

BUSINESS PLAN 2019-2020

CELEBRATING 50 YEARS



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EXECUTIVE SUMMARY

In 1969, Neil Armstrong set foot on the moon. It was a defining moment for the world – and a monumental scientific and technological achievement. That same year, Ontario had the foresight to pioneer a new cultural attraction – the first interactive science centre.

Over the past 50 years the Ontario Science Centre has welcomed more than 53 million visitors of all ages including 9 million students. Sparked by their early experiences with science and technology at the Centre, some of our visitors have gone on to change the world – whether it is in the classroom, in the newsroom or on the International Space Station. Placed at the feeding end of the talent pipeline for the innovation economy, the Science Centre has become a beloved class-trip destination for generations of Ontarians.

Our 50th Birthday in 2019 is an opportunity to celebrate our rich history while laying the foundation for our future. We are using this milestone year to help reposition the Centre in the minds of the public as an essential partner in our lifelong learning journey and to raise awareness of our mission to inspire passion for the human adventure of discovery.

We will drive positive step changes across our organization by growing our audience, increasing attendance, diversifying and growing revenue streams. We are also developing key partnerships with the private sector that along with government investment, will allow us to move forward on ambitious plans for new immersive experiences, facility enhancements, supports to access programs and modernization of our DOME Theatre. Harnessing the excitement from this monumental year will allow us to take full advantage of the opportunities on our horizon including opening of the Science Centre LRT Station and intensification in the local area.

Our Business Plan includes milestone celebrations, exhibitions, programs and organizational business priorities to achieve our targets attendance and revenue targets against these goals.

At the Centre we are deeply committed to using science and technology to create a more curious, creative and resilient world. Over 90% of Canadians say they trust science centres as a source of information for the world around them – and we take that job seriously. We are not just a cultural institution, we are a community institution.

1. CORPORATE OVERVIEW

The Ontario Science Centre is Canada's first, largest and most visited science centre. It opened in 1969 as Ontario's Centennial project and was one of only two interactive science museums in the world. Since then, we have welcomed more than 53 million visitors and were a pioneer in an industry that now includes close to 3,000 science centres internationally.

As a result of our ongoing evolution, the Centre continues to be regarded as one of the leading institutions of our kind, welcoming more than 900,000 visitors each year. These high levels of visitation and influence have been achieved by developing and delivering world class interactive exhibitions, programs and demonstrations and by enhancing core offerings with a variety of engaging special temporary exhibitions. The Centre also supports the formal science and technology curriculum for school children K – 12, offering the largest museum-based educational program in Canada and attracting over 170,000 Ontario students and teachers each year.

The scientific method remains the most fundamental framework for understanding the world around us. Critical thinking is identified as one of the important skills for the 21st century. Both inform our rallying cry for 2019 and beyond, which is:

Ask. Test. Repeat.

This theme will be brought to life in marketing, communications and advertising campaigns to reintroduce Ontarians to the Ontario Science Centre as an important voice and hub for science, technology and more.

Strategic Plan

As we celebrate our 50th Birthday, the frontiers of science beckon new generations of dreamers and doers to join the human adventure of discovery. With a new Strategic Plan in hand, we are using our Birthday year to celebrate our playful, provocative and confident brand; raise our profile and join with partners to extend our impact as a champion for science and a hub for lifelong learning.

What Motivates Us

We are united behind a shared vision, mission and purpose that drive everything from our daily decisions and interactions with customers to the strategic aims of our initiatives and partnerships.

Vision

A more curious, creative, and resilient world.

Mission

To inspire passion for the human adventure of discovery.

Purpose

We believe science, technology, and innovation will help us shape a better future for society and our planet. We provide opportunities to explore, learn, and collaborate. We make a positive and enduring impact on the lives of individuals and communities.

Our Mandate

The *Centennial Centre of Science and Technology Act* states the following objectives for the Centre:

- (a) to depict to the public and to conduct a program of education in the origins, development and progress of science and technology, and their relationship to society;
- (b) to depict the role of Ontario in the furtherance of science and technology;
- (c) to stimulate the interest of the public in matters depicted by the Centre;
- (d) to collect, manufacture, market, exhibit and sell objects and displays; and
- (e) to maintain and operate a science centre and related facilities for the furtherance of the objects set out in clauses (a) to (d) and to provide consulting services in relation to all the matters set out in this section.

What Guides Us

We are guided by our ethos, standards, and relationships with customers and partners. Our ethos shapes our daily activities and defines who we are, our standards allow us to evaluate the impact we are making, and our relationships help us to differentiate what we do.

Our Ethos

- **Invite** – By fostering a welcoming, inclusive environment for everyone, we will expand our reach, and create opportunities to celebrate and draw from diverse communities of interest and expertise.
- **Listen** – Active listening will enable us to better understand and anticipate the needs of our customers and partners, and create experiences that are more meaningful and relevant to the communities we serve.
- **Collaborate** – By embracing a cross-disciplinary, open approach to working and learning, we can better engage with our customers and partners. In doing so, we will assist them in making sense of the world around them and tackling problems from new perspectives.
- **Experiment** – Exemplifying the spirit of scientific experimentation— to grapple with the unknown, make decisions based on empirical evidence, and iteratively test hypotheses— will contribute to our ability to transform.

- **Adapt** – By being adaptive, we can embed transformation into our ethos, morphing and adjusting to meet the evolving needs of our customers and partners. In doing so, we will become more resilient to change in a fast-paced world.
- **Commit** – Integrity means staying committed to scientific relevance and accuracy in everything we do—from the experiences we offer our customers to the relationships we form with communities, organizations, and partners.

Our Customers

We serve a broad and evolving range of stakeholders through our strategic focus areas. Strong relationships with our customers ensure we can embody true collaboration. The Centre will focus on families with children and the learning community and leverage opportunities to explore new customer segments.

- **Families With Children** – Customers who are looking for experiences that surpass their daily interactions with science, technology, and innovation and create opportunities to engage in exciting ways.
- **Students** – Customers who are seeking learning experiences outside of the classroom, as well as opportunities to make a positive impact and succeed in an increasingly complex world.
- **Educators** – Customers who are looking for compelling science and technology content, as well as innovative teaching and learning methods with which to build resilience in their students.
- **Early Entrepreneurs** – Customers who are seeking to access space, resources, and mentorship to put their ideas into action and build grassroots solutions using science and technology.
- **Professionals** – Customers who are looking to build skills of lifelong learning and resilience to help them thrive in fast-paced industries.
- **Curious Citizens** – Customers who are looking to create memories through exploring the world of science, technology, and innovation, and finding their place in it.
- **Inquisitive Travellers** – Customers who are seeking unique experiences from around the world that push the boundaries of their thinking.

Our Partners

- **Government** – Government partners seeking to empower citizens in the areas of science, technology, and innovation through strategic public and private partnerships.
- **Academia** – Academic partners seeking to enhance their research and teaching and lend their expertise to developing new content and experiences for customers.

- **Start-ups** – Start-ups looking for opportunities to test or showcase ground breaking new concepts in collaboration with the Ontario Science Centre and our extended partner and customer groups.
- **STEAM Enthusiasts** – STEAM Enthusiasts using science, technology, engineering, art, and mathematics to organize communities, build new experiences, and provide learning and mentorship opportunities.
- **Donors** – Donors eager to invest their time and resources in experiences that help shape a better future for the communities they care about.
- **Corporations** – Corporations motivated to engage the public in innovative ways and empower next-generation leaders, ensuring access for all.
- **Non-profits** – Non-profits seeking mission-aligned partners with which to deliver value related to science, technology, and innovation to members of the community.
- **Science Centres** – Science Centres around the world that are seeking to learn and share best practices and resources to improve the experiences of their customers.

Supporting Ontario’s Priorities

As an agency of the Government of Ontario reporting into the Ministry of Tourism, Culture and Sport (MTCS), the Centre is committed to fulfilling its corporate strategic objectives, and to fostering the broader goals of the provincial government and MTCS. To optimize Ontario’s economic, cultural and social vitality, the Centre will do its part by offering dynamic and broadly-appealing science and technology programming that engages diverse audiences from around the Province and beyond. By providing a safe and engaging environment where families can learn and play together, by attracting tourists to the region and boosting revenues, by nurturing learning, skills development and entrepreneurship, by supporting student success, and by developing programming inspired by and focused on current science news and topics.

Governance and Leadership

The Centre is governed by a Board of Trustees, Chair and Vice-Chair appointed by the Lieutenant Governor in Council. Under the Centennial Centre of Science and Technology Act, the Board may have as few as sixteen and as many as twenty-six trustees. Members of the Board are appointed for a term not exceeding three years. They may be reappointed for one or more additional terms. The Chair of the Board is Ann Louise Vehovec. The position of Vice-Chair is currently vacant.

The Centre is classified as an operational enterprise, a former Schedule 1, agency of MTCS. As such, the Centre is governed by the employment frameworks, policies and directives applicable to the Ontario Public Service. There are regular discussions

between the Centre and the Ministry regarding corporate powers necessary for the Centre to pursue its business priorities.

The Board is a governing board focussed on organizational strategy and priority setting, as well as on strategic issues related to major financial, or operational policy items. The Board is accountable to the Minister of Tourism, Culture and Sport; this relationship is detailed in a Memorandum of Understanding.

An orientation is provided to all Board members including discussion of the mission, vision, strategic directions and priorities; business plan, fundraising activities, responsibilities of the Chair and CEO, executive limitations, conflict of interest, delegation of financial authority and responsibility to the Minister of Tourism, Culture and Sport. Information is updated as required. Board members are regularly provided with information about the Centre's programmatic offerings; partnership activities; special events; etc. as context for the organization's goals and decisions.

The Board operates with an Executive Committee and four program committees: *Finance and Operations*; *Development*; *Strategic Oversight*; and, *Governance and Government Relations*. The Board committees make recommendations to the full Board. The Board and its subcommittees meet quarterly. Board minutes are filed with MTCS and an annual report is approved by the Minister of Tourism, Culture and Sport.

The CEO is directly accountable to the Board for ensuring the implementation of Board strategy and directing and managing the organization to achieve its objectives. The CEO also reports to the Deputy Minister of Tourism, Culture and Sport to ensure that the Centre operates within the provincial government's approved framework for operational enterprises and agencies including adherence to all Directives and Policies of the Management Board of Cabinet.

The Centre is organized into five branches with a cap of 248 full time equivalents (FTEs) responsible for carrying out the seven days a week operations. An organization chart can be found on page 18. The Centre is currently operating with four Vice Presidents heading up five branches. The Vice Presidents report directly to the CEO:

- Vice President, Corporate Services and Operations and Chief Operating Officer
- Vice President, Science Education and Science Experience
- Vice President, External Relations and Chief CRM Officer
- Vice President, Communications and Marketing

The CEO is also the Chief Science Officer.

2. STRATEGIC BUSINESS PLAN 2019-20

In 2019, the Ontario Science Centre will be celebrating its 50th Birthday with a year-long line up of experiences, events and activities. By reintroducing Ontarians to the Centre as an important hub and champion for science and technology, we will build relevance for our 51st, 52nd year and beyond.

Our Ambition

Our ambition describes what we want to become in the future. It provides the means for coordinated change and aligns the organization around objectives that help us to achieve our vision.

Global leader in lifelong learning

Informal learning is key to both knowledge of science and attitudes about science among the population. Ninety-five percent of our learning takes place outside the classroom. In an ever-changing world, building resilience through lifelong learning is critical to the future of our society. Informal learning is the hallmark of the Ontario Science Centre's offerings and therefore an area where the Centre is uniquely positioned to be a national and global leader.

Vital link in Ontario's education and innovation ecosystems

The contribution of the Ontario Science Centre to fostering a culture of science and innovation can be maximized by linking the Centre more tightly to the rest of the education and innovation ecosystems in the province. Because of its broad reach amongst the general public and K-12 students, the potential impact of the Ontario Science Centre in this area is significant.

Convenor of public dialogue on technology, science and society

Many of the most important societal decisions include a critical science component (e.g., artificial intelligence, personalized medicine, stem cells, etc.). The Ontario Science Centre can play a significant role by convening a broad public dialogue on key aspects of technology, science, and society.

Strategic Engagement Platforms

Our strategic engagement platforms expand on our strengths and serve as staging ground for delivering our vision, mission, purpose and ambition in the short and medium term. Our three strategic engagement platforms are as follows:

Collaborative Experiences that transform customers into passionate, driven wonder-seekers and adventurers, and allow communities to explore the things that matter most to them.

21st-Century Learning that equips individuals, communities, and institutions with the skills they need to thrive in an environment of constant and rapid change.

Youth Innovation that jumpstarts careers, generates breakthroughs, renews institutions, and helps make Ontario a global centre for innovators.

Through building on our strength as a trusted voice for science learning with a focus on providing opportunities for transformation, we can become a catalyst for a society that is creative, curious, and prepared for a bright future.

Our Standards

The 2019-20 Business Plan builds on our standards of Innovation, Relevance and Business Viability. We evaluate our impact and offerings against these standards, and they inform our decision-making, our measurements, and the projects we pursue.

Innovation

We will be innovative in our customer offerings, our internal operations, and our partnerships. This will require a diverse set of people, with different skills and approaches to be brought together through a range of activities to unlock the potential of both our staff and our customers. Innovation to us means rethinking our solutions, coming up with new ways to establish relationships with our stakeholders, and creating value for our ecosystem.

Relevance (to the visitors, clients and stakeholders)

Relevance ensures that we always think of our solutions and offerings from our customers' and partners' point of view. Through customer experience evaluations, differentiated value propositions, and creating opportunities for the voices of our customers and partners to be heard, we can remain relevant. Relevance to us also means being recognized as a trusted voice for information pertaining to science and technology.

Business Viability

Being financially sustainable ensures that we can continue to offer experiences in the long term. It means that we must continuously evaluate our offerings to ensure they can deliver value to our customers, partners, and our organization as a whole.

2019-20 Strategic Priorities

Our 2019 experiences will spark creativity and innovation through invention, inspire the next generation of space explorers and start a dialogue on the next frontier of human discovery – the mind. The line-up of new and refreshed programming and exhibitions will invite visitors, educators, tourists, industry and partners to celebrate science and invent the future with us.

The Centre operates in one of Canada's most competitive cultural marketplaces and attracts some of the world's most sophisticated and discerning visitors. Our unique roster of 50th Birthday exhibitions, programs and activities has been strategically selected and scheduled to produce a variety of long and short-term benefits to the Centre, providing motivation for visitors to return to the Centre throughout the year (see Appendix B: Experience Plan). Our primary focus will be on our key demographic of families with children and the learning community.

In the immediate future, the 2019 exhibitions and programs will help us to achieve attendance, revenue and membership targets, as well as grow audiences by increasing the quantity of offerings and expanding the diversity of those offerings during peak operating periods.

The Centre will demonstrate our industry leadership in the informal learning sector through ongoing implementation of our Strategic Plan and, for the first time in over 20 years, hosting the annual international Association of Science Technology Centres (ASTC) conference - the world's leading conference for the science centre industry. As our Centre was one of the original experience-based, hands-on models for many science centres that followed, the industry will also be celebrating its 50th Birthday. Expected attendance is up to 2,000 decision makers and global leaders in the field from over 40 countries, and the conference provides them an opportunity to explore the Centre and Toronto through extension experiences.

The Centre will participate as a leader in the Ontario Public Service by identifying and reducing systemic barriers. We will develop frameworks in relation to: diversity, equity and inclusion; environmental practices; and integration of indigenous ways of knowing. We will actively undertake longer term integrated strategic planning across a number of critical program areas.

The Centre will leverage our strategic engagement platforms to contribute to Ontario's priorities to promote and strengthen the cultural and tourism industry, support youth skills development, and to make government more efficient.

The Centre will contribute to Ontario's economy by building relationships with tourism partners, start-ups, entrepreneurs and corporations. We will also continue to explore the opportunity horizon by anticipating game changers such as new technologies to present content to our visitors, completion of the LRT Science Centre stop, and local development of the Don Mills and Eglinton corridor.

Priority Outcomes

Linking to the strategic plan, the Ontario Science Centre will continue on its transformative path to go beyond interactive experiences to become a hub for science, technology and life-long learning and contribute to government priorities to achieve the following outcomes:

1. Customer Focused and Collaborative Science and Technology Experiences for Families with Children to Support Cultural Tourism, Economic Growth and Strong Communities

- a. Gain renewed mindshare to drive increased awareness and attendance through in kind media investment from private sector partners in 2019; will need to be sustained with increased investment in 2020 and beyond
- b. Deliver exceptional experiences in collaboration with private and public sector partners to support *Inventorium 2.0*, the Summer of Space, *The Mind* exhibition, Immersive Art Installation, offerings in the IMAX theatre, and year-long programming focused on families with children and students
- c. Renew exhibition hall to create a dedicated maker space and deliver related weekend workshop programming for children and families
- d. Offer programs in support of Career Paths, Mental Wellness, and Sensory/ASD Friendly Activities; free or discounted admissions for students and families in underserved neighbourhoods
- e. Seek government and private investment to support world-class science learning experiences including renewal of DOME theatre and creation of new visitor attraction with Planetarium technology

2. Leadership in Science Capital and STEM Learning to Ensure Students Graduate with Critical Life Skills

- a. Complete first year of STEAM Residency program funded by the Ministry of Education for 750 Ontario students in grades 6-8; seek additional government and private support to allow for second year of offering with expanded reach to other delivery sites in the province
- b. Develop and deliver new Summer Teacher Institute, focused on STEM and STEAM learning in the classroom
- c. Complete first year of delivering Ontario Science Centre Science School Grade 12 for-credit Innovation course (approved by the Ministry of Education)

3. Support Youth Innovation and Skills Development to Prepare Youth for the Labour Market

- a. Deliver 'foundations' learning as part of core training for students in summer positions (includes financial literacy, communication, inclusion training, etc.)

- b. Present first award through renewed Weston Youth Innovation Award program for Canadian youth aged 14-18
- c. Offer Zero to Startup, a 13 week intensive course designed for youth ages 11-18 to create and pitch a startup invention or idea (offered with partners)
- d. Create mentorship program partnering alumni of the Ontario Science Centre Science School program with current students to support learning about STEM careers and prepare for/choose university programs

4. Organizational Effectiveness to Achieve Efficiencies, Transformation and Sustainability

- a. Refine offerings and activities through data-driven decisions (e.g. interim retail model to inform longer term strategy) and using evaluation frameworks
- b. Implement Science Capital study to inform a framework for engagement and partnerships
- c. Leverage voluntary staff exits to secure new and necessary skillsets (e.g. digital marketing, virtual and augmented reality, content partnership development)
- d. Target strategies to enhance organizational structure through identified frameworks (e.g. diversity, equity & inclusion; Indigenous engagement; environmental practices; employee experience; leadership development)
- e. Leverage 50th birthday to attract incremental sponsorships/donations (ongoing) and in-kind media sponsorships (achieved)
- f. Pursue digital first customer service and system modernization with private and public investment, e.g. website and eCommerce, self-service kiosks, digital signs/pricing boards, parking automation

Resources Needed to Meet Goals and Activities

External Supports

The Board of Trustees plays an active role in both guiding and supporting the Centre. In addition to personal philanthropic contributions, Trustees leverage their business relationships to make a significant impact on our development activities and results area (e.g. RBC Innovators' Ball fundraising event had a record year in 2018-19). Board members also provide us with a deep source of business acumen and strategic oversight. The Board earmarked \$3.0M of the Centre's operational funding and approved investment to fund 50th Birthday plans (including the development of The Mind).

The Centre is being supported by two additional Committees of executive community volunteers in 2019: the 50th Birthday Executive and RBC Innovators' Ball volunteer planning committees. These generous volunteers provide time, advice and contacts,

and actively seek support and profile for the Centre to help enhance the resources needed to achieve our mission. The executive volunteers invest significant personal time and energy to support the Centre.

The Centre will be partnering with key VIPs to leverage our impact and celebration messages throughout the year. The Hon. Elizabeth Dowdeswell, Lieutenant Governor of Ontario will be our Honorary Patron for the 50th Birthday and will participate throughout the year to raise profile for the Centre. Other well-known people, including a number of current and retired Canadian astronauts, will participate in key events throughout the year.

50th Birthday Fundraising

The Board of Trustees and executive volunteers have initiated an ambitious 50th Birthday fundraising campaign that will be comprised of corporate sponsorships, revenue from our 2019 50th Birthday RBC Innovators' Ball, government and private foundation grants as well as individual charitable donations of \$50,000.

Funds raised through this campaign will be dedicated to the following:

- Exceptional world-class science learning experiences
 - Help support the Ontario Science Centre in continuing to develop and host best-in-class exhibits and programs from all across the world for families, students and teachers to learn and enjoy
- An immersive, digital DOME experience and new Planetarium
 - New technology and facility upgrades to modernize our giant DOME experience and create the largest Planetarium in Canada during this exciting era of renewed space exploration
- Upgraded, visitor-focused facilities, services and access programs
 - Capital upgrades that allow for a better visitor experience, efficient operations and services including access programs

Financial Resources

The Ontario Science Centre must improve upon historic levels of self-generated revenue (approximately \$17.0M) and optimize the Ministry grant during a period of significant organizational transition. Increasing salary and benefits costs over the planning horizon reflect the OPS collective bargaining framework and are beyond our control.

The Centre is committed to executing revenue strategies that include:

- Amplified investment in media and marketing by leveraging in kind support from media partners, to raise awareness and drive increased attendance by 25% and achieve incremental stretch revenue target of \$1M
- Sponsor/donor outreach to align with the 50th Birthday, with a specific campaign to identify 50 donors at \$50,000

- Program delivery through partners to attract visitors and contribute increased attendance to meet revenue target
- An interim retail strategy forecasting revenue of \$100K, that will be evaluated to inform a longer term strategy
- Website and e-commerce renewal to enhance brand awareness and generate increased revenue

Other strategies in planning, some of which require public and private sector investment, include:

- DOME theatre modernization
- Digital Lockers
- Dynamic pricing system to support access and increased revenue

These revenue strategies are anticipated to gather strong momentum in the 2019 Birthday year. However, attendance and revenue increases will taper in subsequent years without ongoing investment.

This investment is a significant milestone to achieving market competitiveness and long term sustainability. It provides flexibility to renew some of the Centre's skillsets into areas such as digital marketing, virtual and augmented reality, and in hiring young scientists.

Human Resources

Constrained staffing levels continue to restrict our ability to generate revenue. As an operating business it is essential that we be able to hire up (or down) as demand requires in order to compete in an essentially private sector labour market

Since 2012, the Centre has experienced a 23% reduction in staffing levels through attrition, strong vacancy management and adjusting practices. Staffing levels have gone from 300 Full-time Equivalents (FTEs) in 2012 to 231 FTEs in March of 2018. The associated FTE cap has been reduced from 305 to 248 during this period. By virtue of these protracted reductions, the Centre has established a baseline of internal efficiencies. At our current FTE cap of 248, we are at the critical minimum staffing number required to ensure we successfully deliver our business to meet health and safety requirements and the expectations of more than 900,000 visitors each year.

Through the voluntary exits in 2018-19 and ongoing, we will take opportunity to transform the organization by effectively redistributing human resources. Along with the anticipated step change in visitor attendance as a result of our 50th Birthday marketing and programming, we will require maximum flexibility in our staffing options in order to effectively respond in step with our emerging future. We will increase our use of digital technologies and automation to deliver business services and the new science engagement model to enhance our stakeholders' experience. We will increase staff

investment in partnership development and to support the goals established in the framework for equity, diversity and inclusion.

In addition to giving consideration to specific program area talent/staffing needs to best define our organizational structure, we will also critically review our succession requirements and associated investments in staff learning and development. The Centre is facing the realities of an aging workforce, with 44% of employees and 56% of managers being retirement eligible within the next 5 years.

External to our staffing complement, we will also need to engage skilled experts to assist us in evaluating and unlocking the economic potential of the opportunities afforded by the opening of the Eglinton Crosstown LRT and local development of the Don Mills and Eglinton area beyond 2021.

3. PERFORMANCE MEASURES 2018-19 to 2021-22

Priority Outcome	Output	2018-19	2019-20	2020-21	2021-2022
1. CUSTOMER FOCUSED AND COLLABORATIVE SCIENCE AND TECHNOLOGY EXPERIENCES FOR FAMILIES WITH CHILDREN TO SUPPORT CULTURAL TOURISM, ECONOMIC GROWTH AND STRONG COMMUNITIES	Percent of new content delivered by partner and customer co-creation activities	40%	50%	50%	50%
	Science-related ticketed events	8 on-site 1 off-site	12 on-site 2 off-site	12 on-site 2 off-site	12 on-site 2 off-site
	Attendance – Target – Stretch Goal	Target 943,000 Interim 926,493	Target 924,000 Stretch 1,125,000	Target 1,125,000	Target 1,125,000
	Social Media Reach	96,830	111,355	128,058	19,337
	Net Promoter Score (NPS) – survey measure of likelihood to recommend NPS = % 9&10 ratings (promoters) - %1-6 ratings (detractors)	66% (± 3.5%)	70%	70%	70%
2. LEADERSHIP IN SCIENCE CAPITAL AND STEM LEARNING TO ENSURE STUDENTS GRADUATE WITH IMPORTANT LIFE SKILLS	Percentage of all programs with fully integrated and measurable focus on 21st century learning skills	50%	75%	100%	100%
	Access Programs (% of total attendance)	10%	10%	10%	10%
3. SUPPORT YOUTH INNOVATION AND SKILLS DEVELOPMENT TO PREPARE YOUTH FOR THE LABOUR MARKET	Number of programs, platforms and activities, with partners and supporters, that develop, mentor and celebrate youth innovation	3+ partner-based events	Launch next phase of Youth Innovation Award) and 5+ partner-based events	Program continues, 5+ partner-based events, 1 event showcasing youth innovation	Program continues, 5+ partner-based events, 1 event showcasing youth innovation
4. ORGANIZATIONAL EFFECTIVENESS TO ACHIEVE EFFICIENCIES, TRANSFORMATION AND SUSTAINABILITY	Total Business Centre Revenues	\$16,215,000 Interim \$17,400,000	\$17,464,000 Stretch \$19,229,000	\$18,593,000	\$18,563,000
	OSC Employee Engagement Index relative to OPS Employee Engagement Index	0.96	1.00	1.10	1.10

APPENDIX A: FINANCIAL STATEMENTS 2019-20 to 2021-22

The financial plan and forecast includes the three fiscal years 2019-20 to 2021-22, with comparative audited results for fiscal 2017-18 and a projection for the current 2018-19 year. Due to strong fiscal management, the Centre is forecasting net income consistent with 2017-18 resulting in a positive cash position and accumulated surplus over the planning horizon.

The major assumptions are:

- The current level of Provincial operating and occupancy grants will be unchanged and will continue through to 2021-22, the balance of the planning horizon.
- The Ministry capital funding level for priority repair and rehabilitation projects for 2018-19 has been set at \$948,000 consisting of \$448,000 in new funding and \$500,000 of funds previously received for the Great Hall elevator project now cancelled. Future year Ministry capital funding of \$2M from 2020-21 is required to meet future infrastructure renewal needs.
- The Centre has estimated total capital spending 2018-19 of \$2.837M from both Ministry and self-generated funds reducing the backlog from previous Ministry funding and self-generated funds including the reserve fund. It is recognized that Ministry funded capital projects in any year will be subject to available funds.

Statement of Operations

The 2019-20 staffing plan is based on 2018-19 staffing levels with a reduction in vacancies. Salaries and benefit estimates are consistent with the current organizational model and have been based on known salary awards and benefit settlements, and employer pension contribution increases over the next two years by the Ontario Pension Board (OPB).

Other Direct Operating Expenditures (ODOE) includes the Charge for Accommodation (CFA) to Infrastructure Ontario (IO) of \$4,786,000 for the annual 2019-20 lease expense. The Ministry funds \$3,888,000 of the lease amount and the amount is approved for payment by the Board. Conversations with Infrastructure Ontario to reduce these costs are ongoing.

The 2018-19 estimated lease expense has been reforecast to \$4,626,000.

As well, included in Other Direct Operating Expenses (ODOE) are business centre and general operations expenses. For 2019-20, business centre and general operations expenses of \$11,479,000 have increased by \$1,321,000 over 2018-19 actuals to support enhanced visitor experiences, science programming and 50th birthday celebrations including additional spending on advertising and communications (in part supported by a grant from the Ontario Cultural Attractions Fund), ASTC conference hosting costs, development fundraising costs and additional front-of-house maintenance. After 2019-20 ODOE returns to pre 2018-19 levels which are maintained to 2021-22.

Table 1. Statement of Operations (\$ 000s)

Statement Of Operations For the Year Ended March 31st	Audited 2017-18	Projected Actual 2018-19	Plan 2019-20	Forecast 2020-21	Forecast 2021-22
Revenue					
Province of Ontario Grants					
Operating	15,476	15,476	15,476	15,476	15,476
Occupancy	3,888	3,888	3,888	3,888	3,888
Other Grants	722	667	333	200	100
	20,086	20,031	19,697	19,564	19,464
Business Operations					
Revenue					
General Admission & Parking	5,556	5,371	6,355	5,855	5,855
Business Centres	11,422	12,248	12,874	12,738	12,708
Total Revenue	37,064	37,650	38,926	38,157	38,027
Direct Operating Expenses					
Salaries, Wages and Benefits	19,953	20,700	22,463	22,290	22,550
Other Direct Operating Expenses (ODOE)					
Charge for Accommodation Business Centres & General Operations	4,949	4,626	4,786	4,786	4,786
	9,987	10,158	11,479	10,629	10,629
Total Expenses	34,889	35,484	38,728	37,705	37,965
Net Income (Loss) Before Amortization	2,175	2,166	198	452	62
Less:					
Amortization of Deferred Capital Contributions	1,699	1,340	1,358	1,444	1,621
Amortization of Capital Assets	(2,721)	(2,363)	(2,266)	(2,347)	(2,610)
	(1,022)	(1,023)	(908)	(903)	(989)
Net Income (Loss) for Year	1,153	1,143	(710)	(451)	(927)

Table 2. Statement of Financial Position (\$ 000s)

Statement of Financial Position As at March 31 st	Audited 2017-18	Projected Actual 2018-19	Plan 2019-20	Forecast 2020-21	Forecast 2021-22
Assets					
Current					
Cash	13,674	11,443	11,641	12,093	12,155
Cash—Internally Restricted					
Reserve Fund	3,047	2,047	47	47	47
Accounts Receivable	940	300	300	300	300
Prepaid Expenses	603	100	100	100	100
Inventory of General Stores	107	107	107	107	107
	18,371	13,997	12,195	12,647	12,709
Capital Assets (Net)	9,417	9,891	11,625	11,278	10,668
Total Assets	27,788	23,888	23,820	23,925	23,377
Liabilities and Net Assets					
Current Liabilities					
Accounts Payable and Accrued Liabilities	2,041	2,500	2,500	2,500	2,500
Deferred Revenue	4,382	1,500	1,500	1,500	1,500
Due to Ontario Infrastructure and Lands Corporation	2,186	835	835	835	835
Due to the Province of Ontario	1,209	800	800	800	800
	9,818	5,635	5,635	5,635	5,635
Long-term Liabilities					
Accrued Legislated Employee Benefit Obligation	2,821	2,821	2,821	2,821	2,821
Deferred Capital Contributions	8,326	7,466	8,108	8,664	9,043
	11,147	10,287	10,929	11,485	11,864
Net Assets					
Invested in Capital Assets	1,091	2,425	3,517	2,614	1,625
Internally Restricted Reserve Fund	3,047	2,047	47	47	47
Accumulated Surplus	2,685	3,494	3,692	4,144	4,206
	6,823	7,966	7,256	6,805	5,878
Total Liabilities and Net Assets	27,788	23,888	23,820	23,925	23,377

Table 3. Statement of Cash Flows (\$ 000s)

Statement of Cash Flows for the Year Ended March 31st	Audited 2017-18	Projected Actual 2018-19	Plan 2019-20	Forecast 2020-21	Forecast 2021-22
Cash Flows from Operating Activities					
Net Income / (Loss) for Year	1,153	1,143	(710)	(451)	(927)
Adjustments for items not requiring an outlay of cash					
Reduction of accrued employee benefit obligation (net)	(235)	-	-	-	-
Amortization of capital assets	2,721	2,363	2,266	2,347	2,610
Amortization of deferred capital contributions	(1,699)	(1,340)	(1,358)	(1,444)	(1,621)
Changes in non-cash Working Capital	712	(1,872)	-	-	-
	<u>2,652</u>	<u>294</u>	<u>198</u>	<u>452</u>	<u>62</u>
Cash Flows used in Capital Activities					
Capital Asset Acquisitions	<u>(1,988)</u>	<u>(2,837)</u>	<u>(4,000)</u>	<u>(2,000)</u>	<u>(2,000)</u>
Cash Flows from Financing Activities					
Deferred Capital Contributions	<u>1,264</u>	<u>480</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
Net Change in Cash for the Year	1,928	(3,231)	(1,802)	452	62
Cash, beginning of year	14,793	16,721	13,490	11,688	12,140
	<u>16,721</u>	<u>13,490</u>	<u>11,688</u>	<u>12,140</u>	<u>12,202</u>
Cash Consists of:					
Cash	13,674	11,443	11,641	12,093	12,155
Cash – Internally Restricted Reserve Fund	<u>3,047</u>	<u>2,047</u>	<u>47</u>	<u>47</u>	<u>47</u>
Cash, end of year	<u>16,721</u>	<u>13,490</u>	<u>11,688</u>	<u>12,140</u>	<u>12,202</u>

APPENDIX B: EXPERIENCE PLAN

Building from the strategic plan and capitalizing on the enhanced level of experiences offered in 2019 in celebration of our 50th Birthday, the Centre's rolling three-year experience plan will include strategies to drive attendance from core visitor groups; maximize and diversify revenues and efficient use of resources; and advance the Centre strategic goals. All offerings will be confirmed through the established evaluation framework.

This will be done through:

- targeted Centre renewal leveraged to increase relevance to Centre visitors and create new rental and sales products for International Sales;
- content partnerships to create new collaborative customer experiences
- programming and events that support strategic engagement platforms & revenue generation
- incoming temporary offerings (exhibitions and films) aligned with strategic plan
- new produced and live programming in the digital DOME theatre
- alignment of internal resources to maximize impact
- early engagement of visitors and potential supporters to ensure relevance and funding

Specifically, over this period of time the Centre will:

- significantly renew at least one exhibition hall
- create at least one new traveling show
- create a dedicated maker space/partner co-creation space
- evaluate and re-establish its approach to communicating current science
- establish a summer teacher institute
- pilot an outreach program for Ontario students
- upgrade the DOME theatre to a space that allows for programming beyond films

In 2019-2020, the Centre will offer a full range of exhibits, programs, films and events that will align with our business and strategic goals, drive attendance, and celebrate our milestone Birthday.

Films

At least three films will be in rotation in the OMNIMAX Theatre throughout 2019-20.

Great Bear Rainforest launched late in 2018-19 and will continue into 19-20.

Superpower Dogs will open in Q1. Other films under consideration include a space film to align with the Birthday of the first moon walk; and films for a fall launch that closely align with the Ontario curriculum.

Exhibition Experiences

Working with partners such as STEAMLabs and the Museum of Contemporary Art (MOCA), **Inventorium 2.0** will be presented in the Great Hall through Q1 & 2. **The**

Mind, a Centre created and fabricated exhibition will open in the Great Hall in late Q2 and remain until the end of the fiscal.

Summer of Space

June, July and August will be themed the “Summer of Space” at the Centre. Offerings will include two exhibitions **Astronaut** and **Women in Space**; a new planetarium show; solar observing and star parties; space themed summer camps; and an opportunity to touch a piece of the moon.

Immersive Art Installation

In Q3, an art installation in the Hot Zone created by Director X will feature projections on a 26 foot sphere. Two different projections, six to twelve minutes in length, will involve content focused on the imagined and real changes of our Earth and the Sun. These installations are made up of many animated and moving images composed into a collage, with some of the images sourced in part from students participating in the OSC’s STEAM Residency Program. In addition to an immersive experience for all OSC visitors, it will be the offering the OSC features for Nuit Blanche 2019.

Programming & Events

Family market

- Summer Day Camp – two content themes offered over nine weeks in the summer;
- Sleepovers – four to five events where up to 700 participants have an evening full of science programming then bunk down for the night and sleep among the exhibits;
- Holiday Camps – one-day camps offered during the December/January break for children aged 5-12;
- March Break Camp – a full week of science programming for children aged 5-12 including exhibition exploration and IMAX films.
- A full suite of weekend workshops and courses geared toward Science Technology Engineering Art and Math pathways for ages 6-18 to launch in fall 2019 (both in partnership with other organizations and on our own)

Education market

In addition to ongoing programming for students in grades Kindergarten to Grade 12 linked to the Ontario Science & Technology curriculum, programming for this customer group will also include:

- STEAM Residency Program continues in Q1, culminating with a Teacher Institute in Q2;
- Cross-curricular and customized options for teachers and students;
- Professional Development workshops for Ontario teachers focusing on science & technology themes through the lens of 21st century skills; and
- Special Programs related to career paths and mental wellness.

For all customers

- *Great Conversations* Speaker Series – spring offering will align with Earth Day; summer offering aligned with Summer of Space and moon landing; fall offering aligned with The Mind exhibition;
- *Maker Club* weekend workshops, in partnership with STEAMLabs;
- Demonstrations and Hands-On workshops – themed throughout the year to complement temporary exhibitions and featured films;
- Sensory Friendly programming offered on the first Saturday of every month;
- Programs and activities to support International Science Centre and Science Museum (ISCSM) Day in November;
- *Research Live!* activities ongoing throughout the year with support of partners such as the Hospital for Sick Children and Toronto universities;
- A Birthday Party Weekend Celebration Event in Q2.

APPENDIX C: MARKETING & COMMUNICATIONS PLAN

Marketing and Strategic Communications Plans

The Ontario Science Centre, one of the world's first interactive science museums, is known for sparking curiosity, nurturing innovations skills and engaging interest in science and technology. In our 50 year history, the Centre has created special experiences and unique memories for visitors of all ages. Throughout our 50th Birthday year, we will leverage a new brand marketing campaign to build an emotional connection with our visitors and stakeholders and showcase the future direction of the Science Centre as a hub for science and innovation.

Objectives

- Leverage year-long 50th Birthday celebration and Feature Experiences to build awareness of new product offerings and drive visitation throughout the year
- In addition to our core audience of families with children, broaden our reach to include new audiences and increase overall attendance by 25%
- Broaden our Marketing and Communications reach throughout Ontario and beyond
- Nurture existing relationships/partnerships and build new ones, e.g. Academic Partners, Corporate Sponsors, In-kind Media Partners, Private Sector Partners, Government and Donors
- Leverage our Honourary Patron, the Hon. Elizabeth Dowdeswell and other well-known Science Centre enthusiasts to help raise our profile.
- Demonstrate relevance and impact of lifelong science learning to 21st Century living
- Build profile and awareness for the Centre's contribution to learning and innovation on a local, provincial, national and international scale

Strategies

- A key element of our digital presence and strategy will be the redesign of the Ontario Science Centre website, which is currently very outdated. The new site will help us meet our business goals by creating a user journey and experience that is hyper-focused on our audiences, aligned with our marketing and communications strategy, and communicates our unique brand value to our visitors and stakeholders.
- For the first time since 2004, we will refresh the brand identity and create a consistent design language that's flexible, easy to implement, and reflects the transformation happening at the Ontario Science Centre to guests and stakeholders
- To commemorate the 50th Birthday we will develop an identity that will be included on our advertising and promotional materials, as well as support and promote year-long 50th Birthday events, products and programs

- For our 50th Birthday, our marketing and communications activities will focus on Ontario Science Centre’s vision to create a more creative, curious and resilient world for the next 50 years. We will run integrated print and digital campaigns that help build relevance, interest and excitement for the Centre in its 50th year

Building new media partnerships and leverage existing ones, we will invite sponsors to help us extend our reach with in-kind media support that will position science and technology as a vital tool for the next 50 years and beyond. We will continue to secure promotional partners to implement tactics such as special admission offers and contests, as well as develop cross-promotional campaigns and sponsorship opportunities with Corporate Sponsors.

Strategic Communications

Considerations

- Our 50th Birthday in itself is a soft news angle; we will work to generate relevant, exciting messages and story hooks to garner media and public attention
- The Ontario Science Centre is much more than an attraction – it is a trusted contributor to the cultural fabric and educational ecosystems on a local, provincial, national and international scale.

Objectives

- Leverage 50th Birthday activities and experiences to build awareness and drive repeat attendance throughout the year.
- Demonstrate relevance and impact of lifelong science learning to 21st century living
- Build new partnerships and leverage existing relationships to drive our goals of increased awareness and attendance. Existing relationships include:
 - Ministries: MTCS, MRI, MOE, Min. of Ed., etc.
 - Academic/Research Partners: University of Toronto, Ryerson U, Waterloo University, McMaster, Western, TDSB, Ontario Brain Institute, etc.
 - Sponsors: TELUS, RBC, Honda, etc.
 - Private Sector Partners: Maker Bean, Steam Labs, etc.
 - Supporters: program/exhibitions, education, community access, science school, etc.
 - Individual Donors: annual donors, families, etc.

Strategic Approach

Take a phased approach to communications

Phase One: Build the Communications and Marketing Infrastructure

- Generate 50th Birthday content: 50th Birthday themed materials, 50 years of Canadian science contributions*, 50 years of memories/claims to fame/archival photos and video/ onsite signage
- Identify opportunities for our Honourary Patron, the Hon. Elizabeth Dowdeswell, LG of Ontario.
- Seek out “well known” spokespeople for stories on the impact the Science Centre has had on them: Canadian astronauts, Ivan Semeniuk, Bob McDonald, former LG David Onley, architect Ray Moriyama, board members, Weston Youth Innovation Award winners, etc.
- Seek out media partners to leverage Ontario Science Centre content and broaden our reach
- Work with Annick Press on “Question and Answers about Science” book of questions from children that have been submitted through Maker Bean cafe

Phase Two: Build Anticipation and Customer/Stakeholder Demand and Interest in the Ontario Science Centre’s 50th Birthday

- Leverage social media and traditional media platforms to build momentum and interest in the 50th Birthday including an integrated digital campaign profiling Stories of Impact from the Science Centre. Invite contributions from members/public/media as well as other audiences such as teachers/students and other stakeholders on Instagram and Facebook
- Integrate 50th Birthday theme into Science School’s innovation project.
- Identify and secure a strong lineup of spokespersons for programming, special events and exhibition launches; consider Science School alumni, past staff members as well as other well-known personalities
- Work with the Canadian Space Agency on a special event featuring downlinks from space and dialogue with Canadian astronaut David St. Jacques
- Finalize special offers to schools and membership to profile exhibitions, programming and special events throughout the Birthday year

Phase Three: Execute the 50th Birthday Communications Campaign leading up to a 50th Birthday party

- Profile 50th Birthday exhibitions, programming and content through strategic social media and digital plan.
- 50th Birthday theme to be tied to all 2019 activities: Family Day Weekend, March Break, Community Day, spring/summer/fall exhibitions, etc.

- Host Birthday week events at the Ontario Science Centre including the 50th Birthday RBC Innovators' Ball gala on Thursday, September 26 and continuing through Friday, Saturday and Sunday.
- Leverage media contacts and partners to promote Birthday activities through earned media efforts to drive attendance.
- Organize an employee launch event early in 2019 to communicate the 50th Birthday theme and activities and raise excitement amongst staff for Birthday year.

Marketing and Communications Timeline

Launch event in early January will announce Honourary Patron and highlight 50th Birthday Featured Experiences.

Marketing will begin advertising efforts February 2019 to support new brand campaign. Exhibit specific branded advertising will continue throughout the year including for ***Inventorium 2.0*** in January, "***Summer of Space***" (including ***Astronaut*** and ***Women in Space*** exhibitions) in May and ***The Mind exhibition*** in September. Marketing and advertising support for these activities will have a broader geographical reach to include local visitors and tourists from across Ontario.

APPENDIX D: ENVIRONMENTAL SCAN

Ontario's Economic Outlook

After four years of growth averaging 2.5% Ontario's economy is slowing with growth of about 2.2% in 2018 (Hogue, Robert, 2018). Businesses invested in response to demand despite tight labour markets and rising wages. Personal consumption also increased modestly over the previous year. In 2019 and 2020 Real GDP growth is expected at a rate of 2.2% and 1.7% respectively.

The housing market is showing signs of stabilization. Moving forward, sales and prices are likely to continue to expand but gains will be moderated by increasing interest rates. Improved sales and prices should support homebuilding which will likely remain elevated during 2019-20.

Export growth has been impacted by US steel tariffs and uncertainty with global trade (TD Economics, 2018).

Despite ongoing economic growth, fiscal challenges include a debt-to-GDP ratio of about 40%. From 2018 to 2021, the economy is expected to grow, with rising employment, higher incomes, improved investment and growth in exports. (Fedeli, 2018)

GTA Economic Outlook

Canada's largest metropolitan area has been a growth leader over the last couple of years. Toronto's economy and employment rate grew by approximately 3% and 1.4% in 2017. The services and manufacturing sectors have been key growth drivers in 2017. The construction sector posted modest advancement. Strong population growth is supportive of continued economic growth. (Morguard Investments Ltd., 2018).

APPENDIX E: RISK ASSESSMENT AND MANAGEMENT

The Centre maintains a risk management strategy with respect to relevant business, financial and legal risks. These can be summarized as follows:

Risk to Successful Implementation of Strategic Plan (*Impact: High; Likelihood: Medium*)

Transformation of the Centre through implementation of its new strategic plan is necessary for its ongoing business viability and its ability to deliver its legislated mandate and the associated priorities of government.

Mitigation strategies:

Investment is a prerequisite for migration to a new organizational structure and better alignment of human resources with emerging business needs. A fourth Vice President has been retained. Strategic investment is required in operation critical capital projects, such as DOME theatre modernization and front of house improvements, to ensure continuity of service and enhanced visitor experience. Celebratory 50th Birthday exhibitions and programs to help grow audiences by increasing the quantity of offerings and expanding the diversity of those offerings during peak operating periods. Leverage 50th Birthday to attract incremental sponsorships/donations and in-kind media sponsorships. Leverage strategic engagement platforms by building relationships with tourism partners, start-ups, entrepreneurs and corporations. Leverage voluntary staff exits to secure new and necessary skillsets (e.g. digital marketing, virtual and augmented reality, content partnership development). Target strategies to enhance organizational structure through identified frameworks (e.g. diversity, equity & inclusion; Indigenous engagement; environmental practices; employee experience; leadership development). Commit to active longer term integrated strategic planning across a number of critical program areas. Allocation of budget to priority areas.

Risk to Revenue Streams (*Impact: High; Likelihood: Medium*)

Unexpected decreases in forecast revenues – either provincial grants or self-generated – will have a significant negative impact on the Centre’s operating budget and its ability to carry through with programming to visitors and its operational commitments. The Centre’s attendance and revenues may be negatively impacted by labour unrest in the education sector, market conditions beyond the immediate control of the Centre, including increased competition, changing consumer preferences, public health emergencies (e.g. flu pandemic), economic factors, weather, school bus availability, travel delays and costs for school travellers and/or OPS, and security issues (terrorism). International Sales revenue from travelling exhibitions is dependent on new offerings to secure new clients (and sales). Dated OMNIMAX technology increases the risk of equipment failure and negative impact on associated revenues; there is also the risk that film will no longer be produced. Membership program changes to increase

profitability may result in lower renewal rates and reduced revenue for a couple of years.

Mitigating strategies:

The Centre's planning assumptions for the 2019-20 Business Plan and associated budget reflect the change the Centre has seen in visitor mix (decline in Membership sales and growth in discounted admissions) which is directly impacting self-generated revenues. The 2019-20 Business Plan captures this shift and is reflected in the earned revenue projections. The Centre has developed a budget that reflects current operational realities including stretch attendance and revenue projections and controlled expenditures. The Centre will be capitalizing on 50th Birthday events and fundraising campaign to increase business centre revenues. International Sales works to offset temporary exhibition rental revenue loss by bidding on additional design/build and consulting contracts and looking for new revenue generation opportunities related to the implementation of the Strategic Plan. Member acquisition efforts will be increased and accrual revenue reporting will help to distribute the impact of revenue shortfalls over 12 months. The Centre conducts monthly budget reviews by management and quarterly budget variance reviews with the Finance and Operations Committee of the Board. Incremental investment in repair and rehabilitation of the OMNIMAX theatre by the Centre and Ministry provides partial mitigation of failing infrastructure pending modernization of the theatre.

Risk from Reputation Loss (*Impact: High; Likelihood: Low*)

The Centre is a media resource for information and interpretation of science and technology issues. False statements, errors or opinions not based on facts could impact the Centre's credibility.

Mitigating strategies:

The Centre maintains a roster of experts in disciplinary and multi-disciplinary science and technology related areas that are authorized to respond to media inquiries on behalf of the Centre. Requests are coordinated through the Strategic Communications department. Depending on the request, media interviews may be escalated to senior management or the CEO.

Risk from Unexpected Building Conditions (*Impact: Medium; Likelihood: High*)

The Centre's 50 year old building requires ongoing upkeep of obsolete or failed infrastructure. The current 10 year deferred maintenance needs of the building are \$147.5 million. The replacement cost for infrastructure and contents is \$175.7M. Upgrades are required to ensure compliance with local building and fire codes. The Centre also has significant amounts of encased asbestos within the building that continues to pose both operational and financial challenges.

Mitigating strategies:

The Centre responsibility for capital is partially captured in the Ministry's asset management system and the Centre works closely with the Ministry to address capital needs. The bigger issues for the building conditions are the areas that Infrastructure Ontario is responsible for and the degree to which the Centre is able to influence decisions related to building improvements. The Centre has an open dialogue with Infrastructure Ontario and CBRE on the current challenges and impact of the current state of the building on visitor perception and satisfaction. The Centre will continue to work with Infrastructure Ontario and the Ministry to determine deferred maintenance needs and how best to proceed.

Risk from Product Liability and Operations (*Impact: Low; Likelihood: Medium-High*)

The Centre is exposed to potential liabilities and claims such as bodily injury, damage to property and financial loss with respect to visitors to the Centre, visitors to international installations of the Centre's exhibits and contracted parties.

Mitigating strategies:

The Centre has internal protocols to respond to critical incidents. The Centre carries a comprehensive commercial general liability insurance specific to the Centre to cover its worldwide risks under the guidance of the Risk Management and Insurance Services of the Shared Services Bureau. Each year the Centre discloses the full scope of its business operations to the insurer including any material changes in operations that may impact coverage. Additionally, the Centre uses standardized contract templates for procurement and sales. Centre also retains the services of professional licensed consultants (including engineers, architects and accountants) as necessary to provide advice in the development of exhibits, programs and support infrastructure. The Centre's contracts are reviewed by legal counsel prior to finalization.

Risk from Major Construction Activities (*Impact: Medium; Likelihood: High*)

LRT construction at the corner of Don Mills and Eglinton continues to impact traffic flow (reduced lanes and closures) to and from the Centre. There is a high likelihood that this has a negative impact on the Centre's attendance (including school visits) and revenues.

Mitigating strategies:

Work with Metrolinx/Crosslinx Transit and various stakeholders to avoid closures during peak attendance periods and minimize impact of construction activity. The Centre will implement a Communications Plan that will keep visitors informed on construction issues and provide alternative ways to access the Centre.

Risk from Physical Security Breach (*Impact: Low-Medium; Likelihood: Low*)

As a public institution, the Centre is vulnerable to acts of public nuisance up to and including criminal and/or terrorist activity. This has the potential to disrupt normal operations, tarnish the public image of the Centre and result in short and long-term revenue losses to business areas such as general admissions, facility rentals and school programs.

Mitigating strategies:

Consult with Municipal and Federal law enforcement agencies to ensure current procedures and plans properly address identified risks and/or threats. These plans and procedures are reviewed annually or more frequently as needed. On-site security staff is trained in multiple aspects of emergency response. Emergency plans are updated, rehearsed and reviewed annually. A Physical Threat Risk Assessment and Workplace Violence Risk Assessment have been completed.

The Centre's access control infrastructure was replaced recently with new hardware and software. The CCTV system was upgraded in 2015-16. The camera system infrastructure has been upgraded and additional network cameras were installed.

Risk from Information Technology Equipment Failures (*Impact: High; Likelihood: Low*)

Our reliance on Information Technology to enable us to work efficiently exposes us to the risk of equipment failures which may result in unexpected business disruptions.

Mitigating strategies:

Use a Virtualized server environment so that the work of any one file server will automatically shift to another in the event that a server is no longer functional. Maintain a set cycle for the replacement of equipment, to reduce the risk of equipment failure. Utilize redundancy on key systems to provide immediate fail-over in the event of a system failure. Use Uninterruptible Power Supplies to provide short-term back-up power and power conditioning while the diesel generators are used to power mission critical systems when alternate long term power sources are required. Also all network switches, firewall and IPS, and server infrastructure were replaced with Cisco products. PBX telephone system equipment implemented.

Operational Contingency Plans

The Centre maintains a *Business Continuity Plan*, which provides a broad-based response strategy for emergencies and operational incidents and disruptions of varying scope and length. There are also specific procedures and protocols for a variety of scenarios including fire evacuation, system shutdowns, suspicious packages, and emergency response.

Fire Safety – The Centre has an approved Fire Plan that is fully coordinated with Infrastructure Ontario and Toronto Fire Services. The Plan provides guidance on all of

the Centre's operations and programs. The Fire Plan is reviewed annually as per Ontario Fire Code. A Fire Safety e-learning course was developed and implemented throughout the Centre. A new Emergency Evacuation Plan was completed and shared with staff. Annual fire drills are conducted to test and evaluate evacuation procedures. Preventive maintenance is undertaken annually.

Health and Safety – The Centre maintains an employer-employee JHSC that ensures that all aspects of the Centre's operations are reviewed and operated according to applicable legislation. Regular inspections of the site are conducted. Potential hazards are identified at Management and staff level. Engineering and administrative controls are developed and implemented as per OPS guidelines, OHS legislation and specific site safety needs. Recent Centre procedures and training include: Confined Space and Respirator Protection Program; Working from Heights; lifting devices; and Health Safety Certification for identified Managers, Lead Hands and Supervisors.

Visitor Health and Safety – The Centre ensures its operations meet Provincial and Federal standards and provide a safe and secure environment for visitors through monitoring and inspections. All new exhibits and programs are reviewed by Management to ensure compliance with regulations and Centre policy. All visitor injuries are recorded by the Centre's Security staff and investigated to determine root cause and corrective action to prevent reoccurrence.

Department-specific Plans – Many departments delivering outward facing visitor communication and delivery services, or inward facing core operation services have developed procedures and protocols to ensure risks are mitigated. This includes but is not limited to Animal Care committee and protocols to ensure animal care is in place.

Financial Management Strategies

Financial Reports—Revenue and expenditure performance is reviewed monthly and reported quarterly to the Board including a reforecast to year end. Revenues and attendance are monitored on an ongoing basis by Management. Significant negative variance from plan will result in changes to variable staffing deployment, possible program cuts, and centralized controls of expenditures.

Additional strategies are employed to mitigate risk as follows:

Staffing Controls – For 2019-20 planning purposes the FTE cap is 248. Staffing requests are recommended by the branch VP and approved by the CEO.

Foreign Currency – To date, the primary foreign exchange risk for the Centre is the US dollar with respect to the Canadian dollar, as a result of its International Sales operations. To minimize the impact of fluctuations, the Centre maintains a US dollar bank account both pay for certain services in US dollars and receive US dollar revenues. From time to time, the expected timing of US dollar receivables and payables

are estimated, and the extent of the Centre's natural hedge of US dollar exposure is determined.

Third Party Relationships

The following third parties (specifically identified or groups) are relevant during 2019-20.

Name/Type	Nature of Relationship	Governed by
MTCS	Governance, primary funder	MOU
Infrastructure Ontario (IO)	Building Operation and Renewal	Accommodation Agreement
Compass Group Canada Ltd.	Food Service Operations	Contract; expires 2022
Eurest Services	Cleaning Service Operations	Contract; expires 2019
Edelman Canada	Public Relations and Communications Agency	Contract; expires 2020
Rethink Canada	Marketing Agency	Contract; expires 2020
Various suppliers	On-site services	RFB/Tender and Contract
International Sales clients	Purchaser of exhibit services	Contract
Sponsors	Funding for sponsor benefits	Contract
Preferred Caterers	Food service providers for rental clients	Contract; expires 2020
Toronto District School Board (TDSB)	Partnership/Funder	Agreement expires 2019
Grants	Ministry of Education, OCAF, others	Granting Agreements