

Annual Report 2017–2018



**ONTARIO
SCIENCE
CENTRE**

An agency of the
Government of Ontario

A JOURNEY OF TRANSFORMATION



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



Our
MISSION:
To inspire passion
for the human
adventure of
discovery

We make a
positive and
enduring impact
on the lives of
individuals and
communities



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Our
VISION:
A more curious,
creative
and resilient
world

**TOWARD
THE NEXT
50 YEARS**

To shape
the future,
we must be
a catalyst for
change

Cover Photo: (Top) An original sketch of the Ontario Science Centre designed by architect Raymond Moriyama. (Bottom) The Science Centre hosting nearly 10,000 visitors during the solar eclipse in August 2017.

Ready for the Future



Fifty years ago, Ontario had the foresight to create a new kind of science museum — an interactive science centre, one of the first two in the world. Fifty-two million visitors later, the Ontario Science Centre looks forward to celebrating its 50th anniversary in September 2019.

The transformation we have undergone in the past year to prepare for the future has been profound. We have put in place a comprehensive strategic plan; new visitor engagement platforms; new partnerships, collaborations and business models; and a refreshed mission **to inspire passion for the human adventure of discovery.**

We also welcomed a new Board Chair, Ann Louise Vehovec, an enthusiastic champion of the Science Centre who is committed to continue leading the Centre's transformation. We thank our outgoing Chair, Brian Chu, who steered the organization during a period of significant change.

Science and technology in the public sphere have never been more important. Hunger for scientific knowledge, as demonstrated by the 10,000 visitors who came to watch the solar eclipse at the Ontario Science Centre, paradoxically coexists with the startling results of our Science Literacy Survey that 43% of Canadians believe that science is a matter of opinion.

Science centres, the most trusted institutions according to the survey, have a premier role to play in the public realm.

We need to equip younger generations for a very different world. We are working with the Ministry of Education to develop new educational approaches in STEM (science,

“Scientists have become the bearers of the torch of discovery in our quest for knowledge.” — Stephen Hawking, PhD

January 8, 1942 – March 14, 2018

technology, engineering and math). As the importance of informal education increases, the Science Centre’s role in learning expands beyond our walls.

We also act nationally and internationally. Last year, as part of Canada 150, we hosted the Canadian Association of Science Centres Annual Conference. Next year, for our 50th anniversary, we will welcome the international science centre community to Toronto as we host the Association of Science – Technology Centers Annual Conference.

In an increasingly complex world, the Ontario Science Centre is a trusted beacon of reliable information about

science and technology that has served Ontario well for almost 50 years. The Centre is ready to continue playing this critical societal role for future generations.



Maurice Bitran, PhD
Chief Executive Officer and
Chief Science Officer

MESSAGE FROM THE CHAIR

It is an honour and a privilege to be the Ontario Science Centre’s new Board Chair. I’d like to thank Brian Chu for his service as he passes the torch.

As we approach our 50th anniversary in 2019, the Board is excited to collaborate with partners, staff and stakeholders to support the Science Centre and our strategic plan. We believe in the opportunity the Centre has to set up Ontarians, and our youth, for lifelong success — by piquing interest in science and technology, providing the tools to shape and understand the future and encouraging young peoples’ interest in innovation. We thank our partners, donors and supporters who have been an integral part of our success and continue to be vitally important for the future of science education and engagement. We look forward to making a significant and positive impact on visitors and our broader community by doing our part to help shape a more curious, creative and resilient world.



Ann Louise Vehovec
Chair, Board of Trustees

DRIVING THE FUTURE

Leading Innovation

As an energetic hub that fosters innovation, the Ontario Science Centre is looking forward to the next 50 years. We are renewing our commitment to being a leader in lifelong learning and have plotted a transformation journey that has already begun.

COLLABORATION AND PARTNERSHIPS

We believe in partnerships. Maintaining strong links with the education and innovation ecosystems in Ontario is part of what makes the Science Centre a hub, complete with researchers, collaborators, entrepreneurs, creators and curious citizens.

The Ontario150-funded project *Inventorium* is one example of a learning space primarily created by a collaboration between organizations and participating visitors curating their own learning experiences — where art and design melded with science, technology, engineering and math.

In its first six months, the *Inventorium* experiences attracted 35 partners — from universities to makers and from arts organizations to corporate sponsors.

Inventorium became a centre point for our on-site research studies — **Research Live!** — which grew in participants by 400% compared to the previous year. With five partner universities conducting 26 studies from seven labs, 4,217 participants took part in science in the making, in studies related to child development, cultural and racial biases, why children forget and how they trust, to name just a few.



900,225

Ontario Science Centre
visitors in 2017



346,671

Visitors participated in
activities within *Inventorium*
in its first six months



**TOWARD
THE NEXT
50 YEARS**

Sometimes our collaborations work nationally — and they can be on the move. In honour of Ontario150, and funded by the Province of Ontario, the Science Centre designed and built the *Power of Ideas* — an exhibition conceived by the Perimeter Institute that communicated complex topics related to the world of physics in new and innovative ways. *Power of Ideas* travelled to more than 80 venues across Canada. It made a stop along its cross-country journey at the Science Centre, welcomed by our Lieutenant Governor.

“Ontarians know that science is crucial in navigating our rapidly changing and increasingly complex world. And this *Power of Ideas* exhibition points a way forward. It has been available to an impressive number of communities across this country. But it is also challenging in that it tackles big issues such as the nature of the cosmos and quantum mechanics. It treats these issues not as fearsome, but approachable. The scientific curiosity that the *Power of Ideas* seeks to foster can help us translate imaginative ideas into solutions to the great challenges we face. Thank you for contributing your expertise not only in up-to-the-minute scientific knowledge and know-how but also in how to best communicate.”

— The Honourable Elizabeth
Dowdeswell, Lieutenant Governor of Ontario

DRIVING THE FUTURE

Equipping Younger Generations for a Changing World

Engagement is changing. As part of our transformation journey, we introduced three new engagement platforms that take us beyond interaction and open new opportunities for visitors to make meaning in the world around them through collaborative experiences, 21st-century learning and youth innovation.

COLLABORATIVE EXPERIENCES

Collaborative experiences invite visitors to be passionate, driven wonder-seekers. From *Inventorium* and *Research Live!* to experiences that merge art and science, collaboration brings together STEAM (science, technology, engineering, art and math) enthusiasts from across the country. The **Portraits of Resilience: Teens Take on Climate Change** installation took inspiration from the work of teen photographers from the Arctic and Small Island Developing States showing how climate change has affected their land and lifestyle.

The **Tech Art Fair**, another collaboration, was composed of 20 juried artists, designers and entrepreneurs from different backgrounds and countries. Their original science and tech-inspired artwork included immersive 3D experiences, cute codable robots, digital art and interplanetary music.

The Science Centre was also part of the Great Art for Great Lakes initiative to celebrate Canada's sesquicentennial. **DEEP BLUE** was created by a sci-art studio in collaboration with Science Centre visitors. The installation — now in our Living Earth exhibit hall— showcases the powerful impact of climate change and the need for Great Lakes conservation.



The **DEEP BLUE** art installation comprised of more than 2,000 origami swans, carp, bass, sturgeon and turtles, depicting the depth and majesty of Lake Ontario



170,000
Students on
school trips

21ST-CENTURY LEARNING

With the speed of scientific and technological advances, information can become obsolete very quickly. The 21st-century learning platform cultivates skills of resilience through problem-solving, creativity, innovation, critical thinking and lifelong learning — the building blocks to thriving in a world of rapid change.

The Science Centre is committed to visitors actively participating in their own learning and development in science

to better prepare them for the world outside the classroom. *Inventorium* is one example of that change happening within the Centre.

With 170,556 students and teachers visiting the Science Centre last year, we recognize the importance of developing the newest and most relevant learning models — whether that's through establishing new play-based learning modules for teachers with the support of the Ministry of Education or developing programming that makes challenging subjects more accessible for youth.

LOOKING AHEAD:

The **Ontario Science Centre Science School's** unique Innovation Project will be a for-credit Independent Study Course starting in September 2018. It is the first Science Centre-driven course to be accredited by the Ministry of Education.



47,587

March Break visitors



Equipping Younger Generations for a Changing World

By focusing on youth innovation and creating new links with the start-up community, we help feed Ontario's economic pipeline.

YOUTH INNOVATION

Makerspaces, camp programming and innovation awards — those are just some of the programs supporting youth innovation at the Ontario Science Centre. Among the most impressive is the Centre's **Weston Youth Innovation Award**, showcasing the revolutionary

ideas of Canadian innovators, aged 14–18, whose work has the power to benefit the public and inspire others. The award program celebrates its 10th year in 2018.

The 2017 winner of the award was **Anmol Tukrel** of Markham, Ontario. He invented a smartphone app, *iIdentifi*,

that can identify everyday objects to assist people with vision loss. It makes use of the phone's camera and the app's artificial intelligence to provide audio identification of objects, brands, colours, facial expressions, handwriting and text.



1,243

Grade 7 and 8 students and teachers participated in **Career Days**

“It was exciting to have *iIdentifi* be recognized by the Ontario Science Centre. Building this app has been an extremely rewarding experience, and the Weston Youth Innovation Award has enabled me to develop *iIdentifi* further for the visually impaired community.”

— Anmol Tukrel

2017 Weston Youth Innovation Award winner



(From left) Shayna Rosenbaum, PhD, Principal Investigator, Cognitive Neuroscience Lab at York University; Anmol Tukrel, 2017 Weston Youth Innovation Award winner; Stew Green, Director, The W. Garfield Weston Foundation; Catherine Paisley, Ontario Science Centre Vice-President, Science Education and Science Experience



**TOWARD
THE NEXT
50 YEARS**

A SAFE PLACE FOR DIFFICULT CONVERSATIONS

Mental health can be an intimidating topic. Our program, **Mental Health: The Science of Anxiety** uses the lens of science to make a tough subject more accessible. Students are engaged as part of the learning program through demonstrations with anatomy models, real cockroaches, live voting and students role-playing as different parts of the brain.

Science Centre staff developed the program — in consultation with mental health leads in seven different school boards across Ontario — with a goal to reduce stigma about mental health issues.

Interest in the program is growing. We saw 3,449 grade 6 and 7 student participants — six times more than the previous years' attendees for the launch of the program. The brand-new high school version of the program launched in 2017 and has already received praise from schools across the province.

This mental health presentation is just one of several school programs offered to classes K–12, with a focus on 21st-century skills through the lens of science.

Mental Health: *The Science of Anxiety*,

developed in 2017, won the **Best Program** award by the Canadian Association of Science Centres in May 2018



3,535

Kids aged 4 to 14
participated in
Science Centre camps



SCIENCE AND TECHNOLOGY IN THE PUBLIC SPHERE

Choose Science

89%

of Canadians trust science centres and museums for science-related information

In a society so dependent on science and technology, science literacy should be a must. Did you know that only 33% of Canadians consider themselves scientifically literate?

For **Science Literacy Week 2017**, the Ontario Science Centre shared its second annual national Science Literacy Survey. We were startled to find that 43% of Canadians believe that science is a matter of opinion. As a society, we have a long way to go in creating a culture of science literacy.

According to the survey, 82% of Canadians want to know more about science and how it affects our world. Last summer, we saw that desire in action, with an estimated 10,000 visitors that came to the Science Centre to view the solar eclipse.

What's next for science centres when it comes to engaging the public in a changing information landscape? That was the topic of the **Canadian Association of Science Centres 2017 Annual Conference** hosted at the Ontario Science Centre. Generating new engagement platforms — collaborative

experiences, 21st-century learning and youth innovation — is one strategy designed to improve and promote science literacy.



“STEM skills are applicable across disciplines, but also across career choices. They help build resilience and solve problems. They’re transferable to new settings. They build adaptability, which is critical for your future.”

— **Mona Nemer, PhD**, Canada’s Chief Science Advisor

79% of Canadians are concerned that “fake news” is damaging the public perception of science

56,979 MEMBERS
14,610 member households



**TOWARD
THE NEXT
50 YEARS**

CONVENOR OF PUBLIC DIALOGUE ON TECHNOLOGY, SCIENCE AND SOCIETY

People rely on science centres as a credible source of scientific knowledge. Our science literacy survey showed it. Nearly nine out of ten Canadians say they trust science centres and museums (89%), scientists (88%) and educational institutions (87%) for their

science-related information; eight in ten believe more funding should be devoted to science research and education (80%). The Science Centre is a place to feed the desire for scientific knowledge.

In 2017, the Science Centre developed **Great Conversations**, a new speaker series that makes complicated topics accessible, allowing participants of all ages to engage directly with great scientific minds and innovators. Astronomer Jill Tarter, PhD,

talked about life on other planets and molecular physiologist David Julius, PhD, explored how snakes can teach us about sensory processes. Talks with David Suzuki, PhD, about the biosphere and astronauts Scott Kelly, PhD, and Dr. Dave Williams about life on the space station were sold out.

LOOKING AHEAD:

In 2019, the Science Centre will be hosting the international **Association of Science – Technology Centers Annual Conference**

MAKING SCIENCE MORE ACCESSIBLE

Global Leader in Lifelong Learning

When it comes to making science accessible, the Ontario Science Centre is a leader in public participation.

We believe opportunities to explore and discover should be accessible to people of all ages, backgrounds, income levels and abilities. Last year we opened our doors to 77,965 visitors through our donor-supported **Community Access** programs, including 11,329 visitors on **Community Day** and 30,194 student visits through our **Adopt-a-Class** program.

Last year also marked the development of special **sensory-friendly programming**, which celebrated neurodiversity and welcomed those with sensory sensitivities including those on the autism spectrum. The first event launched in March 2017.

Science accessibility is also geographic. Through our continued partnership with CISCO and their **Connected North** program, we were able to offer more classes to students in Northern Ontario. Our educators delivered eight customized remote sessions to 141 students on topics such as careers in chemistry, simple machines and the science of anxiety.

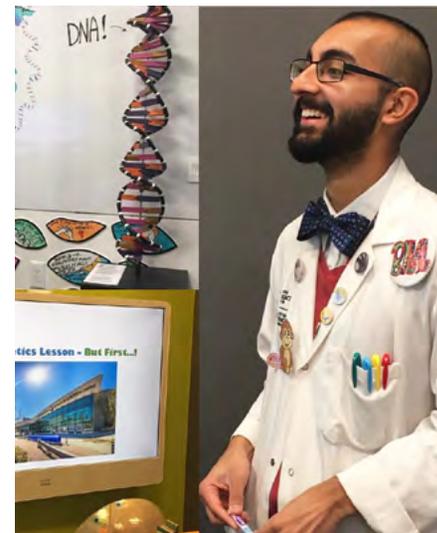
We also need more women and girls in science. For the **International Day of Women and Girls in Science**, the Science

Centre welcomed 10 of the brightest women and girls in their fields to widen perspectives and inspire girls and women to enter into STEM-related fields.

186,190

OMNIMAX® Filmgoers enjoyed five films:

Amazon Adventure, A Beautiful Planet, Coral Reef Adventure, Dream Big: Engineering Our World and Under the Sea



RBC Innovators' Ball

Access to innovation and learning at the Science Centre is funded in part by the annual **RBC Innovators' Ball**, supporting visits and programs for families and students who might not otherwise be able to visit our Centre.

Supporters, guests and our dedicated volunteer committee for the 10th annual Innovators' Ball raised a record **\$662,608** for community access programs and the Science Centre. More than 500 business and community leaders came together for a night of celebrating innovation and exploring the future of science and health.

This year's extraordinary evening of Canadian innovation featured inspiring presentations that ranged from infectious diseases and globalization (Dr. Kamran Khan, Founder and Chief Executive Officer, BlueDot), to the role of artificial intelligence and biomedical technology in treating disease (Brendan Frey, PhD, Entrepreneur, Professor, Scientist and Engineer), to leveraging the capabilities of artificial intelligence to rethink how we treat mental illness (Andrea Palmer, Founder and Chief Executive Officer of Awake Labs).

**TOWARD
THE NEXT
50 YEARS**



The RBC Innovators' Ball brought together more than

500 LEADERS

to celebrate science and innovation in Canada

“On this year's International Day of Women and Girls in Science, I want to encourage girls and young women to choose science — because choosing science helps to create a culture of curiosity.”

— The Honourable Kirsty Duncan, PhD,
Canada's Minister of Science and Sport



Shaping a Better Future

RBC INNOVATORS' BALL 2017 & INNOVATORS CIRCLE

10th ANNUAL RBC INNOVATORS' BALL

Let's celebrate curiosity, the guidepost for innovation. The RBC Innovators' Ball keeps the Ontario Science Centre affordable and accessible to eager minds and lifelong learners. Thank you to our 2017 sponsors and supporters during the Ball's 10th anniversary.

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Note: Adopt-a-Class Challenge supporters are recognized alongside our annual donors.

INNOVATORS CIRCLE

This group of community-minded supporters recognize that science is the most powerful tool we have to understand and address the challenges of our ever-changing world. Members of the Innovators Circle have provided generous cumulative support of \$25,000 or more to help the Centre develop new programs and exhibitions, bring in travelling exhibitions and extend our reach.

\$15,000,000+

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\$4,673,790

Raised through the Innovators' Ball since
its inception in 2007

“To continue to be a nation of innovators, we need to instill Canadian youth with a love of science and technology. The Ontario Science Centre’s community access programs ensure our future leaders have the chance to explore their curiosity and develop a lifelong passion for exploration and learning.”

— Benjamin Smith and Brett Marchand

2017 RBC Innovators’ Ball Co-Chairs



MAJOR ANNUAL SPONSORS AND DONORS

We are grateful for the investment and generosity of our sponsors and donors. These supporters add to our knowledge, introduce us to new ideas and partners and help sustain the vision and activities of the Ontario Science Centre.

(April 2017 – March 2018)

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Every year, our annual donors and their families support our goal to nurture wonder and excitement. We humbly thank them for keeping our burgeoning and innovative programs accessible.

(April 2017 – March 2018)

\$10,000+

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Martin Timusk*
Susan Weedon+

\$100 – \$499

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[^]Perennial donors provide long-term support through multi-year commitments.

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In tribute of the Centre's retiring Board Chair, the following donors contributed to a special campaign supporting the Ontario Science Centre Science School's Tools for Learning.

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30,194

Students benefitted from
the Adopt-a-Class program

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Our generous Board of Trustees goes the extra mile to ensure our success. We thank them for their leadership contributions.

(April 2017 – March 2018)

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December 20, 2016 –
December 19, 2019

Brent Johnston

Senior Managing Director
Apple Canada Inc.
May 13, 2015 – May 12, 2018

Allan Kimberley

Corporate Director
May 4, 2011 – May 17, 2020

Janet Lambert

Consultant
August 31, 2017 – August 30, 2020

Dale Patterson

President & CEO
Opportunity International Canada
February 24, 2016 –
February 23, 2019

Bruce Poon Tip

CEO
G Adventures
June 11, 2008 –
September 16, 2020

Shayna Rosenbaum, PhD

Principal Investigator
Cognitive Neuroscience Lab
York University
September 8, 2015 –
September 7, 2018

David Sharma

President
TELUS Partner Solutions
November 16, 2016 –
November 15, 2019

Molly S. Shoichet, PhD

University Professor, Faculty of
Applied Science & Engineering
University of Toronto
December 7, 2016 –
December 6, 2019

Karim Sunderji

President
KRS Hospitality Group
March 11, 2015 –
December 31, 2018

Chris Tambakis

CEO, North America
Adgar Investments &
Development Inc.
October 26, 2016 –
October 25, 2019

Karen Weaver

Consultant
December 5, 2012 –
December 4, 2018

RBC INNOVATORS' BALL COMMITTEE

This dynamic group of volunteers made our 2017 fundraiser thought-provoking, captivating and memorable.

CO-CHAIRS

Brett Marchand, Executive
Chairman, Cossette, and President
and Chief Executive Officer, Vision 7
International

Cynthia Marchand

Benjamin Smith, President,
Passenger Airlines, Air Canada

Serge Vitale, Proprietor, Sweet Lulu

COMMITTEE MEMBERS

Dany Assaf, Partner, Torys LLP

Denise Bombier, Director, Brand &
Customer Experience Marketing,
TELUS

Jacqueline Calisto, Vice President,
Commercialization and Digital
Delivery, RBC

Dinaz Dadyburjor, Managing
Partner, Corporate Operations,
Brookfield Asset Management

Martin Dockrill, Principal &
Managing Director, Ontario, Avison
Young (Canada) Inc.

Steve Levy, Chief Operating Officer,
Ipsos Canada

Bambina Marcello, Director of
Business Development, Air Canada

Mark Nasr, Managing Director,
eCommerce, Loyalty Programs and
Ancillary Revenue, Air Canada

Peter Sinclair, Chief Sustainability
Officer, Barrick Gold Corporation

John Stackhouse, Senior Vice-
President, Office of the CEO, RBC

Chris Tambakis, CEO, North
America, Adgar Investments and
Development Inc.



10,422

Total volunteer hours
contributing to programs
and day camps

Governance, Performance and Analysis

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.

GOVERNANCE

As an agency of the Government of Ontario, the Ontario Science Centre reports to the Ministry of Tourism Culture and Sport. The Centre is governed by a Board of Trustees, appointed by the Lieutenant Governor in Council.

The Board is accountable to the Minister of Tourism, Culture and Sport; this relationship is detailed in a Memorandum of Understanding. The Board Chair received a mandate letter from the Minister outlining expectations for the year.

The 2017–2018 mandate letter focused on:

- Aligning agency planning and establishing strategies to support ministry priorities;
- Meeting high standards and best practices of governance, fiscal management and sustainability, and accountability;

- Maintaining an effective system of internal controls and compliance with applicable requirements to promote transparency and accountability;
- Managing the operational, strategic and financial risks encountered by the Ontario Science Centre to help ensure business objectives are met;
- Effectively managing the Ontario Science Centre's expenses to align with the government's fiscal objectives to ensure efficiency and sustainability;
- Supporting the goals of the Ontario Culture Strategy including contributing to an Arts Policy Framework;
- Delivering special programming to celebrate Ontario150, as well as the 150th anniversary of Canada; and
- Strengthening relationships with the Indigenous community and working toward reconciliation.

Through the activities outlined in the following table, the Ontario Science Centre demonstrated strong operational performance in 2017–2018. The Centre met or exceeded objectives across all business plan priorities. A limited number of initiatives will carry over into 2018–2019.

OPERATIONAL PERFORMANCE

BUSINESS PLAN PRIORITY	ACTIVITY	2017–2018 ACHIEVEMENTS
ENHANCE CUSTOMER EXPERIENCES	CUSTOMER OFFERS	<ul style="list-style-type: none"> • Created and hosted experiences: Ontario150: <i>Inventorium</i> collaborative experiences, <i>Power of Ideas</i> exhibition • Temporary Exhibitions: <i>Biomechanics: The Machine Inside</i>, <i>Wildlife Rescue</i> • Films: <i>Dream Big</i>, <i>Amazon Adventure</i>, <i>Coral Reef Adventure</i> • Programmatic offers: Mental Health: The Science of Anxiety award-winning school program, <i>DEEP BLUE</i> art installation, sensory-friendly programming, free programming for the solar eclipse
	CUSTOMER SERVICE	<ul style="list-style-type: none"> • Conducted customer experience research and implemented new monthly visitor satisfaction surveys • Refreshed approach to experience plan with implementation of new strategic plan • Conducted a visitor evaluation to inform The Planetarium admissions • Delivered first phase of new school booking system with customer-facing module continuing into 2018–2019
	PHYSICAL SPACE/CAPITAL PROJECTS	<ul style="list-style-type: none"> • Quiet Room designed and built for visitors and staff • Outdoor walkway and curb repairs completed • Valley Restaurant roofing project substantially completed and ongoing into 2018–2019 • Parking Automation and Rainforest Glazing projects initiated and ongoing into 2018–2019
POSITION ORGANIZATION FOR SUCCESS	STRATEGIC PLAN, SCIENCE ENGAGEMENT MODEL, BUSINESS MODEL	<ul style="list-style-type: none"> • Delivered a new, Board-approved strategic plan framework including new visitor engagement platforms and associated business models • Established new performance measures and scorecard for 2018–2019 Business Plan to support implementation
	DEVELOP CULTURE AND LEADERSHIP	<ul style="list-style-type: none"> • Established staff-led culture team and supported its activities • Initiated leadership development activities including 360° profiles for all managers • Delivered project management training and introduced organization-wide project tracking

OPERATIONAL PERFORMANCE (CONTINUED)

BUSINESS PLAN PRIORITY	ACTIVITY	2017–2018 ACHIEVEMENTS
	PARTNERSHIPS	<ul style="list-style-type: none"> Activities to strengthen Indigenous relations: framework development initiated; delivered Connected North program to remote Indigenous communities; created and installed Portraits of Resilience photo exhibit; and delivered staff workshop on how to indigenize and de-colonize work Developed partnerships with 30+ corporate supporters Established three new innovative maker and retail partnerships, and a new agreement with the Ministry of Education to develop and deliver STEM programming to teachers and students in 2018–2019
	OMNIMAX®	<ul style="list-style-type: none"> Market study undertaken to explore future options for IMAX® Dome renewal
FINANCIAL SUSTAINABILITY	REVENUES	<ul style="list-style-type: none"> Surpassed earned and contributed revenue targets Operating expenditures were 2.2% above last year due to additional one-time programming costs Secured food services vendor through request for bid (RFB) process Obtained formal procurement approval and developed RFB for new retail vendor
MARKETING	BRAND AND WEBSITE	<ul style="list-style-type: none"> Secured new marketing agency through Advertising Review Board (ARB) process to update brand and retail strategies and lead website renewal
	COMMUNICATION	<ul style="list-style-type: none"> Secured new communication agency through the ARB to provide support for thought leadership and retail communications Launched Social Media Playbook and Guidelines and delivered training for managers and employees Launched new internal communication activities including monthly written updates from the CEO and informal staff gatherings to discuss emerging topics of interest
SCIENCE CENTRE HOSTED EVENTS	INDIVIDUAL EVENTS	<ul style="list-style-type: none"> Hosted Canadian Association of Science Centres (CASC) conference, Great Conversations speaker series, Tech Art Fair

PERFORMANCE TARGET DISCUSSION

Performance measures were recalibrated with stretch goals to support implementation of the new strategic plan.

PERFORMANCE MEASURE	2017–2018 ACHIEVEMENTS	2017–2018 PERFORMANCE TARGETS	2016–2017 ACHIEVEMENTS	DISCUSSION
EARNED REVENUES	\$17.7M	\$15.9M	\$16.8M	<p>Earned revenues were 11.3% above target due to increased admission, education and development revenues and 5.3% above last year due to higher admission revenues, a successful RBC Innovators' Ball fundraising event, higher concession and interest revenue, and one-time Ontario150 funding.</p> <p>Net income of \$1,153,000 was 36.6% above last year.</p>
TOTAL ATTENDANCE	900,225	914,954	941,006	<p>Attendance was 1.6% and 4.3% below plan and last year, in part due to insufficient funds for marketing. However, general admissions revenue was 17.2% above budget and 10.8% above last year due to higher average ticket price (ATP) and an attendance/revenue boost in discounted categories.</p> <p>Construction at Don Mills Road continues to adversely affect access to the Centre.</p> <p>Strategies to increase attendance include adjustments to programmatic offerings and marketing.</p>
MEMBER HOUSEHOLDS New member model introduced in January 2017	14,610	15,000	16,291	<p>Number of member households was 2.6% below plan and 10.4% below last year due to the transition to a new, more sustainable member program.</p> <p>Member acquisition strategies are underway, e.g., new on-site and off-site promotions.</p>

PERFORMANCE TARGET DISCUSSION (CONTINUED)

PERFORMANCE MEASURE	2017–2018 ACHIEVEMENTS	2017–2018 PERFORMANCE TARGETS	2016–2017 ACHIEVEMENTS	DISCUSSION
NEW — VISITOR SATISFACTION % satisfied and % very satisfied % very satisfied	93% 57%	n/a	n/a	New performance measure/benchmark in 2017–2018.
OVERALL PERCEPTION OF THE CENTRE Percentage of 9 and 10 ratings, on a 10 point scale	33%	39%	37%	Overall perception of the Centre was negatively impacted by low awareness of the Centre’s offerings and exhibitions. Work is underway to develop a more consistent voice and presence in the market and to increase investment in marketing.
SPONSORS AND DONORS	<ul style="list-style-type: none"> • 30 corporate supporters (including 10 major multi-year relationships) • 2 government project funders • 35 major gift donors (members of our Innovators Circle) 	<ul style="list-style-type: none"> • 35 corporate supporters (including 12 major multi-year relationships) • 3 government project funders • 35 major gift donors (members of our Innovators Circle) 	<ul style="list-style-type: none"> • 32 corporate supporters (including 11 major multi-year relationships) • 2 government project funders • 33 major gift donors (members of our Innovators Circle) 	Number of corporate supporters and funders were slightly below plan but above or the same as previous year. Number of major gift donors was on plan and above last year. Development revenues were 36.1% above last year.
ACCESS PROGRAMS % of visitors from targeted groups through the Centre Access Programs	9%	10%	10%	Welcomed 77,965 visitors through donor-supported access programs. This was 1% behind both plan and previous year due in part to increased rigour in Community Access initiatives to ensure that access programs have the highest impact.



June 26, 2018

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL INFORMATION

Management and the Board of Trustees of The Centennial Centre of Science and Technology (the Centre) are responsible for the financial statements and all other information presented in the Annual Report. The financial statements have been prepared by Management in accordance with the Canadian public sector accounting standards, and, where appropriate, include amounts based on Management's best estimates and judgments.

The Centre is dedicated to the highest standards of integrity in its business. To safeguard assets, the Centre has a sound set of internal financial controls and procedures that balance benefits and costs. Management has developed and maintains financial and management controls, information systems and management practices to provide reasonable assurance of the reliability of financial information.

The Finance and Operations Committee and the Board of Trustees meet quarterly to oversee the financial activities of the Centre, including an annual review of the financial statements and the Auditor General's report. The Finance and Operations Committee recommends the financial statements to the Board of Trustees for approval. The financial statements have been approved by the Board of Trustees.

The financial statements have been audited by the Office of the Auditor General of Ontario. The Auditor General's responsibility is to express an opinion on whether the financial statements are fairly presented in accordance with Canadian public sector accounting standards. The Independent Auditor's Report that appears as part of the financial statements outlines the scope of the Auditor's examination and opinion.

Maurice Bitran, PhD
Chief Executive Officer

Terri Lang
Chief Operating Officer



Office of the Auditor General of Ontario
Bureau de la vérificatrice générale de l'Ontario

INDEPENDENT AUDITOR'S REPORT

To the Board of Trustees of The Centennial Centre of Science and Technology and to the Minister of Tourism, Culture and Sport

I have audited the accompanying financial statements of The Centennial Centre of Science and Technology, which comprise the statement of financial position as at March 31, 2018, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of

the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of The Centennial Centre of Science and Technology as at March 31, 2018 and the results of its operations, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Susan Klein, CPA, CA, LPA
Assistant Auditor General

Toronto, Ontario
June 26, 2018

STATEMENT OF FINANCIAL POSITION

As at March 31, 2018

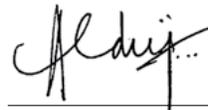
	2018 (\$ 000)	2017 (\$ 000)
ASSETS		
Current		
Cash	13,674	11,793
Cash — Internally Restricted Reserve Fund (Note 6)	3,047	3,000
Accounts receivable (Note 4(B))	940	532
Prepaid expenses	603	813
Inventory of general stores	107	100
	<u>18,371</u>	<u>16,238</u>
Capital Assets (Note 8)	<u>9,417</u>	<u>10,150</u>
	<u>27,788</u>	<u>26,388</u>
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable and accrued liabilities	2,041	2,276
Deferred revenue	4,382	3,523
Due to Ontario Infrastructure and Lands Corporation	2,186	1,888
Due to the Province of Ontario	1,209	1,214
	<u>9,818</u>	<u>8,901</u>
Long-Term Liabilities		
Accrued legislated employee benefit obligation (Note 13(C))	2,821	3,056
Deferred Capital Contributions (Note 9)	8,326	8,761
	<u>11,147</u>	<u>11,817</u>
	<u>20,965</u>	<u>20,718</u>
Net Assets		
Invested in capital assets (Note 10)	1,091	1,389
Accumulated surplus	2,685	1,281
Internally Restricted Reserve Fund (Note 6)	3,047	3,000
	<u>6,823</u>	<u>5,670</u>
	<u>27,788</u>	<u>26,388</u>
Commitments and Contingencies (Note 15)		

The accompanying notes are an integral part of the financial statements.

Approved on behalf of the Centre:



Ann Louise Vehovec
Chair, Board of Trustees



Karim Sunderji
Chair, Finance and Operations

STATEMENT OF OPERATIONS

For the Year Ended March 31, 2018

	2018 (\$ 000)	2017 (\$ 000)
Revenue		
Province of Ontario		
Operating grant	15,476	15,476
Occupancy grant (Note 15(A))	3,888	3,888
Other grants	722	299
General Admission and Parking Fees	5,556	5,110
Revenue from Ancillary Operations (Schedule 1)	11,422	11,389
	<u>37,064</u>	<u>36,162</u>
Expenses		
General Operations		
Exhibits and Programs	2,556	2,706
Marketing and Advertising	1,755	2,144
Visitor Services	3,291	3,235
Facility Operations	5,261	5,142
Program Management	3,464	3,518
Administration	3,916	3,569
Occupancy Costs (Note 15(A))	5,474	5,347
Expenses from Ancillary Operations (Schedule 1)	9,172	8,458
	<u>34,889</u>	<u>34,119</u>
Income before amortization	<u>2,175</u>	<u>2,043</u>
Less:		
Amortization of Deferred Capital Contributions (Note 9)	1,699	1,840
Amortization Expense	<u>(2,721)</u>	<u>(3,039)</u>
	<u>(1,022)</u>	<u>(1,199)</u>
Net income for the year	<u>1,153</u>	<u>844</u>

The accompanying notes are an integral part of the financial statements.

STATEMENT OF CHANGES IN NET ASSETS

For the Year Ended March 31, 2018

	2018 (\$ 000)				2017 (\$ 000)
	Internally Restricted Reserve Fund (Note 6 (J))	Invested in Capital Assets	Accumulated Surplus from Operations	Total	Total
Balance, beginning of year	3,000	1,389	1,281	5,670	4,826
Investment in capital assets		724	(724)	-	-
Transfer to Internally restricted reserve fund	47	-	(47)	-	-
Net income (loss) for the year	-	(1,022)	2,175	1,153	844
Balance, end of year	3,047	1,091	2,685	6,823	5,670

The accompanying notes are an integral part of the financial statements.

STATEMENT OF CASH FLOWS

For the Year Ended March 31, 2018

	2018 (\$ 000)	2017 (\$ 000)
Cash Flows from Operating Activities		
Net income for the year	1,153	844
Adjustments for items not requiring an outlay of cash		
• Amortization of capital assets	2,721	3,039
• Amortization of deferred capital contributions	(1,699)	(1,840)
• Gain on accrued employee benefit obligation	(5)	(35)
	<u>2,170</u>	<u>2,008</u>
Changes in non-cash working capital (Note 7)	712	1,773
Reduction of accrued employee benefit obligation	(235)	(181)
Curtailment of accrued employee benefit obligation	5	35
	<u>482</u>	<u>1,627</u>
Net cash provided by operating activities	<u>2,652</u>	<u>3,635</u>
Cash Flows used in Capital Activities		
Capital Assets acquisitions	<u>(1,988)</u>	<u>(1,234)</u>
Cash Flows from Financing Activities		
Loan repayment — Ontario Financing Authority	-	(500)
Deferred capital contributions	1,264	1,706
Net cash generated from financing activities	<u>1,264</u>	<u>1,206</u>
Net change in cash for the year	1,928	3,607
Cash, beginning of year	14,793	11,186
Cash, end of year	<u>16,721</u>	<u>14,793</u>
Cash Consists of:		
Cash	13,674	11,793
Cash — Internally Restricted Reserve Fund	3,047	3,000
	<u>16,721</u>	<u>14,793</u>

The accompanying notes are an integral part of the financial statements.

SCHEDULE OF REVENUE AND EXPENSES FROM ANCILLARY OPERATIONS

For the Year Ended March 31, 2018

Schedule 1

	2018 (\$ 000)			2017 (\$ 000)		
	Revenue	Expenses	Net	Revenue	Expenses	Net
OMNIMAX® Theatre	1,248	1,214	34	1,278	1,395	(117)
International Sales and Rentals (Note 5)	1,268	1,203	65	2,227	1,872	355
Educational Programs & Admission	1,284	2,173	(889)	1,281	1,928	(647)
Recreation & Family Learning Experiences	1,199	871	328	1,201	854	347
Memberships	1,919	497	1,422	2,247	539	1,708
Ontario150	420	805	(385)	-	-	-
Concessions	360	100	260	163	120	43
Interest	287	-	287	161	-	161
Adult & Corporate Learning Experiences	470	335	135	484	269	215
Development (Note 16)	3,510	1,616	1,894	2,579	1,274	1,305
Program Support and Other Revenue	144	136	8	67	18	49
Bank & Service Fees	-	222	(222)	-	189	(189)
	12,109	9,172	2,937	11,688	8,458	3,230
Less: Provincial Programs	(687)	-	(687)	(299)	-	(299)
Totals	11,422	9,172	2,250	11,389	8,458	2,931

The accompanying notes are an integral part of the financial statements.

NOTES TO FINANCIAL STATEMENTS

March 31, 2018

1. NATURE OF THE BUSINESS

The Centennial Centre of Science and Technology, commonly known as the Ontario Science Centre (the Centre), a government agency of the Province of Ontario, was incorporated without share capital pursuant to the *Centennial Centre of Science and Technology Act*. The objectives of the Centre are to:

- a) maintain and operate a science centre and related facilities that will stimulate the interest of the public;
- b) conduct a program of education in the origins, development and progress of science and technology, and their relationship to society;
- c) depict the role of Ontario in the furtherance of science and technology; and
- d) collect, manufacture, market, exhibit and sell objects and displays.

Under the *Centennial Centre of Science and Technology Act*, the Centre is exempted from federal and provincial income taxes.

2. BASIS OF PRESENTATION

These financial statements are prepared in accordance with the Public Sector Accounting Standards for government not-for-profit organizations that include the 4200 series of the Public Sector Accounting Standards.

3. SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies followed to prepare these financial statements are summarized below:

(A) REVENUE RECOGNITION

The Centre follows the deferral method of accounting for restricted operating grants from the Province which are recognized in revenue in the year the related expenses are incurred. Provincial grants restricted for the purchase of capital assets are deferred and amortized into revenue over the same period as the related asset.

Revenue from exhibits manufactured for sale is recognized on a percentage-of-completion basis.

Revenues from general admissions, parking and other ancillary operations are recognized when the services are provided.

Membership fees are deferred and recognized as revenue over the term covered by the fees.

Donations are recognized when funds are received. Sponsorship revenue is recognized over the term of the agreement.

(B) ALLOCATION OF EXPENSES

Expenses are reported in the Statement of Operations on a functional basis. The costs of each function include the salaries and benefits, supplies, and other expenses that are directly related to the function. The Centre also incurs general support expenses in the variety of activities it undertakes. These expenses are considered a function in their own right and are reported as Administration expenses.

(C) DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent the amount of donations and government grants received and used, or to be used to acquire capital assets. Revenue is recognized over the same period as the expected life of the capital assets to which they relate.

(D) DEFERRED REVENUE

Deferred revenue is comprised mainly of deferred sponsorships, the unexpired portion of annual membership fees and deposits for future exhibit rentals.

(E) CAPITAL ASSETS

Capital assets are recorded at cost less accumulated amortization. Amortization begins when capital assets are ready for use. Amortization is calculated using the straight-line method over the estimated useful lives of the assets as indicated below:

Leasehold Improvements	10 years
Exhibits	10 years
OMNIMAX® Theatre Leasehold Improvements	20 years
Exhibits – Rentals	4 or 5 years
Furniture, Fixtures and Equipment	5 years
Computers	3 years

The land on which the Centre is located is leased from the City of Toronto for \$1 per annum on a 99-year lease, which commenced July 1, 1965. The Province owns the buildings, which house the Centre. For details of occupancy costs see note 15(A).

(F) INVENTORY

General stores inventory is valued at cost using the first-in, first-out (FIFO) method.

NOTES TO FINANCIAL STATEMENTS

March 31, 2018

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(G) FINANCIAL INSTRUMENTS

The Centre’s financial instruments, which include cash, restricted cash, accounts receivable, and accounts payable and accrued liabilities, due to Ontario Infrastructure and Lands Corporation and due to the Province of Ontario, are all valued at cost less any amount for valuation allowance.

(H) USE OF ESTIMATES

The preparation of financial statements in accordance with the Public Sector Accounting Standards requires that management make estimates and assumptions that affect the reported amount of assets and liabilities as at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Estimates and assumptions may change over time as new information is obtained or subsequent developments occur. Actual amounts could differ from these estimates. The items subject to the most significant estimates are amortization of capital assets, accrued liabilities and accrued employee benefit obligation.

(I) EMPLOYEE BENEFITS

The costs of severance entitlements under the *Public Service of Ontario Act* and unused vacation entitlements earned by employees during the year are accrued for in the financial statements. The costs of any legislated severance are recognized when earned by eligible employees.

(J) GOVERNMENT PARTNERSHIP

The Centre uses the proportionate consolidation method to account for its interest in a government partnership.

4. CASH AVAILABILITY AND RISKS RELATED TO FINANCIAL INSTRUMENTS

The risks related to the Centre’s financial instruments are as follows:

(A) CASH AVAILABILITY AND LIQUIDITY RISK

The Centre has unrestricted cash of \$13,674,000 (2017 — \$11,793,000) to settle current liabilities of \$9,818,000 and a legislated employee benefit obligation of \$2,821,000 totaling \$12,639,000 (2017 — \$11,957,000) leaving a cash balance (deficit) for operations of \$1,035,000 (2017 — (\$164,000)). During the year, due to the seasonal nature of the business, cash balances fluctuate requiring a modest cash balance to meet ongoing payroll and other supplier obligations.

(B) CREDIT RISK

The Centre’s exposure to credit risk is minimal. The Centre determines on a continuing basis, the probable credit losses and sets up a provision for losses, if necessary, based on the estimated realizable value.

Below the accounts receivable aging is summarized:

	(\$ 000)			
	Current	+60 Days	+90 Days	Total
General Accounts Receivable	674	-	-	674
Admissions	78	-	-	78
Facility Rental	11	-	-	11
International Sales	160	-	17	177
Totals	923	-	17	940

(C) CURRENCY RISK

The Centre realizes approximately 6.1% (2017, 4.35%) of its total revenue in foreign currency. Consequently, some assets and revenues are exposed to foreign exchange fluctuations. Cash, accounts receivable and deferred revenue in US dollars are converted into Canadian dollars at year-end.

5. GOVERNMENT PARTNERSHIP

Capital assets include the Centre’s partnership interest in rental exhibits of \$1,269,000 (2017 — \$710,000). The exhibits are managed by another government agency. The Centre recognized \$118,000 (2017 — \$34,000) of revenue in International Sales and Rentals in Schedule 1 as a result of this partnership.

6. INTERNALLY RESTRICTED RESERVE FUND

During the year, the Board approved an increase to the internally restricted reserve fund of \$47,000 (2017 — \$3,000,000) from accumulated surplus. The reserve fund was established to provide funding for various capital and operating projects at the Centre.

NOTES TO FINANCIAL STATEMENTS

March 31, 2018

7. CHANGE IN NON-CASH WORKING CAPITAL

	2018 (\$ 000)	2017 (\$ 000)
Cash provided by (used in):		
Decrease (increase) in accounts receivable	(408)	821
Decrease (increase) in prepaid expenses	210	157
Decrease (increase) in inventory	(7)	6
Increase (decrease) in accounts payable and accrued liabilities	(235)	(11)
Increase (decrease) in deferred revenue	859	(509)
Increase (decrease) in Due to Ontario Infrastructure and Lands Corporation	298	1,019
Increase (decrease) in Due to the Province of Ontario	(5)	290
	<u>712</u>	<u>1,773</u>

8. CAPITAL ASSETS

Capital assets consist of the following:

	2018 (\$ 000)		2017 (\$ 000)	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Leasehold Improvements	35,798	32,706	3,092	3,346
Exhibits	28,528	24,318	4,210	5,056
OMNIMAX® Theatre Leasehold Improvements	15,331	15,331	-	-
Exhibits — Rentals	2,457	1,472	985	586
Furniture, Fixtures and Equipment	2,409	1,665	744	612
Computers	2,865	2,479	386	550
Total	<u>87,388</u>	<u>77,971</u>	<u>9,417</u>	<u>10,150</u>

Net carrying amounts of Capital Assets (work-in-progress) not being amortized as at March 31:

	2018 (\$ 000)	2017 (\$ 000)
Leasehold Improvements	96	22
Exhibits — Rentals	558	-
Furniture, Fixtures and Equipment	-	3
Computers	-	168
Total	<u>654</u>	<u>193</u>

9. DEFERRED CAPITAL CONTRIBUTIONS

The changes in the deferred capital contributions balance are as follows:

	2018 (\$ 000)	2017 (\$ 000)
Balance, beginning of year	8,761	8,895
Net additions/transfers during year	1,264	1,706
Amortization of deferred capital contributions	(1,699)	(1,840)
	<u>8,326</u>	<u>8,761</u>

The ending balance of deferred capital contributions consists of the following:

	2018 (\$ 000)	2017 (\$ 000)
Agents of Change Project	-	440
Health and Safety Initiatives	7,287	7,105
Exhibits	1,039	1,216
	<u>8,326</u>	<u>8,761</u>

10. INVESTED IN CAPITAL ASSETS

Invested in capital assets represents the following:

	2018 (\$ 000)	2017 (\$ 000)
Capital assets, net	9,417	10,150
Less amount financed by deferred capital contributions	(8,326)	(8,761)
	<u>1,091</u>	<u>1,389</u>

NOTES TO FINANCIAL STATEMENTS

March 31, 2018

11. PROPERTY MAINTENANCE AND REPAIRS

Certain major maintenance and repair expenses of the Centre are absorbed by the Province of Ontario, through Ontario Infrastructure and Lands Corporation, and are not included in the Statement of Operations.

12. ECONOMIC DEPENDENCE

The Centre is dependent on the Province of Ontario for financial assistance to cover some of the costs of operations.

13. EMPLOYEE BENEFITS

(A) PENSION BENEFITS

The Centre's full-time employees participate in the Public Service Pension Fund (PSPF) and the Ontario Public Service Employees' Union Pension Fund (OPSEU-PF), which are defined benefit pension plans for employees of the Province and many provincial agencies. The Province of Ontario, which is the sole sponsor of the PSPF and a joint sponsor of the OPSEU-PF, determines the Centre's annual payments to the funds. As the sponsors are responsible for ensuring that the pension funds are financially viable, any surpluses or unfunded liabilities arising from statutory actuarial funding valuations are not assets or obligations of the Centre.

The Centre's annual payment of \$1,333,941 for the current year (2017 — \$1,300,042), is included in salaries and employee benefit costs allocated to various expense categories in the Statement of Operations. See also note 14.

(B) POST-EMPLOYMENT NON-PENSION BENEFITS

The cost of post-employment non-pension benefits are paid by the Province of Ontario and are not included in the Statement of Operations.

(C) ACCRUED LEGISLATED EMPLOYEE BENEFIT OBLIGATION

The accrued legislated employee benefit obligation includes accrued severance entitlements. The total costs for the year amount to \$80,000 (2017 — \$208,000) and are included in salaries and benefits, disclosed in note 14. During the year, the accrued legislated employee benefits obligation was reduced by \$5,000 (2017 — \$35,000) due to a curtailment resulting from changes commencing in 2016 under the *Public Service of Ontario Act*.

14. BREAKDOWN OF EXPENSES

Expenses are reported in the Statement of Operations on a functional basis. Total expenses by type are as follows:

	2018 (\$ 000)	2017 (\$ 000)
Salaries and Benefits	19,953	19,780
Other Direct Operating Expenses	14,936	14,339
	<u>34,889</u>	<u>34,119</u>

15. COMMITMENTS AND CONTINGENCIES

(A) OCCUPANCY COSTS

The Province, through Ontario Infrastructure and Lands Corporation, charges the Centre an accommodation fee for occupying its facilities. The fee covers rent, taxes, maintenance and certain operating costs. The lease is being renewed on a year-to-year basis until a new agreement is reached between the Centre and the Province. The minimum lease payment for the coming year is \$4,764,000. The Centre received a grant of \$3,888,000 from the Ministry of Tourism, Culture and Sport in the current year towards occupancy costs.

(B) EXHIBITS AND SERVICES

The Centre has entered into contracts for various promotional, maintenance and utility services spanning several years.

Total committed costs relating to these contracts for the next five fiscal years are as follows:

	(\$ 000)
2018/19	4,429
2019/20	1,778
2020/21	1,297
2021/22	240
2022/23	31
	<u>7,775</u>

16. DEVELOPMENT REVENUE

The Centre is active in obtaining sponsorships and donations from the private sector to support new projects, experiences and operations. Development revenue and expenses for the year include a long-term sponsorship for the Agents of Change Project. Amounts pledged and agreed to but not yet received (including \$485,000 for the Agents of Change Project) have not been recognized as revenue, deferred revenue or deferred capital contributions as of March 31, 2018 and are as follows:

	(\$ 000)
2018/19	1,060
2019/20	350
2020/21	100
	<u>1,510</u>

17. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the 2018 presentation.



**2017 Landmark
Designation Award
by the Ontario
Association of
Architects**

“The Centre must be a place for everyone — not cater to twelve specialists and ignore twelve thousand others. It must initially give a sense of self-possession. It must arouse curiosity. It must lead to understanding, not just knowledge. It must be a place of wonder. It must have immeasurable qualities of comfort and joy, of discovery with others. It must inspire the visitor with ideas through active participation. It must be an emotional experience with intellectual satisfaction; and it must be fun.”

— Raymond Moriyama, Architect of the Ontario Science Centre

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“It is change, continuing change, inevitable change, that is the dominant factor in society today. No sensible decision can be made any longer without taking into account not only the world as it is, but the world as it will be.” — Isaac Asimov,
Science fiction writer and professor of biochemistry



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