



An agency of the Government of Ontario

2022-23 Annual Report

Our Mandate & Visions

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.

Governance

Science North is governed by a Board of Trustees appointed by the Lieutenant Governor in Council. The Board manages the affairs of the Centre by establishing policy and strategic priorities. The Chief Executive Officer directs the operation and administration of the Centre and is responsible to the Board.

Link with Ministry of Tourism, Culture and Sport

Science North is an agency of the Ontario Ministry of Tourism, Culture and Sport. The Ministry is providing leadership in supporting and delivering tourism and cultural experiences to improve the quality of life and promote economic growth for all Ontarians. Science North's Vision and strategic priorities are in alignment with this.

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 Chief Executive Officer

2022-23 marked the first year in the implementation of Science North's revitalized 3-year strategic plan, which will continue through to 2024-25. It was also the first full year without closures or significant restrictions resulting from the COVID-19 pandemic, and the first post-pandemic year that the centre was able to take true strides forward towards economic and operational recovery. Nevertheless, the COVID-19 pandemic has had major impacts on Science North's workforce, attractions, programs and business model. At the same time, the organization's staff has driven innovation and creativity, and demonstrated consistent resiliency and abilities to adapt.

Throughout the course of the year, Science North has exceeded expectations to achieve the Centre's 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, its presence was expanded, and its overall reach throughout Northern Ontario grew with exciting new science experiences and popular outreach programming and festivals.

Here are some of the highlights of 2022-23:

- Science North engaged its audiences in content related to Indigenous Ways of Knowing, launching the Northern Ontario Tour of the customized Indigenous Ingenuity exhibition in September 2022, visiting 4 communities and engaging 6,171 visitors in 2022-23.
- Science North launched the Indigenous Training to Employment Program, the first of its kind in the Canadian science centre and museum industry, providing six Indigenous trainees with a year-long learning opportunity where they worked in various units across the science centre and gained hands-on experience while integrating their cultural knowledge and background into programs and systems at Science North.
- Special exhibitions like *Go Deeper: Next Level Mining Innovations* at Dynamic Earth and *Reinventing Reality* at Science North engaged over 244,000 science centre visitors and 28,200 school group visitors.
- The *Great Northern Ontario Roadshow* project engaged over 51,900 people through a strategic series of events in 50 communities across Northern Ontario,



Ashley Larose
Chief Executive Officer



James Lundrigan
Chair – Board of Directors

driving hyperlocal tourism and highlighting the incredible opportunities for cultural, art, heritage, culinary and recreational tourism in the region.

- Science North engaged 8,379 participants through in-school and community outreach in 64 First Nations communities. An additional 1,888 participants were engaged through e-workshops at First Nations schools.
- Science North launched multiple initiatives to improve the efficiency and sustainability of its systems, including a three-year, phased approach to implement a fully integrated Customer Relationship Management (CRM) Software, as well as a revitalized Financial Management system.
- In 2022-23, Science North continued its momentum towards developing a Net Zero Strategy and became the first science centre in Canada to join the Net Zero Challenge. The centre's climate action communication strategy was launched, reaching 1,387,277 engagements and impressions through its website and social media platforms.
- Science North's strong relationship with individual, business and government supporters continued to be key to the organization's ability to deliver on its mandate and Strategic Plan. Science North secured over \$2.4 million in non-Ministry of Tourism, Culture and Sport government grant commitments to support programs and visitor experience development and renewal.
- 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. Moving into the 2023-24 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	2022-23	2021-22		
New Audiences:	4,039	3,962	participants	▲
- Nerd Nites in Thunder Bay	477	293		
- Brain Tap in Kenora	68	60		
- NIGHTLIFE on the Rocks	2,374	826		
- Science Speakers / Med Talks*	554	2,063		
- Star Parties	326	619		
- Student Events	121	77		
- Wild & Scenic Film Festival	119	24		
Events:	23,745	10,914	participants	▲
- New Year's Eve Family Event	1,280	-		
- Canada Day	9,000	2,000		
- Halloween at Dynamic Earth	13,465	8,914		
Summer Science Camps	2,979	1,520	participants	▲
	(31 communities)	(15 communities)		
Specialty Programs (March Break Camps, Holiday Camps & PA Days, Science Days)	435	34	participants	▲
- Northeastern Ontario	316	24		
- Northwestern Ontario	119	10		
After School (ASK) Program	40	32	participants	▲
School Programming	2022-23	2021-22		
Virtual E-Workshops:	22,174	23,928	students	▼
- Public Schools	20,286	22,568		
	(973 workshops)	(1,469 workshops)		
- First Nations Schools	1,888	1,360		
	(94 workshops)	(75 workshops)		
In-Person Teacher Outreach:	1,299	389	teachers	▲
- Public School Teachers	1,235	389		
- First Nations Teachers	64	-		
In-Person Student Outreach:	24,380	391	students	▲
- Northeastern Ontario	12,905	0		
- Northwestern Ontario	7,344	216		
- First Nation Communities	4,131	175		
Public Outreach	2022-23	2021-22		
Science Festivals:	32,929	24,847	participants	▲
- Thunder Bay Science Festival	6,789	991		
- Sault Ste. Marie Science Festival	2,600	4,364		
- North Bay Science Festival*	1,158	2,248		
- Kenora Science Festival*	712	11,889		
- STEM Kits	21,670	6,090		

In-Person Events	57,972	4,525	participants	▲
- Northeastern Ontario	29,468	1,885		
- Northwestern Ontario	24,256	2,515		
- In First Nation Communities	4,248	125		

Admissions	2022-23	2021-22		
Admissions:	300,586	90,704	admissions	▲
- Science Centre (inc. Special Exhibits Hall)	165,741	58,324		
- IMAX® Theatre	35,273	4,274		
- Planetarium	21,169	1,727		
- Dynamic Earth	78,403	26,379		
School Admissions:	28,289	1,129	students	▲
- Science North Science Centre	20,942	1,107		
- IMAX® Theatre	3,082	-		
- Planetarium	305	-		
- Dynamic Earth	3,960	22		
- Special Programs / Camp-Ins	-	-		

Memberships	2022-23	2021-22		
General Memberships	3,779	1,676	members	▲

Workforce	2022-23	2021-22		
Employees	282	232	employees	▲
- Full time salaried	92	102		
- Casual, contract and hourly	193	130		
Volunteers	50	41	volunteers	▲

*Includes online views or registrations

Our 3-Year Strategic Catalysts (2022-25)

- Reconciliation and Equity, Diversity, Inclusion, and Accessibility (EDIA)
- People-Centered Culture
- Science North in and for all of Northern Ontario
- Digital and Technology Ecosystems
- Financial Resilience
- Environmental Sustainability

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 began in fiscal 2022-2023 and continues through to 2024-2025.

Over the next 3 years, Science North will Re-Connect in new and exciting ways with audiences, external partners, staff and volunteers; Re-Imagine how we grow and innovate; and Re-Engage more deeply and significantly with our customers and our community.

Catalyst: Reconciliation and Equity, Diversity, Inclusion, and Accessibility (EDIA)

Science North envisions a future where reconciliation is meaningfully embedded in all aspects of its work and in which relationships with Indigenous Peoples, clients and communities are built on a foundation of mutual respect, trust, and dialogue for the benefit of all. In 2022-23, Science North made strides to establish ongoing and meaningful dialogue with Indigenous communities and leaders:

- Science North's Northwest and Northeast Indigenous Advisory Committees met 4 times in 2022-23, providing valuable insight on Indigenous programming and activities, such as making recommendations for the commemoration of National Indigenous People's Day and National Truth and Reconciliation Day, forming an internal Indigenous Steering Committee, and incorporating Indigenous knowledge into the Northwest Expansion Project.
- The Northwest Indigenous Advisory Committee participated in gathering circles several times throughout 2022-23 to better inform the strategy for braiding Indigenous knowledge with western science in the new science centres being developed in Thunder Bay and Kenora.
- As part of Science North's ongoing cultural competency training, members of the Senior Leadership Team participated in a sharing circle lead by Wahnapiitae First Nation. This circle included members of the Indigenous Advisory Committee and gave insight into the ways that the organization can better decolonize its practices, recruit for more diversity, and address gaps in the organization's work with Indigenous communities.
- Science North hosted a year-long Indigenous Training to Employment Program, the first of its kind in the Canadian science centre and museum industry. Six Indigenous trainees worked in different units across the organization in 2-month blocks, learning about operations and gaining hands-on experience while integrating their cultural knowledge and background into the various programs and systems at Science North. Of the six program participants, two returned to full-time post-secondary studies following the program, and four secured full time permanent employment, including retaining positions at Science North.

Science North further recognized and integrated past, present and future Indigenous perspectives through its science centre, education, and outreach programs:

- Science North partnered with Indigenous Tourism Ontario to design a customized version of the *Indigenous Ingenuity: Timeless Inventions* exhibition, developed by the Montreal Science Centre, which will tour across Northern

Ontario. The tour launched in Kenora in September 2022, reaching 4 communities and 6,171 visitors in 2022-23.

- Science North engaged 8,379 participants through in-school and community outreach in 64 First Nations communities. An additional 1,888 participants were engaged through e-workshops at First Nations schools.
- Science North completed 2 Indigenous Ways of Knowing educational videos in 2023 and began work on an additional 6 videos to be released in 2023-24. These resources for teachers will support their learning and understanding on how to incorporate Indigenous Ways of Knowing into their classroom in a respectful way. An accompanying PDF resource highlighted additional resources and lesson plans for educators to use in their classrooms.

Science North is committed to continuous improvement of the organization as an equitable, diverse, inclusive, and accessible workplace and visitor experience. In 2022-23, Science North grew and sustained a work culture that promotes inclusive environments for all:

- 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 12 staff learning sessions throughout the year and began an audit of HR policies with recommendations to ensure consistent and inclusive language and practices are embedded throughout.
- In March 2023, Science North's EDIA Committee led a survey to assess staff understanding of and commitment to EDIA and Reconciliation, 88% of respondents indicated a sense of belonging at Science North, stating that "perspectives like [theirs] are included in decision-making at Science North", that "Science North has an inclusive culture", and that "Science North provides a safe place and time to [learn] and discuss EDIA topics".
- Science North adopted a pronoun policy in 2022-23, allowing staff to accurately reflect their pronouns in digital systems and on employee name tags. Science North further implemented changes to its HRIS systems to allow staff to identify under their preferred name.

Catalyst: People Centered Culture

Science North's people are its greatest assets and critical to the organization's success. They are integral and instrumental to achieving the centre's goal of inspiring people with the science in the world around them. Science North is committed to the development of the skills and leadership of its staff at all levels of the organization and sees this as paramount to its long-term success.

- In 2022-23, responding to the challenges associated with the pandemic, Science North adopted a more flexible work approach, allowing staff for whom it was deemed feasible to adopt a hybrid work schedule consisting of the ability to work from the office and partially from home.
- Science North provided staff with access to an expanded offering of online learning and skills development opportunities to cover a broad range of business acumen and wellness-related topics. In 2022-23, 324 staff participated in professional learning through Science North's online learning portal and through video conferencing offered through the Organizational Development unit.
- Science North launched the third installment of its mentorship program in January 2022, with 24 employees participating in a 6-month program to promote cross-organizational learning between mentees and more senior mentors.
- Science North adjusted its talent acquisition strategies to meet the needs of its operations and workforce. This included expanding our recruitment team, expanding our candidate reach through job fairs, carefully assessing the requirements with the various job postings, and highlighting the many benefits and advantages of working at Science North. Included in this were strategies to ensure diversity was considered in all aspects.
- Science North recognizes that mental health and wellness involves finding a balance in all aspects of life, including physically, mentally, emotionally, and spiritually. In 2022-23, Science North helped support the health and well-being of staff by providing resources and activities to staff and volunteers such as adopting flexible schedules, competitive group health benefits with access to EAP programs, expanded mental health support to include counsellors and social workers, access to 24/7 telemedicine services, onsite and at home physio and cardio services, Employee Wellness Spending accounts, onsite exercise room, financial planning and access to wellness seminars and workshops.
- Work began in 2022/23 to redesign Science North's onboarding and orientation processes to be better aligned with current best practices and to leverage technological tools. Implementation is expected in 2023-24.
- Science North focused on continued strategies to help foster an inclusive and diverse workforce. This was actioned through engagement strategies, enhanced communication tools and approaches, recruitment policies and practices, informational development sessions, and through its staff-led Equity, Diversity, Inclusivity and Accessibility (EDIA) Committee.

Catalyst: Science North in and for all of Northern Ontario

Becoming integral to the fabric of all communities in Northern Ontario ensures all people across the North will have access to, and be represented in, science experiences. Science North continued to grow its presence through increased partnerships, new outreach events, educational programming, and a strong focus on strengthening our presence in Northwestern Ontario to reach more audiences than ever before.

- Science North continued work on the *Go Deeper: New Experiences to Engage Northern Ontarians in Modern Mining and Critical Minerals* renewal and expansion project at Dynamic Earth in 2022-23, with goals to open the Vale Chasm Elevator experience in Spring / Summer 2023 and complete the underground modern mining drift excavation and open the Big Impact multimedia show, underground multi-purpose theatre and programming space, Innovation Gallery and Sudbury Regreening Film in 2024.
- In addition to experiences in Sudbury, Science North initiated *Go Deeper* project components that will have impact across Northern Ontario and across Canada, with a new digital mining game, Mine Evolution, developed in partnership with the Canadian Institute of Mining Metallurgy and Petroleum. Curriculum-linked activities aligned with the game will launch in 2023-24.
- From March 5 to September 5, 2022, Dynamic Earth hosted the *Go Deeper: Next Level Mining Innovations* exhibition, featuring fun and innovative technologies used in modern mining. Visitors interacted with real tools to understand how technology can help modern mines be safer and more efficient. The exhibition was developed by Science North in partnership with mining technology companies from across the region, integrating their products and technology to give visitors a hands-on experience with real-world mining tools and innovations.
- Science North hosted *Reinventing Reality*, developed by the Virtual Science Center, from April 30 to September 5, 2022. Visitors explored the science behind virtual reality through fully immersive VR experiences and learned how human perception, tracking technology and digital models come together to make imaginary worlds feel real, and how this technology is used in training and working environments.
- In February 2023, Science North and Dynamic Earth opened the 2023 special exhibition *Dinosaur Discoveries* featuring animatronic dinosaurs and skeleton replicas. Dynamic Earth features some of North America's signature dinosaur discoveries through the experience of paleontologists, while Science North focuses on the life history of dinosaurs and their evolution into modern day birds. The exhibitions will remain open throughout Summer 2023.
- Science North and Dynamic Earth hosted a variety of special events for New Audiences, reaching over 3,700 people through *Nightlife on the Rocks* adult

science events, teen events, events for newcomers to Canada, and a science book launch by a local author.

- Science North's Northwest Expansion project outlined the potential for new expansions in Thunder Bay and Kenora, including a 4,000m² science centre facility in Thunder Bay and a 500m² expansion to the Lake of the Woods Discovery Centre in Kenora. Science North launched the Schematic Design Phase in 2022-23, completing key activities such as community and stakeholder engagement, visitor experience design and program development, architectural schematic design, and development of an operating business plan.
- Science North engaged more 1.5 million Canadians, including 16,750 students, through the *Building Vaccine Confidence in Ontario and Beyond!* project. Funding from the Public Health Agency of Canada's Immunization Partnership Fund supported the centre in launching a digital campaign and hands-on learning experiences to provide participants the tools to improve their understanding of vaccines, increase evidence-based decision making and discern misinformation.
- Science North delivered Science Festivals in 4 Northern Ontario communities of Sault Ste. Marie, Kenora, North Bay and Thunder Bay, engaging 11,259 people (on a goal of 10,000).
- Science North extended the Northern Ontario tour of *The Science of Guinness World Records* customized exhibit and activities into 2022-23, reaching an additional 7,974 people in Sault Ste Marie at the end of its tour.
- Science North engaged 51,949 people through the *Great Northern Ontario Roadshow*, a strategic series of events in 50 communities across Northern Ontario to drive hyperlocal tourism and highlight the incredible opportunities for cultural, art, heritage, culinary and recreational tourism in the region.
- Science North continued its longstanding partnership with the Ministry of Education to support Ontario's teachers and their students in developing transferable, foundational skills through high quality, scientist-led online and in-person STEM experiences for Ontario students and teachers from K to grade 12.
- Science North delivered 1,067 e-workshops to 22,174 students. Live-streamed STEM experiences for the classroom reached an additional 52,621 students throughout Northern Ontario.
- Science North reached 409,230 page views with its online educator resources and an additional 10,341 page views with the Science@Home online resources.
- Science North launched its Northern Ontario Board Membership program in September 2022, with funding from the Ministry of Education, allowing the centre to better serve school boards in Northern Ontario with virtual offerings and curriculum-linked science centre programming. During the fiscal year, 395 teachers in Northern Ontario actively used our virtual resources.
- In 2022-23, Science North engaged families across Northern Ontario in a revitalized Summer Science Camp program, delivering camps in 31 communities and reaching 2,979 participants. In addition, Science North delivered a specialty summer experiential camp program for at-risk and underrepresented youth titled STEMpower that engaged 124 participants.

Catalyst: Digital and Technology Ecosystems

Science North is committed to optimizing its digital environment to deliver reliable and effective programs and services that are available anytime, anywhere and from any device on all digital platforms. In 2022-23, Science North worked to modernize its digital and IT environment with new end-user delivery systems that are easy to use and maintain, stable, reliable, secure, and adaptable to improve business performance.

- Innovation is the lever through which Science North introduces new products, processes, and services to drive business growth, create competitive advantages and respond to customer expectations. In 2022-23, Science North increased investment into driving innovation across the organization through training for 7 employees in the Innovation Engineering program in order to weave innovation thinking into our programs, systems, and products.
- In 2022-23, Science North launched a three-year, phased approach to implement a fully integrated Customer Relationship Management (CRM) Software, allowing for enhanced pre-service, service, and post service interactions. The fully integrated CRM will be used across the organization to foster deeper engagement, increase visitor satisfaction, build a greater sense of community through long-term relationships, and drive our overall success. It will allow Science North to better manage relations with visitors, donors, clients, and partners, maximizing revenue generation and visitor interactions. It will allow the centre to reach new audiences through targeted fundraising and marketing campaigns, as well as increase sales through add-on options and a seamless online purchasing experience.
- In 2022-2023, Science North engaged with an existing contractor, capitalizing on their expertise to assess and evaluate current organizational needs. Within the first year of the phased approach, systems were implemented into core operations such as the Sales, Marketing, Development and Finance units, contributing to revenue and attendance goals for the fiscal.

Science North continued work to grow its online presence to be customer-focused, functional, dynamic, engaging, efficient and informative. Science North has gained extensive experience adapting and creating virtual programming to engage audiences at home, including webinars, virtual training sessions and workshops, video series and a suite of new content on Science North's social media platforms. The centre built off its digital success in 2022-23 with a focus on generating content and stimulating substantial audience growth across all its social platforms; in particular, TikTok, Instagram and LinkedIn.

- In 2022-23, Science North launched a podcast aimed at communicating current and relevant science tied to major science centre projects and exhibitions, offering a new platform through which our science communicators can engage directly with audiences.
- Science North saw increased brand recognition on social media, growing the centre's online audience from 98,961 to 130,563 users.
- Science North exceeded its target to achieve 4.0% engagement with digital analytics on Facebook, Instagram, and Twitter, reaching an engagement rate of 6.0% (over industry standard of 1.0%)
- Science North experienced a total of 2,660,899 page views and 715,288 unique users of its website in 2022-23.
- Science North saw an increase in e-newsletter subscribers from 14,159 to 17,032.
- Science North implemented a review of its current digital assets and resources, their alignment with the centre's strategic plan, and built an analytics dashboard to activate its new digital strategy. Key findings from the digital review may result in implementing new digital assets within the science centres and online to better serve visitors' needs and develop new experiences. Broader development of the digital strategy will expand Science North's digital presence over the next three years to include a variety of digital offerings while focusing on monetizing online experiences.

Catalyst: Financial Resilience

Science North is accountable to its stakeholders, staff, and organization for sound financial and project management practices, supported by effective processes, tools, and training. In 2022-23, Science North demonstrated its commitment to financial resilience by developing new visitor experiences, events and programming to enhance value for our audiences, drive ticket sales and memberships across Northern Ontario, while also implementing targeted financial practices and funding strategies.

- Science North renewed 893, or 24%, of memberships in 2022-23. A total of 3,779 memberships were sold.
- Science North overachieved budgeted results, generating a deficit of (\$203,057) on a budgeted deficit of (\$965,069).
- Science North achieved \$71,320 in corporate sponsorship in 2022-23 to support events, programming, and exhibit renewals.
- Science North continued work on the Capital Campaign for the Go Deeper expansion project, working with the Capital Campaign cabinet to complete targeted prospecting. \$529,500 was received in 2022-23, with additional pledges of \$1,485,132 secured for 2023-24 and future years.
- Science North generated \$292,850 in total revenues at its annual Bluecoat Ball, making it Science North's strongest fundraising event ever. The proceeds were used to establish Science North's Science For All Fund, which will support equitable science centre access for under-served groups.
- Science North achieved over \$2.4 million in non-Ministry of Tourism, Culture and Sport government grant commitments to support programs and visitor experience development and renewal.
- Science North achieved \$1,024,288 in International Sales revenue from travelling exhibit leases, film distribution, Nature Exchange installations and consulting.
- In 2022-23, Science North began the implementation of a new financial management system that will integrate with existing human resources management and customer relations management software systems to improve access to information and efficiencies of its workflows. The project will allow Science North to modernize its outdated, end-of-life management software in order to better serve audiences and continue providing inspirational, educational and entertaining science experiences for underserved audiences in Northern Ontario. Implementation will continue in 2023-24.
- Science North implemented a new credit card and payment management system that allows for more efficient travel and procurement management.
- Science North identified additional efficiencies and savings through a centralized procurement process, leveraging provincial vendors of record to increase efficiencies and sustainability in economies of scale.
- Science North followed all BPS procurement directives related to supply chain centralization in 2022-23, including contract harmonization for planned and pending procurements and accounting practices.

Catalyst: Environmental Sustainability

Science North has a catalyst to vision and implement sustainable environmental practices across all science centre operations. This includes extending internal practices and operations to implement policies that focus on the conservation of natural resources and protecting global ecosystems to support health and wellbeing, now and in the future.

- In 2022-23, Science North continued work on its Net Zero Strategy and became the first science centre in Canada to join the Net Zero Challenge.
- Filming for both the *Jane Goodall's Reasons for Hope* IMAX® film and Go Deeper Regreening film productions employed practices to achieve net-zero in production; these practices reduced the film's projected CO₂ footprint data by more than half, to an actual footprint of roughly 100 tonnes that were fully offset. The remaining carbon offset dollars will be invested in a future net-zero project of sustainable actions at Science North.
- Solar panels installed at both Science North and Dynamic Earth generated green electricity that offset annual electricity usage. Panels at Science North generated 7.55% of electricity usage in 2022-23 and Dynamic Earth generated an estimated 18%* of electricity usage in 2022-23 (*calculated as a multi-year average).
- Science North achieved a 10.13% reduction in hydro and 11.77% reduction in natural gas consumption at the Bell Grove Site (compared to 2019-20 actuals) following the implementation of a more effective HVAC system (on a goal of 3% and 8%, respectively).

Science North developed educational experiences to engage audiences in the science behind climate change, clean growth and environmental initiatives, increasing audiences' awareness and inspiring them to take action towards environmental sustainability.

- With support from Environment & Climate Change Canada, Science North launched the pan-Canadian tours of two new major travelling exhibitions focused on climate action in 2022-23. The 100sqm version of the *Our Climate Quest...small steps to big change* travelling exhibition exhibit travelled to 16 communities, 3 provinces and reached 19,608 visitors, while the 600sqm version of the exhibit launched in Montreal reaching 171,726 visitors.
- 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 its climate action communication strategy in 2022-23, reaching 1,387,277 engagements and impressions through its website and social media platforms.

Science North Funders, Sponsors & Supporters

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

Government Supporters

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

Media Partners

Bell Media
CTV
Rogers Media
Stingray Radio
Village Media
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Corporate, Foundation Supporters

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Brenda F Donnelly
Brenda L Avison
Brittany Cormier
 Household
Brittany Schmeler
Brooke Cacciotti
Bruno Marziano
Carlos Manuel Giron
Carly Pulkkinen & Stephen
 Bignucolo
Caroline Araujo Abbots
Carolyn Joanne Fyfe
Cassidy Belair
Catherine MacInnes
Catherine Zinger
 Household
Chaitanand & Nialle
 Gosine
Chantal Barriault
Chantal Tessier
Chantale Estelle Bedard
Chara Namour
Charlène S. Gagnon
 Hachey
Cheryl Crosby
Chris Hodgkinson
Chris Jones
Chris Kit
Chris Webb
Christian Siford
Christianne Giroux
Christina Visser & Brendon
 Matusch
Christine Discola
Christine Tyrrell
Christine Elizabeth
 Audette
Christopher Spina
Christy Lapierre & Evan
 Grayson
Claude Labine
Cody Stuart
Connie de Ste Croix
Corrie Scott
Courtney St John
Craig Tyson
Crystal Best Labranche
Crystal Kathleen Warner
Daicilyn Tabug Vinarao
Dan Bonhomme
Dan Scott & Lynn Kabaroff

Dang Trung
Daniel Beauchamp
Danielle Stewart
Danielle Peattie-Carrier
Darcie Whalen
Darryl Fawcett
Daryl Adams
Dave Kelly & Eileen Kotila
David Petryna
David Stanford Douglass
Dean Jin
Deanna Cook
Denise Denis
Denise Wiggins
Devin McElheran
Doran Wright
Dr. Chris & Dr. Roger
 Nash
Dr. Neil Macpherson &
 Jennifer Mitchell
Dr. Raymond Francis
Dr. Ryan L Freistatter
Ed Davies
Edward East
Emanuela Doucet
Emelie Rubie Levesque
Emily Groot & Jesse
 Hawkins
Emily Kerton & Matt Roy
Eric Maag
Ernst den Broeder
Evan Davidge
Ferg Devins
Flora Paolucci
Forrest Bugge
Gabriel Godin
Gary & Melanie Tahxter
George & Elfrida Hakojarvi
Gerard Hanlon
Gillian Bayko
Gillian Charette
Gillian Smith
Glen Davidge
Greg & Kathleen Stott
Gregory Phipps
Guy Berube
Gwen Wells
Hailey F Auger
Heather Jane Ambrose
Heather M Martin
Howard Allen Hennessey
Ian Thomas McMillan

Ilona Prevost
 Irena Dominic
 Isabelle Sylvie Duciaume
 Jaciel Bodden
 Jade C Levac
 James Chau & Christine Pun
 James Marchbank
 Jamie Villafuerte
 Jamie-Lynn MacFarlane
 Jane Morrey
 Janet Marie Turner
 Janet Carriere
 Jared Ladouceur
 Jasmine Natalie Paquin
 Jason Tait
 Jason Turner
 Jayne Brindle
 Jeffery Ryan Benedict
 Jenna Ryan
 Jennifer Gander
 Jennifer Katsuno
 Jennifer Kennedy
 Jennifer Line Consack
 Jennifer Moore
 Jennifer Schieven
 Jenny Lynn Chokan
 Jerry Dougherty
 Jesse B Baker
 Jessica Burton
 Jessica Cox
 Jessica Laberge
 Jessica Rose Lambe
 Jessie Carter Albert
 Jim Cochran
 Jocelyn Morrison
 Jodi Martin
 Jody McDonald
 Jody Schiafone
 Joel Evans
 John & Louise Maki
 Jonah Jean
 Joni Drapeau
 Jordan Ian Altman
 Jordi Cisa
 Julia Pegahmagabow
 Julie Tomé
 Justin Evans
 Justin Lemieux
 Jyceline A. Labine
 Kaila Cook
 Kaitie Savage
 Kandace Kooy
 Kari Ann Foreman

Kate Gauvreau & Elio Tomini
 Kate Hunter
 Kate Kearney
 Kate Smith
 Kathy & Yves Roy
 Kathy Niro
 Kati McCartney & Shawn Frappier
 Katie Roy & Jeff Brookes
 Katrine Capizzo
 Kayla Bannister
 Kelly Brazeau
 Kelly McIlwaine
 Kelly Petch
 Kelsey Hancock
 Ken Kirkby
 Kendra Hartley & David Hunt
 Kerry Caloyannis
 Kevin Eshkawkogan & Melissa Biedermann
 Kevin Good
 Kim Vicente
 Kimberly Parkhill & Derwyn Johnston
 Kirk & Julie Moskalyk
 Kory-Lynn King
 Krista Jones
 Kristie Olmstead
 Kristin Debassige
 Kurt Stamm
 Kyle R Gallagher
 Larry Albert Roque
 Laura Gray
 Lauri Skitch
 Laurie Rodgers
 Leady Leon
 Leanna Nala Bowman
 Leyli Cecibell Recinos
 Lindy Kathryn Norvall
 Line Plante
 Lisa Bell
 Lisa Kelly
 Loretta Jaunzarins
 Lori Bigger
 Lucas Burke
 Lucie Boudreau
 Architecture
 Lyle R Moore
 Lyne Lucille Giroux
 Lynn Otonicar
 Maja Milosevic
 Majesta Guenette

Mamie Breckles
 Mandy Ellen Laurila
 Marett & Montana McCulloch
 Maria Boucher
 Marie Claire Levesque Morin
 Marie-Eve Verville
 Marie-Lou Morin
 Mark & Tinna Deziel
 Markus Schwarz
 Marlene Francis
 Mary Abdelsayed & Kamel Awad
 Mary Clement
 Mary Stuart
 Mathias Alexander Schranz
 Matt Morton
 Matteo Joseph Bélanger
 Matthew Goodale
 Max Mantha
 Maxime Huard
 Megan Melanie Belonoha
 Melanie R. Reed
 Melissa Koschok
 Melissa Vernier
 Michael Kittl
 Michael W Tyre
 Michel & Lesley Larose
 Michel & Mireille Tremblay
 Michele Callahan
 Michelle Cordeiro
 Mike Cockram
 Mike Nie
 Mike Walker
 Millie Reyes
 Molly Lefebvre
 Nadean Schryer
 Nancy Blanchette
 Nancy Godin
 Naomi Cheechoo & Joe Boivin
 Nathan Gaudrault
 Nathan Sostarich
 Neal A MacDonald
 Neera Sivarajah
 Neil M Beckham
 Niall McNamara
 Niamh Mccullagh
 Nicole Brenne
 Nicole Chiasson
 Nikki Morley
 Nolan Butt

Olivia Pakula
 Paige Restoule
 Paige Ritchie Clark
 Pamela Best
 Pat Dubreuil
 Patricia Bentley
 Patricia Juby
 Peter Sirotkin
 Peter Pietruniak
 Peter Pula
 Peter Sgouros
 Philip Holmes Hopkins
 Polly Rutenberg
 Rahat Naeem
 Rahim Dharamsi
 Randi Ray
 Randy Taylor
 Ray J Mantha
 Rebecca E Bonnell
 Renu Jain
 Rhyah & Eric Ferguson
 Richard Isidore Robert
 Richard Allan Miglioranza
 Richard M. Plaunt
 Rita Bigelow
 Robert Bruce McDermid
 Robyn Rowe & Chris Sabouirn
 Rolly Arseneault
 Ron Gaston Regimbal
 Ron Kanutski
 Ronald & Mary Trebb
 Rushikumar Rajeshbhai Tilva
 Russell M Whitworth
 Ryan & Carmilla Land

Ryan Andrew Petrenko
 Ryan Micheal Dorion
 Ryan William Yurich
 Sabrina Paul
 Samantha McGraw
 Samantha Niels
 Samantha Perpetua Pedro Best
 Samara Penton
 Samuel Potts
 Sandra Christine Willock
 Sandra Smith
 Sarah & Robert Chisnell
 Sarah Bazinet
 Sarah Brown
 Sarah Eidt
 Sarah H Kennedy
 Sarah Kathleen Chappell
 Sarah Kerton
 Sarah L Chernecki
 Sarah Russell
 Scott C Macdonald
 Sean Baker
 Sean O'Hare & Anne McDonald
 Sharon Nash
 Shawn Lynette Lopes
 Shawna Davy
 Sheri Marlene Buott
 Sileena B Robson
 Sophia Pollesel
 Steffanie Fisher
 Stephanie Baker & Denys Bradley
 Stephanie Brooks
 Susan Dobell

Susan Lynn Sweezey
 Susan Taylor
 Suzanne Shoust
 Sylvia Primeaux
 Tamara Ann Drake
 Tammi McKenzie & John Mattias
 Tammy Cook
 Tammy Coulombe
 Tammy Eger
 Tammy Maki
 Teri Genereaux
 Terri Knight Lepain
 Thomas Broz
 Thomas Stevkov
 Tina & Conrad Leduc
 Tina Clark
 Tina Moore
 Tina Sibbald
 Tom Whalen
 Tracie Kraft
 Tracy Rochon
 Tyler Peroni & Melanie Roque-Peroni
 Tyler Samson
 Van Stewart
 Vanessa Brandow
 Vanessa Denbok
 Victoria Machete
 Vitaliy & Tabitha Suprunov
 Wayne & Erin Connelly
 Wayne B Gowan
 Wayne Carr
 Yannick Bourret
 Yuen Man Tang
 Zachary S Taylor

Corporate Giving Program

Corporate Supporter

Centre de sante communautaire du Grand Sudbury
Dr. Sloan & Associates
Hard-Line
Kina Gbezhgomi Child & Family Services
Lasalle Animal Clinic
Travelway Inn
Vale Creighton Mines Employees Association

Corporate Advocate

Pioneer Construction/ Fisher Wavy

Corporate Builder

Patrick Group Social Committee

Corporate Friend

All About Massage
Bélanger Architecture
Enbridge
Finlandia Village
Jubilee Heritage Family Resources
Local 598 Unifor Retired Workers Chapter
March of Dimes
March of Dimes Canada (Sudbury)
Our Children Our Future
SNOLAB
Sudbury Credit Union Limited
Sudbury INO - A Glencore Company (Fraser Mine)
Sudbury INO - A Glencore Company (Nickel Rim South)
Sudbury INO - A Glencore Company (Strathcona Mill)
Sudbury INO - A Glencore Company (Sudbury Smelter)

Science North Board of Trustees

(as of March 31, 2023)

Name	Date Appointed	Term Expiry Date
James Lundrigan - Chair	February 21, 2018	January 19, 2026
Alison De Luisa	January 8, 2018	April 15, 2024
Helena Devins	January 9, 2020	January 9, 2026
Heather Gropp	January 9, 2020	January 9, 2026
Tyler Peroni	February 18, 2021	February 18, 2024
Ronald Trebb	February 18, 2021	February 18, 2024
Ian McMillan	January 9, 2020	January 19, 2026
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
Dr. Audrey Penner	February 2, 2023	February 2, 2026

Science North Committee Members*

(as of March 31, 2023)

Executive Committee

James Lundrigan – Chair
 Ian McMillan
 Alison De Luisa
 Marett McCulloch
 Ray Mantha

Audit Committee

Brad Claridge – Chair
 Kevin Eshkawkogan
 Stella Holloway
Bruce Hennessy

Business Affairs Committee

Ray Mantha – Chair
 Ron Trebb
Bruce Hennessy
Jean François Démoré
Parvinder Arora
Justin Lemieux

Fundraising Committee

Marett McCulloch – Chair
 Tyler Peroni
 Ian McMillan

Governance & Nominating Committee

Alison De Luisa – Chair
 Ray Mantha
Jim Simmons

Science Program Committee

Ian McMillan – Acting Chair
 Helena Devins
Dr. Ellen Field
 Heather Gropp
Dr. Chantal Barriault
Aaron Barry
Tammy Cayer-Dokis
Dr. Jordi Cisa
Kaylee Dugas
Michele Henschel
John Macdonald
Darrell Makin
Dr. Sarah Mclsaac
Jason Michaud
Punya Pandey
Brigitte Prevost
Sam Senecal
Violet Smith
Christina Visser
David Wood

*Names in italics represent non-trustee members

Science North Advisory Committees

(as of March 31, 2023)

Northeastern Indigenous Advisory Committee

Craig Tyson – Councilor, Wahnapiatae First Nation – Chair
Dominic Beaudry – Associate Vice-President, Academic and Indigenous Programs, Laurentian University
Kevin Eshkawkogan – CEO, Indigenous Tourism Ontario
Sam Hunter – Climate Change Researcher, Weenusk First Nation
Joseph Leblanc – Director of Indigenous Affairs, Northern Ontario School of Medicine
Darryl Walker – Wasa-Nabin Program Coordinator N'Swakamok Friendship Centre
Julia Pegahmagabow – CEO, Akinoomoshin Inc.
Marnie Yourchuk – Education Manager, Mamaweswen, The North Shore Tribal Council
Kirsten Era – Metis Nation of Ontario

Northwestern Indigenous Advisory Committee

Melissa Roberts – Aahmoo Consulting - Chair
Bruce Beardy – Professor, School of Health and Community Services, Confederation College
Anika Guthrie – Principal, Indigenous Learning, Lakehead Public Schools
Jasmine Sgambelluri – First Nations, Metis and Inuit Education Coordinator, Lakehead Public Schools
Tesa Fiddler – Indigenous Education Coordinator, Thunder Bay Catholic Schools
Ron Kanutski – Dilico Anishinabek Family Care
Cheryl King-Zewiec – Education Coordinator, Kiashke Zaaging Anishinaabek
Jayden Fisher – Youth Coordinator, Kiashke Zaaging Anishinaabek
Dave Stepanik – Numeracy Coordinator, Bimose Tribal Council
Tanis Fisher – Literacy Coordinator, Bimose Tribal Council
Yolanda Wanakamik – Director, Indigenous Affairs, NOSM
Tracey Councillor – Anokaadamang Gakendaasowin Projects Coordinator, Grand Council Treaty 3
Elliott Cromarty – Indigenous Heritage Program Coordinator, Fort William Historical Park
Marja Kimball – Indigenous Heritage Program Member, Fort William Historical Park
Cindy Crowe – Lodgekeeper, Blue Sky Strategic Group

Student Science Council

(as of March 31, 2023)

<i>Punya Pandey</i> (Co-Chair)	<i>Sophie Alexander</i>
<i>Violet Smith</i> (Co-Chair)	<i>Kaitlyn Lewis</i>
<i>Abby Hall</i>	<i>Aria Petroski</i>
<i>Katie Polischuk</i>	<i>Hatan Badamsambuu</i>
<i>Kavya Nalla</i>	<i>Anna Shaver</i>
<i>Olivia Tissot Van Patot</i>	<i>Elodie Breton-Depatie</i>
<i>Shyanne Forcier</i>	

Science North Staff

(as of March 31, 2023)

Ashley Larose <i>Chief Executive Officer</i>	Sarah Chisnell <i>Acting Director, Education and Northern Programs</i>	Michelle Lalonde <i>Finance Projects Officer</i>	Vince Murphy <i>Senior Manager, Facility Operations</i>
Shelby Twohey <i>Senior Manager, Executive Office</i>	Brendan Roy <i>Acting Senior Manager, STEM Education</i>	Tara Favot <i>Manager, Contracts & Risk</i>	Garth Moote (Sub-Contractor Black & McDonald) <i>Senior Manager, Facility Infrastructure</i>
Jessica Hall <i>Manager, Grants</i>	Larissa Puls <i>Acting STEM Lead</i>	Martin Rosene <i>Procurement and Contracts Officer</i>	Gilles Caron <i>Technical Specialist</i>
Stephanie Paradis <i>Administrative Assistant</i>	Max Fortin <i>STEM Specialists</i>	Kyelle Byne <i>Manager, Grants</i>	
Julie Moskalyk <i>Director, Science Programs</i>	Sabrina Morrison <i>Operations Coordinator</i>	Michelle Ciulini <i>Accountant</i>	Vacant <i>Director, Development</i>
Jennifer Beaudry <i>Senior Scientist, Dynamic Earth</i>	Jessica Stoodley	Darla Stoddart <i>Senior Manager, Projects</i>	Lindsay Donnelly <i>Senior Manager, Development</i>
Kelsey Rutledge (on leave)	Tina Leduc <i>Senior Manager, Informal STEM Programs</i>	Andrea Martin <i>Senior Projects Manager</i>	Vacant <i>Development Officer</i>
Melissa-Rose Thompson <i>Science Program Specialists</i>	Josée Bertrand <i>STEM Specialist</i>	Tasio Gregorini <i>Senior Technologist</i>	
Vacant <i>Staff Scientist</i>	Ian Sproule <i>Program Specialist - ASK</i>	Michel Tremblay <i>Technical Specialists</i>	Julia Aelick <i>Senior Manager, Marketing</i>
Alex Slaney <i>Technical Specialist</i>		Keiran Geverding <i>Technical Specialists</i>	Byron Gillespie
	Emily Kerton <i>Project Management Lead – Northwest Expansion Project</i>	Amy Wilson <i>Senior Editor/Producer</i>	Phil Howard <i>Senior Marketing Specialists</i>
Robert Gagne <i>Senior Producer</i>		Richard Wildeman <i>Animator</i>	Renata Brandt <i>Marketing Specialists</i>
Amy Henson <i>Senior Scientist, Science Operations</i>	Kaitlin Richard <i>Interim Senior Manager, STEM Outreach</i>	Nina Nesseth <i>Project Manager</i>	Kayla Plaunt <i>Graphic Design Lead</i>
Katrina Pisani <i>Lead Staff Scientists</i>	David Bates <i>Senior Manager, Northern STEM Initiatives</i>	Kirsti Kivinen <i>Staff Scientist</i>	
Melissa Radey <i>Lead Staff Scientists</i>	Matthew Graveline <i>STEM Specialists</i>	Kathryn Huneault <i>Manager, International Sales Operations</i>	Nick Ayre <i>Director, Organizational Development & Information Technology</i>
Meghan Mitchell	Genna Patterson <i>STEM Lead SSM</i>	Marc Gareau <i>International Sales Lead</i>	
Bruce Doran <i>Staff Scientists</i>	Mary Chang <i>STEM Specialist</i>	Don Greco <i>Technical Specialists</i>	Vacant <i>Learning and Development Specialist</i>
Cas Krane <i>Staff Scientists</i>	Lora Clausen <i>Senior Manager, Northern STEM Initiatives</i>	Christian Theriault <i>Technical Specialists</i>	Rebecca Wilson <i>Manager, Organizational Development Operations</i>
Olathe MacIntyre <i>Science Program Specialists</i>	Annemarie Mantione <i>(on leave)</i>	Vacant <i>Design and Administrative Services Coordinator</i>	Anne-Marie Wilkie <i>Organizational Development Officers</i>
Grace Schmidt <i>Science Program Specialists</i>	STEM Specialist	Kate Gauvreau <i>Senior Manager Onsite Business and Services Development</i>	Edwina Tukpeyi <i>Recruitment Officer</i>
Katrina Tisdale <i>Technical Specialists</i>	Céline Roy <i>Director, Finance</i>	Vacant <i>Senior Sales Leader</i>	
Christine Bigras-Moreau <i>Science Communicators</i>	Charlotte Balez <i>Financial Controller</i>	Kimberly Parkhill <i>Sales Leaders</i>	Roger Brouillette <i>Senior Manager, IT Services</i>
Mireille Tremblay <i>Science Technicians</i>	Donna Holmberg <i>Payroll Accountant</i>	Breanna Scully <i>Booking Agent</i>	Vacant <i>Senior IT Analyst</i>
Russell Jensen <i>Science Technicians</i>	Stephane Lauzon <i>Accountant</i>	Ashleigh Zeman <i>Technical Specialist</i>	Glenn Shayer <i>IT Administrator</i>
Ben Whiteman <i>Science Technicians</i>	Charlotte Heath <i>Accounts Payable Officer</i>	Frank Leonard	Brian Wright <i>IT Technician</i>
Kathryn Farr-Simon			
Lucie Robillard			
Ava Stos			
August			
Jacqueline Bertrand			
Vacant			

Appendix: Science North Audited Financial Statements

(as of March 31, 2023)

Financial Statements of

SCIENCE NORTH

And Independent Auditor's Report thereon

Year ended March 31, 2023

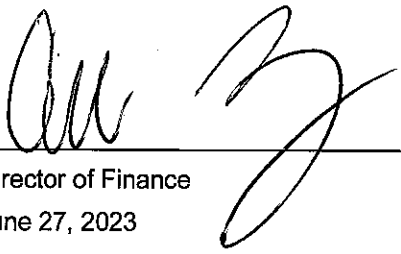
Management's Responsibility for the Financial Statements

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 Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on Science North's financial statements.



Director of Finance
June 27, 2023



KPMG LLP
Times Square
1760 Regent Street, Unit 4
Sudbury ON P3E 3Z8
Canada
Tel 705-675-8500
Fax 705-675-7586

INDEPENDENT AUDITOR'S 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, 2023
- 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 and schedule 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, 2023, and its results of operations, its changes in remeasurement gains and losses 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 "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's 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.

Auditor's 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 auditor's 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 auditor's 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 auditor's report. However, future events or conditions may cause the Entity's to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

June 27, 2023

SCIENCE NORTH

Statement of Financial Position

March 31, 2023, with comparative information for 2022

	2023	2022
Assets		
Current assets:		
Cash	\$ 3,065,417	\$ 5,798,825
Short-term investments (note 2)	2,029,893	1,910,492
Accounts receivable	8,708,166	5,228,431
Prepayments and inventory	927,580	1,354,037
	14,731,056	14,291,785
Restricted investments (note 2)	8,139,433	8,058,042
Capital assets (note 3)	40,646,077	35,761,878
	\$ 63,516,566	\$ 58,111,705

Liabilities and Fund Balances

Current liabilities:		
Accounts payable and accrued liabilities	\$ 4,077,278	\$ 4,431,737
Deferred revenue (note 4)	2,148,447	2,439,138
	6,225,725	6,870,875
Loans payable (note 5)	1,075,837	1,075,837
	7,301,562	7,946,712
Fund balances:		
General	2,991,083	2,937,543
Capital asset	40,970,040	34,686,041
Restricted and endowment (note 6)	12,253,881	12,541,409
	56,215,004	50,164,993
	\$ 63,516,566	\$ 58,111,705

See accompanying notes to financial statements.

On behalf of the Board:



Chair, Board of Trustees



Chief Executive Officer

SCIENCE NORTH

Statement of Operations and Changes in Fund Balances

Year ended March 31, 2023, with comparative information for 2022

	General		Capital Asset		Restricted and Endowment		Total	
	2023	2022	2023	2022	2023	2022	2023	2022
Revenue:								
Province of Ontario grants:								
Operating	\$ 6,828,900	\$ 13,012,640	\$ -	\$ -	\$ -	\$ -	\$ 6,828,900	\$ 13,012,640
Specific	3,628,584	2,263,580	3,049,687	3,180,043	-	-	6,678,271	5,443,623
Government of Canada grants	4,453,010	2,102,408	4,203,315	1,878,314	-	-	8,656,325	3,980,722
Other Government grants	230,000	4,832	635,000	125,000	-	-	865,000	129,832
Admissions (schedule)	2,379,292	893,880	-	-	-	-	2,379,292	893,880
Workshops and events	1,264,459	1,018,179	-	-	-	-	1,264,459	1,018,179
Memberships	524,014	239,411	-	-	-	-	524,014	239,411
Business operations (schedule)	3,034,959	3,558,343	-	-	-	-	3,034,959	3,558,343
Fundraising and donations	509,267	485,862	2,009,521	275,410	252,373	66,829	2,771,161	828,101
Interest earned	241,534	26,582	-	-	144,763	175,229	386,297	201,811
Other	311,390	56,161	12,508	-	-	-	323,898	56,161
	23,405,409	23,661,878	9,910,031	5,458,767	397,136	242,058	33,712,576	29,362,703
Expenses (note 12):								
Science program (schedule)	12,385,032	7,814,867	-	-	-	-	12,385,032	7,814,867
Business operations (schedule)	3,747,740	4,186,104	-	-	-	-	3,747,740	4,186,104
Maintenance and building	2,124,910	1,832,135	-	-	-	-	2,124,910	1,832,135
Administrative operations	2,715,094	3,230,926	-	-	-	-	2,715,094	3,230,926
Marketing and development	1,952,852	1,560,428	-	-	-	-	1,952,852	1,560,428
Program technical support	718,976	781,835	-	-	-	-	718,976	781,835
Amortization of capital assets	-	-	4,017,961	5,120,943	-	-	4,017,961	5,120,943
	23,644,604	19,406,295	4,017,961	5,120,943	-	-	27,662,565	24,527,238
Excess (deficiency) of revenue over expenses	(239,195)	4,255,583	5,892,070	337,824	397,136	242,058	6,050,011	4,835,465
Fund balances, beginning 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
Transfers for capital	(16,269)	(18,674)	391,929	117,306	(375,660)	(98,632)	-	-
Interfund transfers (note 7)	309,004	(3,714,718)	-	-	(309,004)	3,714,718	-	-
Fund balances, end of year	\$ 2,991,083	\$ 2,937,543	\$ 40,970,040	\$ 34,686,041	\$ 12,253,881	\$ 12,541,409	\$ 56,215,004	\$ 50,164,993

See accompanying notes to financial statements.

SCIENCE NORTH

Statement of Cash Flows

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 6,050,011	\$ 4,835,465
Adjustment for:		
Amortization of capital assets	4,017,961	5,120,943
	10,067,972	9,956,408
Changes in non-cash working capital (note 11)	(3,698,428)	(1,460,927)
	6,369,544	8,495,481
Financing activities:		
Principal repayment of loans payable	-	(271,833)
Capital activities:		
Purchase of capital assets	(8,902,160)	(5,304,240)
Investing activities:		
Net restricted acquisition/dispositions of investments	(200,792)	(153,427)
Net increase (decrease) in cash	(2,733,408)	2,765,981
Cash, beginning of year	5,798,825	3,032,844
Cash, end of year	\$ 3,065,417	\$ 5,798,825

See accompanying notes to financial statements.

SCIENCE NORTH

Notes to Financial Statements

Year ended March 31, 2023

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, 2023

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:

The Organization classifies its financial instruments as either fair value or amortized cost. The Organization's accounting policy for each category is as follows:

Fair Value

This category includes equity instruments and mutual funds quoted in an active market. At March 31, 2023 there are no investments designated at fair value.

Financial instruments classified as fair value are initially recognized at cost and subsequently carried at fair value. Unrealized changes in fair value are recognized in the Statement of Remeasurement Gains and Losses until they are realized, when they are transferred to the Statement of Operations.

Transaction costs related to financial instruments classified as fair value are expensed as incurred.

Where a decline in fair value is determined to be other than temporary, the amount of the loss is removed from accumulated remeasurement gains and losses and recognized in the Statement of Operations. On sale, the amount held in accumulated remeasurement gains and losses associated with that instrument is removed and recognized in the Statement of Operations.

Amortized cost

This category includes its fixed income portfolio, accounts receivable and accounts payable and accrued liabilities.

Financial instruments classified as amortized cost are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets, except for contributions, which are initially recognized at fair value.

Transaction costs related to financial instruments classified as amortized cost are added to the carrying value of the instrument.

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2023

1. Significant accounting policies (continued):

(f) Financial instruments (continued):

Write-downs on financial assets classified as amortized cost are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the write-down being recognized in the Statement of Operations.

(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, including the 4200 standards for government not-for-profit organizations, requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the period. Actual results could differ from these estimates. Areas of key estimation include determination of fair value for investments, allowance for doubtful accounts, amortization of capital assets and estimated costs and timing of asset retirement obligations.

Financial instruments are classified into value hierarchy levels 1, 2 or 3 for the purposes of describing the basis of inputs used to determine the fair market value of those amounts recorded at fair value as described below:

- Level 1 – Fair value measurements are those derived from unadjusted quoted market prices in active markets for identical assets or liabilities;
- Level 2 – Fair value measurements are those derived from observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and
- Level 3 – Fair value measurements are those derived from unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2023

1. Significant accounting policies (continued):

(i) Asset retirement obligations:

The Organization recognizes the fair value of an Asset Retirement Obligation ("ARO") when all of the following criteria have been met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

A liability for asset retirement obligations has not been recorded in these financial statements. Give the nature of the assets, the age of the facilities and the remediation work completed to date it was determined there is no further legal obligation on the part of the Organization to complete remediation efforts.

2. Investments:

	2023	2022
Short-term investments	\$ 2,029,893	\$ 1,910,492
Restricted investments	8,139,433	8,058,042
	<u>\$ 10,169,326</u>	<u>\$ 9,968,534</u>

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

	2023	2022
Cash and short-term investments	\$ 148,260	\$ 335,663
Fixed income	10,014,316	9,626,121
Mutual funds	6,750	6,750
	<u>\$ 10,169,326</u>	<u>\$ 9,968,534</u>

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2023

3. Capital assets:

2023	Cost	Accumulated Amortization	Net Book Value
Land and buildings:			
Bell Grove	\$ 58,756,969	\$ 37,948,895	\$ 20,808,074
Dynamic Earth	17,962,936	8,095,356	9,867,580
Exhibits and equipment:			
Bell Grove	17,291,197	15,176,522	2,114,675
Dynamic Earth	9,466,212	7,984,698	1,481,514
Travelling exhibits	9,598,289	6,406,664	3,191,625
Large format film	11,094,681	7,912,072	3,182,609
	\$ 124,170,284	\$ 83,524,207	\$ 40,646,077

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

4. Deferred revenue:

	2023	2022
Grants	\$ 309,400	\$ 763,365
Memberships and workshops	1,119,270	767,825
Exhibit and theatre production	393,723	434,421
Other	326,054	473,527
	\$ 2,148,447	\$ 2,439,138

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2023

4. Deferred revenue (continued):

Details of the continuity of these funds are as follows:

	2023	2022
Balance, beginning of year	\$ 2,439,138	\$ 3,097,710
Additional contributions received	495,187	2,167,296
Amounts taken to revenue	(785,878)	(1,460,513)
Amounts returned to funder	-	(1,365,355)
	\$ 2,148,447	\$ 2,439,138

5. Loans payable:

	Principal Outstanding		Payment Terms
	2023	2022	
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.
Total	1,075,837	1,075,837	
Less current portion of loans payable	—	—	
	\$ 1,075,837	\$ 1,075,837	

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2023

6. Restricted and endowment funds:

The restricted and endowment funds are comprised of the following:

	2023	2022
Externally restricted:		
Capital renewal fund	\$ 3,434,976	\$ 3,374,354
Program and exhibit funds	1,511,398	1,243,946
Endowment fund	46,392	45,382
	4,992,766	4,663,682
Internally restricted:		
Funds:		
Operating reserve fund	894,119	1,158,314
Insurance reserve	1,723,904	1,693,481
Waterfront development	432,443	424,812
Human resources	119,870	117,753
Funded reserves	8,163,102	8,058,042
Other	812,497	825,463
Program and exhibit funds	301,567	301,567
Replacement of capital assets	2,182,439	2,450,202
Human resources	794,276	879,135
	4,090,779	4,456,367
	\$ 12,253,881	\$ 12,514,409

7. Interfund transfers:

The interfund transfers are comprised of:

- (a) net assets of \$932,318 (2022 - \$Nil) which were internally allocated between the General Fund and the Restricted Fund, to cover certain general fund purchases;
- (b) net assets of \$152,500 (2022 - \$1,773,174) which were internally allocated between the General Fund and the Restricted Fund for capital acquisitions (future capital acquisitions); and
- (c) net assets of \$470,814 (2022 - \$1,941,544) 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, 2023

8. Change in accounting policies:

On April 1, 2022, the Organization adopted Public Accounting Standard PS 3280 – *Asset Retirement Obligations*. The new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in facilities. The standard was adopted on the modified retrospective basis at the date of adoption. Under the modified retrospective method, the assumptions used on initial recognition are those as of the date of adoption of the standard.

In accordance with the provisions of this new standard, the Organization completed an analysis of all facilities, capital assets and lease agreements and determined there was no asset retirement obligations that existed as of April 1, 2022.

9. 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 (2022 - \$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, 2023 is the carrying value of these assets.

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2023

9. Risk management (continued):

(a) Credit risk (continued):

The amounts outstanding at year end were as follows:

As at March 31, 2023	1 - 90 days	91 - 180 days	181 - 270 days	270+ days	Total
Grants receivable	\$ 3,884,935	\$2,546,703	\$ 573,556	\$ 641,321	\$ 7,646,515
Accounts receivables	806,487	163,998	—	221,505	1,191,990
Gross receivables	4,691,422	2,710,701	573,556	862,826	8,838,505
Impairment allowances	—	—	(8,834)	(121,505)	(130,339)
Net receivables	\$ 4,691,422	\$2,710,701	\$ 564,722	\$ 741,321	\$ 8,708,166

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

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, 2023

9. 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, 2023

9. 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, 2023	Within 6 months	6 - 12 months	1 - 5 years	5+ years	Total
Accounts payable	\$ 2,849,836	\$ 763,285	\$ 347,564	\$ 116,594	\$ 4,077,277
Long-term debt	–	–	–	1,075,837	1,075,837
	\$ 2,849,836	\$ 763,285	\$ 347,564	\$ 1,192,431	\$ 5,153,114

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

10. Employee future benefits:

The contributions to the defined contribution pension plans were \$529,544 (2022 - \$569,699).

11. Change in non-cash operating working capital:

	2023	2022
Cash provided by (used in):		
Increase in accounts receivable	\$ (3,479,735)	\$(2,235,484)
Decrease increase in prepayments and inventory	426,458	(127,811)
Increase (decrease) in accounts payable and accrued liabilities	(354,460)	1,560,942
Decrease in deferred revenue	(290,691)	(658,574)
	\$ (3,698,428)	\$(1,460,927)

SCIENCE NORTH

Notes to Financial Statements (continued)

Year ended March 31, 2023

12. Expenses by object:

	2023	2022
Salaries and benefits	\$ 11,030,567	\$ 9,552,693
Program delivery	6,549,181	3,695,069
Maintenance and utilities	1,637,926	1,250,534
Administration	1,441,952	1,492,137
Cost of programming and products	978,243	2,188,914
Marketing and communications	767,728	568,104
Restaurant and food services	418,685	91,436
Gift shop and retail	365,992	192,478
Fleet and security	214,763	220,615
Occupancy and leasing costs	122,993	115,280
Fundraising and membership development	116,575	39,035
	<u>\$ 23,644,605</u>	<u>\$ 19,406,295</u>

SCIENCE NORTH

Schedule of General Fund Revenues and Expenditures

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
Admissions:		
Science Centre	\$ 1,512,494	\$ 617,611
Dynamic Earth	607,431	250,500
IMAX Theatre	177,905	19,798
Planetarium	81,462	5,971
	\$ 2,379,292	\$ 893,880
Business operations:		
Exhibit and theatre production sales	\$ 1,654,812	\$ 2,910,258
Food and Retail	1,303,346	641,350
Film production services	1,074	6,735
Parking	75,727	-
	\$ 3,034,959	\$ 3,558,343
Science program:		
Science Centre operations	\$ 3,517,703	\$ 2,711,888
Education and Northern programs	8,281,835	4,232,046
Dynamic Earth operations	585,494	870,933
	\$ 12,385,032	\$ 7,814,867
Business operations:		
Cost of exhibit sales	\$ 1,521,558	\$ 2,669,098
Food and Retail	1,366,482	559,101
Box office and sales	583,151	395,057
IMAX Theatre	218,919	22,204
Cost of film services	24,450	437,456
Planetarium	33,180	103,188
	\$ 3,747,740	\$ 4,186,104



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