



An agency of the Government of Ontario

2021-22 Annual Report

Our Mandate

Science North is governed by the Science North Act. The Centre is an operational enterprise with a mandate to:

- 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 Vision

We will be the leader in engaging audiences with entertaining, educational, and inclusive science experiences.

Our Purpose

We inspire all people to interact with science in the world around them.

Our Professional Values

At Science North we are all Bluecoats. Bluecoats are innovative and collaborative. We value accountability, inclusion and striving towards excellence.

Land Acknowledgement

Science North and Dynamic Earth are situated on the traditional and ancestral lands of Atikameksheng Anishnawbek and Wahnapiatae First Nation in Robinson-Huron Treaty territory and our Thunder Bay operations are situated on the traditional and ancestral lands of Fort William First Nation in Robinson-Superior Treaty territory.

We give thanks to the Indigenous Peoples who have cared for this land since time immemorial and pay respect to their traditions, ways of knowing, and we acknowledge their many contributions to innovations in Science, Technology, Engineering, and Mathematics, past and present.

We also recognize the Métis Nation of Ontario for their historic and ongoing contributions. We commit to deepening engagement, relationships, and partnerships in order to advance truth and reconciliation, honour and reflect Indigenous ways of knowing, grow economic opportunities, and collaborate with Indigenous peoples as partners in order to inspire all people to be engaged with science in the world around them.

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Message from the Chair and Interim Chief Executive Officer

Science North's 2021-22 Business Plan was developed with a mindset of recovery. COVID-19 has significantly and permanently impacted how audiences engage with visitor experiences – whether it's hands-on exhibits, films, or other in-person interactions in physical spaces. However, despite the many challenges arising from COVID-19, the pandemic has offered other opportunities for innovation. Science North has been able to return to in-person visitation by implementing a variety of additional safety measures to meet public health and safety guidelines surrounding COVID-19. We have pivoted powerfully to respond to the need to engage with audiences using digital and social platforms, expanding the accessibility of its programs for audiences. This has been especially important as Science North continues to expand its presence in communities outside of Sudbury, into the more than 85 Northern Ontario communities it serves.

Despite a decline in attendance, Science North continued to deliver on its mandate. It focused on its vision to be the leader among science centres in engaging audiences with entertaining, educational, and inclusive science experiences. With a mindset of recovery, we expanded our presence and overall reach throughout Northern Ontario with exciting new science experiences and popular outreach programming and festivals, both in-person and online.

Here are just some of the highlights of 2021-22:

- Providing engaging and relevant science communication across the centre's online platforms was a key element of Science North offerings during the current COVID-19 pandemic. Science North engaged 4,692 viewers through virtual workshops, Star Parties, Bluecoat Talks and virtual science speakers.
- Science North continued serving its audiences across Northern Ontario, engaging over 188,333 people, including over 1,660 students in First Nations communities, through public outreach, school outreach, e-workshops, and Science Festivals in Thunder Bay, Sault Ste. Marie, North Bay and Kenora.



Dr. Stephen Kosar
Chair, Board of Trustees



Jennifer Booth
Interim Chief Executive Officer

- Science North activated a number of exciting major projects and visitor experiences, including the installation of the Montreal Science Centre's *Indigenous Ingenuity: Timeless Inventions* travelling exhibition at Science North and the Thunder Bay Art Gallery in partnership with Indigenous Tourism Ontario.
- Science North made significant progress towards new and renewed visitor experiences, including the new multimedia Climate Action Show object theatre (opened August 2021) and major Go Deeper renewal at Dynamic Earth (Phase 1 to open in March 2023; Phase 2 in March 2024).
- Science North's strong relationship with individual, business and government supporters continues to be key to the organization's ability to deliver on its mandate and Strategic Plan. Science North secured over \$7.3 million in operating grant commitments and \$4.0 million in capital funding commitments to support major capital and operational initiatives such as classroom support and resources for students and teachers learning at home, projects to engage visitors virtually and revitalize the tourism industry in Northern Ontario, the Go Deeper renewal at Dynamic Earth and climate action outreach and exhibits.

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

As we reflect on the past year and look ahead to the future, we want to thank the Ministry of Tourism, Culture and Sport, as well as our supporters, partners and funders for supporting Science North. We are fortunate to have a highly committed and dedicated workforce, including our staff and volunteers, who are key to the organization's success. As we move into the 2022-23 fiscal year, Science North will continue to develop innovative ways to serve the needs of our audiences, support the return of the tourism industry and build on our successes across the North, with safety as our number one priority.

Fast Facts

Science Programming	2021-22	2020-21		
New Audiences:	4,692	185,977	participants	▼
- Seniors Workshops*	--	1,360		
- Nerd Nites in Thunder Bay	293	315		
- Nerd Nites in Kenora*	60	--		
- NIGHTLIFE on the Rocks	826	212		
- Science Trivia Night*	519	201		
- SciPoetry Night*	211	679		
- Science Speakers / Bluecoat Talks*	2,063	180,000		
- Star Parties*	619	2,400		
- Student Online Talks*	--	810		
- Virtual student events	77	--		
- Wild & Scenic Film Festival*	24	--		
Events:	12,413	107,795	participants	▼
- New Year's Eve Family Event*	-	300		
- Canada Day*	2,000	100,000		
- Halloween at Dynamic Earth	8,914	7,495		
- National Indigenous Peoples Day	886	--		
- International Friendship Day	613	--		
Summer Science Camps	1,520 (15 communities)	724 (4 communities)	participants	▲
Specialty Programs (March Break Camps, Holiday Camps & PA Days, Science Days)	34	31	participants	▲
- Northeastern Ontario	24	31		
- Northwestern Ontario	10	--		
After School (ASK) Program	32	21	participants	▲
School Programming	2021-22	2020-21		
Virtual E-Workshops:	23,928	32,232	students	▼
- Public Schools	22,568 (1,469 workshops)	29,659 (1,863 workshops)		
- First Nations Schools	1,360 (75 workshops)	2,573 (228 workshops)		
In-Person Teacher Outreach:	389	1,338	teachers	▼
- Public Schools	389	1,294		
- First Nations Communities	-	44		
In-Person Student Outreach:	391	1,179	students	▼
- Northeastern Ontario	0	--		
- Northwestern Ontario	216	1,179		
- First Nation Communities	175	--		
COVID-Safe Events:	126,252	-	participants	▲
- STEM Kits	11,000	-		
- Science Shows*	116,252	-		

Public Outreach	2021-22	2020-21-		
Science Festivals:	24,847	13,164	participants	▲
- Thunder Bay Science Festival*	991	4,276		
- Sault Ste. Marie Science Festival*	4,364	3,888		
- North Bay Science Festival*	2,248	--		
- Kenora Science Festival*	11,889	5,000		
COVID-Safe Events:	8,001	13,293	participants	▼
- STEM Kits	6,090	12,899		
- Science Shows (in-person)	760	70		
- Science Shows (virtual)*	1,151	324		
In-Person Events	4,525	--	participants	▲
- Northeastern Ontario	1,885	--		
- Northwestern Ontario	2,515	--		
- In First Nation Communities	125	--		
Admissions	2021-22	2020-21		
Admissions:	90,704	21,474	admissions	▲
- Science Centre (inc. Special Exhibits Hall)	58,324	13,979		
- IMAX® Theatre	4,274	--		
- Planetarium	1,727	--		
- Dynamic Earth	26,379	7,495		
School Admissions:	1,129	--	students	▲
- Science North Science Centre	1,107	--		
- IMAX® Theatre	-	--		
- Planetarium	-	--		
- Dynamic Earth	22	--		
- Special Programs / Camp-Ins	-	--		
Memberships	2021-22	2020-21		
General Memberships	1,676	1,875	members	▼
Workforce	2021-22	2020-21		
Employees	232	156	employees	▲
- Full time salaried	102	95		
- Casual, contract and hourly	130	61		
Volunteers	41	42	volunteers	▼

*Includes online views or registrations

Our 5-Year Strategic Priorities (2018-23)

- The Leader in Science Engagement
- Science North in all of Northern Ontario
- Ultimate Customer Journey
- Awesome Organizational Culture
- Financial Resilience and Growth

The COVID-19 pandemic has had major impacts on Science North's workforce, attractions, programs and business model. At the same time, it's allowed staff to be innovative and creative, and shown an organization with resiliency and abilities to adapt. The Science North team have exceeded expectations to achieve the Centre's mandate in ways we never thought possible.

Science North launched its 2018-2023 Strategic Plan with optimism and has made solid progress in achieving the plan; however, due to the impacts of the pandemic, Science North decided to revisit, modify and pivot the plan. While the purpose, vision and key priorities in our Strategic Plan are still valid, many of the assumptions, the environmental scans and other parameters we operate in have changed.

For these reasons, Science North has taken steps to revitalize its strategic plan, incorporating lessons learned from the past 18 months to capitalize on the opportunities the pandemic created and our great innovative success during this time. This 3-year strategic plan will start in fiscal 2022-2023 and continue through to 2024-2025.

Strategic Priority 1

The Leader in Science Engagement

Goal 1

Visitor experiences inspire and WOW our visitors

Action 1: Deliver innovative science experiences that ignite experimentation, critical thinking and a sense of wonder.

- Science North opened the new Climate Action Show object theatre in August 2021. This 20-minute immersive and interactive multimedia experience at Science North will engage new and repeat audiences in innovative technology, data showcasing up-to-date climate change research and inspirational stories from Canadian scientists, Indigenous people and citizens on the significance of taking climate action.
- With support from Environment & Climate Change Canada, Science North initiated the development, design and fabrication of two new major travelling exhibitions focused on climate action in 2021-22. The 100sqm and 600sqm versions of the *Our Climate Quest...small steps to big change* travelling exhibitions will begin their 4-year pan-Canadian tour in 2022-23.
- Science North designed and initiated a Learning Impact Study that will leverage data collected through the Climate Action Show object theatre, Change Agent Network, and Our Climate Quest travelling exhibition to measure audiences' commitment to climate action.
- Science North activated the *Go Deeper: New Experiences to Engage Northern Ontarians in Modern Mining and Critical Minerals* renewal and expansion project at Dynamic Earth in 2021-22, with goals to open the Sudbury Regreening Story film and the Vale Chasm Elevator experience in Spring 2023 and complete the underground modern mining drift excavation and open the Big Impact multimedia show, underground multi-purpose theatre and programming space and Innovation Gallery in Spring 2024.
- In addition to experiences in Sudbury, Science North initiated *Go Deeper* project components that will have impact across Northern Ontario, with kiosks opening across Northern Ontario beginning in Fall 2023, and across Canada, with a new Digital Mining Game developed in partnership with the Canadian Institute of Mining Metallurgy and Petroleum and curriculum linked activities tied to the game launching in 2023.
- Science North launched the *Building Vaccine Confidence in Ontario and Beyond!* project with funding from the Public Health Agency of Canada's Immunization Partnership Fund in January 2021. Through a digital campaign and hands-on learning experiences, the project will engage over 750,000 people by March 31,

2023, and provide participants the tools to improve their understanding of vaccines, increase evidence-based decision making and discern misinformation. Science North will leverage this project to provide research experience for a Laurentian University Science Communication student while also creating and testing a framework to capture best practices that increase vaccine confidence and uptake.

- Science North activated 8 new STEM relationships and partnerships in 2021-22, (on a goal of 3), including partnerships with Ontario Health, the Canadian Institute of Mining, Metallurgy and Petroleum, ScienceUpFirst, Ocean Wise Conservation Association, Manitoba Métis Federation Inc., Canadian Geographic, Université Laval, and Musée du Squelette,

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

- Science North partnered with Indigenous Tourism Ontario to host the *Indigenous Ingenuity: Timeless Inventions* exhibition, developed by the Montreal Science Centre, in its Exhibit Hall from March to October 2022. The exhibition allowed visitors to experience First People's ancestral values and knowledge through the lens of science and innovation, and was shown alongside *Regalia*, a photography exhibit that pays homage to tradition and modernity by featuring photos and testimonials of traditional Indigenous Pow Wow dancers dressed in traditional regalia from eastern Canada. The exhibition was seen by over 25,500 visitors in Sudbury (on a goal of 16,160). An additional 2,300 visitors to the Thunder Bay Art Gallery explored the exhibition in Thunder Bay from December 2021 to February 2022, and an additional 13,000 students across Northern Ontario were engaged through virtual exhibit tours and events like the 'Learn Anishinaabemowin Through Story Telling' livestream.
- Science North began the design and development of a custom 100sqm version of the *Indigenous Ingenuity* exhibition in 2021-22, and the exhibit will launch its tour of more than 20 Northern Ontario communities in 2022-23.
- From November 2021 to February 2022, Science North hosted *Into the Arctic* a special exhibition that allowed visitors to explore the Arctic through majestic paintings and inspiring films by Cory Trépanier, documenting his journey traversing 40,000 km, six Arctic National Parks, and 16 Arctic communities. The exhibition was experienced by 8,586 visitors (on a goal of 2788).
- Dynamic Earth hosted the *Under the Arctic: Digging Into Permafrost* travelling exhibit, developed by the Oregon Museum of Science and Industry, from July to September 2021. 11,928 visitors experienced the exhibition (on a goal of 2,592). Ancillary programming included a custom exhibit on Canadian permafrost research, developed in partnership with Dr. Pascale Roy-Léveillé from Université Laval, and daily workshops on understanding greenhouse gases and permafrost.

- Dynamic Earth hosted its annual Halloween event every Friday, Saturday and Sunday from October 1 to 30, 2021. Over the course of 14 days, Dynamic Earth overachieved all targets and hosted 8,914 visitors (on a goal of 7,495) and generated \$104,891 in revenues (on a goal of \$86,083).
- Science North safely hosted March Break programming for the first time since 2019, welcoming 16,244 visitors (on a goal of 7,984) and generating \$311,481 in revenues (on a goal of \$127,039). Programming included Little Ray's *Survival of the Slowest* and *Frogs & Friends* exhibitions featuring exotic live animals in the exhibit hall and the reopening of the IMAX Theatre and Planetarium.
- Dynamic Earth re-opened for March Break with the new *Go Deeper: Next Level Mining Innovations* exhibit, developed with industry and education partners that delve deeper into the world of modern mining and explore different tools and technologies that are transforming the mining sector, making mining safer and more productive. This exhibit also provided a platform to increase public awareness of the Go Deeper project, the next renewal and expansion of Dynamic Earth and increased engagement with audiences across Northern Ontario on topics related to modern mining and critical minerals.
- Science North greatly exceeded its target to engage 200 participants in adult-only (19+) events, reaching 826 participants through in-person and virtual Nightlife on the Rocks events. Science North collaborated with community partners to create Nightlife boxes for virtual events featuring cocktail kits, science kits and games, with accompany online workshops and speaker events, and hosted community partners and audiences in-person with the first in-person Nightlife event since 2020.
- Science North engaged 77 students (ages 13-18) through online student engagement initiatives (on a goal of 400), including a climate research workshop to inform future climate action exhibits and initiatives, and a virtual Family Feud style tournament. Science North did not move forward with plans to host additional virtual events in 2021-22, as the centre's Student Science Council and feedback from participants indicated that youth would prefer to wait to attend events in-person once it was feasible to do so. Science North has developed a full plan for in-person student events in 2022-23.
- Science North recruited and engaged 17 Student Science Council members (on a goal of 15) from secondary schools in the City of Greater Sudbury.
- Science North achieved 95.4% overall visitor satisfaction at its Bell Grove site (on a goal of 95%) and 84.7% overall visitor satisfaction at Dynamic Earth (on a goal of 95%). Due to COVID-19 restrictions and capacity limits, Science North was unable to offer the underground tour at Dynamic Earth to all visitors; this was the primary driver for lower satisfaction scores at the earth sciences and mining centre. Underground tours will have increased capacity in 2022-23 as pandemic restrictions lift.

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

- Science North conducted extensive research and analysis of visitor data to develop and launch the Change Agent Network (CAN), a digital experience that expands the Climate Action Show experience outside of the object theatre into visitors' everyday lives and allows them to maintain a connection with other activated Change Agents. CAN is personalized through the visitor's engagement during the show and their user profile. Visitors are provided with content that they have shown an interest in, content that Science North curates to feature current science that is regionally relevant.
- Science North delivered prototyping experiences for postgraduate science communication students tied to the Our Climate Question travelling exhibition and new whale exhibits at the science centre to enhance their exhibit development skills.

Goal 2

Our science is current and driven by collaborative partnerships

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

- Science North greatly exceeded its goal of partnering with one external science organization to create a new visitor experience concept showcasing current science research. Through the *Building Vaccine Confidence in Ontario and Beyond!* project, Science North has built partnerships with Ontario public health units, Indigenous health centres, hospitals, physicians, nurses and other health care experts, providing them with social media expertise and a platform to share their COVID-19 and vaccine messaging to the public. As of March 31, 2022, over 350,000 people have been reached through this project, on a target of 125,000.
- Science North was unable to deliver a new Citizen Science project in 2021-22 due to COVID-19 restrictions. This program will resume in 2022-23.
- Science North modified its plan to develop and implement science content to support digital strategy on all social media channels, reducing the number of planned virtual Bluecoat Talks and introducing virtual tours, family trivia, and Science Explainer videos. Science North developed 170 Science Explainer videos on 2021-22, as well as 8 Bluecoat Talks and 21 other virtual tours or special online family events and workshops.

Action 2: Develop and activate a science partnership strategy.

- Science North hosted two Scientists in Residence – Dr. Thomas Merritt, Professor in the Department of Chemistry & Biochemistry at Laurentian University and Canada Research Chair in Genomics and Bioinformatics, and Dr. Aaron Langille, Professor and Program Coordinator in Game Design at Cambrian College.
- The Scientists in Residence supported the development of several new visitor experiences and programs, including experiences focused on virology and immunology, coding and virtual reality.
- Science North continued active engagement with its Go Deeper External Advisory Committee, working with earth science and mining leaders, post-secondary institutions, research centres and the mining sector to fund, develop and implement the *Go Deeper across Northern Ontario* project.
- Science North celebrated our 48th Honorary Life Member, Dick DeStefano, on March 25, 2022 and launched the *Dick DeStefano Accessibility Fund* to support increased access to earth sciences and mining learning experiences for people of all ages across Northern Ontario. The event was attended by 85 guests and raised over \$5,000 (on a goal of 100 attendees generating \$7,500 in funds raised to support new visitor experiences).

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

- Science North actively participated in jointly delivering and operating the Science Communication Diploma and Master's program with Laurentian University, supporting 9 students in 2021-22 (on a goal of 10 students).
- Science North engaged four Science Communication Diploma and Master's program graduates in science centre operations through internship placements in 2021-22. Students were immersed in creating and developing exhibit and visitor experiences for several Science North projects, including the new Our Climate Quest travelling exhibition
- Science North partnered with Laurentian University to deliver the pilot Science Communication Skills for Northern Ontario Post-Secondary STEM Researchers Summit, reaching 75 postsecondary STEM faculty and researchers in Northern Ontario with training on effective science communication.

Strategic Priority #2

Science North in all of Northern Ontario

Goal 1

Science North is vibrant and active in all of Northern Ontario

Action 1: Deliver informal science learning experiences outside the science centres and throughout Northern Ontario.

- Science North delivered 19 virtual public outreach programs (live and pre-recorded) to communities in Northern Ontario, on a target of 17. 17 programs were delivered to communities in the Northwest and 2 in communities in the Northeast.
- Science North delivered summer science camps in 15 communities across Northern Ontario through a combination of virtual and in person science opportunities, reaching 1,520 registrations (on a goal of 1,000). In addition, Science North delivered a specialty summer experiential camp program for at-risk and underrepresented youth titled STEMpath that engaged 1,334 participants.
- Science North partnered with 3 organizations to deliver informal science opportunities for children in Northern Ontario, including Autism Ontario, CSPGNO (Conseil scolaire public du Grand Nord de l'Ontario) and Sudbury and District Autism Ontario. Two partner programs were delivered virtually, and one program was delivered in-person.
- Delivered 9 informal science experiences to 566 participants in Northern Ontario (on a goal of 7 experiences to 400 participants). Programs included 4 Nerd Nite events in Thunder Bay, a Brain Tap event in Kenora, and trivia nights at 4 science festivals in communities across the region throughout the year.

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

- Science North delivered in-person and virtual Science Festivals in 4 Northern Ontario communities of Sault Ste. Marie, Kenora, North Bay and Thunder Bay, engaging 24,847 people (on a goal of 10,000).
- Science North delivered *The Science of Guinness World Records* Northern Tour customized exhibit and activities in 5 Northern Ontario communities reaching 7,168 people (on a goal of 1,950 people). The tour was extended in Sault Ste Marie and will continue into 2021-22.
- Science North partnered with Indigenous Tourism Ontario (ITO) to host the 600m² *Indigenous Ingenuity* exhibit in Thunder Bay, attracting 2,328 visitors (on a

goal of 5,000). The Thunder Bay Art Gallery was closed for 3 weeks during the exhibits stay there as a result of COVID-19 restrictions, which limited attendance.

- Science North and ITO initiated design and development of a custom 100m² travelling version of the Indigenous Ingenuity exhibit in 2021-22. Fabrication and the exhibit tour will take place beginning 2022-23. Science North and ITO have identified and developed new partnerships in 16 communities across Northern Ontario who will host the exhibit, with additional partnerships under development.
- Science North delivered 4 THINK Hub video challenges to engage Northern Ontario THINK Hub visitors. Generating 6,000 impressions on a goal of 5,000.
- Science North delivered 4 NNT video challenges to engage NNT traders (on a goal of 4), generating 4,000 impressions (on a goal of 5,000). The development and delivery of this content was impacted by COVID-19 related closures of several of Science North's NNT partner attractions.

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

- Science North continued with the schematic design and planning to develop the centre's expanded presence in Thunder Bay and Kenora, launching the Schematic Design phase of the Northwest Expansion project in 2021-22. This phase of the project is expected to be completed March 31, 2023.

Goal 2

Expanded and deepened engagement with Indigenous audiences

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

- Science North delivered 2 school program days in First Nation high schools and reached 145 students on a goal of 600 students. Pandemic restrictions meant that some events had to be delivered virtually, limiting participation.
- Science North significantly exceeded its targets for e-workshops, delivering 75 e-workshops in First Nations schools to 1,360 students (on a goal of 15 e-workshops to 300 students).
- Science North was unable to achieve its goal of delivering 4 teacher workshops for educators teaching in First Nations schools, as all First Nation educator conferences were cancelled during the 2021-2022 school year due to the pandemic.

Action 2: Deliver science experiences in First Nation communities.

- Many First Nation communities remained closed to outside visitors for the majority 2021-22. As a result, Science North pivoted its outreach science experiences to engage Indigenous youth through online workshops and STEM kits. In total, Science North delivered 17 informal science experiences to 7 First Nation communities, on a goal of 10 programming days in 5 communities.
- Science North developed and delivered 5,996 individual STEM kits to First Nation communities and organizations throughout the year, continuing youth engagement in science experiences

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

- Science North's Northwestern and Northeastern Indigenous Advisory Committees met 5 times in 2021-22, providing valuable insight on Indigenous programming and activities, including indigenizing the Northern Nature Exchange visitor experience, creating a Solar Walk in Sudbury that included Indigenous star knowledge, hosting events to recognize National Indigenous Peoples Day and National Day for Truth and Reconciliation, the hiring of a Senior Manager for Indigenous Knowledge and Perspectives, and the establishment of an internal Indigenous Initiatives Steering Committee. They also provided guidance into Science North's new land acknowledgement and the revitalized Strategic Plan.
- Science North maintained existing partnerships to enhance science learning in First Nation communities and will establish new partnerships when in-person visits to First Nation communities' resume.

Goal 3

Significant growth in teachers and students involved with science

Action 1: Develop and deliver science experiences to students in Northern Ontario communities.

- With the ongoing pandemic, in-school outreach was limited to outdoor science programming. Science North delivered 12 outdoor outreach programming days in Northern Ontario to 956 students (on a goal of 20 programming days delivered to 5,000 students). Virtual programming was used in lieu of in person visits for many schools.
- Science North greatly exceeded its e-workshop delivery targets, delivering 1,469 workshops to 22,568 students (on a goal of 7,000 students). This success was largely driven by the creation and subsequent purchase of virtual packages for both summer learning and the school year by Northern Ontario school boards.

- Science North significantly exceeded its targets for student engagement through live-stream experiences, reaching 116,252 students on a target of 5,000.
- School attendance at Science North attractions fell short this fiscal year, with 1,107 students visiting Science North (on a goal of 2,300) and 22 students visiting Dynamic Earth (on a goal of 9,000). There was no school attendance at the IMAX, Planetarium, or camp-ins. On-going pandemic restrictions, including a ban on all field trips in Sudbury, limited Science North's ability to reach students in person. Science North instead offered a wide range of rich virtual experience for students.
- Science North awarded 748 certifications to SHSM (Specialist High Skills Major) students, on a goal of 500. The success of this initiative was due in large part to a flexible delivery model that made certification delivery available in the classroom, at the science centre, and virtually.

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

- Science North delivered 3 three-day summer learning programs virtually in June, July and August of 2021, reaching 54 teachers (on a goal of 45).
- Science North delivered 19 teacher professional learning sessions with teachers (on a goal of 23), reaching 389 teachers and pre-service teachers (on a goal of 350) through live professional learning sessions. Upon surveying teachers and school boards, it was discovered that teachers were less interested in professional learning this year, due to the stress of the pandemic, and as such were less likely to attend professional learning sessions during their leisure time.
- Science North reached 26,194 page views with its online educator resources and an additional 136,862 page views with the Science@Home online resources, far exceeding its target of 4,000 views.
- Science North continues to build partnerships with organizations to link online resources with their memberships. In 2021-22, Science North grew and developed a partnership with ClearWater Kids and TFO Idello.
- Science North did not develop 12 new lesson plans for online resources, instead holding off on its plans to develop new resources until the 2022-2023 school year with the launch of the new Ontario Science and Technology Curriculum.
- Science North successfully delivered an online professional learning conference, called *eSTEM: Virtual EDI and Digital Strategies/eSTIM: EDI virtuelles et stratégies numériques*, in April 2021. Science North exceeded its target attendance, engaging 400 teachers on a goal of 200, thanks in large part to a partnership with STAO (Science Teacher's Association of Ontario).

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

- Science North met its goal of hosting virtual meetings with 15 Northern Ontario school boards In 2021-22
- Science North exceeded its goal to secure Teacher Champions in 80% of local schools, reaching 89% of local schools and securing 90 teacher champions.
- Science North formally launched its Northern Ontario Teacher Champion program in 2021-22 based on the success and learnings of the pilot project. Teacher champions were identified for boards that purchased a Northern Ontario Board Membership, including Keewatin Patricia District School Board, Nouvelon (écoles de l'ouest) and Conseil Scolaire Catholique des Aurores-Boréales.
- Science North conducted a needs assessment to identify gaps and opportunities for the development of new or enhanced programs and determined that skill gaps existed with adult learners. With support from the Ontario Ministry of Labour, Training and Skills Development and industry partners like Mine Connect, Science North will launch a pilot micro credential program to train adults in digital skills to help them gain employment.

Strategic Priority 3

Ultimate Customer Journey

Goal 1

Our Brand is compelling and recognized

Action 1: Develop and implement a powerful, creative approach for Science North's Brand platform to deliver consistent marketing communications.

- Science North's brand audit was postponed to align with the launch of the centre's new digital strategy in 2022-23. However, Science North did see an increase in brand awareness across its platforms; in 2021-22, the centre acquired 157,886 users via organic search compared to the previous period, where Science North acquired a total of 76,328 users.
- Science North saw increased brand recognition on social media, growing the centre's audience from 58,160 to 98,961 users.
- Science North modified its plans for online program delivery as in-person events became more feasible and participants became less interested in online programming in 2021-22. Science North reduced the number of 'Bluecoat Talks' and introduced new programming in the form of virtual tours, family trivia, and engaging and entertaining science content supporting the centre in achieving its target of increasing brand awareness by 6-8% (achieving 7.2% in 2021-22 compared to 2.7% in 2021-21).

Action 2: Create and implement digital content to improve engagement with our audiences.

- Science North achieved 65% engagement on Facebook (on a goal of 50%), with the majority of the centre's social media followers and survey respondents on this platform.
- Science North achieved 31% engagement with members and Enews subscribers, on a goal of 42%. The centre experienced a 14% increase in subscribers and had an open rate of 53%, exceeding the industry standard of 23%. Low engagement with Enews can be attributed to science centre closures due to COVID-19; With Science North returning to regular operations and in-person events, the centre will develop meaningful and tailored Enews content to engage subscribers.
- Science North exceeded its target to achieve 3% engagement with digital analytics on Facebook, Instagram and Twitter, reaching an engagement rate of 7.2% (over industry standard of 2%)
- Science North achieved 4,412 reviews across multiple platforms (Trip Advisor, Google Reviews, Facebook, TikTok), on a goal of 2,700 total reviews.

Action 3: Leverage Science North's Community Relations Plan with timelines as described in plan.

- Science North extended free memberships distributed in 2020-21 that were impacted by facility closures, and as a result did not see the renewal of any free memberships distributed to families in need through the Sudbury Charities Foundation. Science North will engage in targeted communication with the membership recipients in 2022-23, encouraging membership renewals.
- Capacity in Science North summer camp programs were limited due to public health guidelines, and the centre was only able to provide access to 3 underprivileged children through the Laamanen Fund (on a goal of 100). Robust measures have been put in place to meet this target in 2022-23.
- Science North provided its facilities for use by not-for-profit groups to a retail value of \$17,000, on a goal of \$15,000. Science North partnered with the local farmers market to host their fall and winter market from October to May, improving attendance for the farmer's market and creating additional foot traffic and visibility to Science North. The partnership will continue through summer 2022 when Science North will host the farmer's market outdoors on the grounds.

Goal 2

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

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

- Science North reviewed and renewed its membership packages and offerings, partnering with a local nonprofit organization, Kivi Park, to offer a joint family membership that allows community members to explore both organizations. 144 memberships were purchased, generating \$17,000 in total revenue.
- Science North engaged several members and local community influencers to become Science North Ambassadors, with four different travel and parent influencers creating tailored content about Science North and Dynamic Earth.
- Science North welcomed 34% of lapsed members on a goal of 40%. Membership levels are expected to return to pre-pandemic levels by the end of 2022-23

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

- Science North launched an updated pricing plan and package offerings in 2021-22, generating \$187,153 in total revenues (on a goal of \$100,000).
- Science North gathered baseline data on customized packages, evaluating market trends and visitor data to establish annual goals. The centre anticipates continued high levels of visitor satisfaction with pricing and packaged offerings.

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

- In 2021-22 Science North partially implemented CRM champions throughout the organization, broadening the collective use of the existing CRM to include sales, finance, development, marketing, education, and camps. Implementation and evaluation of CRM throughout the organization will continue in 2022-23.
- Science North upgraded its online point of sale system to create efficiencies in online purchasing and improve and streamline visitor online purchasing experience. This included pre-reservations of underground tours at Dynamic Earth, a seat yourself map for IMAX theater and the introduction of Mobile QR (Quick Response) code tickets.
- Science North migrated its summer camp sales to the online CRM platform.
- Selection of a visitor tracking tool was deferred to 2022-23 as the centre focused its efforts on improving the adoption of its CRM platform
- Science North experienced a total of 2,135,912 page views and 444,545 unique users of its website in 2021-22.

Goal 3

Our surroundings impress

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

- Science North launched the Lobby Link and Restaurant renewal project in 2021-22, supported by industry leading consulting firm PGAV and a cross-functional team of Science North staff. The project will re-imagine the entrance experience, expand programming spaces, and enhance the restaurant experience.
- In 2021-2022, Science North leveraged funding to implement quick wins to make the lobby entrance a more welcoming experience. The centre improved accessibility and energy consumption by replacing the main lobby doors with automatic sliding doors, created a more welcoming environment by placing large planters around the lobby, and reopened the concession stand located in the main lobby to offer visitors healthy meal options and gourmet coffee offerings.

Action 2: Add elements to our grounds that enhance the experience for all who are on site (pavilion, marketplace improvements, etc.).

- Science North implemented outdoor programming at both sites, welcoming over 3,200 visitors on a goal of 6,400
- The addition of an iconic structure on the grounds of Science North was postponed and has been incorporate into the lobby, link and restaurant renewal project in order to create a cohesive experience across the site.

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

- Science North activated its climate action communication strategy in 2021-22, increasing brand awareness for Sheepy, the main character in the Climate Action Show object theatre, through its website and social media platforms. The centre further leveraged learning through the new object theatre by implementing a scavenger hunt across the science centre to engage visitors and build climate action knowledge.
- Science North's staff-led Green Team developed monthly posts on environmental content and climate action, shared through internal channels and on the centres social media platforms.
- Science North joined Green Economy North, a membership-based sustainable business program of reThink Green and the Northern Ontario hub of Green Economy Canada, to expand public communication of Science North's Green Initiatives and to access key resources to advance Environmental Sustainability strategies at Science North.
- Over 6,500 visitors took part in the Climate Action Show. Science North is working with NORCAT to develop system to collect data on pledges to climate action via show tablets.
- Filming for both the Reasons for Hope IMAX and Regreening film productions employed practices to achieve net-zero in production.
- Science North researched and developed an Environmental and Sustainability Policy to inform annual actions and business plans for its attractions and businesses, launched March 2022.
- Science North implemented six new operational initiatives to improve environmental sustainability (on a goal of 3), including:
 - A computerized Building Management System (BMS) to control HVAC settings and lighting controls throughout the facilities, allowing Science North to lower usage during times the building is not occupied
 - A complete upgrade of the centre's HVAC system, which will save more than 5% annually on energy costs while reducing impacts of type of refrigeration gas used.
 - Converted 95% of lighting at facilities to LED.
 - Installed occupancy sensor power bars for all workstations at facilities in Sudbury, Thunder Bay and Sault Ste. Marie to eliminate ghost power used at workstations when not occupied.
 - Installed automatic taps and flush valves in all washroom facilities to reduce water usage.
- Solar panels installed at both Science North and Dynamic Earth generated green electricity that offset annual electricity usage, with panels at Science North generated 8% of electricity usage and Dynamic Earth generated 20%

Strategic Priority 4

Awesome Organizational Culture

Goal 1

Our people are empowered to achieve our Vision

Action 1: Entrench, model and reinforce cultural values.

- Science North continued important work to upgrade its online orientation modules through the HRIS system to ensure a more consistent and comprehensive onboarding process for new employees. Science North was not able to conduct in-person onboarding sessions in 2021-22 due to pandemic restrictions and science centre closures and was not able to measure overall satisfaction. Sessions will resume in 2022-23.
- As part of its commitment to equity and diversity, Science North fostered a spirit of diversity and inclusion across the organization through the important work of its staff-led Equity, Diversity, Inclusion and Accessibility (EDIA) Committee. The EDIA Committee delivered 11 staff learning session and began an audit of HR policies with recommendations to ensure inclusive language and practices.

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

- In 2021-22, Science North completed a comprehensive salary review of its salary structures and implemented recommendations to update its pay band structure.
- Science North continued its work to assess non-compensatory benefits to ensure the organization continues to be able to support staff in light of the COVID-19 pandemic and to remain competitive with market changes. Changes included enhanced wellness awareness information sessions and offerings, EAP, paramedical and telemedicine benefits.

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

- Science North provided staff with access to an expanded offering of online learning and skills growth opportunities to cover a broad range of business acumen and wellness-related topics. These were delivered through Science North's online learning portal and directly over video conferencing.
- Science North continued its collaboration and networking with fellow Canadian Association of Science Centres (CASC) human resources leaders as way of sharing and gaining insight into new approaches and common challenges facing the sector. This was especially instrumental during the challenges of the pandemic.

Action 4: Implement a Science North service model.

- Science North implemented aspects of a new service delivery framework into its online orientation modules and onboarding; however, actual delivery and in-person training was postponed until 2022-23.

Goal 2

We build amazing leaders

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

- Science North adapted its leadership and development opportunities in 2021-22 to accommodate staff working remotely due to the pandemic. The strategy included clearly defined principles and competencies to enable a culture of learning that leads to growth in skill sets, career opportunities and leadership capabilities, such as personal effectiveness, team effectiveness and management processes. Science North also expanded its offerings to include training and development opportunities on strategic planning, wellness, and Indigenous Cultural Awareness for all staff.

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

- Science conducted a review of its Northern Leadership Program to assess and modify the program model to increase the value, community reach, business model and impact of learning online. Its findings included the need to explore a more hybrid model of instruction with increased content to be done online, versus in-person as way of reducing costs and registration fees, but also to expand the geographic reach of its potential target audience. These changes will be closely considered in future cohorts.
- Science North's Leadership Series, which aims to provide a broad range of development opportunities to all its staff, provided ten separate Leadership Series sessions in 2021-22. This included sessions on strategic thinking, program management, service mindset, project management, building resiliency, leading teams, influence without authority, and mentorship.
- Science North launched the third installment of its mentorship and coaching program in January 2022, with twenty-three employees participating in an online format.

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

- Science North was delayed in implementing a new measurement tool to help better assess year over year leadership impact directly related to training. This will be implemented in 2022-23.
- Science North achieved its target of a 5% increase in the 2021-22 Engagement Survey to overall Manager Effectiveness (from 66% to 71%).

Goal 3

Innovation is the norm

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

- In 2021-22, Science North cultivated and embedded into its culture by allocating specific innovation leadership responsibilities to a dedicated senior staff resource. Staff also participated in an external Innovation Development series led by InVision to formally adopt innovation approaches and best practices for the organization.

Action 2: Champion and celebrate innovative ideas.

- Science North launched two new Innovation funds in 2021-22, available to staff across the organization, to help drive innovative ideas. The “Go For It!” budget was allocated for quick manager approval access for any number of smaller ideas to be tested, tinkered and explored. The second budget was allocated for larger ideas requiring a more formal business case methodology and approval process.
- In 2021-22, Innovation was formally added to all Senior Leadership Team meeting agendas as a standing item to share innovative ideas, attempts, successes, and failures.
- In 2021-22, Innovation was formally added to Science North’s Performance Management Appraisal processes to ensure assessment, encouragement and dialogue around attempted innovation was discussed.

Strategic Priority 5

Financial Resilience and Growth

Goal 1

An organization with exceptional financial performance

Action 1: Increase self-generated revenue through the creation, expansion and transformation of experiences and programs.

- Science North secured \$192,000 in revenue through digital offerings of typically in-person events, such as camps, virtual school memberships and workshops, on a goal of \$300,000.
- Science North overachieved budgeted results, generating a surplus of \$80,848 on a budgeted deficit of \$1.6 million.

Action 2: Implement and enhance key performance indicator tools to support financial accountability throughout the organization.

- Science North provided regular, ongoing training sessions for the Senior Leadership Team to enhance financial knowledge throughout the organization.
- Science North expanded its financial reporting to the Board and Business Affairs Committee with targeted reports on key operational and capital projects and risk assessments at board meetings.
- Science North finalized its Projects Master Plan in 2021-22 and implemented a series of quick wins and training, including a series of Project Management Lifecycle presentations completed in November (Initiation & Planning), January (Execution & Monitoring), and February (Closure).
- Science North launched a Project Labs program to provide tutorial-type sessions on specific tools and piloted a Project Manager mentorship model to support current and future projects.
- Science North created Intranet resources and PMO specific Teams for project managers and project team members across the organization and will roll-out a tiered approach to project management based on the Project's Master Plan in 2022-23.

Action 3: Drive operating efficiencies and leverage MHSTCI's investment to increase Science North's sustainability.

- Science North achieve a 5% reduction in both hydro and natural gas consumption at the Bell Grove Site following the implementation of a more effective HVAC system (on a goal of 3% and 8%, respectively).
- Science North assessed the ROI for all Science Renewal projects and the majority of operational initiatives during the return to in-person programming, ensuring financial sustainability is achieved while delivering on the centre's mandate.

Goal 2

Increased philanthropic appeal and funding

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

- Science North overachieved on its corporate sponsorship target in 21-22, achieving \$228,900 in corporate sponsorship on a target of \$55,000. Notable contributions include a \$25,000 sponsorship from Vale Canada to support the hosting of the *Indigenous Ingenuity* exhibition, and a \$25,000 sponsorship from Ontario Power Generation to support virtual science programming for schools across Ontario. This represents the second consecutive year of support from OPG for this unique programming.
- Science North did not secure any naming and exclusivity agreements in 2021-22 as a result of limited operations of both the Science North and Dynamic Earth attractions (target of \$25,000).
- Science North achieved the \$60,000 target for its Corporate Membership program. Through consultation with members, a flexible benefits program was developed to provide value for members despite limited operations at both Science North and Dynamic Earth.
- In March 2021, Science North publicly launched the Capital Campaign for the Go Deeper expansion project. A Capital Campaign cabinet was assembled with key contacts within and across the mining industry, targeted prospecting was accomplished. \$450,000 was secured in 2021-22, on a target of \$500,000, with additional pledges of \$1,500,000 secured for 2022-23.

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

- Science North secured \$3,800 in restricted donations in 2021-22 on a target of \$25,000. Program delivery and exhibit renewal were limited in accordance with public health guidelines and restrictions; many of these programs, such as

Summer Camps, are strong drivers for donations with a clear value proposition for donors. With recovery and a return to in-person initiatives in 2022-23, Science North is poised to maximize its donation opportunities in the coming year.

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

- Science North adapted its annual Bluecoat Ball event to host a virtual fundraising event tied to its hosting of the *Indigenous Ingenuity* temporary exhibition. The Bluecoat Box event featured the development of custom-curated boxes filled with items purchased from Canadian Indigenous-owned entrepreneurs. The event achieved a net revenue of \$90,500 on a target of \$50,000, making it Science North's strongest fundraising event ever. The proceeds were used to establish Science North's Indigenous Programming Fund, which will support expanded engagement with First Nations communities across Northern Ontario.
- Science North hosted two other fundraising events in 2021-22. In December, the *Festival of Trees* generated \$12,000 in partnership with the Sudbury Charities Foundation. In March 2021, Science North hosted an in-person Honorary Life Member event which raised over \$5,000 to establish the *Dick DeStefano Accessibility Fund* for Dynamic Earth.

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

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

Goal 3

Increased grant revenue and diversification

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

- Science North achieved over \$7.3 million in non-Ministry of Tourism, Culture and Sport operating grant commitments, on a goal of \$1.7 million.
- Science North met its target to achieve \$4.0 million in capital funding commitments to support visitor experience development and renewal.
- Major visitor experience renewals at Dynamic Earth were supported by a commitment of \$1.5 million from the NOHFC, \$500,000 from the City of Greater Sudbury and Greater Sudbury Development Corporation, and \$50,000 from

Environment and Climate Change Canada's National Pollutant Release Inventory program.

- The NOHFC committed \$1.0 million and FedNor committed \$917,506 towards the Indigenous Ingenuity project, a collaboration between Indigenous Tourism Ontario and Science North to host the 600sqm exhibition developed by the Montreal Science Centre in Science North's Exhibit Hall and the Thunder Bay Art Gallery, and to develop a customized version of the exhibit to tour attractions and visitor centres across Northern Ontario.
- Employment and Social Development Canada committed \$71,570 to support upgrades to improve accessibility at the science centre, including installation of automatic doors in staff areas and installation of an adult change table in the accessible 4th floor washroom.
- Science North secured \$1.0 million in funding from Ontario's Ministry of Education, including a combined \$500,000 to support Ontario's teachers and their students with a suite of curriculum-linked videos, learning materials and activity-based professional development workshops and \$500,000 to deliver STEM career-focused summer experiential learning camps to girls, non-binary and transgender students.
- \$1.0 million in funding from FedNor's Tourism Relief Fund supported Science North's operations as the centre recovered from the ongoing impacts of the COVID-19 pandemic.
- Science North received \$700,000 in funding from FedNor to support its Great Northern Ontario Roadshow, an experience that will leverage Science North's brand, expertise in community outreach and hundreds of partnerships across Northern Ontario to revitalize the tourism industry with hyperlocal events and festivals.
- Science North continued to deliver fun, interactive coding and STEM activities with a renewed commitment of \$2.5 million in funding from the federal Ministry of Innovation, Science and Economic Development's CanCode program over a three-year period (2021-2024).
- Science North moved forward with the next phase in its Northwest Expansion project, securing commitments of \$1.0 million from FedNor, \$250,000 from the Thunder Bay CEDC, and \$50,000 from the City of Kenora to support the Schematic Design phase and the development of visitor experience and operational plans for two new science centre attractions in Northwestern Ontario.
- Science North continued to develop and deliver a suite of virtual and in-person events, digital social media content, and hands-on workshops and exhibits aimed at reducing the spread of misinformation about COVID-19 and vaccines, with \$500,000 in funding support committed by the Public Health Agency of Canada's Immunization Partnership Fund and \$50,000 committed by NSERC's Encouraging Vaccine Confidence program.
- Science North secured \$180,000 through the Canadian Association of Science Centres' (CASC) GenAction program to engage youth in communities across Northern Ontario through festivals and in-school programs to raise awareness of

climate change and build their capacity to take action and adapt to climate change in their communities.

- Science North Bluecoats delivered several exciting programs to celebrate Science Literacy Week with \$5,000 in funding support from the Natural Sciences and Engineering Research Council of Canada's (NSERC) Promoscience Supplement program. NSERC also committed \$20,000 to support Science North in delivering a science communication mentorship program to graduate students.
- Science North celebrated multiculturalism in Canada with support from \$12,000 in funding from the Government of Canada through Canadian Heritage's 'Celebrate Canada' funding program and \$30,000 in funding from the City of Greater Sudbury.
- Science North worked with a variety of funders to continue to develop and deliver a variety of different themed programs and events for students across Northern Ontario, including \$3,000 from L'Ambassade de France au Canada to deliver francophone programming celebrating La Fete de la Science, \$10,310 from the Canadian Space Agency to engage youth in space science, and \$24,500 from MiHR to encourage youth to explore careers in mining.
- Science North explored export opportunities for its new Climate Action Show multimedia object theatre with \$10,000 in funding through the Northern Ontario Economic Development Corporation (ONEDC) Northern Ontario Export Marketing Assistance program.

Action 2: Improve grant cycle.

- Science North has continued to build and enhance grant management tools, as well as to refine organizational best practices to better manage the grant cycle and refine grant approaches and successes.
- Science North has taken steps to enhance funder relationships by initiating regular discussions with key funder contacts and meeting to outline upcoming strategic projects and their fit with funding programs.
- Science North has consistently met and exceeded funder recognition requirements, with a minimum of three recognition points throughout the grants cycle for applicable projects.
- Science North has met and exceeded requirements for final reports, including capturing comprehensive data, photos and testimonials on funded projects, submitting 100% of final reports to the funder by the program deadline and providing one-year follow-ups to funders on applicable projects.
- Science North initiated contact with 100% of funders for unsuccessful grant proposals to gather feedback to be used to develop best practices for future applications.
- Science North developed a grants presentation and workshop for key internal stakeholder groups informed by current best practices, including tools and resources, to enhance learning, encourage engagement and drive quality results. Delivery will begin in 2022-23.

Action 3: Increase approval rates of proposals.

- Science North pursued fifteen new grant opportunities in 2021-22, on a target of five, including the Vaccine Confidence in Canada program (NSERC), Ontario Onwards Acceleration Fund (MHSTCI), Northern Ontario Export Marketing Assistance Program (ONEDC), Space STEM Initiatives for Youth (CSA), La Fete de la Science (L'Ambassade de France au Canada), Science Communication Skills (NSERC), Healthy Youth Lunar Rover Science (CSA), Municipal Accommodations Tax Fund (Thunder Bay CEDC), Tourism Relief Fund (FedNor), Creative Exports Canada (Canadian Heritage), Creating Interactive Mining Career Awareness Curriculum (MiHR), GenAction (CASC), Skills Development Fund (MLTSD) and an open call for proposals (MMHA).
- Science North achieved a success rate of 85% approval on grant proposals submitted, on a target of 85% approval. Industry standard is between 50-60%.

Goal 4

Double international sales revenue

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

- Science North achieved \$398,297 in International Sales revenue from new sectors and markets, on a target of \$400,000. Sales included \$258,911 from travelling exhibit leases at a family entertainment center, \$7,386 from film distribution, \$110,000 from a new Nature Exchange installation and \$22,000 in consulting revenue

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

- Science North sold and installed one modular Nature Exchange experience at the Pacific Grove Museum of Natural History in 2021-22.
- Science North achieved. an overall external sales net profit of \$474,101 (on a goal of \$210,639).

Action 3: Secure partnerships with popular brands for the development and tour management of new travelling exhibits, and other innovative products or services.

- Science North exceeded its targets for net travelling exhibits profits and supported achievement of future travelling exhibit business targets, generating \$100,065 in travelling exhibit profit in 2021-22 on a goal of \$17,474

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.

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(as of March 31, 2022)

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Dr. Jordi Cisa	March 24, 2004	February 27, 2023
Alison De Luisa	January 8, 2018	April 15, 2024
Helena Devins	January 9, 2020	January 9, 2023
Heather Gropp	January 9, 2020	January 9, 2023
Tyler Peroni	February 18, 2021	February 18, 2024
James Lundrigan	February 21, 2018	June 4, 2024
Ronald Trebb	February 18, 2021	February 18, 2024
Ian McMillan	January 9, 2020	January 9, 2023
Greg Seguin	February 24, 2016	December 13, 2022
Raymond Mantha	July 2, 2020	July 2, 2023
Marett McCulloch	July 9, 2020	July 9, 2023
Stella Holloway	September 24, 2020	September 24, 2023
Bradford Claridge	January 14, 2021	January 14, 2024
Kevin Eshkawkogan	March 4, 2022	March 4, 2025

Science North Committee Members*

(as of March 31, 2022)

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Dr. Jordi Cisa
Alison De Luisa
James Lundrigan

Audit Committee

Greg Seguin – Chair
Brad Claridge
Stella Holloway
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Kaylee Dugas
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Christina Visser
Sarah McIsaac
Tammy Cayer-Dokis

**Names in italics represent non-trustee members*

Science North Advisory Committees

(as of March 31, 2022)

Northeastern Indigenous Advisory Committee

Dominic Beaudry - NSL Teacher & Anishinaabe Language/Cultural Facilitator, Sudbury Catholic District School Board
Kathy Dokis - Principal, Indigenous Education, Rainbow District School Board
Shelley Duquette-Lafortune - Indigenous Education Officer, Ontario Ministry of Education
Kevin Eshkawkogan - CEO, Indigenous Tourism Ontario
Sam Hunter - Peawanuck First Nation
Lois Lambert - Director of Education, Dokis First Nation Education Authority
Joseph Leblanc - Director of Indigenous Affairs, Northern Ontario School of Medicine
Shelly Moore-Frappier - Director, Indigenous Sharing and Learning Centre, Laurentian University
Craig Tyson - Councillor Wahnapiatē First Nation
Darryl Walker - Wasa-Nabin Program Coordinator N'Swakamok Friendship Centre
Julia Pegahmagabow - Indigenous Student Affairs, Indigenous Sharing and Learning Centre, Laurentian University
Cheryl Recollet - Researcher/Facilitator, Wahnapiatē First Nation
Marnie Yourchuk - Education Manager, Mamaweswen, The North Shore Tribal Council

Northwestern Indigenous Advisory Committee

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

Student Science Council

(as of March 31, 2022)

Ellie Tissot
Kerry Yang
Zoe Vallière
Félix Gervais
Lauren Coffin
Ira Paibomsai
Sophie Guerin
Abby Hall
Sophie Alexander

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Punya Pandey
Kelly Parent
Katie Bernadette
Olivia Tissot
Kavya Nalla

Science North Staff

(as of March 31, 2022)

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Interim Chief Executive Officer

Chloe Gordon
Director, Office of the CEO and Strategic Initiatives
Shelby Twohey
Manager, Executive Office
Jessica Hall
Kyelle Byne
Manager, Grant Programs

Vacant
Senior Manager, International Sales
Kathryn Huneault
Manager, International Sales Operations
Vacant
Design and Administrative Services Coordinator
Don Greco
Christian Theriault
Technical Specialists

Julie Moskalyk
Director, Science Programs

Jennifer Beaudry
Senior Scientist, Dynamic Earth
Kelsey Rutledge
Melissa-Rose White
Science Program Specialist
Emilie Fournier
Staff Scientist
Christine Bigras-Moreau
Science Communicator
Alex Slaney
Technical Specialist

Robert Gagne
Senior Producer

Amy Henson
Senior Scientist, Science Operations
Katrina Pisani
Melissa Radey
Meghan Mitchell
Lead Staff Scientist
Bruce Doran
Olathe MacIntyre
Larisa Puls
Cas Crane
Staff Scientists
Mireille Tremblay
Science Program Specialist

Russell Jensen
Tyler August
Technical Specialists
Lucie Robillard
Max Fortin
Vacant
Kathryn Farr-Simon
Science Communicators

Jacqueline Bertrand
Angelique Denis
Science Technicians

Ryan Land
Director, Education and Northern Programs

Sarah Chisnell
Senior Manager, STEM Education
Brendan Roy
STEM Lead
Matthew Graveline
Sabrina Morrison
Staff Scientists

Tina Leduc
Senior Manager, Informal STEM Programs
Josée Bertrand
Staff Scientists
Emily Kerton
Project Management Lead – NW Expansion and Indigenous Initiatives
Sean Murray
Sr. Community Liaison NW Expansion

Kaitlin Richard
Interim Senior Manager, STEM Outreach
Genna Patterson
STEM Lead SSM Outreach
Mary Chang
Showcase Facilitator GNOR

Lora Clausen
Senior Manager, Northern STEM Initiatives
Grace Schmidt
Staff Scientist
Anne-Marie Mantione
Event and Partnership Coordinator GNOR

Céline Roy
Director, Finance

Vacant
Senior Manager, Finance
Michelle Ciulini
Valerie Lefebvre
Bailey Carriere
Accountants
Penelope Morel
Accounts Payable Officer
Vacant
Business Analyst
Michelle Lalonde
Finance Projects Officer
Christine Latondress
Procurement and Contracts Officer

Darla Stoddart
Senior Scientist, Projects
Andrea Martin
Senior Projects Manager
Nina Nesseth
Manager, Projects
Kirsti Kivinen-Newman
Staff Scientist
Michel Tremblay
Keiran Geverding
Technical Specialist
Vacant
Project Manager
Amy Wilson
Sr. Editor/Producer
Richard Wildeman
Animator
Tasio Gregorini
Senior Technologist

Kate Gauvreau
Senior Manager Onsite Business and Services Development
Kimberly Parkhill
Breanna Scully
Vacant
Sales Leaders
Dianne Furchner
Vacant
Booking Agents

Vince Murphy
Senior Manager, Facility Operations

Garth Moote (Sub-Contractor Black & McDonald)
Paul Loisel
Gilles Caron
Shawn McNamara
Technical Specialists

Ashley Larose
Director, Development
Lyndsay Donnelly O'Donnell
Senior Manager, Development
Brianna North
Development Officer

Julia Aelick
Acting Senior Manager, Marketing
Vacant
Senior Marketing Specialist
Erin McWhirter
Marketing Specialist
Kayla Plaunt
Graphic Designer

Nick Ayre
Director, Talent Management
Rebecca Wilson
Manager, Organizational Development Operations
Anne-Marie Wilkie
Edwina Tukpeyi
Organizational Development Officers

Corey Jackson
Senior Manager, IT Services
Dave Kelly
IT Services Manager
Roger Brouillette
Staff Scientist, IT
Brian Wright
IT Technician

Appendix: Science North Audited Financial Statements

(as of March 31, 2022)

Financial Statements of

SCIENCE NORTH

And Independent Auditors' Report thereon

Year ended March 31, 2022

Management's Responsibility for the Financial Statements

The accompanying financial statements of Science North are the responsibility of Science North's management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards for not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in Note 1 to these financial statements. The preparation of the financial statements necessarily involves the use of estimates based on management's judgement, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Science North's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The Board of Trustees meets with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by KPMG LLP, independent external auditors appointed by Science North. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on Science North's financial statements.



Celine Roy (Jul 12, 2022 16:38 EDT)

Director of Finance



KPMG LLP
Claridge Executive Centre
144 Pine Street
Sudbury ON P3C 1X3
Canada
Tel 705-675-8500
Fax 705-675-7586

INDEPENDENT AUDITORS' REPORT

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

Opinion

We have audited the financial statements of Science North (the "Entity"), which comprise:

- the statement of financial position as at March 31, 2022
- the statement of operations and changes in fund balances for the year then ended
- the statement of cash flows for the year then ended
- and the notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibility under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

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



Responsibility of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, internal omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the Entity's internal control.



Page 3

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to the events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity's to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font and is underlined with a single horizontal stroke.

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

July 5, 2022

SCIENCE NORTH

Statement of Financial Position

March 31, 2022, with comparative information for 2021

	2022	2021
Assets		
Current assets:		
Cash	\$ 5,798,825	\$ 3,032,844
Short-term investments (note 2)	1,910,492	2,744,863
Accounts receivable	5,228,431	2,992,947
Prepayments and inventory	1,354,037	1,226,226
	14,291,785	9,996,880
Restricted investments (note 2)	8,058,042	7,070,245
Capital assets (note 3)	35,761,878	35,578,581
	\$ 58,111,705	\$ 52,645,706

Liabilities and Fund Balances

Current liabilities:		
Accounts payable and accrued liabilities	\$ 4,431,737	\$ 2,870,798
Deferred revenue (note 4)	2,439,138	3,097,710
Current portion of loans payable (note 5)	-	135,000
	6,870,875	6,103,508
Loans payable (note 5)	1,075,837	1,212,670
	7,946,712	7,316,178
Fund balances:		
General	2,937,543	2,415,352
Capital asset	34,686,041	34,230,911
Restricted and endowment (note 6)	12,541,409	8,683,265
	50,164,993	45,329,528
	\$ 58,111,705	\$ 52,645,706

See accompanying notes to financial statements.

On behalf of the Board:

Stephen Kasar
Stephen Kasar (Jul 12, 2022 15:21 EDT)

Chair, Board of Trustees


Interim Chief Executive Officer

SCIENCE NORTH

Statement of Operations and Changes in Fund Balances

Year ended March 31, 2022, with comparative information for 2021

	General		Capital Asset		Restricted and Endowment		Total	
	2022	2021	2022	2021	2022	2021	2022	2021
Revenue:								
Province of Ontario grants:								
Operating	\$ 13,012,640	\$ 9,903,829	\$ -	\$ -	\$ -	\$ -	\$ 13,012,640	\$ 9,903,829
Specific	2,263,580	2,273,001	3,180,043	1,768,951	-	-	5,443,623	4,041,952
Government of Canada grants	2,102,408	2,279,646	1,878,314	45,712	-	-	3,980,722	2,325,358
Other Government grants	4,832	36,000	125,000	-	-	-	129,832	36,000
Admissions (schedule)	893,880	241,330	-	-	-	-	893,880	241,330
Workshops and events	1,018,179	362,779	-	-	-	-	1,018,179	362,779
Memberships	239,411	247,207	-	-	-	-	239,411	247,207
Business operations (schedule)	3,558,343	1,799,844	-	-	-	-	3,558,343	1,799,844
Fundraising and donations	485,862	198,653	275,410	50,000	66,829	51,974	828,101	300,627
Interest earned	26,582	62,751	-	-	175,229	196,032	201,811	258,783
Other	56,161	37,363	-	-	-	-	56,161	37,363
	23,661,878	17,442,403	5,458,767	1,864,663	242,058	248,006	29,362,703	19,555,072
Expenses:								
Science program (schedule)	7,814,867	6,859,301	-	-	-	-	7,814,867	6,859,301
Business operations (schedule)	4,186,104	2,230,321	-	-	-	-	4,186,104	2,230,321
Maintenance and building	1,832,135	2,056,179	-	-	-	-	1,832,135	2,056,179
Administrative operations	3,230,926	2,044,214	-	-	-	-	3,230,926	2,044,214
Marketing and development	1,560,428	1,074,891	-	-	-	-	1,560,428	1,074,891
Program technical support	781,835	923,830	-	-	-	-	781,835	923,830
Amortization of capital assets	-	-	5,120,943	4,927,848	-	-	5,120,943	4,927,848
	19,406,295	15,188,736	5,120,943	4,927,848	-	-	24,527,238	20,116,584
Excess (deficiency) of revenue over expenses	4,255,583	2,253,667	337,824	(3,063,185)	242,058	248,006	4,835,465	(561,512)
Fund balances, beginning of year	2,415,352	214,744	34,230,911	37,282,907	8,683,265	8,393,389	45,329,528	45,891,040
Transfers for capital	(18,674)	(11,189)	117,306	11,189	(98,632)	-	-	-
Interfund transfers (note 7)	(3,714,718)	(41,870)	-	-	3,714,718	41,870	-	-
Fund balances, end of year	\$ 2,937,543	\$ 2,415,352	\$ 34,686,041	\$ 34,230,911	\$ 12,541,409	\$ 8,683,265	\$ 50,164,993	\$ 45,329,528

See accompanying notes to financial statements

SCIENCE NORTH

Statement of Cash Flows

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operating activities:		
Excess (deficiency) of revenue over expenses	\$ 4,835,465	\$ (561,512)
Adjustment for:		
Amortization of capital assets	5,120,943	4,927,848
	9,956,408	4,366,336
Changes in non-cash working capital (note 10)	(1,460,927)	(1,032,569)
	8,495,481	3,333,767
Financing activities:		
Principal repayment of loans payable	(271,833)	(15,000)
Capital activities:		
Purchase of capital assets	(5,304,240)	(1,860,853)
Investing activities:		
Net restricted acquisition/dispositions of investments	(153,427)	(224,094)
Net increase in cash	2,765,981	1,233,820
Cash, beginning of year	3,032,844	1,799,024
Cash, end of year	\$ 5,798,825	\$ 3,032,844

See accompanying notes to financial statements.

SCIENCE NORTH

Notes to Financial Statements

Year ended March 31, 2022

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, 2022

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) Inventory:

Inventory consists of food and retail items. Inventory is valued at the lower of cost and net realizable value. Net realizable value is the estimated selling price in the normal course of business operations.

(f) 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, 2022

1. Significant accounting policies (continued):

(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.

(h) 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. Investments:

	2022	2021
Short-term investments	\$ 1,910,492	\$ 2,744,863
Restricted investments	8,058,042	7,070,245
	<u>\$ 9,968,534</u>	<u>\$ 9,815,108</u>

The investments are recorded at amortized cost and include the following:

	2022	2021
Cash and short-term investments	\$ 335,663	\$ 2,839,964
Fixed income	9,626,121	6,973,565
Mutual funds	6,750	1,579
	<u>\$ 9,968,534</u>	<u>\$ 9,815,108</u>

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2022

3. Capital assets:

2022	Cost	Accumulated Amortization	Net Book Value
Land and buildings:			
Bell Grove	\$ 58,325,299	\$ 36,860,555	\$ 21,464,744
Dynamic Earth	14,575,261	7,638,114	6,937,147
Exhibits and equipment:			
Bell Grove	21,401,175	19,444,486	1,956,689
Dynamic Earth	8,650,356	7,573,745	1,076,611
Travelling exhibits	9,614,903	7,148,235	2,466,668
Large format film	9,471,621	7,611,602	1,860,019
	\$ 122,038,615	\$ 86,276,737	\$ 35,761,878
2021	Cost	Accumulated Amortization	Net Book Value
Land and buildings:			
Bell Grove	\$ 55,934,751	\$ 35,731,875	\$ 20,202,876
Dynamic Earth	14,575,261	7,335,106	7,240,155
Exhibits and equipment:			
Bell Grove	20,487,341	18,353,052	2,134,289
Dynamic Earth	8,650,356	7,096,618	1,553,738
Travelling exhibits	10,026,530	7,886,977	2,139,553
Large format film	8,619,103	6,311,133	2,307,970
	\$ 118,293,342	\$ 82,714,761	\$ 35,578,581

4. Deferred revenue:

	2022	2021
Grants	\$ 763,365	\$ 547,255
Memberships and workshops	767,825	392,143
Exhibit and theatre production	434,421	500,976
Other	473,527	1,657,336
	\$ 2,439,138	\$ 3,097,710

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2022

4. Deferred revenue (continued):

Details of the continuity of these funds are as follows:

	2022	2021
Balance, beginning of year	\$ 3,097,710	\$ 2,121,358
Additional contributions received	2,167,296	2,655,918
Amounts taken to revenue	(1,460,513)	(1,679,566)
Amounts returned to funder	(1,365,355)	–
	\$ 2,439,138	\$ 3,097,710

5. Loans payable:

	Principal Outstanding		Payment Terms
	2022	2021	
Province of Ontario:			
IMAX Theatre	\$ 75,837	\$ 75,837	50% of average annual IMAX Theatre profits, if any, for previous two fiscal years.
Wings Over the North	1,000,000	1,000,000	One third of remaining distribution profits received by Science North once a third party contributor has recouped its investment against such profits.
Government of Canada:			
Large Format Films Distribution	—	271,833	This loan is repayable at 4% of gross revenues from film distribution and its derivatives.
Total	1,075,837	1,347,670	
Less current portion of loans payable	—	(135,000)	
	\$ 1,075,837	\$ 1,212,670	

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2022

6. Restricted and endowment funds:

The restricted and endowment funds are comprised of the following:

	2022	2021
Externally restricted:		
Capital renewal fund	\$ 3,374,354	\$ 3,293,673
Program and exhibit funds	1,243,946	1,019,882
Endowment fund	45,382	43,382
	4,663,682	4,356,937
Internally restricted:		
Funds:		
Operating reserve fund	1,158,314	531,404
Insurance reserve	1,693,481	1,652,990
Waterfront development	424,812	414,654
Human resources	117,753	114,210
Funded reserves	8,058,042	7,070,195
Other	825,463	49,602
Program and exhibit funds	301,567	151,567
Replacement of capital assets	2,450,202	924,496
Human resources	879,135	487,405
	4,456,367	1,613,070
	\$ 12,514,409	\$ 8,683,265

7. Interfund transfers:

The interfund transfers are comprised of:

- (a) net assets of \$Nil (2021 - \$271,845) which were internally allocated between the General Fund and the Restricted Fund, to cover certain general fund purchases;
- (b) net assets of \$1,773,174 (2021 - \$25,000) which were internally allocated between the General Fund and the Restricted Fund for capital acquisitions (future capital acquisitions); and
- (c) net assets of \$1,941,544 (2021 - \$288,715) 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, 2022

8. Risk management:

(a) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations, resulting in a financial loss. The Organization is exposed to credit risk relating to its cash, grants and accounts receivable and current and long-term investments. The Organization holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, the Organization's cash accounts are insured up to \$100,000 (2021 - \$100,000).

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

The maximum exposure to credit risk of the Organization at March 31, 2022 is the carrying value of these assets.

The amounts outstanding at year end were as follows:

As at March 31, 2022	1 - 90 days	91 - 180 days	181 - 270 days	270+ days	Total
Grants receivable	\$ 2,929,196	\$1,713,332	\$ 2,729	\$ –	\$ 4,645,257
Accounts receivables	512,054	217,493	1,300	–	730,847
Gross receivables	3,441,250	1,930,825	4,029		5,376,104
Impairment allowances	–	(146,373)	(1,300)	–	(147,673)
Net receivables	\$ 3,441,250	\$1,784,452	\$ 2,729	\$ –	\$ 5,228,431

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

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

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2022

8. Risk management:

(b) Market risk:

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

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

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

(i) Currency risk:

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

(ii) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates. The Organization is exposed to this risk through its interest-bearing investments and long-term debt.

(c) Liquidity risk:

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

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

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2022

8. Risk management:

(c) Liquidity risk (continued):

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

As at March 31, 2022	Within 6 months	6 - 12 months	1 - 5 years	5+ years	Total
Accounts payable	\$ 2,644,389	\$ 503,860	\$ 1,219,008	\$ 64,480	\$ 4,431,737
Long-term debt	–	–	–	1,075,837	1,075,837
	\$ 2,644,389	\$ 503,860	\$ 1,219,008	\$ 1,140,317	\$ 5,507,574

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

(d) Other risk:

The Organization's main sources of revenue are government operating grants. Throughout the pandemic, the Organization's ability to produce self-generated revenues has been significantly impacted by the Canadian and Provincial governments enacting of emergency measures result. The attractions were closed or operated with capacity restrictions throughout the 2 past years. The Bell Grove and Dynamic Earth operations resumed full-time operations as of April 1, 2022.

In response to the adverse impact the pandemic has had on admission, workshop and camp revenues, the Organization has undertaken certain cost cutting measures. The Provincial government has provided financial relief in the form of grants totaling \$6,183,740 of which \$1,433,030 is included in grants receivable.

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

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2022

9. Employee future benefits:

The contributions to the defined contribution pension plans were \$569,699 (2021 - \$546,111).

10. Change in non-cash operating working capital:

	2022	2021
Cash provided by (used in):		
Increase in accounts receivable	\$ (2,235,484)	\$ (956,133)
Increase in prepayments and inventory	(127,811)	(372,497)
Increase (decrease) in accounts payable and accrued liabilities	1,560,942	(680,291)
Increase (decrease) in deferred revenue	(658,574)	976,352
	<u>\$ (1,460,927)</u>	<u>\$(1,032,569)</u>

SCIENCE NORTH

Schedule of General Fund Revenues and Expenditures

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Admissions:		
Science Centre	\$ 617,611	\$ 156,927
Dynamic Earth	250,500	84,403
IMAX Theatre	19,798	-
Planetarium	5,971	-
	<u>\$ 893,880</u>	<u>\$ 241,330</u>
Business operations:		
Exhibit and theatre production sales	\$ 2,910,258	\$ 1,643,266
Food and Retail	641,350	147,392
Film production services	6,735	9,186
	<u>\$ 3,558,343</u>	<u>\$ 1,799,844</u>
Science program:		
Science Centre operations	\$ 2,711,888	\$ 2,187,266
Education and Northern programs	4,232,046	4,323,595
Dynamic Earth operations	870,933	348,440
	<u>\$ 7,814,867</u>	<u>\$ 6,859,301</u>
Business operations:		
Cost of exhibit sales	\$ 2,669,098	\$ 1,334,926
Food and Retail	559,101	428,186
Box office and sales	395,057	265,509
IMAX Theatre	22,204	43,612
Cost of film services	437,456	155,232
Planetarium	103,188	2,856
	<u>\$ 4,186,104</u>	<u>\$ 2,230,321</u>

Science North - Financial Statements - 03-31-2022

Final Audit Report

2022-07-12

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