017-18, on a goal of 475,000 unique visitors. The new website platform will engage more users with Search Engine Optimization and tools to provide customized visits based on user behaviour.
- A new mobile strategy will be addressed and executed along with the launch of Science North's new website.

## **Build and deliver a content strategy to reach all audiences with a mix of appropriate digital channels**

- Science North has developed and implemented a content calendar and media bank that is updated monthly with science content that informs and celebrates technology, scientific facts and/or historic dates for its audiences. Content is either developed to be delivered across all digital channels or pertains to specific digital channels based on the information and audiences intended to reach. *Science North's online community grew from 17,500 in 2013-14 to 46,785.*
- Science North currently leads in engagement amongst science centres in Canada based on its engagement scores across all digital posting processes (text, image and/or video).
- Science North's Bluecoats play an active role in the Centre's social media strategy, providing relevant and digestible data to the community. Science North hosts monthly internal cross-organizational meetings and semiannual workshops to share analytics, trends and discuss material relevant to the organization's online community.

Science North  
Published by Philip Howard [?] · July 22, 2017 · 🌐

A BIG happy birthday goes to the Big Nickel! Sudbury's favourite landmark turns 53 today! Celebrate by seeing the Big Nickel Show this weekend <http://bit.ly/2vGjE8w>. #Ontario150

4.6K Views

Like Comment Share

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Science North  
Published by Philip Howard [?] · October 25, 2017 · 🌐

Kash did some great foraging today! 🌿

24,435 people reached

10K Views

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**Strategic Priority 2**

**A Customer  
Focused  
Culture of  
Operational  
Excellence**

# GOAL 1

## Build a change ready culture



### *Drive high performance*

- Acting on the results of its most recent employee engagement survey, lessons learned around areas such as engagement, empowerment, learning and development, recognition and talent were incorporated into Science North's 2018-2023 Strategic Plan under the Strategic Priority "Awesome Culture", including a commitment to conduct engagement surveys on an annual basis.
- 2017-18 saw the realignment of Science North's Organizational Development unit, including renewed and enhanced focus on areas of organizational effectiveness such as culture, strategic structures, compensation and talent management strategies.

### *Align the workforce*

- A new Science North Employee and Leadership Development Strategy was developed to provide a

deeper vision around creating and leveraging learning opportunities across the organization to ensure Science North continues to develop the best leaders in its workforce. Key drivers include onboarding and orientation, performance management, succession planning and the increased development and offering of learning opportunities across the organization, both from a strategic and self-learning perspective. Leveraging technologies across the strategy is seen as key to maximizing efficiencies and reach.

- The launch of Science North's Bluecoat Emeritus Program in 2017, designed to retain the experience of Science North's most experienced employees upon retirement, was a success. Eight individuals were invited and accepted into the initial year of the program.
- With approximately 10% of Science North's full-time workforce above the age of 60, increased attention was allocated to retirement planning, phased retirement



options, transfer of knowledge and stronger succession planning to ensure smooth transitions as retiring staff prepare to exit the workplace.

### ***Invest in learning***

- The 4<sup>th</sup> Cohort of the Northern Leadership Program (NLP) graduated in spring 2017 and the 5<sup>th</sup> Cohort in this one-year leadership development program is now underway. Partners in NLP Cohort 5 include Science North, the City of Greater Sudbury, Child & Community Resources, Child and Family Centre, Collège Boréal, Laurentian University, Lopes, the Ministry of Northern Development and Mines, North East Local Health Integration Network, and Sudbury and District Health Unit the *highest number of partners to date*. By the time the 5<sup>th</sup> Cohort ends, *there will be 100 graduates from the program*, building leadership capacity in the North.
- During 2017-18, Science North continued to make available professional development for staff across the organization through the following:

- The Professional Development Fund – A Science North fund which supports strategic professional development opportunities identified by its managers and employees which may include formal courses, workshops, seminars, attendance at conferences or experiential learning.
- Science Communication Diploma to Master's Program - Through its partnership with Laurentian University, Science North has committed to graduate one employee per year in the Science Communication Master's program.
- Marchbank Innovation Fund – This supports the continuous learning and development of staff, to ensure project priorities and professional development are aligned with the Centre's goal of remaining innovative, entrepreneurial and relevant. Approved opportunities focus on gaining expertise in new innovative technologies that could be brought back to Science North and applied in the design and planning for projects on the horizon.



*Cohort 4 of the Northern Leadership Program*

## GOAL 2

### Ensure world-class facilities and fully operational experiences



#### ***Implement an exhibit and show maintenance management system that allows for proactive maintenance as well as reactive quick response for all Science North and Dynamic Earth exhibits***

- Science North uses a proactive maintenance plan to ensure that exhibits at Science North and Dynamic Earth achieve 'exhibits working' goals. A score of 86% exhibits working at Science North and 91% at Dynamic Earth was achieved on targets of 95%. Two popular visitor experiences encountered functionality issues that needed external support, requiring additional time out of service.

#### ***Adjust cleaning and maintenance system and procedures as necessary to continue to achieve a high level of customer satisfaction in building and grounds cleanliness***

- The 2017-18 visitor satisfaction results regarding maintenance and cleanliness of Science North facilities were rated at an average of 91% on a goal of 95%. Science North undertook an organization-wide review for feedback on their current cleaning services. As a result of this review, cleaning and maintenance needs were reevaluated and both the scheduling and volume of onsite cleaning was adjusted accordingly.

#### ***Investigate and implement preventative maintenance system to support Science North assets***

- Science North has continued to utilize the Ministry's Asset Management System as its main planning tool to determine infrastructure maintenance and renewal needs. This valuable tool has allowed facility managers to focus on planning the best approach to asset renewal based on asset lives and cost determinations. This approach has resulted in lower maintenance costs and an improved long term strategy for asset renewal.

#### ***Fund and implement long-term infrastructure investment strategy***

- During fall 2017, Science North experienced a significant flood on the main level of the science centre and sustained considerable infrastructure damage. This event caused the Centre to close for three days while commercial contractors completed drying and cleaning services. Temporary repairs were put in place while the assessment of damage was reviewed by professional engineers and architects. Although this event caused some delays in completing related infrastructure projects, Science North worked closely with its insurance adjuster to ensure all matters were considered and that the best approach was put in place to effectively align repairs to meet the facility's renewal needs.
- Science North was successful in seeking and securing \$2.5 million in capital infrastructure and renewal funding through the Ministry of Tourism, Culture and Sport and the Government of Canada's Enabling Accessibility Fund. A strong track record and ability to efficiently manage complex projects has permitted Science North to increase its infrastructure investment by \$1.3 million over the previous fiscal. Completed projects include an upgrade to plumbing and electrical on the 4<sup>th</sup> level of the Centre, the installation of a main shut off valve as a result of the fall 2017 flood, and a technology upgrade improving cyber security and user information access. The IMAX<sup>®</sup> Theatre and lobby roof was renewed as scheduled and accessibility projects for both Science North employees and visitors were completed as planned.
- Science North met its goal of achieving strong returns on its infrastructure projects by installing solar panels at Dynamic Earth. This renewable energy project will generate 15% of the facility's electrical needs, has a 25% return and a payback of four years.

# GOAL 3

## Optimize processes, systems and technology to maximize ROI (return on investment)

### ***Implement information management strategy***

- The targeted implementation of document management, archiving and file sharing was partially achieved as a file sharing system was implemented throughout certain units. Research seeking best options for corporate information technology solutions was completed and an evaluation was initiated during the fourth quarter.
- Science North was successful in contributing to the province's Open Data catalogue in July 2017 by providing key data to meet the objective of maximizing access to government data.

### ***Continue to investigate and implement improvements to project management system***

- Project managers were provided an opportunity to utilize better tools through more relevant project charter information and regular review. A continued focus on measurable targets, scope clarification, well thought out budgets and increased accountability provides a strong base for Science North to be successful in meeting project deliverables.
- A project management team was created and led by a dedicated Manager of Projects, reporting to the Director of Finance. This new structure provides clear guidance and support to managers accountable for operational and capital project initiatives.

### ***Fully implement CRM and online/mobile ticketing capability of new Point of Sale system***

- The new online ticketing system is slated to launch in summer 2018 in conjunction with the new website launch.
- Science North's email subscriber list grew to over 4,500 subscribers on a goal of 10,000, a shortfall due to the delay in the launch of the new website.

- The first phase of the Customer Relationship Management (CRM) strategy was implemented to deliver targeted customized promotions or events that align with members' identified purchasing behaviours and interests.

### ***Research and implement best system to improve school, groups, camps and functions bookings process and sales tracking***

- As a result of best practice research, Science North developed a plan to migrate all camp and program registrations to its CRM system. The goal of this migration was to improve the purchase flow and registration experience for Science North customers in order to increase online purchases. Complete migration and implementation is scheduled for September 2018. Once complete, the goal is to increase Science North's online registrations from 55% to 80%, while improving customer satisfaction from 94% to 98%.

### ***Establish an accounting coding system to feed into all other reporting systems and project evaluation requirements***

- Science North recognizes that technology plays an important role in driving efficient service delivery. A review of the accounting requirements identifying efficiencies through integration and collaboration was completed. The Finance team began the initial stages to upgrade the accounting system servers and software that will support the implementation of improved modules related to fixed assets, bank reconciliation, invoicing, project and grant management.

### ***Identify and implement continuous improvement to operational processes***

- Operating effectively and efficiently has been a continuous theme for Science North employees as the Centre seeks to improve operational processes by streamlining processes, leveraging technology and finding cost savings without sacrificing customer service.
- A target of \$25,000 in operational savings over five years was set at the beginning of Science North's 2013-2018 Strategic Plan. *Over the course of five years, cost savings of \$29,000 have been implemented, \$5,054 in 2017-18 fiscal.* Improvements such as reduction in postage and paper due to increased electronic payments and correspondence, front of house efficiencies, an evaluation and change to the cell phone program and better utilization of in house creative services contributed to this goal.

**GOAL 4**  
**Practice**  
**environmental**  
**responsibility**



### **Identify and implement environmentally responsible operational practices with ongoing corresponding measurement and communication**

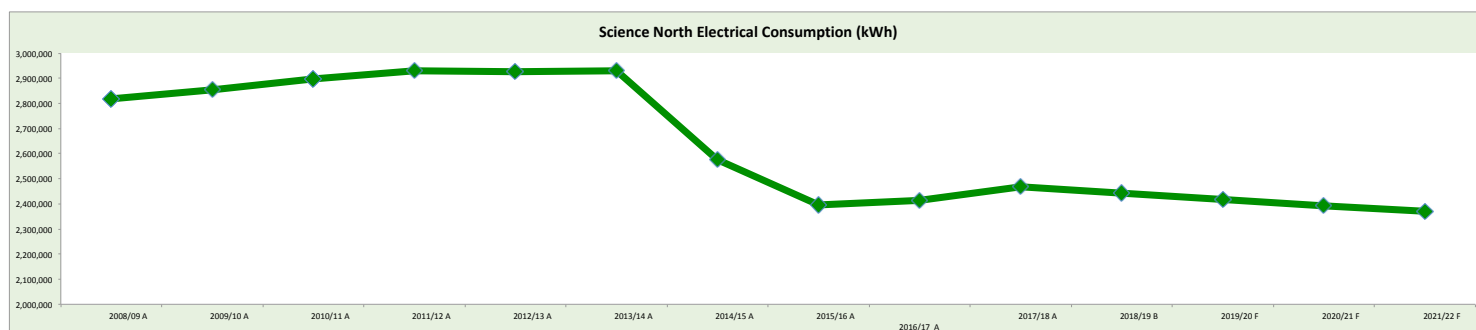
- Targets to implement two new environmentally responsible operational initiatives in 2017-18 and a total of 15 over the five year strategic plan have been met. Further, the sustainability of these initiatives has also been achieved. Operational green practices implemented in the past year include regular environmental news posts to employees, signage at light fixtures in staff spaces with smart practices reminders, green Twitter feeds and an electronic recycling day for staff.
- Customer awareness of Science North's environmental initiatives is a key driver for community awareness and a strong indicator of Science North's commitment to meeting environmental targets. *Information obtained through surveys indicated that customers were 72% aware of Science North's green initiatives, exceeding the target of 65% and up from 55% in 2016-17 fiscal.*

### **Identify and implement projects with positive ROI based on environmental audits and/or metering**

- Reduction in energy consumption is a key driver to infrastructure project choices. Installation of high efficiency components in order to lower electrical consumption and reduce costs have been a focus for facility management. *Consumption at both the Science North and Dynamic Earth sites has decreased by 14.5% since 2013-14 on a target of 1% reduction per year.*

### **Research, identify and fund highly visible renewable energy projects with positive Return on Investment (ROI)**

- Science North met its goal of completing a business case and funding a highly visible renewable energy project by March 31, 2018. Targets were surpassed as a solar panel project was planned and initiated at Dynamic Earth. This project is expected to generate 15% of the facility's electrical needs, have a 25% return and a payback of four years.
- The solar array at the Science North site has been operational since April 2017. Since its inception, this project has generated \$29,000 in cost savings on a target of \$30,000. Annual generation from the array contributes to 5% of the site's consumption needs.





**Strategic Priority 3**

# **Long Term Financial Stability**

# GOAL 1

## Grow and diversify our external sales revenue



### ***Develop and implement action plan to grow external sales in new emerging markets***

- Science North and the Ontario Science Centre, with the financial support of the Ministry of Tourism, Culture and Sport, continue to work together on a joint International Market Development Initiative to target the Asian market for consulting, travelling exhibits and multimedia film products. In 2017-18, several business development activities in China and Southeast Asia contributed to the signing of six Memorandums of Understanding (MOUs) for Science North products and services, with several Chinese partners. This work continued to grow Science North's presence and brand recognition in Asia, and the organization's readiness to enter other global markets.

- In September 2017, Science North participated in a Canadian delegation, led by the Ontario International Trade Minister, to the Guangzhou International Shopping Festival in China. As part of this event, Science North signed an MOU with Grandview Enterprise, one of the top commercial property developers in Guangzhou. In 2019, they aim to open a commercial science centre as part of their Grandview Mall expansion, and Science North will be engaged to develop visitor experiences and deliver staff training for the new centre.
- Science North achieved success in Australia, which represents a new market for the organization. *Arctic Voices*, a travelling exhibit developed by Science North in partnership with the Canadian Museum of Nature,



was leased by the Australian National Maritime Museum in Sydney at a value of \$238,000.

- Science North attended and exhibited at the Science Centre World Summit in Tokyo, Japan. This quadrennial event is the most significant gathering of science centre professionals from around the globe. 828 participants from 98 countries from various fields gathered and discussed initiatives towards a sustainable future and long-term strategies on global issues to seek new roles for science centres in society. During this summit, Science North held targeted business development meetings with the Hong Kong Science Museum, Science Centre Singapore and Centro Cultural de la Ciencia (Buenos Aires).

### **Secure partnership for the development of Science North's 2018 travelling exhibits and achieve planned targets for this business**

- Science North's 2018 travelling exhibit, *Beyond Human Limits*, was developed and produced in partnership with the Ontario Science Centre, who provided in kind fabrication services to the value of \$634,000. In fall 2018, after its run at Science North, *Beyond Human Limits* will embark on a five-year tour of North America to be experienced by an estimated 2 million visitors.
- Science North held a portfolio of eight travelling exhibits in 2017-18, including the newly added *Trailblazing: Women in Canada since 1867*. *Trailblazing* was produced and developed by the Waterloo Region Museum who engaged Science North to study the feasibility of touring this exhibit, which led to Science North being contracted to manage its two-year tour of Canada.
- Overall, Science North achieved a lease rate of 90% for its travelling exhibits in 2017-18 on a goal of 100%, *in addition to securing more than 80% of available leases for the 2018-19 fiscal year on a goal of 50%*.
- Science North began the process of topic selection for its next travelling exhibit that will open in 2020. Following a detailed market analysis of the current North American travelling exhibit market, a cross-organizational team developed several potential topics to be tested with both Science North visitors and travelling exhibit lease clients both virtually and in-person at industry conferences. Final topic selection is scheduled for August 2018.

### **Develop new multimedia experience that showcases new technology and effects**

- Sales packages for the *Ready, Set, Move* multimedia theatre were developed and a targeted focus on the sale of this theatre experience was made during both the Association of Science and Technology Centers conference and the Science Centre World Summit.
- Science North developed, produced and opened *The Big Nickel Show* featuring new projection mapping technology, enabling the organization to showcase more projects to potential clients using this technology.

### **Review our external sales business plan and adjust as necessary including our product and service offerings, market targets and marketing and sales strategies**

- Science North achieved 68% (\$1,013,000) of its budgeted \$1,499,000 external sales revenues for 2017-18. The organization fell short of its goal to secure 75% its budgeted 2018-19 revenues before March 31, 2017, due in part to resource constraints caused by staffing vacancies. All vacancies on the organization's External Sales team were filled as of April 2018.
- Science North renewed its External Sales Business plan for 2017-18, completing a review of the organization's historical performance, a comprehensive environmental scan and identifying key action items needed to achieve sales targets. The 2018-19 plan will consider and carry forward any missed opportunities from 2017-18.



# GOAL 2

Grow  
philanthropic  
revenue streams



### **Grow awareness around Science North's charitable status**

- Through the execution of a communication strategy around charitable status (including onsite, on the web and in the community), Science North's charitable awareness grew to over half (51%) of City of Greater Sudbury residents being aware that Science North is a registered charity. *Overall, awareness results have increased 32% since 2013.*

### **Secure donations from individuals and foundations**

- Science North achieved \$71,200 towards its fundraising goals in 2017-18. On April 8, 2017, Science North hosted its 7<sup>th</sup> annual fundraising gala *Spectacle Fantastique*. This engaging Steampunk adventure celebrated invention and innovation, and complemented the *101 Inventions that Changed the World* temporary exhibit. The gala contributed a net profit of \$40,000 to Science North's operations. To date, Science North galas have contributed over \$320,000 to Science North's self-generated revenue.

### **Secure corporate contributions through the corporate giving program**

- Science North achieved \$267,000 towards its sponsorship goals in 2017-18 which included \$184,000 of funding towards operational projects, programs and events. Science North also completed a sponsorship valuation project which reviewed Science North assets to support the Centre's sponsorship strategy and continue to deepen corporate relationships while identifying new opportunities for sponsorship engagement.

### **Secure corporate sponsorships**

- Science North continued to see success with its Corporate Giving Program with an increase of 47% of organizations involved in the program for a total of 51 organizations, totaling \$130,000 in Corporate Giving revenue for 2017-18.

### **Secure funding to support all identified capital projects including travelling exhibits, infrastructure, renewal, etc.**

- Science North secured \$10,000 towards the *Genome: Unlocking Life's Code* exhibit and the DIY BioLab on a goal of \$25,000.
- As part of Science North's sponsorship valuation project, capital assets were identified as being a significant opportunity and will continue to be a focus in 2018-19.

### **Create a Planned Giving Program**

- The launch of the Planned Giving Program has been rescheduled to 2018-19. A detailed strategy, including additional research, metrics and implementation plan has been developed to ensure the success of this program.



# GOAL 3

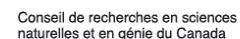
## Increase and maximize grant revenue

### Implement strategy for maximizing grant revenue

- With \$1.06 million in funding from the Ministry of Tourism, Culture and Sport's Ontario150 program, Science North engaged 55,000 people across Northern Ontario in interactive science experiences to celebrate Ontario and Canada's sesquicentennial.
- Science North's travelling exhibit *Beyond Human Limits* has been supported by a funding commitment of \$1 million from the Northern Ontario Heritage Fund. *Experience the Thrill!* programming that complements this exhibit is supported with a commitment of \$150,000 from the Ontario Cultural Attractions Fund.
- Science North secured a commitment of \$2 million from the federal Ministry of Innovation, Science and Economic Development's CanCode program to expand engagement with children and youth across Northern Ontario in fun, interactive coding and science, technology, engineering and math (STEM) activities.
- The Ontario Ministry of Education continues to provide financial support to engage students and teachers through delivery of school outreach programs, teacher workshops and e-workshops focused on mathematics and science innovation.
- Canada Day 2017 community festivities at Science North were supported by \$10,000 in funding from the Government of Canada and \$10,000 in funding from the City of Greater Sudbury. The City of Greater Sudbury has committed to an increase of this funding to \$30,000 starting in 2018.
- Science North Bluecoats will deliver summer science camps to engage Northern Ontario Indigenous youth in science and technology thanks to support of \$187,800 over three years from Natural Sciences and Engineering Research Council of Canada (NSERC)'s 2017 PromoScience Program. NSERC also committed to

supporting summer science camps targeted at girls with a \$123,000 PromoScience grant starting in 2019.

- Dynamic Earth's 2017 Halloween celebration was enhanced with a grant of \$95,000 from the Ministry of Tourism, Culture and Sport's Celebrate Ontario program.
- Science North received \$40,000 in funding through the Ministry of Tourism, Culture and Sport's Bike Parking Capital Fund. The new bike parking infrastructure outside of Science North's main entrance is covered from the elements and includes a bike pump and tool rack.
- Employment and Social Development Canada, through the Enabling Accessibility Fund and New Horizons for Seniors Program, supported accessibility initiatives for visitors and staff, and hands-on science programming for seniors with a total investment of \$125,000.
- Funding was confirmed for the THINK project - a major renewal of Science North's 4th level where visitors can Tinker, Hack, Innovate, Network and Know - from FedNor in the amount of \$1.7 million and from the Northern Ontario Heritage Fund Corporation in the amount of \$1 million.
- Employment and internship grants secured in 2017-18 totaled \$70,000. This included funding for an internship to establish the *Big Impact* Sudbury GeoPark through FedNor and the successful completion of 2016-17 internships through the Northern Ontario Heritage Fund



## GOAL 4

### Explore and maximize all other potential revenue streams

#### **Implement new revenue business plan as identified in 2015-16**

- Science North featured two different Escape Room experiences in 2017-18: *CortX* (January 2017) and *The Sweet Escape* (November 2017). During 2017-18, 4,597 visitors purchased tickets to the

Escape Room, generating \$97,600 with a target of \$215,000. The Sudbury market faced increasing competition for this type of attraction, with three additional operations opening in 2017. Science North implemented additional marketing initiatives to increase awareness and drive attendance, including an active social media presence which has shown continued engagement growth month over month.

- Research was completed and a revised business plan was developed to assess the feasibility of a Zipline attraction on the grounds of Dynamic Earth. Through this detailed research, it was determined that the development of this attraction would not meet the objectives set forth in the New Revenue Streams Business Plan, including generating new net revenue, while avoiding cannibalization of existing attractions' revenue, and the project was thus put on hold.



# 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  
Celebrate Ontario  
City of Greater Sudbury  
Employment and Social Development Canada  
FedNor  
Innovation, Science and Economic  
Development Canada  
Ministry of Education  
Ministry of Northern Development and Mines  
Ministry of Tourism, Culture and Sport  
National Sciences and Engineering Research  
Council of Canada  
Northern Ontario Heritage Fund Corporation  
Ontario Cultural Attractions Fund  
Ontario150

## Media Partners

CTV  
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Kenora Lake of the Woods Foundation  
John Kirwan  
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Regency Bakery  
Reliable Maintenance Products  
Rheault Distillery  
The Rock Harley Davidson  
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Matt Roy & Emily Kerton  
Sault College  
Murray Scott  
Sign City  
S.M. Blair Family Foundation  
Nancy Somers & Ryan Martin  
Stack Brewing Company  
Stantec  
Sudbury Burlesque  
Sudbury Charities Foundation  
Sudbury.com  
TD Friends of the Environment Foundation  
Technica Mining Group  
Tim Hortons  
The Timiskaming Foundation  
The Toronto Dominion Bank  
Andre Joseph Toner  
Travelway Inn  
Union Gas  
Vale  
Value Village  
Verdicchio Ristorante  
Wilboer Dellelce LLP  
Yallowega Bélanger Architecture

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

# Corporate Giving Program

## Corporate Supporter

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Lasalle Animal Clinic  
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Coleman Mines Employee Association  
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Greater Sudbury Police Services Board  
Greater Sudbury Police Service: Project Homestead  
HATCH  
HLS Hard-Line Solutions  
Local 598 Uniform Retired Workers Chapter  
Lopes Limited  
Lougheed Financial Planning  
Maslack Supply Ltd.  
Ministry of Northern Development and Mines  
Newcap Radio  
NEXUS  
Northern Life  
Ontario March of Dimes  
RBC Dominion Securities  
Remax Crown Realty Terry Ames  
Shkagamik-Kwe Health Centre  
SNOLAB  
Sudbury Credit Union Limited  
Sudbury Integrated Nickel Operations -  
    A Glencore Company (Fraser Mine)  
Sudbury Integrated Nickel Operations -  
    A Glencore Company (Nickel Rim South)  
Sudbury Police Association  
Travelodge Hotel  
Union Gas  
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Wahnapiatae First Nation  
XPS Consulting & Testwork Services -  
    A Glencore Company  
Yallowega Bélanger Salach Architecture

## Corporate Advocate

Pioneer Construction

## Corporate Leader

The Toronto Dominion Bank

## Corporate Innovator

Vale Canada Limited



## Science North Board of Trustees

(as of March 31, 2018)

Name	Date Appointed	Term Expiry Date
Scott Lund – Chair	June 29, 1998	June 27, 2019
Claude Lacroix – Vice Chair	July 15, 2009	August 24, 2019
Stephanie Baker	December 2, 2015	December 2, 2018
Gisèle Chrétien	January 15, 2016	January 15, 2019
Dr. Jordi Cisa	March 24, 2004	October 26, 2019
Elyse Clements	June 29, 1998	October 26, 2019
Alison De Luisa	January 8, 2018	January 8, 2021
Dr. Stephen Kosar	January 27, 2010	August 24, 2019
Jeffrey Laberge	February 11, 2009	April 22, 2018
Dr. Céline Larivière	January 8, 2018	January 8, 2021
James Lundrigan	February 21, 2018	February 21, 2021
John Macdonald	June 11, 2008	December 14, 2020
Gordon Marrs	June 22, 2005	April 1, 2018
Todd Miller	December 17, 2013	December 17, 2019
Jo-Anne Palkovits	November 28, 2016	November 28, 2019
Greg Seguin	February 24, 2016	February 24, 2019
Mick Weaver	June 28, 2017	June 28, 2020

## Science North Committee Members

(as of March 31, 2018)

### Audit Committee

Dr. Stephen Kosar – Chair  
Claude Lacroix  
*Bruce Hennessy*

### Business Affairs Committee

Greg Seguin - Chair  
Jeffrey Laberge  
*Cathy Bailey*  
*Doug Craig*  
*James Cuddy*  
*Bruce Hennessy*  
*Justin Lemieux*  
*Kati McCartney*

### Executive Committee

Scott Lund – Chair  
Elyse Clements  
Claude Lacroix (member at large)  
Gordon Marrs  
Greg Seguin

### Science Program Committee

Gordon Marrs – Chair  
Dr. Jordi Cisa  
Dr. Céline Larivière  
John Macdonald  
Todd Miller  
*Diane Abols*  
*Dr. Chantal Barriault*  
*Aaron Barry*  
*Nels Conroy*  
*Mike Daoust*  
*André Dumais*  
*Michele Henschel*  
*Dr. Thomas Merritt*  
*Dr. Nadia Mykytczuk*  
*Theresa Nyabeze*  
*David Wood*

*Names in italics represent  
non-trustee members*

# Science North Staff

## (as of March 31, 2018)

Guy Labine  
*Chief Executive Officer*

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

Eileen Kotila  
*Administrative Assistant*  
Shelby Twohey  
*Senior Projects Officer*  
Jessica Hall  
*Manager, Grant Programs*

Julie Moskalyk  
*Science Director*

Jennifer Beaudry  
*Senior Scientist, Dynamic Earth*

Kyle Theriault  
Stacey Roy  
Christine Legrand  
*Staff Scientists*  
Ron Pinard  
*Technical Specialist*

Robert Gagne  
*Senior Producer*

Darla Stoddart  
*Senior Scientist, Travelling Exhibits*  
Kirsti Kivinen-Newman  
*Staff Scientist*  
Vern Gran  
*Technical Project Manager*

Nancy Somers  
*Senior Scientist, Science Operations*

Roger Brouillette  
Bruce Doran  
Olathe MacIntyre

Nina Nesseth  
Melissa Radey

*Staff Scientists*  
Kelsey Rutledge  
Tyler August

Lucie Robillard  
Mireille Tremblay  
Jennifer Blanchet  
*Science Communicators*

Russell Jensen  
Michel Tremblay  
*Technical Specialists*  
Ronald Bradley  
*Technician*

Danielle Waltenbury  
*Senior Scientist, Science Initiatives*  
Katrina Pisani  
*Research Assistant*

Daniel Chaput  
Meghan Mitchell  
Camille Tremblay-Beaulieu

Amy Henson  
*Staff Scientists*  
Jacqueline Bertrand

Angelique Denis  
*Science Technicians*  
Katrina Tisdale

Kathryn Farr-Simon  
Christine Moreau  
Anna Burke  
*Science Communicators*

Nicole Chiasson  
*Director, Education and Northern Programs*

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

Sarah Chisnell  
*Senior Scientist, Education*  
Tina Leduc (on leave)  
Larisa Puls  
*Staff Scientists*

Cathy Stadder Wise  
*Senior Scientist, Informal Science Programs*

Josée Bertrand  
Sean Murray  
*Staff Scientists*  
Vacant(ASK)  
Mary Chang  
*Science Communicators*

Emily Kerton  
*Senior Scientist, Outreach and Aboriginal Initiatives*  
Lily Racine-Bouchard  
Genna Patterson  
Kaitlin Richard  
*Staff Scientists*

Lora Clausen  
*Senior Scientist, Northern Initiatives*

Ashley Larose  
*Director, Customer Relations and Business Development*

Katie Clarke  
*Senior Manager, International Sales*

Maggie Sheehan  
*Client Relations Leader*  
Kayla Plaunt

*Client Services Coordinator*  
Audrey Dugas  
*Manager, Travelling Exhibits Touring Operations*

Don Greco  
Bryen McGuire  
*Technical Specialists*

Lara Brown  
*Senior Manager, Marketing*  
David McGuire  
Jonathan Bourgeois  
Angele Daoust  
*Senior Marketing Specialists*

Julia Aeilick  
Phil Howard  
Byron Gillespie  
*Marketing Specialists*  
Mireille Wright  
Kim Lavigne  
*Graphic Designers*

Renee LePera  
*Senior Manager, Sales & Visitor Services*

Michelle Lalonde  
Kimberly Parkhill  
Paul Raaska  
*Sales Leaders*  
Kathryn Huneault (on leave)  
*Sales Leader, Food and Functions*

Erika Theriault (on leave)  
*Sales Leader - Functions*  
Dianne Furchner  
Krystal Vanclleaf

Jay Thompson  
*Booking Agents*  
Vince Murphy  
*Manager, Facility Operations*  
Kevin McArthur (on leave)  
*Technical Specialist*

Jennifer Booth  
*Director, Finance*

Céline Roy  
*Senior Manager, Finance*  
Angela McCandless  
*Senior Accountant*  
Michelle Ciulini  
Valerie Lefebvre  
*Accountants*

Diane Rossi  
*Pay & Benefits Officer*  
Kathleen Schofield  
*Accounts Payable Officer*  
Will Poirier  
*Business Analyst*

Janine Pigozzo  
*Procurement and Contracts Officer*

Mark Gibson  
*Manager – Facilities Infrastructure*  
Dale Bursey

*Facility Manager*  
Paul Loiselle  
Robert Longarini  
William Mann  
Shawn McNamara  
Renaud Marquis  
*Technical Specialists*

Dave Kelly  
*IT Services Manager*  
Brian Wright  
*IT Technician*

Andrea Martin  
*Manager, Projects*  
Amy Wilson  
*Associate Producer/Editor*  
Richard Wildeman  
*Animator*  
Tasio Gregorini  
*Senior Technologist*

Cristin Christopher  
*Senior Manager, Development*  
Emily McAllister  
Vacant  
*Development Officers*

Nick Ayre  
*Director, Talent Management*  
Denise Fera  
*Senior Manager, Organizational Development*  
Rebecca Wilson  
*Manager, Organizational Development Operations*  
Anne-Marie Wilkie  
Vacant  
*Organizational Development Officers*

**Appendix:  
Science North  
Audited Financial  
Statements  
(as of March 31, 2018)**

Financial Statements of

# **SCIENCE NORTH**

Year ended March 31, 2018



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

## **INDEPENDENT AUDITORS' REPORT**

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

We have audited the accompanying financial statements of Science North, which comprise the statement of financial position as at March 31, 2018, the statements of operations and changes in fund balances and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these 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.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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



*Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of Science North as at March 31, 2018, its results of operations, its remeasurement gains and losses and its cash flows for the year then ended, in accordance with Canadian public sector accounting standards.

*KPMG LLP*

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada  
June 26, 2018

# SCIENCE NORTH

## Statement of Financial Position

March 31, 2018, with comparative information for 2017

	2018	2017
<b>Assets</b>		
Current assets:		
Cash	\$ 1,648,481	\$ 1,897,559
Short-term investments	4,677,517	4,550,528
Accounts receivable	3,002,700	1,463,746
Prepayments and inventory	670,537	1,152,792
	<u>9,999,235</u>	<u>9,064,625</u>
Restricted investments	6,911,122	6,695,117
Capital assets (note 2)	38,994,714	39,113,277
	<u>\$ 55,905,071</u>	<u>\$ 54,873,019</u>

## Liabilities and Fund Balances

Current liabilities:		
Accounts payable and accrued liabilities	\$ 4,050,739	\$ 3,210,210
Deferred revenue	2,017,275	2,072,400
Current portion of loans payable (note 3)	7,527	7,797
	<u>6,075,541</u>	<u>5,290,407</u>
Loans payable (note 3)	1,395,143	1,411,138
	<u>7,470,684</u>	<u>6,701,545</u>
Fund balances:		
General	1,373,566	1,048,300
Capital asset	37,945,903	38,064,466
Restricted and endowment (note 4)	9,114,918	9,058,708
	<u>48,434,387</u>	<u>48,171,474</u>
Commitments (note 10)		
	<u>\$ 55,905,071</u>	<u>\$ 54,873,019</u>

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_  
Chair, Board of Trustees

\_\_\_\_\_  
Chief Executive Officer

# SCIENCE NORTH

## Statement of Operations and Changes in Fund Balances

Year ended March 31, 2018, with comparative information for 2017

	General		Capital Asset		Restricted and Endowment		Total	
	2018	2017	2018	2017	2018	2017	2018	2017
<b>Revenue:</b>								
Province of Ontario grants:								
Operating	\$ 6,828,900	6,828,900	-	-	-	-	6,828,900	6,828,900
Specific	1,434,839	2,028,907	3,214,500	2,256,036	-	-	4,649,339	4,284,943
Government of Canada grants	712,853	156,318	230,490	1,214,462	-	-	943,343	1,370,780
Other Government grants	13,500	20,242	-	109,947	-	-	13,500	130,189
Admissions (schedule)	2,430,773	2,314,809	-	-	-	-	2,430,773	2,314,809
Workshops and events	1,343,425	1,136,221	-	-	-	-	1,343,425	1,136,221
Memberships	640,640	633,714	-	-	-	-	640,640	633,714
Business operations (schedule)	4,571,543	3,741,275	-	-	-	-	4,571,543	3,741,275
Fundraising and donations	487,320	429,288	50,825	79,037	4,109	7,853	542,254	516,178
Interest earned	221,313	107,460	-	-	225,583	263,889	446,896	371,349
Other	202,721	70,287	655,145	519,494	-	-	857,866	589,781
	18,887,827	17,467,421	4,150,960	4,178,976	229,692	271,742	23,268,479	21,918,139
<b>Expenses:</b>								
Science program (schedule)	7,126,042	6,790,501	-	-	-	-	7,126,042	6,790,501
Business operations (schedule)	4,758,489	3,939,948	-	-	-	-	4,758,489	3,939,948
Maintenance and building	2,044,383	1,994,411	-	-	-	-	2,044,383	1,994,411
Administrative operations	3,084,258	2,723,426	-	-	-	-	3,084,258	2,723,426
Marketing and development	1,488,674	1,887,878	-	-	-	-	1,488,674	1,887,878
Program technical support	446,699	365,505	-	-	-	-	446,699	365,505
Amortization of capital assets	-	-	4,057,021	4,320,236	-	-	4,057,021	4,320,236
	18,948,545	17,701,669	4,057,021	4,320,236	-	-	23,005,566	22,021,905
Excess (deficiency) of revenue over expenses	(60,718)	(234,248)	93,939	(141,260)	229,692	271,742	262,913	(103,766)
Fund balances, beginning of year	1,048,300	832,044	38,064,466	38,315,309	9,058,708	9,127,887	48,171,474	48,275,240
Transfers for capital	377,132	45,917	(212,502)	(109,583)	(164,630)	63,666	-	-
Interfund transfers (note 5)	8,852	404,587	-	-	(8,852)	(404,587)	-	-
Fund balances, end of year	\$ 1,373,566	1,048,300	37,945,903	38,064,466	9,114,918	9,058,708	48,434,387	48,171,474

See accompanying notes to financial statements.



# SCIENCE NORTH

## Statement of Cash Flows

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Cash provided by (used in):		
Operating activities:		
Excess (deficiency) of revenue over expenses	\$ 262,913	\$ (103,766)
Adjustments for:		
Amortization of capital assets	4,057,021	4,320,236
	4,319,934	4,216,470
Changes in non-cash working capital (note 8)	(271,295)	(391,768)
	4,048,639	3,824,702
Financing activities:		
Principal repayment of loans payable	(16,265)	(11,372)
Capital activities:		
Purchase of capital assets	(3,938,458)	(4,069,395)
Investing activities:		
Decrease (increase) in restricted investments	(216,005)	174,040
Increase in short-term investments	(126,989)	(492,707)
	(342,994)	(318,667)
Net decrease in cash	(249,078)	(574,732)
Cash, beginning of year	1,897,559	2,472,291
Cash, end of year	\$ 1,648,481	\$ 1,897,559

See accompanying notes to financial statements.

# SCIENCE NORTH

Notes to Financial Statements

Year ended March 31, 2018

---

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, 2018

---

## 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, 2018

---

## 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:

---

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

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# SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2018

## 2. Capital assets (continued):

2017	Cost	Accumulated Amortization	Net Book Value
Land and buildings:			
Bell Grove	\$ 53,088,828	33,562,427	19,526,401
Dynamic Earth	13,995,345	5,995,347	7,999,998
Exhibits and equipment:			
Bell Grove	17,885,545	14,591,951	3,293,594
Dynamic Earth	8,431,040	5,359,009	3,072,031
Travelling exhibits	6,320,018	4,085,853	2,234,165
Large format film	8,096,345	5,109,257	2,987,088
	\$ 107,817,121	68,703,844	39,113,277

## 3. Loans payable:

	Principal Outstanding		Payment Terms
	2018	2017	
<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	326,833	343,098	This loan is repayable at 4% of gross revenues from film distribution and its derivatives.
Total	1,402,670	1,418,935	
Less current portion of loans payable	7,527	7,797	
	\$1,395,143	1,411,138	

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, 2018

## 4. Restricted and endowment funds:

The restricted and endowment funds are comprised of the following:

	2018	2017
Externally restricted:		
Capital renewal fund	\$ 3,073,708	2,974,138
Program and exhibit funds	682,460	686,189
Endowment fund	37,003	34,874
	3,793,171	3,695,201
Internally restricted:		
Funds:		
Operating reserve fund	2,666,830	2,579,048
Waterfront development	340,490	309,542
Human resources	110,631	111,326
Funded reserves	6,911,122	6,695,117
Other	126,012	62,524
Program and exhibit funds	152,610	152,365
Replacement of capital assets	1,322,878	1,585,233
Human resources	602,296	563,469
	2,203,796	2,363,591
	\$ 9,114,918	9,058,708

## 5. Interfund transfers:

The interfund transfers are comprised of:

- net assets of \$618,259 (2017 - \$942,184) which were internally allocated between the General Fund and the Restricted Fund, to cover certain general fund purchases;
- net assets of \$163,290 (2017 - \$148,272) which were internally allocated between the General Fund and the Restricted Fund for capital acquisitions (future capital acquisitions); and
- net assets of \$446,117 (2017 - \$389,325) 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, 2018

## 6. Financial instruments:

### (a) Credit risk and market risk:

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

### (b) Liquidity risk:

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

### (c) Interest rate risk:

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

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

The Organization's bond portfolio has interest rates ranging from 2.15% to 5.42% with maturities ranging from June 21, 2019 to June 3, 2039.

## 7. Employee future benefits:

The contributions to the defined contribution pension plans were \$539,151 (2017 - \$507,029).

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

	2018	2017
Cash provided by (used in):		
Increase in accounts receivable	\$ (1,538,954)	(97,201)
Decrease (increase) in prepayments and inventory	482,255	(129,806)
Increase (decrease) in accounts payable and accrued liabilities	840,529	(197,862)
Increase (decrease) in deferred revenue	(55,125)	33,101
	\$ (271,295)	(391,768)

## 9. Insurance claim:

A flood at the Organization resulted in temporary termination of operations as well as water damage to the infrastructure. The insurance proceeds have not yet been settled. The capital gain or loss and the replacement will be accounted for in the period of settlement.

## 10. Commitments:

The Organization plans to create new visitor experiences at Science North, Dynamic Earth, partner communities across Northern Ontario as well as significant programming expansion in Northwestern Ontario. The budget for the projects is \$26.8 million, to be partially funded with a \$16 million package from the Ontario Government. Additional funding is being sought privately and through all levels of government at this time.

# SCIENCE NORTH

## Schedule of General Fund Revenues and Expenditures

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
<b>Admissions:</b>		
Science Centre	\$ 1,296,146	1,220,948
Dynamic Earth	569,368	538,451
IMAX Theatre	366,916	402,663
Planetarium	100,744	109,825
Escape room	97,599	42,922
	<hr/>	<hr/>
	\$ 2,430,773	2,314,809
<b>Business operations:</b>		
Food and Retail	\$ 1,648,988	1,558,055
Exhibit and theatre production sales	2,766,201	2,053,522
Film production services	52,368	43,738
Parking	103,986	85,960
	<hr/>	<hr/>
	\$ 4,571,543	3,741,275
<b>Science program:</b>		
Science Centre operations	\$ 2,966,688	2,802,547
Education and Northern programs	3,420,870	2,898,727
Dynamic Earth operations	738,484	1,089,227
	<hr/>	<hr/>
	\$ 7,126,042	6,790,501
<b>Business operations:</b>		
IMAX Theatre	\$ 475,330	469,100
Planetarium	21,633	88,590
Escape Room	95,666	16,779
Food and Retail	1,243,981	1,130,668
Cost of exhibit sales	2,378,514	1,677,660
Cost of film services	15,546	44,779
Box office and sales	527,819	512,372
	<hr/>	<hr/>
	\$ 4,758,489	3,939,948





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 Maximize Revenue  
 Learning Inspire  
 External Sales  
 Technologie  
 New audiences  
**Fun**  
**Purpose**  
 Adults  
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 Educate Online  
**Leader**  
 Team  
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**Excellence**  
 Adolescents  
 Vision  
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 First Nations  
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 Social media  
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 Relevant  
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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.