## 2021-2022 Annual Report



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#### **SUMMARY OF ACTIVITIES**

# MESSAGE FROM THE CHAIR AND CEO

The Ontario Science Centre has always strived to make a positive social impact by inspiring passion for the human adventure of discovery and creating a lasting fascination for science. We believe that science, technology and innovation can create a more curious, creative and resilient world. By serving as a vibrant hub of innovative and accessible science education, we are helping to build science capital in our community—and build a better future for society and our planet. The work we do is more vital than ever, and it requires more creativity and innovation than ever before.

In the 2021-22 fiscal year, alongside our goals focused on the public, we began to focus on our own organizational transformation. This important transformation will pave the way forward for the Ontario Science Centre. It includes new strategic priorities, a structural reorganization, as well as processes and governance changes that support us working in collaborative new ways as we prepare for the future, while remaining firmly committed to our mandate and the province's economic recovery plan. With Ministry and corporate support, valuable partnerships, and the collective work of our dedicated employees, we continue to build science capital and broaden our reach across the province and around the world.

Our efforts to become a more equitable, inclusive and anti-racist workplace and organization continue as well. Throughout the 2021-22 fiscal year, our Anti-Racism Framework Working Group put priorities into action with the input of our staff and the OPS, ensuring areas of focus aligned with the Ministry's and OPS Anti-Racism Action Plan. We pledge to continue to take concrete actions, inside our organization and with our community, toward meaningful and sustainable change as we work to build a more diverse, inclusive, equitable and anti-racist Science Centre.

The virtual Science Centre, established in March 2020 to bring our signature experiences to people at home through live online events, pre-registered workshops, curated science activities and video content has continued to grow and thrive. By April 2021, we were operating primarily as a virtual attraction. Over the course of the 2021-22 fiscal year, our virtual attendance of paid and free programs reached almost 50,000, far exceeding our year-end target of 22,839

attendees. From our popular Junior Scientists programming and the member-exclusive KidSpark Adventures Series to our free Family Trivia Nights and Sensory-friendly Saturday workshops, we provided families with fun and accessible ways to engage and explore with us. Two of our programs, Science at Home: The Virtual Science Centre and our KidSpark Adventures Series, were Institutional Finalists for the Canadian Association of Science Centre's 2021 CASCADE Award.

Digital offerings were an important part of our strategy to broaden our reach and remain accessible to our audience. From April 1, 2021 to March 31, 2022, we received over 2 million views overall on our YouTube channel. Our most-viewed virtual event of the fiscal year, "The Science of Bubbles," had over 17,000 YouTube views overall. "Traditional Indigenous Mathematics," another one of our most popular events, received almost 13,000 YouTube views overall.

Finding new ways to connect with teachers, students and families of young children through our virtual Science Centre was an exciting and creative challenge for us. We continued to support students and teachers with learner-centred approaches through our virtual school programs, online resources and workshops. Professional Development (PD) workshops focused on diversity, equity and inclusion as well as Indigenous Ways of Knowing. Our highest-attended PD workshop was "The Importance of Indigenous Perspectives in STEM" in February. We also hosted "Looking at the Scientific Experimentation Process through the Lens of Equity, Diversity and Inclusion" in January and "Black Youth Thriving in STEM: Setting Optimal Conditions for Deep Learning in the Senior Sciences" in February.

As we prepared to reopen our physical doors with exciting new exhibitions, we continued to explore ways to engage our audiences both virtually and in-person. We launched the Artist-in-Residence program with Jason Baerg, an artist, curator, designer, educator and registered member of the Métis Nation of Ontario. Hosted on our website, this project included an online exhibition of Baerg's digital art piece, *Asaimîna*, and an interactive video experience that encouraged people to consider Indigenous Ways of Knowing while imagining what the world will look like in the future. The travelling exhibition *Crochet Coral Reef*, which included the Ontario Satellite Reef—a province-wide community art project—also began virtually. People submitted photos of their crochet creations online, which we posted on our website and social media channels before they were displayed for visitors to see in-person at the Science Centre when we reopened to the public on August 4. This has become a semi-permanent exhibit in our Idea Gallery.

We met all the challenges of the COVID-19 pandemic with a creative and entrepreneurial spirit. We were among the first Toronto attractions to require proof of vaccination, and we continued to adapt to new public health measures, updating our protocols quickly and efficiently. We focused on keeping our visitors, members, learners and staff up to date with our health and safety protocols in a rapidly changing environment. We created a new online ticketing system

to ensure capacity restrictions were in line with the province guidelines, as well as to ensure our visitors and employees felt safe and comfortable.

Welcoming visitors back into the building was a highlight of the 2021-22 fiscal year. Our total on-site attendance of 255,347 exceeded our year-end target of 142,078. Family Day weekend and March Break attendance exceeded 2019 by 7% and 15% respectively. We brought in many incredible travelling exhibitions, including *Planet Ice: Mysteries of the Ice Ages* from the Canadian Museum of Nature, *Bug Lab* from New Zealand's Te Papa Museum, *Crochet Coral Reef* by Margaret and Christine Wertheim and Sean Kenney's *Nature Connects®*. We also opened *Behind Racism: Challenging the Way We Think*, a travelling exhibition designed and fabricated by the Ontario Science Centre in collaboration with the Canadian Race Relations Foundation. The exhibition ran from February 2 to April 24, after which it travelled to venues across Canada, including the Canadian Museum for Human Rights in Winnipeg. We were especially pleased to offer *Nature Connects®* as a free, outdoor exhibition for our visitors and community members as part of our reopening efforts. We also offered *Behind Racism: Challenging the Way We Think* free with no general admission required to ensure all members of the public were able to access this powerful and though-provoking exhibition and to help raise awareness about racism and bias.

The month of February brought unique opportunities and valuable partnerships with our local community. On February 12 and 13, we hosted a Vax the East clinic with the City of Toronto, Michael Garron Hospital and East Toronto Health Partners. A total of 1,766 people were vaccinated against COVID-19 at the Ontario Science Centre and Thorncliffe Park Community Hub. And on February 26 and 27, we hosted a GO-VAXX mobile vaccination clinic with close to 100 doses administered. We are proud to encourage vaccinations and support our surrounding communities in this collective effort.

Many partnerships from the 2020-21 fiscal year continued throughout 2021-22, and new collaborations were established as well. We were proud to partner with hospitals across Ontario to offer free access to our KidSpark Adventures video series for pediatric in-patients and their families. We also collaborated with Science North to design two travelling exhibitions on climate change, one of which we also fabricated. Science North is currently touring these exhibitions across Canada. Our team also fabricated the travelling exhibitions, *Wild Weather* and *Beyond Human Limits*, for which we received royalties from Science North's touring of the exhibitions internationally. We still receive annual royalties as part of our equity investment.

As part of our membership retention strategy, we continued with member-exclusive content online, including the KidSpark Adventures video series. Prior to reopening to the public on August 4, we held two sold-out members-only weekends in late July. Exclusive in-person events also made a return in the summer with a members-only preview of *Planet Ice: Mysteries of the* 

*Ice Ages* in late August as well as a preview of *Bug Lab* in October. And in December, we held a members-only preview of the IMAX® film, *Asteroid Hunters*. The return of exclusive in-person events was welcomed by our members, many of whom see these events as one of the major benefits of a membership. Overall, memberships increased by 3.3% from April 1, 2021 to March 31, 2022. Total membership revenue recognized over the 2021-22 fiscal year was \$784,000.

Creative revenue solutions, such as film shoots, corporate events and paid online programming, were essential in 2021-22. We also boosted our online fundraising efforts and worked to find new ways to connect and engage with our donors and key partners, raising awareness of and funds for our youth innovation programs, platforms and activities. In November, we held our first-ever virtual RBC Innovators' Ball, which has since been nominated for several awards, including "Best Virtual Event" by the ILEA Esprit Awards and "Most Outstanding Virtual Event" by the Canadian Event Industry Awards. Emceed by scientist, author and TV personality Dan Riskin, the virtual RBC Innovators' Ball featured thought-provoking programming, interactive science trivia with prizes for top scorers, highlights from the eAuction and more. Net revenue earned from the eAuction was \$229,600.

Mentoring and celebrating youth remained at the forefront of our work this year. With Ministry and corporate support, as well as other partnerships, we were able to drive awareness, engagement and participation in science and innovation, building science capital in our society and supporting strong citizenship. We held several partner-based programs and events, including training for our youth staff with the support of RBC and two summer STEM camps delivered with and for youth in the local community generously funded by the Ministry of Education. We also launched a one-year youth innovation mentorship program with the support of Microsoft Canada and hosted the Weston Youth Innovation Award celebrating teens aged 15-18 and their innovations developed to solve real-world issues.

As we move forward, reflecting on all we have achieved as an organization and looking ahead, we are excited to leverage our experiences and leap with confidence into the future. Welcoming visitors through our doors again in the summer of 2021 reinvigorated us and our own passion for the incredible human adventure of discovery. We are thrilled to be able to connect with our diverse community, both online and in-person, inspiring a love of science through our world-class exhibitions, award-winning educational programs and innovative learning experiences. Our vision to create a more curious, creative and resilient world through science and technology feels more tangible than ever.

John Carmichael Chair, Board of Trustees

Paul Kortenaar, PhD CEO, Ontario Science Centre

#### **MANDATE & GOVERNANCE**

## **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.

#### **MANDATE & GOVERNANCE**

## **GOVERNANCE**

As an agency of the Government of Ontario, the Ontario Science Centre is accountable to the Minister of Tourism, Culture and Sport (MTCS) previously known as the Minister of Heritage, Sport, Tourism and Culture Industries, and through the Minister, to the Legislative Assembly of Ontario in fulfilling its mandate; this relationship is detailed in a Memorandum of Understanding. The Centre is governed by a Board of Trustees, appointed by the Lieutenant Governor in Council.

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. Specifically, by providing a safe and engaging environment where families can learn and play, by showcasing Ontario to the world virtually, and by marketing exhibits and other content internationally, the Centre contributes to the financial and cultural double bottom line of the province. The Centre also nurtures learning, skills development and entrepreneurship, by supporting student success, and by developing programming inspired by and focused on current science news and topics.

## **BOARD OF TRUSTEES**

A remarkable number of people go the extra mile to ensure our success. We thank our volunteers for their leadership. (April 2021 – March 2022)

#### John Carmichael, Chair

CEO

Ontario Motor Vehicle Industry Council Trustee, December 6, 2019 Vice Chair, May 28, 2020 Chair, February 21, 2021 – January 16, 2025

#### Chris Tambakis, Vice Chair

CEO, North America
Adgar Investments & Development Inc.
Trustee, October 26, 2016
Vice Chair, February 24, 2022 – December 5, 2022

#### **Eugenia Addy**

CEO, Visions of Science Network for Learning Trustee, November 12, 2020 – November 11, 2023

#### **Khalid Amery**

Vice-President, Global Partner Management TELUS Trustee, July 2, 2020 – July 1, 2023

#### **Ruth Brinston**

President
Biovive Consulting Inc.
Trustee, January 17, 2020 – January 16, 2023

#### Julian DiBattista

Senior Business Systems Consultant CIBC World Markets Trustee, February 28, 2019 – February 27, 2025

#### Chukwura Ezeokafor

Executive Director IT
Levitt-Safety Limited
Trustee, January 28, 2021 – January 27, 2024

#### **Janis Field**

Corporate Director Trustee, April 4, 2019 – April 3, 2025

#### **Marianne Gouras**

President & CEO Petra Group Trustee, November 15, 2017 – November 14, 2023

#### Ashutosh Jha

Global Entrepreneur & Angel Investor Trustee, October 14, 2021 – October 13, 2024

#### Refat Jiwani

Corporate Director Trustee, July 29, 2021 – July 28, 2024

#### Joshua Krane

Partner McMillan

Trustee, March 12, 2020 – March 11, 2023

#### Ken MacDonald

Vice-President & General Manager (retired)
Discovery Channel
Trustee, January 31, 2019 – January 30,
2025

#### Kirk Nylen

Vice-President, Integrated Discovery and Informatics
Ontario Brain Institute
Trustee, December 10, 2020 – December 9, 2023

#### **Sumit Oberai**

Senior Vice-President, Digital Technology Royal Bank of Canada, RBC Trustee, May 21, 2020 – May 20, 2023

#### Deven Sandhu

Executive Director & President Biocule Inc. Trustee, October 17, 2019 – October 16, 2022

#### **Gillian Smith**

Principal Consultant and Advisor Gillian Smith Consulting Trustee, February 28, 2019 – February 27, 2025

#### **Damian Sydor**

ETF Capital Markets Analyst Invesco Canada Trustee, August 29, 2019 – August 28, 2022

#### **Tina Yuan**

Management Consultant Trustee, March 4, 2022 – March 3, 2025

Note: The professional titles of Board members reflect their positions during the 2021 – 2022 fiscal year

## **OPERATIONAL PERFORMANCE**

When the Science Centre closed its physical doors in March 2020 due to the COVID-19 pandemic, staff quickly pivoted realigned priorities, goals and resources to establish and deliver a virtual Science Centre experience. Over the course of the 2021-22 fiscal year, the Centre continued to pivot as we moved from an exclusively digital offering (April to July) to opening to the public in early August through changing public health measures, capacity restrictions and multiple waves of COVID-19 that resulted in a second closure in January 2022 and finally a reopening and removal of most public health restrictions in February 2022.

Strategic Priorities & Performance Outcomes	Output/Measure	2021-2022 Targets	2021-2022 Achievements	2020-2021 Achievements	2019–2020 Achievements	Details
1. Be a hub focused on science education and engagement: To serve as a vibrant hub of innovative partnerships focused on science education and engagement — inspiring and engaging teachers and students with learner-centered approaches, and directly and measurably contributing to Ontario's STEM and innovation pipeline	New content delivery - Percent of new content delivered by partner co-creation activities	50-60% new content	Achieved 54% new content; met target	Achieved 65% new content; exceeded target	Achieved 57% new content; exceeded target	In the 2021-22 the Centre delivered on-site and virtual content through successful partnerships. Highlights include collaborations with: Toronto Metropolitan University's Creative School and the University of Toronto's Faculty of Information Master of Museum Studies program – "The Digital Museum" course to conceptualize, design, develop and present ideas for exhibits to visitors (former) and digital technology-based exhibits at the Science Centre (latter), Altohelix and Spinmaster to engage visitors in the latest science related to drone technology and technology-based toys for "Summer of Flight" visitor content/presentations, community partners to create a "Community Reef" to engage crafters in the use of mathematical (geometry)-based crochet patterns to replicate a coral reef and draw attention to the effects of climate change on the environment. Ask A Scientist Series delivered with partners such as Emily S. Darling and Ellen Kenchington (Coral Conversations), Annick Press (Super Science Questions), Dr. Oirwua Chicka (Mentorship Matters), Science North (Great Outdoors), Miss T the Bubble Queen (Science of Bubbles), CJ's Skatepark (Skateboard Science), Canada's Wonderland (Science of Roller Coasters), Dr. Gordon "Oz" Osinski (Meteors and Meteorites), Bryan Bellefeuille (Traditional Indigenous Mathematics), Canadian Space Agency (CSA) – Joshua Kutryk (Ask an

Strategic Priorities & Performance Outcomes	Output/Measure	2021-2022 Targets	2021-2022 Achievements	2020-2021 Achievements	2019–2020 Achievements	Details
1. Be a hub focused on science education and engagement: To serve as a vibrant hub of innovative partnerships focused on science education and engagement — inspiring and engaging teachers and students with learner-centered approaches, and directly and measurably contributing to Ontario's STEM and innovation pipeline						Astronaut), Dr. Celita Guy (Critters in the City), American Museum of Natural History, Dr. Jessica Ware (Bring on the Bugs) and Dr. Alison Crisctiello (Ice Core). Sensory Friendly Saturday workshops for parents and children on the spectrum were held in conjunction with the Geneva Centre for Autism. KidSpark Adventures, an ongoing series for children 3-8, was delivered monthly through partnerships with Little Ray's Nature Centre, Royal Botanical Gardens, Toronto Zoo and Entomica.
2. Help build science capital: To drive awareness, engagement and participation in science and innovation in everyone we serve – helping to build science capital in our society and supporting strong citizenship	Youth Innovation programs, platforms and activities, with partners to develop, mentor and celebrate youth innovation	5+ partner-based events, 1 event showcasing youth innovation	6 partner-based events and hosted Youth Innovation Award event; met target	5 partner-based events and hosted Youth Innovation Award event; met target	7 partner based events and new Youth Innovation Award program; exceeded target	Six partner-based events that include: Recreation Program youth staff training with support of RBC on new program delivery methods, two Ministry of Education funded Summer STEM camps delivered with and for local community youth in August, launched a one-year Youth Innovation Mentorship Program with support of Microsoft Canada, delivered two science school innovation courses (one per semester) enabling students to create and work with visitors to test their concepts. Hosted a Weston Youth Innovation Awards (WYIA) event celebrating five youth aged 15-18 for their innovations developed to solve real world issues.
3. Broaden our reach: To broaden our reach as a loved and trusted source of family-focused fun and interactive inperson and virtual science experiences – serving as a premier destination in the province's tourism landscape and contributing to a strong Ontario economy	Physical Attendance	142,078	255,347	2,149	766,487	Total on-site attendance exceeded plan in part due to earlier than planned re-opening. The Centre opened to Members at reduced capacity starting July 24 and then to the public starting August 4 <sup>th</sup> instead of in Q3 (October) as originally planned. Due to changing public health guidelines as a result of pandemic, the Centre was required to close in January 2022. In February 2022, the Centre reopened fully with strong attendance during two key peak periods. Family Day weekend and March Break attendance (including Friday for both) exceeded 2019 by 7% and 15% respectively in 2022.
	Virtual Attendance	22,839	46,023 attendees (includes free and fee-based	37,143 virtual and	n/a	Virtual attendance exceeded plan by 102% and last year by 24% mainly due to the increased reach achieved by multistreaming the Ask A Scientist

Strategic Priorities & Performance Outcomes	Output/Measure	2021-2022 Targets	2021-2022 Achievements	2020-2021 Achievements	2019–2020 Achievements	Details
			programs); 42,902 views YouTube school programs	87,877 views YouTube school programs		programs to YouTube in addition to Facebook at the start of the year.
	Access Programs  Percentage of visitors from targeted groups through the Centre's Access Programs	10% of total attendance	18% of physical/on- site attendance and 46% online attendance	Not tracked	12% of total attendance	18% physical/on-site attendance and 46% online attendance. Continued visitor access through virtual content including Facebook Live (Ask A Scientist) events, Star Parties, workshops and educational resources.
	Social Followers/ Subscribers	128,058	123,347	111,074	100,883	123,347 Social Followers/Subscribers (LinkedIn channel added in June 2021) or 4% below target. Fewer Ask a Scientist events through the year as the Centre adapted to being open in person again affected subscriber growth, particularly on YouTube.
	Virtual Event Engagement (Social Media Events) – how many interacted, likes, comments, shares, etc.	65,612	21, 829	63,089	n/a	21,829 Virtual Event Engagements. This metric is dependent on the number of live stream events held, the number of attendees and engagement. Over the course of the year, the number of live stream events was slowly reduced in response to the evolving COVID-19 situation (i.e., students went from virtual to in-person learning). When students returned to in-person learning, virtual event attendance dropped as a result of users (teachers) joining the live steam for multiple viewers (students); and because teachers were no longer looking for same level of support to engage their students virtually. This year's results show that audience needs have shifted greatly since the beginning of the pandemic.
	Virtual Event Reach (Social Media Events) – how many saw the post, had on their timelines	706,943	104,896	693,082	n/a	104,896 reached. See above.
	Website Traffic - Total pageviews; Unique pageviews	1,183,423 Total and 905,849 Unique pageviews	4,726,635 Total and 3,429,698 Unique pageviews	n/a	n/a	4,726,635 Total and 3,429,698 Unique pageviews. Web traffic increased tremendously on reopening as visitors wanted information on programming and to purchase tickets.

Strategic Priorities & Performance	Output/Measure	2021-2022 Targets		2020-2021	2019–2020	Details
Outcomes			Achievements	Achievements	Achievements	
<b>4. Organizational resilience:</b> To nurture the culture, develop and acquire talent and resources to deliver on our mandate, priorities and optimize our financial sustainability	Science Centre Self- Generated Revenues	\$6,071,000	\$6,256,000	\$3,248,000	\$16,038,000	Achieved self-generated revenue of \$6,256,000 as at March 31, 2022. Revenues exceeded the Business Plan targets as a result of earlier than planned re-opening of the Centre, higher general admissions, parking, membership, OMNI and Education revenue.

## OPERATIONAL PERFORMANCE & ANALYSIS

## FINANCIAL PERFORMANCE

The Ontario Science Centre earned total revenues of \$31.4M compared to \$28.7M in the previous year, representing an increase of 9% due to the re-opening of the Centre's doors to the public in August 2021. As result of the extended impact of the pandemic, the Centre closed its doors in January 2022 and re-opened the following month.

The Province of Ontario provided approximately 77% (2021 - 86%) of the Centre's revenue for 2020-21 which includes \$4.8M (2021 - \$5.2M) Emergency Stabilization Funding to enable the Centre to address financial pressures as a result of revenue shortfalls from its ancillary operations due to the extended impacts of COVID-19.

The Centre incurred expenditures of \$32.7M compared \$30.9M in the previous year, representing an increase of 6% due an overall increase in operating costs as a result of additional costs incurred relating to exhibit setup and refurbishment and extended display of featured exhibits to increase attendance for re-opening, offset by continued efforts on cost containment strategies.

The Centre incurred a net loss for the year of \$2.5M compared to a net loss of \$3.5M in the prior year.

June 29, 2022

## 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.

Paul Kortenaar, Ph.D. Chief Executive Officer Yoke Chung Vice President, Corporate Services



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#### 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

#### **Opinion**

I have audited the financial statements of The Centennial Centre of Science and Technology (the Centre), which comprise the statement of financial position as at March 31, 2022, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

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

#### **Basis for Opinion**

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Centre in accordance with the ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Responsibilities of Management and Those Charged with Governance 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.

Financial Statements for the Year Ended March 31, 2022

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

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

#### Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit
  procedures that are appropriate in the circumstances, but not for the purpose of
  expressing an opinion on the effectiveness of the Centre's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Financial Statements for the Year Ended March 31, 2022

- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Centre's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Centre to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Toronto, Ontario June 29, 2022 Susan Klein, CPA, CA, LPA Assistant Auditor General

#### STATEMENT OF FINANCIAL POSITION

As at March 31, 2021

AS at March 51, 2021		
	2022	2021
	(\$ 000)	(\$ 000)
<u>ASSETS</u>		
Current		
Cash	1,453	4,075
Cash - Internally Restricted Reserve Fund (Note 6)	965	959
Accounts receivable (Note 4(B))	2,416	2,763
Prepaid expenses	737	904
Inventory of general stores	100	86
	5,671	8,787
Capital Assets (Note 8)	8,732	10,026
	14,403	18,813
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable and accrued liabilities	2,853	2,749
Deferred revenue	1,673	1,900
Due to the Province of Ontario	677	1,419
	5,203	6,068
Long-Term Liabilities		
Accrued legislated employee benefit obligation (Note 13(C))	2,093	2,256
Deferred Capital Contributions (Note 9)	6,510	7,403
	8,603	9,659
	13,806	15,727
Net Assets		
Invested in capital assets (Note 10)	2,222	2,623
Accumulated deficit	(2,590)	(496)
Internally Restricted Reserve Fund (Note 6)	965	959
	597	3,086
	14,403	18,813

#### **Commitments and Contingencies** (Note 15)

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

Approved on behalf of the Centre:

Trustee

Trustee

#### **STATEMENT OF OPERATIONS**

For the Year Ended March 31, 2022

	2022	2021
	(\$ 000)	(\$ 000)
Revenue		
Province of Ontario		
Operating grant	19,364	19,364
Other (Note 4(A))	4,785	5,241
Grants for Ancillary Operations (Schedule 1)	1,001	860
General Admission and Parking Fees	2,138	40
Revenue from Ancillary Operations (Schedule 1)	4,118	3,208
	31,406	28,713
Expenses (Note 14)		
General Operations		
Exhibits and Programs	2,140	554
Marketing and Advertising	1,569	1,299
Visitor Services	2,474	2,265
Facility Operations	4,616	4,179
Program Management	3,927	3,914
Administration	5,495	6,079
Occupancy Costs (Note 15(A))	4,747	5,226
Expenses from Ancillary Operations (Schedule 1)	7,687	7,385
	32,655	30,901
Loss before amortization	(1,249)	(2,188)
Amountination of Defermed Conital Containstinations (Nata 0)	4.507	4 225
Amortization of Deferred Capital Contributions (Note 9)	1,597	1,325
Amortization of Capital Assets	(2,837)	(2,681)
	(1,240)	(1,356)
Net loss for the year	(2,489)	(3,544)
,	( , , , , , , , , , , , , , , , , , , ,	\-//

#### **STATEMENT OF CHANGES IN NET ASSETS**

For the Year Ended March 31, 2022

_			2021 (\$ 000)		
_	Internally Restricted Reserve Fund	Invested in Capital Assets	Accumulated Deficit	Total	Total
Balance, beginning of year	959	2,623	(496)	3,086	6,630
Investment in capital assets (Note 10)	-	839	(839)	-	-
Transfer to Internally restricted reserve fund (Note 6)	6	-	(6)	-	-
Net loss for the year	-	(1,240)	(1,249)	(2,489)	(3,544)
Balance, end of year	965	2,222	(2,590)	597	3,086

#### **STATEMENT OF CASH FLOWS**

For the Year Ended March 31, 2022

	2022 (\$ 000)	2021 (\$ 000)
Cash Flows used Operating Activities		
Net loss for the year	(2,489)	(3,544)
Adjustments for items not requiring an outlay of cash		
Amortization of capital assets	2,837	2,681
<ul> <li>Loss on disposal of capital assets</li> </ul>	16	-
<ul> <li>Amortization of deferred capital contributions</li> </ul>	(1,597)	(1,325)
<ul> <li>Deferred capital contributions relating to disposal of capital assets</li> </ul>	(16)	
	(1,249)	(2,188)
Changes in non-cash working capital (Note 7)	(365)	(5,339)
Reduction of accrued legislated employee benefit obligation	(163)	(100)
	(528)	(5,439)
Net cash used in operating activities	(1,777)	(7,627)
Cash Flows used in Capital Activity Capital assets acquisitions	(1,559)	(2,085)
Cash Flows from Financing Activity		
Deferred capital contributions received	720	997
Net change in cash for the year	(2,616)	(8,715)
Cash, beginning of year	5,034	13,749
Cash, end of year	2,418	5,034
Cash Consists of: Cash Cash Laternally Destricted Reserve Fund	1,453 965	4,075
Cash - Internally Restricted Reserve Fund		959
	2,418	5,034
Additional information: Capital assets acquired during the year but unpaid as at the year end	56	589

## SCHEDULE OF REVENUE AND EXPENSES FROM ANCILLARY OPERATIONS

For the Year Ended March 31, 2022

Schedule 1

	2022 (\$ 000)				2021 (\$ 000)		
	Revenue	Expenses	Net	Revenue	Expenses	Net	
OMNIMAX® Theatre International Sales and Rentals (Note	466 641	875 1,115	(409) (474)	- 964	584 938	(584) 26	
5) Educational Programs and Admission Recreation and Family Learning	950	3,138	(2,188)	795	3,060	(2,265)	
Experiences	93	436	(343)	-	375	(375)	
Memberships	784	387	397	-	281	(281)	
Concessions	61	66	(5)	-	33	(33)	
Interest	110	-	110	155	-	155	
Adult and Corporate Learning	433	387	46	260	428	(168)	
Experiences							
Development (Note 16)	1,568	1,164	404	1,838	1,654	184	
Program Support and Other Revenue	13	-	13	56	8	48	
Bank and Service Fees	-	119	(119)	-	24	(24)	
	5,119	7,687	(2,568)	4,068	7,385	(3,317)	
Less: Grants for Ancillary Operations*	(1,001)	-	(1,001)	(860)	-	(860)	
Totals	4,118	7,687	(3,569)	3,208	7,385	(4,177)	

<sup>\*</sup> The Grants for Ancillary Operations include \$1,001 from the Province of Ontario and other consolidating entities of the Province (2021 - \$820).

#### March 31, 2022

#### 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 Canadian Public Sector Accounting Standards for government not-for-profit organizations that include the 4200 series of the Public Sector Accounting Standards. A statement of remeasurement gains and losses has not been presented as there is nothing to report therein.

#### 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.

March 31, 2022

#### 3. Significant Accounting Policies (cont'd)

#### (A) REVENUE RECOGNITION

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

Development revenue is comprised of donations and sponsorships. Unrestricted donations are recognized when funds are received. Sponsorship revenue is deferred and 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:

#### March 31, 2022

#### 3. Significant Accounting Policies (cont'd)

#### (E) CAPITAL ASSETS

Leasehold Improvements10 yearsExhibits10 yearsOMNIMAX® Theatre Leasehold Improvements20 yearsExhibits – Rentals4 or 5 yearsFurniture, Fixtures and Equipment5 yearsComputers3 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, less any provision for impairment using the first-in, first-out (FIFO) method.

#### (G) FINANCIAL INSTRUMENTS

The Centre's financial instruments, which include cash, restricted cash, accounts receivable, and accounts payable and accrued liabilities, 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 Canadian 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, deferred revenue, and accrued legislated employee benefit obligation.

March 31, 2022

#### 3. Significant Accounting Policies (cont'd)

#### (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's exposure to liquidity risk is mainly from its accounts payable and accrued liabilities of \$2,853,000 (2021 - \$2,749,000) and Due to the Province of Ontario of \$677,000 (2021 - \$1,419,000). The Centre manages its liquidity risk by monitoring cash activities and projections through its financial reporting, budgeting and forecasting processes. The Centre works closely with the Province to address any cash shortfall identified to ensure its financial obligations are met on time. As well, the Centre will also seek approval from the Board to use its internally restricted cash reserve fund of \$965,000 (2021 - \$959,000) as required.

During the year ended March 31, 2022, the Centre received \$2,763,000 (2021 - \$3,063,000) of the total Emergency Stabilization Funding of \$4,785,000 (2021 - \$5,241,000) from the Province (refer to Note 17 for more detail). The outstanding Emergency Stabilization Funding of \$2,022,000 (2021 - \$2,178,000) was included in Accounts Receivable resulting in a working capital of \$468,000 (2021 - \$2,719,000).

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

#### (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.

March 31, 2022

#### 4. Cash Availability and Risks Related to Financial Instruments (cont'd)

#### (B) CREDIT RISK

Below the accounts receivable aging is summarized:

	Current	+60 to 90 Days	+90 Days	2022 (\$000) Total
General Accounts Receivable	2,118	-	-	2,118
Admissions	40	1	17	58
Facility Rental	7	-	1	8
International Sales	232	-	-	232
Totals	2,397	1	18	2,416
				2021 (\$ 000)
	Current	+60 to 90 Days	+90 Days	Total
General Accounts Receivable	2,603	-	24	2,627
Admissions	-	-	-	-
Facility Rental	1	-	-	1
International Sales	67	-	68	135
Totals	2,671	-	92	2,763

#### (C) CURRENCY RISK

The Centre realizes approximately 0.22% (2021 - 1.3%) 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 \$251,000 (2021 - \$335,000). The exhibits are managed by another government agency. The Centre recognized \$128,000 (2021- \$110,000) of revenue in International Sales and Rentals in Schedule 1 as a result of this partnership.

March 31, 2022

#### 6. Internally Restricted Reserve Fund

The Board approved a transfer to the internally restricted reserve fund of 6,000 (2021 – 8,000) from accumulated deficit. The reserve fund was established to provide funding for various capital and operating projects at the Centre.

#### 7. Change in Non-cash Working Capital

	2022	2021
Cash provided by (used in):	(\$ 000)	(\$000)
Decrease (increase) in accounts receivable	347	(1,266)
Decrease (increase) in prepaid expenses	167	(166)
(Increase) decrease in inventory	(14)	1
Increase (decrease) in accounts payable and accrued liabilities	104	(461)
Decrease in deferred revenue	(227)	(445)
Decrease in Due to Ontario Infrastructure and Lands Corporation	-	(1,881)
Decrease in Due to the Province of Ontario	(742)	(1,121)
	(365)	(5,339)

#### 8. Capital Assets

Capital assets consist of the following:

	2022 (\$ 000)		2021 (\$ 000)	
		Accumulated	Net Book	Net Book
	Cost	Amortization	Value	Value
Leasehold Improvements	39,417	35,688	3,729	4,381
Exhibits	29,443	27,350	2,093	2,348
OMNIMAX® Theatre - Leasehold	15,331	15,331	-	-
Improvements				
Exhibits – Rentals	4,989	3,441	1,548	2,041
Furniture, Fixtures and Equipment	3,093	2,709	384	486
Computers	4,589	3,611	978	770
Total	96,862	88,130	8,732	10,026

March 31, 2022

#### 8. Capital Assets (cont'd)

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

	2022	2021
	(\$ 000)	(\$ 000)
Exhibits	554	393
Exhibits - Rentals	104	-
Leasehold Improvements	35	370
Total	693	763

#### 9. Deferred Capital Contributions

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

	2022 (\$ 000)	2021 (\$ 000)
Balance, beginning of year	7,403	7,731
Add: Contributions for capital assets	720	997
Less: Charge to operations for disposal of capital assets	(16)	-
Less: Amount recognized as revenue in the year	(1,597)	(1,325)
	6,510	7,403

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

	2022 (\$ 000)	2021 (\$ 000)
Health and Safety Initiatives	4,782	5,467
Exhibits	1,352	1,479
Digital Transformation	376	457
	6,510	7,403

March 31, 2022

Invested in capital assets represents the following:	2022 (\$ 000)	2021 (\$ 000)
Balance, beginning of year	2,623	2,891
Capital assets acquisitions	1,559	2,085
Funding from Capital contributions	(720)	(997)
Amortization of deferred capital contributions	1,597	1,325
Amortization of capital assets	(2,837)	(2,681)
	2,222	2,623

#### 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 \$1,534,000 for the current year (2021 - \$1,539,000), 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.

#### March 31, 2022

#### 13. Employee Benefits (cont'd)

#### (C) ACCRUED LEGISLATED EMPLOYEE BENEFIT OBLIGATION

The accrued legislated employee benefit obligation includes accrued severance entitlements. The costs for the year amounted to \$35,000 (2021 - \$252,000) and are included in salaries and benefits, disclosed in note 14.

In December 2018, the Province extended and expanded a voluntary early departure program that provided for enhanced severance to qualified employees. As of March 31, 2022, \$58,000 remains outstanding (2021-\$75,000). Payments made during the current and prior fiscal were not recoverable from the Province.

#### 14. Breakdown of Expenses

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

	2022	2021
	(\$ 000)	(\$ 000)
Salaries and Benefits	20,543	20,242
Other Direct Operating Expenses	12,112	10,659
	32,655	30,901

Administration costs of \$5,495,000 (2021 - \$6,079,000) consists of management salaries and benefits and other employee benefits totaling \$5,097,000 (2021 - \$5,820,000) included in the Salaries and Benefits; and professional development and office sundry costs totaling \$398,000 (2021 - \$259,000) included in Other Direct Operating Expenses.

#### 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 \$4,606,000.

#### (B) EXHIBITS AND SERVICES

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

March 31, 2022

#### 15. Commitments and Contingencies (cont'd)

#### (B) EXHIBITS AND SERVICES

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

	(\$ 000)
2022/23	2,968
2023/24	654
2024/25	92
2025/26	86
	3,800

#### 16. Development Revenue

The Centre is active in obtaining sponsorships and donations from the private sector to support new projects, experiences and operations. Amounts pledged and agreed to but not recognized as revenue as of March 31, 2022 are as follows:

	(\$ 000)
2022/23	778
2023/24	599
2024/25	168
	1,545

#### 17. COVID-19

In fiscal 2021-22, the COVID-19 pandemic continued to have a significant financial and operational impact on the Centre. The Centre's physical doors were closed to the general public from March 14, 2020 to August 3, 2021 due to the pandemic restrictions and from January 5, 2022 to February 1, 2022 in accordance with provincial health regulations. As a result, the Centre experienced revenue shortfalls and was able to secure additional provincial Emergency Stabilization Funding of \$4,785,000 (2021- \$5,241,000) to support the ongoing operations.

## **INNOVATORS CIRCLE DONORS**

The Innovators Circle is a group of community partners who recognize that science, technology, innovation, and our mission – *To inspire the human adventure of discovery* – are more important than ever. Members of the Innovators Circle have provided generous cumulative support of \$25,000 or more to help the Centre sustain exciting programs that keep curious minds learning and create new and engaging avenues to inspire our visitors (As of March 31, 2022)

#### \$15,000,000+

The Weston Family Foundation

#### \$250,000-\$999,999

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# MAJOR ANNUAL SPONSORS & DONORS

In addition to provincial grants, the Ontario Science Centre relies on collaborative partnerships from corporations, government and foundations to deliver its mandate. These supporters add to our knowledge, introduce us to new ideas and other partners and help sustain the vision and activities of the Ontario Science Centre. We gratefully acknowledge their investment and generosity. (April 1, 2021 – March 31, 2022)

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## **INDIVIDUAL ANNUAL DONORS**

Every year, our annual donors support our goal in creating new and exciting programs to keep curious minds learning. We thank them for helping us achieve this. (Gifts received April 2021 – March 2022)

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- Recurring Donors provide a source of sustainable support through multi-year commitments
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# RBC INNOVATORS' BALL & eAUCTION SPONSORS & SUPPORTERS

The RBC Innovators' Ball and eAuction is the Ontario Science Centre's annual signature fundraising event that celebrates curiosity, innovation and youth. On November 18, 2021 the event was held virtually and livestreamed from the Ontario Science Centre. Emceed by scientist, author and TV personality Dan Riskin, the event featured an engaging conversation with space leaders at MDA, fun science trivia, exciting experiment, highlights from the eAuction—and more.

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