



An agency of the Government of Ontario



ANNUAL REPORT 2012-13

Our Mission

Science North creates and markets high quality science education and entertainment experiences in English and French which involve people in the relationship between science and everyday life.

Our Professional Values

*We Are...Accountable, Innovative Leaders
We Have...Respect, Integrity and Teamwork*

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Message from the Chair and Chief Executive Officer



Scott Lund
Chair, Board of Trustees



Guy Labine
Chief Executive Officer

The 2012-13 fiscal year marked the final year of Science North's 2010-2013 Strategic Plan. Over the past 12 months Science North has made solid progress on achieving its 3 strategic objectives focusing on great science, a strong foundation and building fiscal strength. Here are just a few of the highlights of the past year:

The expansion of outreach programs throughout Northern Ontario initiated in 2010 continues to be successful. In 2012-13 Science North travelled to 45 communities across the North to deliver school outreach science programs to 15,594 students. As well, Science North provided special science experiences to the general public at festivals and fairs, libraries and provincial parks in 58 Northern Ontario communities to over 24,057 people. Science North also increased its focus on serving First Nations and explored new program delivery opportunities.

17 different week-long, themed summer science camps were delivered in 25 communities: 13 communities in Northeastern Ontario and 12 communities in Northwestern Ontario, with a total of 1,906 children between the ages of four and 14 experiencing these interactive science camps.

The spring/summer 2012 run of *BodyWorlds Vital*, a blockbuster science exhibition of preserved human bodies that celebrates health and well-being, offered strong science and succeeded in reaching Science North's target audiences including our current core audience of families and our emerging audiences: adults and teenagers. The popularity of this exhibit also helped exceed science centre attendance projections at Science North.

In March 2013 *The Science of Ripley's Believe It or Not!*® special exhibition, a production of Science North and Ripley Entertainment Inc., was launched. This highly interactive travelling exhibit is an adventure through the remarkable realms of scientific discoveries and real artifacts. The exhibition has appeal to a varied audience of families, adults and teens and we expect it to perform well through its summer 2013 run. The exhibition also clearly has strong appeal to other science centres. During 2012-13 Science North secured ten leases for this exhibition, with four others in contract negotiation as of March 31. This is the best performance of presales for a travelling exhibit since Science North launched its external sales business.

With the goal of growing and diversifying the audience at Dynamic Earth, a new special exhibit called *Dinosaurs Unearthed: Secrets Revealed* was launched right before the March school break. Response to the exhibit surpassed all expectations and Dynamic Earth achieved record attendance in March 2013. *Dinosaurs Unearthed: Secrets Revealed* will remain at Dynamic Earth through summer 2013.

Science North continued to develop programs in both of its science centres with a focus on today's science and attracting new and growing audiences. A new program for teens called *Saturday Night Science* designed by and for teens was launched. *Nightlife on the Rocks*, a new series of themed program evenings just for adults was also launched. *Saturday Night Science* and *Nightlife on the Rocks* events staged in 2012-13 exceeded the targets set and the reviews from these target audiences were very positive.

On the external sales front, Science North secured funding from the Ministry of Tourism, Culture and Sport to market and sell its external sales products in Asia. To date these initiatives have secured \$575,500 in sales in this market (travelling exhibit leases, exhibit sales). We're excited about the potential to grow external sales of Science North's special exhibitions and products in this new market.

With the 2010-2013 Strategic Plan nearing completion, Science North also spent considerable time and effort during this fiscal year focusing on developing a new five-year Strategic Plan to ensure a strong and sustainable future in meeting Science North's mandate. The formation of our 2013-18 Strategic Plan was an inclusive process engaging everyone who makes up the Science North team including the centre's Board, volunteers, hourly and salaried staff. We also undertook one of the most extensive series of consultations in Science North's 28-year history by reaching out to our audiences, potential audiences, stakeholders and partners through formal research and surveys to ensure the Strategic Plan is well grounded and informed. Our new Vision, Purpose and three Strategic Priorities have set Science North's direction and focus from 2013-2018.

We've outlined just a few of the accomplishments of the past year in this letter. You'll see many more achievements in this 2012-13 annual report, all with the ultimate objective of serving Science North's mission and mandate. We extend sincere thanks to all who've played a role in the successes of the past year: our dedicated staff, volunteers and Board of Trustees as well as Science North's partners, donors and funders. To the Ministry of Tourism, Culture and Sport and Minister Michael Chan, we thank you for your ongoing support and partnership with Science North. We look forward to continuing to work together as we launch into a new Strategic Plan and a bright future ahead in serving our audiences.



Scott Lund
Chair, Board of Trustees



Guy Labine
Chief Executive Officer

Fast Facts

(April 1, 2012 -
March 31, 2013)

Memberships

General Memberships	3,957
Corporate Memberships	63

Admissions

Science North Science Centre	148,824
Special Exhibits Hall	76,696
IMAX® Theatre	55,204
Planetarium	22,806
Dynamic Earth	39,559
Total	343,089

Education Programs - School Groups

Science North Science Centre	20,528	students
Special Exhibits Hall	5,513	students
IMAX® Theatre	10,194	students
Planetarium	2,192	students
Dynamic Earth	4,556	students
Special Science North Program		
- Overnight camp-ins	1,416	students
Total	44,469	students

Science Programs & Workshops

Summer Science Camps	1,906	participants (25 communities)
Specialty Programs	2,428	participants
(includes specialty workshops, PA Day programs, <i>Night Life on the Rocks</i> and <i>Saturday Night Science</i> events, Speaker Series, First LEGO League, March Break programs)		
New Year's Eve Family Fun Day Event	816	participants
Halloween Event	1,634	participants
Teacher workshops	150	teachers
After School Science Program	26	participants
E-Workshops	300	participants
Public Outreach		
- Northeastern Ontario	16,200	participants (41 communities)
- Northwestern Ontario	7,857	participants (17 communities)
School Outreach		
- Northeastern Ontario	9,555	participants (24 communities)
- Northwestern Ontario	6,039	participants (21 communities)
Total	46,911	

Workforce

Employees	95	full time salaried
	139	casual, contract and hourly
Total	234	employees
Volunteers	196	
	18,864	hours

IMAX® is a registered trademark of IMAX Corporation.

Strategic Objective #1

Great Science — Achieve our mission by fulfilling our full potential to offer great science experiences to all of Northern Ontario.

GOAL 1

Develop and deliver a comprehensive program of science learning to schools, groups and individuals across Northern Ontario.

Outreach Programs

- The Science North cool science caravans travelled to 45 communities across Northern Ontario to deliver school outreach science programs. Through one-hour curriculum-linked school programs and/or live hands-on science shows, Science North staff reached 9,555 elementary school students in 24 Northeastern Ontario communities and 6,039 elementary students in 21 Northwestern Ontario communities, for a total of 15,594 students.
- Science North staff offered special science experiences to the general public at festivals and fairs, libraries and provincial parks in 58 Northern Ontario communities to over 24,057 people: 16,200 people in 41 Northeastern Ontario communities and 7,857 people in 17 Northwestern Ontario communities.
- 17 different week-long, themed summer science camps were delivered in 25 communities: 13 communities in Northeastern Ontario and 12 communities in Northwestern Ontario, with a total of 1,906 children between the ages of four and 14 experiencing these interactive science camps.
- New programs were delivered in Northern Ontario to reach different audiences:
 - Special Family Nights were presented in 8 communities. These programs were most often delivered as an evening program in schools to get students and parents working together, however the program was also presented as a public event in libraries across the North.
 - 2 Science Cafés were delivered in Thunder Bay. Science Cafés are an opportunity for adults to hear a panel of experts present their views on a given topic, then engage in the discussion of a science topic. This year's topics included climate change and ice thinning, and the effects of hormone-disrupting chemicals.



- A Science Festival was held in Thunder Bay during the last week of February 2013. The week included a series of events to involve people of all ages in science. Events included:
 - A Science Café in partnership with EcoSuperior Environmental programs;
 - A CSI teen event in collaboration with and at the Thunder Bay Museum;
 - A camera specialty workshop for adults;
 - A “Spaceship Earth” Family Day held at the Lakehead School of Education facility featuring the Science North portable planetarium and sponsored by EarthWise Thunder Bay;
 - A night sky observation session offered at Fort William Historical Park.
- Science North also piloted the delivery of e-workshops using various methods including Polycom video-conferencing equipment, Skype and Facetime in order to determine the best e-methods to reach students across Northern Ontario. During this pilot project, Science North staff scientists also tested several hands-on programs. This exercise involved 300 students over several sessions. The e-workshop program will be launched in the 2013-14 school year.

Educational Programs

- A total of 44,469 students participated in Science North’s school experiences during the 2012-13 fiscal year. This included science experiences delivered to 25,084 students who visited Science North’s science centre and Dynamic Earth, 2,192 students who took part in the Planetarium experience and 10,194 students experiencing IMAX theatre films. The total of students also includes 1,416 participants in the overnight “Sunrise to Sunset” camp-in programs offered at Science North and 5,513 students who visited the centre’s Special Exhibits Hall.
- To enhance the educational experience for teachers and students, a series of pre- and post-visit educational activities was developed and made available on-line, for groups visiting the special exhibit *BodyWorlds Vital* at Science North.
- Curriculum-based science teacher workshops were delivered to 150 educators during the 2012-13 fiscal year. Science North also delivered teacher workshops at the Science Teacher Association of Ontario (STAO) conference in Toronto and at the EcoLinks conference in April 2012 through a teacher conference hosted by the Ontario Society for Environmental Education (OSEE).
- Science North and Dynamic Earth hosted a total of 516 Northern Ontario teachers. This included guided tours throughout Science North and Dynamic Earth as well as IMAX film and school program previews. An additional 208 teachers participated in teacher events and previews at both Science North and Dynamic Earth.
- 30 secondary students participated in Science North’s “Science Olympics” event, giving students from grades 9 to 12 the challenge and excitement of competing against the clock in a number of science-related events.

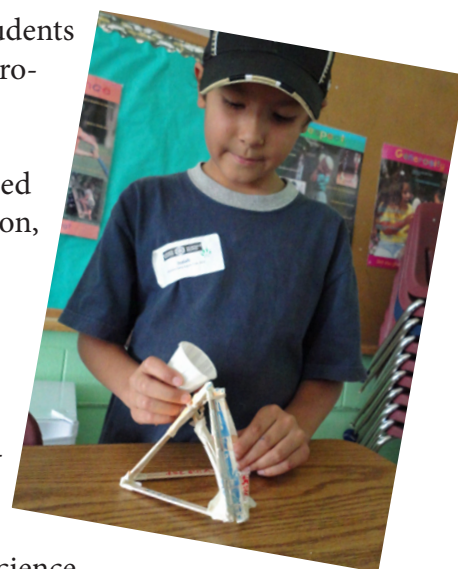


First Nations

- During the 2012-13 fiscal year, a Science North staff scientist had the opportunity to meet and engage students in the two far North communities of Fort Severn and Sandy Lake in science experiences. In August, the Ontario Geological Survey and Dr. David Pearson provided an opportunity for staff scientist Emily Kerton to join their group on a visit to Fort Severn. During this visit, 14 youth were immersed in hands-on science activities by exploring their local pond, dissecting owl pellets, and learning about the Bernoulli. In February 2013, the Northern Nishnawbe Education Council invited Ms. Kerton to join on a charter flight to Sandy Lake where she was able to involve 56 students in science activities.



- Overall, Science North delivered programs to 492 First Nations students in Northwestern Ontario. This also included special customized programs for 360 students at Pelican Falls First Nations High School where students participated in a Science Olympics challenge, did hands-on science with tabletop science activities and were immersed in astronomy through digital planetarium presentations. In addition, students from Mine Centre Public School participated in school programs and a live science show at their school.
- A new relationship was created with the Seine River First Nations. A Science North staff scientist joined in a community dinner and provided a special night sky presentation in the portable planetarium to children, adults and elders from the community.
- The outreach team in Northeastern Ontario delivered five public science program experiences in First Nations communities of the Wahnapiatae, Aundeck Omni Kaning and Serpent River First Nations, involving 129 First Nations people. Programs at all First Nations locations included Science North hands-on exhibits. At the Wahnapiatae and Aundeck Omni Kaning First Nations locations, Science North scientists also involved participants in full day customized science experiences.



GOAL 2

Fund, develop and renew science experiences, exhibits, theatres, and programs in both our science centres with a focus on today's science and attracting new and growing audiences.

Science Labs

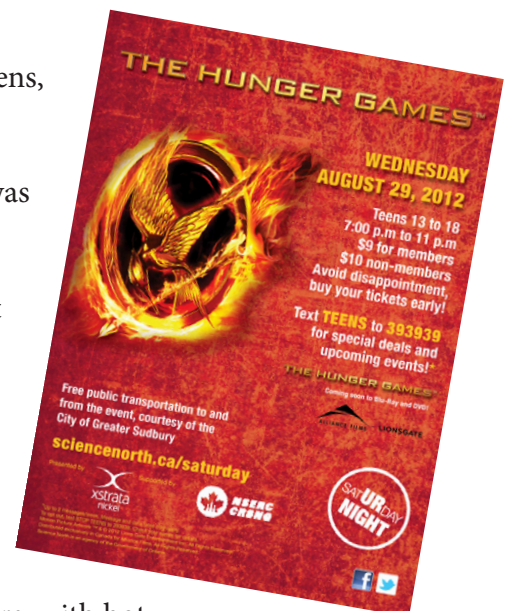
- The Tech Lab in the science centre at Science North was renewed with exhibits that engage visitors with magnetism and electricity. A 'Fix-It' area was built into the Lab as a home base for the 'Fix It' team of volunteers. New school programs were offered in this lab starting Fall 2012.

Current Science

- *BodyWorlds Vital* was Science North's headline special exhibition for May through August 2012. *BodyWorlds Vital* features real human specimens, preserved by the process of plastination. The exhibition allowed visitors to see and better understand the long-term impact of health, distress and disease on the human body. This exhibition was very popular and attendance exceeded the targets set.
- Science North's annual series of Science Cafés are monthly science discussion events that draw an adult audience with topics such as "The Impact of Closing Environmental Research Stations" and "Is Our Food System Secure". In October 2012, Science North staged two highly successful Science Cafés on The Future of Canada's Arctic, one in Thunder Bay and one in Sudbury. Science Cafés feature a panel of scientists and other specialists who engage attendees in participatory discussion.
- Science staff increased their use of social media to communicate science by tweeting about science events going on in the centre and writing science articles for Science North's website.

New Audiences

- With a focus on building new audiences including adults and teens, new programs were launched during 2012-13 to draw and serve these audiences:
 - A new program for teens called *Saturday Night Science* was launched during 2012-13. This program was designed by teens for teens and featured a different science theme for each of the seven events. The teen events were a great success both in terms of attendance and in the feedback received from this audience. Science North exceeded its target of drawing 500 teens with an actual attendance of 580.
 - *Nightlife on the Rocks*, a new series of themed program evenings just for adults was launched. *Nightlife on the Rocks* events are entertaining evening in the science centre, with hot science topics, live experts, entertainment and socializing. Events staged in 2012-13 included different themes including "Sex, Love and the Brain" and "Game on!". Attendance exceeded the targets set and the reviews from visitors were very positive.



Exhibits and Programs at Dynamic Earth

- Dynamic Earth staged the special exhibition *GPS Adventures Canada* in the MacLean Engineering Gallery. The life-sized interactive maze introduced visitors to the Global Positioning System, or GPS, and the fun pastime of geocaching. The exhibit extended beyond the exhibits hall as visitors could use their newfound skills to locate five hidden caches on the Dynamic Earth site.
- Building on the popularity of geocaching, Dynamic Earth hosted a GPS-based community race, the *Dynamic Dash*. The event, put together in collaboration with five other businesses in the community, was very well received by participants.

- The Art Gallery of Sudbury in partnership with Dynamic Earth hosted *Cage Call* showcasing the work of Louie Palu, a renowned Canadian photographer. Five of the photographs were exhibited at Dynamic Earth and a series of adult events were organized to complement the exhibit including a special movie presentation as well as a Science Café discussion on the image of mining in contemporary society.
- A series of 50 mineral cards was created in collaboration with the Canadian Mining and Metallurgical Foundation (CMFF). The cards, which use Dynamic Earth's extensive mineral collection, have been extremely popular with visitors and teachers and were made available for download on the Dynamic Earth website.
- In July 2012, visitors at Dynamic Earth were able to remotely control NASA rovers that were being tested on the slopes of Mauna Kea in Hawaii, thanks to involvement of the local NOR-CAT (Northern Centre for Advanced Technology Inc.) team. Dynamic Earth was the only site chosen for participation outside of the island.
- With the goal of growing and diversifying the audience at Dynamic Earth, a new special exhibit called *Dinosaurs Unearthed: Secrets Revealed* was launched right before March school break. Response to the exhibit surpassed all expectations and Dynamic Earth achieved record attendance in March 2013. *Dinosaurs Unearthed: Secrets Revealed* will remain at Dynamic Earth through the summer of 2013.

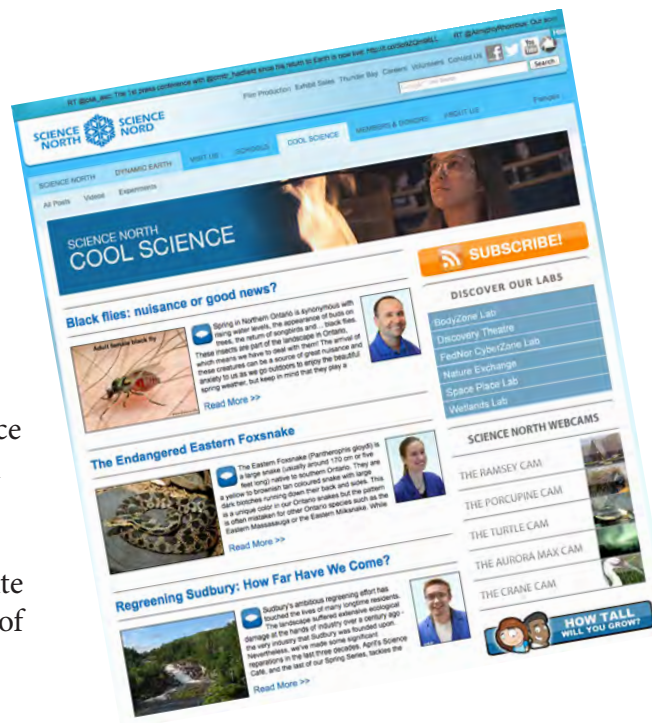


GOAL 3

Develop a website which offers high quality science experiences and drives attendance and sales.

Interactive Website

- Science North developed a digital strategy, which included using content online to engage users in science online. In addition, Science North enabled science staff to develop and post content to the Science North facebook page and increased efficiency for posting content to the Cool Science blog. This resulted in the achievement of 607,627 total online visits (both website and Facebook results combined), surpassing the goal of 350,000 total online visits.



Strategic Objective #2

Strong Foundation — Invest in our people, technology and infrastructure to enable growth and to achieve our mission.

GOAL 1

Implement organizational development tools, approaches, and programs to develop our workforce.

Workforce Planning

- The Northern Leadership Project (NLP) was designed and launched March 20, 2013. The NLP is a one-year leadership development program combining executive coaching, action learning projects, 360° feedback and other leadership tools, leadership modules, and mentoring. Spearheaded by Science North, the NLP is being piloted with three other partner organizations: Health Sciences North, the City of Greater Sudbury, and Laurentian University. Each partner sends five top talent, future leaders to the program for accelerated development, reducing succession planning risks for key leadership positions.
- Science North has implemented, as part of its performance management system, a greater focus on career and learning conversations between supervisors and the teams they lead.
- Recognizing our competitive labour market, Science North has increased its focus on external recruitment partnerships. These partnerships include creating more focus on getting job postings to a broader pool of candidates including through high schools, colleges, and universities and aboriginal community centres.
- Science North won the 2012 Young Professionals Association (YPA) Award for best employer for young professionals category for Sudbury. This recognition has been leveraged in recruitment material on and off line.
- Science North increased workforce learning events, bringing external experts into Science North to share a strategic perspective. For example, Science North set up a special speaker event for front-line staff and volunteers with Edward Meyer, Vice President, Exhibits & Archives, Ripley Entertainment Inc., to talk about innovation and the role individuals can play to move innovation forward.



- Science North completed a redesign of its volunteer website including videos, easier navigation and application process, and stories of current volunteers to support volunteer program sustainability. During 2012-13 volunteers contributed 18,864 hours, exceeding Science North's target of 15,000 hours for 2012-13. Science North also implemented an earlier summer teen volunteer recruitment cycle, resulting in higher quality teen volunteers as assessed by their supervisors.



Culture Change

- A number of organizational units and roles within units were realigned to position the organization for achievement of the new strategic plan.

Recognition Programs and Strategy

- To recognize great performance of front line hourly staff and volunteers during the busy summer season, Science North completed a successful recognition pilot called Spot Awards. The Spot Awards contributed to higher front line team member performance and engagement, as well as high customer service scores.
- The rollout of an enhanced Employee Assistance Program (EAP) was completed, including a specific session on work/life balance and time management that was well attended and received by staff.
- A workforce event tied to launch of *The Science of Ripley's Believe It or Not!*® special exhibition was held including the invitation of Science North's entire workforce (salaried, hourly, and volunteer team members) and their families to experience the exhibit. This event achieved a historical record in workforce and family attendance.
- A Total Rewards Statement was implemented, successfully ensuring long-term staff see and understand the rewards for their skills, contribution, and performance.

GOAL 2

Select and utilize appropriate technology, systems and skills to achieve operational and service excellence and efficiency.

On-line Sales

- A cross-functional internal team was created representing the key users of Science North's point-of-sale and in-house sales systems in marketing, sales, school bookings and camp registration programs. This team conducted a review of the centre's current systems related to online sales and reviewed alternate solutions to make improvements. The team contacted several similar organizations to gain a better understanding of the systems they are using, and the various business processes incorporated into their online ticketing and booking systems. This internal team developed draft requirements for a new integrated on-line and point-of-sale ticketing system, along with a project charter and budget estimate.

Information Management Strategy

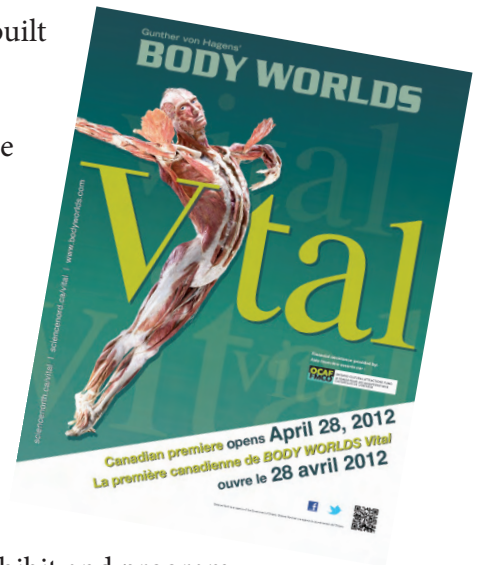
- A cross-functional team began initial research to obtain a better understanding of the business requirements for a strategic information management plan. An information management planning framework was used by the team to assess the current state of the organization related to information management and a full inventory of user needs was started by each team member in their respective areas.

Information Technology

- During 2012-13 the IT team, supported by an IT strategy steering committee, successfully completed the IT strategy for the organization.
- The IT team implemented 3 critical projects:
 - Networking upgrades, which involved upgrading Science North's network infrastructure to allow for a more robust implementation of any software implementation.
 - Subsequent to the network upgrade, Science North's telephone system was upgraded to Voice over IP. This was facilitated by the readiness of our network.
 - The first annual hardware renewal project was completed, allowing Science North to standardize its desktop and laptop hardware model numbers and all costs relating to this hardware.

Audience Research

- Science North has implemented a cross-functional team that has built an integrated approach to audience research.
- Science North conducted an innovative study during the run of the special exhibition *BodyWorlds Vital* to gain a better understanding of the interests and motivations of our current and new audiences. New interviewing strategies used for this study produced findings showing that *BodyWorlds Vital* succeeded in attracting and engaging new types of visitors. For example, adults without children were motivated to visit the exhibition by their interests in seeking new knowledge and new experiences. Others were motivated by their professional and hobby interests, while our traditional audiences were motivated by their desire to provide their friends and family with an engaging and educational experience. This kind of research will inform the centre's future exhibit and program planning decisions so we may continue to meet the needs and interests of new and traditional audiences.
- Science North developed and tested a new learning behaviours framework based on science camp participant activities during March Break and summer camps. This new evaluation tool will help Science North's science camp developers and leaders to provide a consistent approach in encouraging a wide range of science learning behaviours in participants.



- The *Rocks to Riches* object theatre at Dynamic Earth has an impact on visitors' knowledge and understanding of mineral processing in Sudbury. This was the finding of the study we conducted in the summer of 2012. Visitors exiting the theatre were able to recall many concepts about the mining and mineral processes discussed in the show, achieving the goal of engaging visitors in learning about the processes involved in extracting nickel and copper from Sudbury ore.
- Science North continues to assess the impact of new initiatives like Science Cafés, *Saturday Night Science* teen events, and *Nightlife on the Rocks* adult events. Science North's comprehensive surveys and results continue to show that participants are engaged and enjoy attending these events. The results also allow the centre's science planning teams to be responsive to audience needs and interests when creating the next science event.
- Learning impact research contributed to the development of *The Science of Ripley's Believe It or Not!*® The first evaluation of this blockbuster science exhibition took place during the 2013 March Break and revealed that a large number of exhibits are engaging visitors in a rich learning experience. These initial results will be used to identify exhibit experiences that need improvements to increase the learning opportunities for visitors, ensuring the highest quality visitor experience for *The Science of Ripley's Believe It or Not!*®'s summer 2013 run at Science North.



Project Management Office – Cross Organization functionality

- The Project Management Office developed a central repository of requested projects for ongoing review. This repository ensures that all projects are linked to our Strategic Plan and identifies where we will obtain the greatest return on our investments.
- The Project Management Office delivered introductory training to several areas of the organization; monthly status and financial reports are operationalized for all active projects; and a PMO Strategy is currently under development.

GOAL 3

Identify long term infrastructure renewal needs and work with the Ministry of Tourism, Culture and Sport to secure multi-year capital funding to meet renewal needs and make 'green' investments.

Infrastructure Renewal

- Science North received \$1,087,000 in funding from the Ministry of Tourism, Culture and Sport to address high priority repair and rehabilitation projects. Science North also received an additional \$375,000 to begin some of the 2012-13 renewal projects.
- New flooring and carpeting was installed throughout the Small Snowflake building and on the 4th floor of Science North's science centre, ensuring a safe and clean setting for our visitors.

- Demolition and redevelopment of a new exhibit space on the 4th floor of the science centre was undertaken, removing a safety hazard and providing new improved exhibit space for our visitors at Science North.
- Necessary upgrades to the boiler and lighting system in the 15 year old F. Jean MacLeod Butterfly Gallery were implemented.
- Electrical, lighting and building security systems were upgraded to increase the security and safety of our visitors and staff as well as to reduce energy consumption.
- Science North's telephone system was replaced with a new VoIP telephone system, replacing a no longer supported phone technology and allowing the centre to address customer and operational needs in a more efficient and effective manner.



Asset Management Program

- Members of the Science North Project Management Office (PMO) and facilities teams participated in the Ministry-led Asset Management project team. This team compiled all of Science North's asset related documentation, drawings, and worked with Ministry Consultants (VFA) to conduct an in-depth review of Science North's assets during a site visit in November 2012. The results of the site visit were sent in early April 2013.

Green Initiatives

- Science North established a clear green initiative goal in its 2013-2018 Strategic Plan, with actions identified for implementation of environmentally responsible operational practices and a large renewable energy project. An internal "Green Team" was established during 2012-13 to focus on this goal and they currently have a clear action plan for implementation in 2013-14.



Strategic Objective #3

Fiscal Strength — Increase self-generated revenue to achieve our mission.

GOAL 1

Increase attendance and revenue at all Science North attractions and increase profit from related businesses.

Branding

- Science North implemented new programs and events aimed at adults and teens to increase attendance and revenue. These programs exceeded attendance and revenue projections for the year. In addition to achieving these goals, audience research was conducted during the delivery of these programs to enable future event and program development.



Marketing Strategy

- With strong science programming and a solid marketing strategy, Science North drew repeat and new visitors to its attractions and exceeded attendance expectations while hosting *BodyWorlds Vital* in spring and summer 2012. The popularity of this exhibit helped exceed science centre attendance projections at Science North. Overall, attendance to the science centre increased by 11% over summer 2012 projections, and 22% over summer 2011 actuals. Visits by high school students to the science centre increased by 70% over May and June 2011. March Break 2013 marked the world premiere of *The Science of Ripley's Believe It or Not!*® special exhibition at Science North and *Dinosaurs Unearthed* at Dynamic Earth and these exhibits will run through summer 2013.

GOAL 2

Increase revenue, margins and profit from all Science North external sales with a focus on full development of our travelling exhibit business.

Plan/implement focused business plan to maximize external sales revenue

- Science North conducted environmental scanning and did a SWOT analysis to update and realign its external sales business plan which resulted in a new focus on international markets.
- The centre launched an active social media external sales presence via Twitter, @SNExhibits, with a minimum of 3 weekly tweets, and implemented a content managed system for the creation and implementation of all external sales electronic newsletters and other communications such as e-campaigns.
- Science North partnered with the Ontario Science Centre and secured funding from the Ministry of Tourism, Culture and Sport to market and sell their external sales products in Asia. To date Science North has secured \$575,500 in sales in this market. This includes the lease of *Creatures of the Abyss*

to the Hong Kong Science Centre, the first launch of a Science North travelling exhibit in the Asia market.

- The centre designed an innovative coin operated “Bed of Nails” product that will be launched at the American Alliance of Museums (AAM) Conference in May 2013.



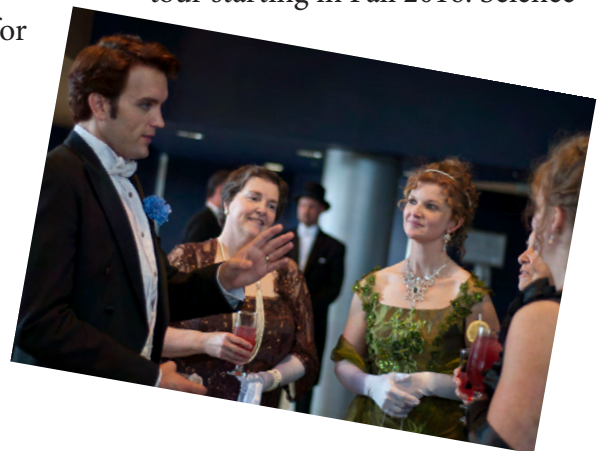
Travelling exhibit operating structure to maximize revenue, profit, client satisfaction

- Two process mapping exercises were conducted to analyze all aspects of the travelling exhibit business, from lease negotiation through to operations of installation and take downs. Changes were implemented to maximize performance.
- Science North decommissioned and successfully sold a portion of its *WaterWorks: Soak up the Science* travelling exhibit and is in the process of finalizing a sale for the *Diamonds* exhibit.
- During 2012-13 Science North secured ten leases for the Science North travelling exhibit *The Science of Ripley's Believe It or Not!*®, with four others in contract negotiation as of March 31, 2013. This is the best performance of presales for a travelling exhibit since Science North launched its external sales business.
- Science North secured the role of consulting on the design and fabrication of the *Genome: Unlocking Life's Code* travelling exhibit for the Smithsonian's National Museum of Natural History which opened on June 14, 2013. The exhibit will be leased and toured by Science North for four years, starting in September 2014. This positions Science North well for the future and builds our brand of being internationally recognized in this business.
- Science North will develop and launch a new travelling exhibit, themed around the changes in the Arctic, in March 2014 and it will begin touring in September 2014. This exhibit will be a 500 square metre (5000 square foot) exhibit and builds on the success of our *Ends of the Earth* travelling exhibit which is being decommissioned in summer 2013.
- Science North has tentatively confirmed the development of its next travelling exhibit topic as being *Guinness World Records, Officially Amazing!* (working title) in partnership with Ripley Entertainment. This joint collaboration will be finalized in Fall 2013, with an opening date at Science North for this new exhibit in March 2016 and then on tour starting in Fall 2016. Science North will lease an exhibit for its Special Exhibits Hall for the spring and summer of 2015.

GOAL 3

Raise funds for exhibit and program development and operations.

- Science North hosted its second annual fundraising Gala. The *Titanic Gala* commemorated the 100th Anniversary of the Titanic's maiden voyage and raised almost \$40,000 for exhibit development.



- Newalta, an environmental engineering firm, became the naming sponsor for *The Changing Climate Show* by making a \$125,000 contribution payable over five years.
- Sponsors for *Dinosaurs Unearthed: Secrets Revealed* in the MacLean Engineering Gallery at Dynamic Earth and *The Science of Ripley's Believe It or Not!*® in the Special Exhibits Hall at Science North were secured at \$15,000 and \$10,000 respectively.
- Plans for *The Unbelievable Gala* were completed and tickets were 90% sold by March 31st.

Science North garnered support from various government funding programs in 2012/13 in pursuit of its mission and strategic objectives. A few highlights are below.

- \$114,302 in employment grants provided rewarding employment opportunities and skill development to summer students and interns.
- The featured exhibit in 2012, *BodyWorlds Vital*, received support from the Province of Ontario through three separate funding programs; a combined \$314,650 was received through Celebrate Ontario, Ontario Cultural Attractions Fund and Ontario Tourism Event Marketing Partnership Program.
- The office of Francophone affairs provided a \$37,000 grant through the Canada-Ontario agreement on French Language Services to help develop partnerships with francophone school board administrators and teachers across the North and increase programs to francophone students.
- The Northern Ontario Heritage Fund Corporation committed \$1,000,000 towards *The Science of Ripley's Believe It or Not!*® travelling exhibit, including an exciting partnership and skill share mentorship program with Collège Boréal.
- Heritage Canada supported the 2012 Canada Day celebrations at Science North with a \$10,000 investment through its Celebrate Canada program.
- An investment of \$42,110 through FedNor's Economic Development Initiative contributed to increased programs to Francophones in Sudbury and several rural communities across Northern Ontario.
- Natural Sciences and Engineering Research Council of Canada supported the delivery of summer science camp programs in over 20 communities in Northern Ontario with an investment of \$18,300.



Science North Funders, Donors and Sponsors*

Science North's successes would not have been possible without the generous support of funders, donors and sponsors. Sincere thanks are extended to each and every one of them.

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(as of March 31, 2013)

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Doug Craig	July 4, 2001	August 25, 2013
Lorraine Dupuis	March 24, 2004	June 2, 2013
Richard Dupuis	February 11, 2009	February 11, 2015
Manfred Herold	May 25, 2004	June 2, 2013
Stephen Kosar	January 27, 2010	January 27, 2016
Jeffrey Laberge	February 11, 2009	February 11, 2015
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Rachel Prudhomme	May 15, 1992	August 25, 2013
Diane Salo	February 11, 2009	February 11, 2015
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(as of March 31, 2013)

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(as of March 31, 2013)

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APPENDIX:

Science North Audited Financial Statements

(as of March 31, 2013)

Financial Statements of

SCIENCE NORTH

Years ended March 31, 2013 and March 31, 2012



KPMG LLP
Chartered Accountants
Claridge Executive Centre
144 Pine Street, PO Box 700
Sudbury ON P3E 4R6

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Fax (705) 675-7586
In Watts (1-800) 461-3551
Internet www.kpmg.ca

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 statements of financial position as at March 31, 2013, March 31, 2012 and April 1, 2011, the statements of operations and changes in fund balances and cash flows for the years ended March 31, 2013 and March 31, 2012, 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 audits. We conducted our audits 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 in our audits 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, 2013, March 31, 2012 and April 1, 2011, its results of operations and changes in fund balances and its cash flows for the years ended March 31, 2013 and March 31, 2012 and the remeasurement gains and losses for the year then ended March 31, 2013, in accordance with Canadian public sector accounting standards.

KPMG LLP

Chartered Accountants, Licensed Public Accountants

June 25, 2013
Sudbury, Canada

SCIENCE NORTH

Statements of Financial Position

March 31, 2013, March 31, 2012 and April 1, 2011

	March 31, 2013	March 31, 2012	April 1, 2011
Assets			
Current assets:			
Cash	\$ 2,622,952	1,769,020	1,074,040
Short-term investments	3,899,031	3,445,208	3,882,090
Accounts receivable	1,004,715	2,146,658	4,647,687
Prepayments and inventory	747,468	842,089	535,045
	8,274,166	8,202,975	10,138,862
Restricted investments	6,106,197	6,135,848	5,302,913
Capital assets (note 2)	41,055,642	41,891,367	43,476,465
	\$ 55,436,005	56,230,190	58,918,240
Liabilities and Fund Balances			
Current liabilities:			
Accounts payable and accrued liabilities	\$ 2,491,358	2,956,324	4,549,808
Deferred revenue	1,074,933	834,697	1,158,971
Current portion of loans payable (note 3)	236,482	533,453	375,390
	3,802,773	4,324,474	6,084,169
Loans payable (note 3)	1,844,761	2,070,321	2,587,448
	5,647,534	6,394,795	8,671,617
Fund balances:			
General	2,192,502	2,332,267	1,582,064
Capital asset	39,652,897	40,488,400	42,073,498
Restricted and endowment (note 4)	7,943,072	7,014,728	6,591,061
	49,788,471	49,835,395	50,246,623
Subsequent event (note 9)			
	\$ 55,436,005	56,230,190	58,918,240

See accompanying notes to financial statements.

SCIENCE NORTH

Statements of Operations and Changes in Fund Balances

Years ended March 31, 2013 and March 31, 2012

	General		Capital Asset		Restricted and Endowment		Total	
	2013	2012	2013	2012	2013	2012	2013	2012
Revenue:								
Province of Ontario grants:								
Operating	\$ 6,896,600	6,964,400	-	-	-	-	6,896,600	6,964,400
Specific	368,228	248,858	1,995,395	1,737,403	-	-	2,363,623	1,986,261
Government of Canada grants	153,355	169,314	-	763,848	-	-	153,355	933,162
Admissions:								
Science Centre	1,576,069	973,504	-	-	-	-	1,576,069	973,504
Dynamic Earth	406,739	402,562	-	-	-	-	406,739	402,562
IMAX Theatre	452,475	582,469	-	-	-	-	452,475	582,469
Planetarium	121,052	116,063	-	-	-	-	121,052	116,063
Workshops and events	788,681	859,076	-	-	-	-	788,681	859,076
Memberships	418,210	434,996	-	-	-	-	418,210	434,996
Business operations:								
Food services	665,721	598,542	-	-	-	-	665,721	598,542
Exhibit and theatre production sales	2,072,511	2,043,234	64,255	-	-	-	2,136,766	2,043,234
Film production services	36,096	145,792	-	-	-	-	36,096	145,792
Retail	778,878	789,648	-	-	-	-	778,878	789,648
Parking	99,105	84,665	-	-	-	-	99,105	84,665
Fundraising and donations	276,156	301,274	743,009	1,292,615	42,733	70,100	1,061,898	1,663,989
Interest earned	150,301	191,696	-	-	235,628	350,983	385,929	542,679
Other	39,228	53,039	444,980	49,990	-	-	484,208	103,029
	15,299,405	14,959,132	3,247,639	3,843,856	278,361	421,083	18,825,405	19,224,071
Expenses:								
Science program:								
Science Centre operations	3,019,670	2,422,394	-	-	-	-	3,019,670	2,422,394
Education and Northern programs	1,404,306	1,376,255	-	-	-	-	1,404,306	1,376,255
Dynamic Earth operations	506,194	546,618	-	-	-	-	506,194	546,618
Business operations:								
IMAX Theatre	619,664	619,124	-	-	-	-	619,664	619,124
Planetarium	134,076	118,390	-	-	-	-	134,076	118,390
Food service	460,611	486,647	-	-	-	-	460,611	486,647
Cost of exhibit sales	1,914,872	1,356,456	-	-	-	-	1,914,872	1,356,456
Cost of film services	57,831	303,525	-	-	-	-	57,831	303,525
Retail	545,224	541,149	-	-	-	-	545,224	541,149
Box office and sales	377,001	359,825	-	-	-	-	377,001	359,825
Maintenance and building	1,572,620	1,679,885	-	-	-	-	1,572,620	1,679,885
Administrative operations	2,238,312	2,509,777	-	-	-	-	2,238,312	2,509,777
Marketing and development	1,178,741	1,326,943	-	-	-	-	1,178,741	1,326,943
Program technical support	430,318	472,929	-	-	-	-	430,318	472,929
Amortization of capital assets	-	-	4,412,889	5,515,382	-	-	4,412,889	5,515,382
	14,459,440	14,119,917	4,412,889	5,515,382	-	-	18,872,329	19,635,299
Excess (deficiency) of revenue over expenses	839,965	839,215	(1,165,250)	(1,671,526)	278,361	421,083	(46,924)	(411,228)
Fund balances, beginning of year	2,332,267	1,582,064	40,488,400	42,073,498	7,014,728	6,591,061	49,835,395	50,246,623
Transfers for capital assets	(232,854)	(19,081)	329,747	86,428	(96,893)	(67,347)	-	-
Interfund transfers (note 5)	(746,876)	(69,931)	-	-	746,876	69,931	-	-
Fund balances, end of year	\$ 2,192,502	2,332,267	39,652,897	40,488,400	7,943,072	7,014,728	49,788,471	49,835,395

See accompanying notes to financial statements.

SCIENCE NORTH

Statements of Cash Flows

Years ended March 31, 2013 and March 31, 2012

	2013	2012
Cash flows from:		
Operating activities:		
Deficiency of revenue over expenses	\$ (46,924)	(411,228)
Adjustments for:		
Amortization of capital assets	4,412,889	5,515,382
Debt discount	13,252	19,204
	4,379,217	5,123,358
Changes in non-cash working capital (note 8)	914,975	276,227
	5,294,192	5,399,585
Investing activities:		
Decrease (increase) in other restricted investments	29,651	(832,935)
Decrease (increase) in short term investments	(356,964)	436,882
	(327,313)	(396,053)
Capital activities:		
Additions to capital assets	(3,577,164)	(3,930,284)
Financing activities:		
Repayment of loans payable	(543,870)	(396,742)
Additions to loans payable	8,087	18,474
	(535,783)	(378,268)
Net increase in cash	853,932	694,980
Cash, beginning of year	1,769,020	1,074,040
Cash, end of year	\$ 2,622,952	1,769,020

See accompanying notes to financial statements.

SCIENCE NORTH

Notes to Financial Statements

Years ended March 31, 2013 and March 31, 2012

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.

On April 1, 2012, the Organization adopted Canadian public sector accounting standards. The Organization has also elected to apply the 4200 standards for government not-for-profit organizations. These are the first financial statements prepared in accordance with these public sector accounting standards.

The effect of this adoption did not require any retrospective adjustment to fund balances at April 1, 2011 or excess (deficiency) of revenue over expenses for the year ended March 31, 2012.

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.

(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.

SCIENCE NORTH

Notes to Financial Statements

Years ended March 31, 2013 and March 31, 2012

1. Significant accounting policies (continued):

(c) Investments:

Short-term investments consist of bonds and coupons and are recorded at fair value.

Restricted investments consist of bonds and coupons and are recorded at amortized cost.

(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) 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.

(f) Financial instruments:

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

All investments held in equity instruments that trade in an active market are recorded at fair value. Management has elected to record investments at fair value as they are managed and evaluated on a fair value basis. 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.

SCIENCE NORTH

Notes to Financial Statements

Years ended March 31, 2013 and March 31, 2012

1. Significant accounting policies (continued):

(f) Financial instruments (continued):

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

(g) 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.

2. Capital assets:

March 31, 2013	Cost	Accumulated Amortization	Net Book Value
Land and buildings:			
Bell Grove	\$ 50,558,056	29,349,613	21,208,443
Dynamic Earth	13,719,726	4,466,492	9,253,234
Exhibits and equipment:			
Bell Grove	15,039,746	9,369,717	5,670,029
Dynamic Earth	4,972,083	4,360,852	611,231
Travelling exhibits	8,815,605	6,172,874	2,642,731
Large format film	5,982,585	4,312,611	1,669,974
	\$ 99,087,801	58,032,159	41,055,642

SCIENCE NORTH

Notes to Financial Statements

Years ended March 31, 2013 and March 31, 2012

2. Capital assets:

March 31, 2012	Cost	Accumulated Amortization	Net Book Value
Land and buildings:			
Bell Grove	\$ 50,093,527	28,233,379	21,860,148
Dynamic Earth	13,532,853	4,041,585	9,491,268
Exhibits and equipment:			
Bell Grove	14,669,061	8,007,649	6,661,412
Dynamic Earth	4,954,756	3,906,772	1,047,984
Travelling exhibits	7,491,065	5,117,494	2,373,571
Large format film	4,769,595	4,312,611	456,984
	\$ 95,510,857	53,619,490	41,891,367

April 1, 2011	Cost	Accumulated Amortization	Net Book Value
Land and buildings:			
Bell Grove	\$ 48,863,409	27,082,845	21,780,564
Dynamic Earth	13,453,849	3,611,279	9,842,570
Exhibits and equipment:			
Bell Grove	12,712,718	6,373,925	6,338,793
Dynamic Earth	4,954,756	3,451,105	1,503,651
Travelling exhibits	7,169,844	3,285,725	3,884,119
Large format film	4,435,066	4,308,298	126,768
	\$ 91,589,642	48,113,177	43,476,465

SCIENCE NORTH

Notes to Financial Statements

Years ended March 31, 2013 and March 31, 2012

3. Loans payable:

Reduced or non-interest bearing loans are payable as follows:

	Principal Outstanding			
	2013	2012	2011	Payment Terms
Province of Ontario:				
IMAX Theatre	\$ 435,837	435,837	435,837	50% of average annual IMAX Theatre profits, if any, for previous two fiscal years.
Wings Over the North	1,000,000	1,000,000	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.
Travelling Exhibits 1	-	168,997	338,542	Repayable in annual installments of \$166,667 each January 1 until paid bearing interest of 6.25%.
Travelling Exhibits 2	191,330	328,078	458,874	Loan bearing no interest, repayable in annual installments with two annual payments of \$150,000 and one payment of \$50,000. Loan has been discounted to reflect the fair value. The discount has been calculated at \$8,670 (2012 - \$21,922, 2011 - \$41,126)
Government of Canada:				
Large Format Films Distribution	362,682	368,026	379,585	This loan is repayable at 4% of gross revenues from film distribution and its derivatives.
Ends of the Earth	91,394	302,836	350,000	Repayable at 50% of lease revenue for the Exhibit in excess of a specified balance. The first payment is due within three months of year-end.
Total	2,081,243	2,603,774	2,962,838	
Less current portion of loans payable	236,482	533,453	375,390	
	\$1,844,761	2,070,321	2,587,448	

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

Years ended March 31, 2013 and March 31, 2012

4. Restricted and endowment funds:

The restricted and endowment funds are comprised of the following:

	March 31, 2013	March 31, 2012	April 1, 2011
Externally restricted:			
Capital renewal fund	\$ 2,620,273	2,567,231	2,467,107
Program and exhibit funds	500,805	461,739	426,467
Endowment fund	25,054	22,046	16,138
	3,146,132	3,051,016	2,909,712
Internally restricted:			
Funds:			
Operating reserve fund	3,301,222	2,719,231	2,594,813
Waterfront development	193,515	166,599	137,784
Other	30,287	24,113	24,113
Reserves:			
Replacement of capital assets	582,558	495,191	425,330
Human resources	689,358	558,578	499,309
	4,796,940	3,963,712	3,681,349
	\$ 7,943,072	7,014,728	6,591,061

5. Interfund transfers:

The interfund transfers are comprised of:

- net assets of \$189,776 (2012 - \$422,729) which were internally allocated between the General Fund and the Restricted Fund, to cover certain general fund purchases;
- net assets of \$185,364 (2012 - \$142,263) which were internally allocated between the General Fund and the Restricted Fund for capital acquisitions (future capital acquisitions); and
- net assets of \$751,288 (2012 - \$350,397) which were internally allocated between the General Fund and the Restricted Fund to cover future operational expenditures.

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Notes to Financial Statements

Years ended March 31, 2013 and March 31, 2012

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 2.2% to 6.0% with maturities ranging from August 23, 2013 to February 15, 2023.

At March 31, 2013, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of bonds of \$100,052

7. Employee future benefits:

The contributions to the defined contribution pension plans were \$548,081 (2012 - \$566,838).

8. Change in non-cash operating working capital:

	2013	2012
Cash provided by (used in):		
Decrease in accounts receivable	\$ 1,045,084	2,501,029
Increase (decrease) in prepayments and inventory	94,621	(307,044)
Decrease in accounts payable and accrued liabilities	(464,966)	(1,593,484)
Increase (decrease) in deferred revenue	240,236	(324,274)
	\$ 914,975	276,227

9. Subsequent event:

On May 21, 2013, the Northern Ontario Heritage Fund Corporation approved funding for the Large Format Polar Quest film to a maximum amount of \$970,890 for eligible costs incurred in Northern Ontario. The overall capital cost of the film is budgeted at \$4.67 million.



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Science North is an agency of the Government of Ontario and a registered charitable organization #10796 2979 RR0001.