SCIENCE NORTH SCIENCE NORD

An agency of the Government of Ontario

2024-25 Annual Report

Our Mandate & Vision

Mandate

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

- Offer a program of science learning across Northern Ontario
- Operate a science centre
- Operate a mining technology and earth sciences centre
- Sell consulting services, exhibits and media productions to support the Centre's development

Our Vision

To create a world of possibilities by igniting lifelong curiosity through science.

Our Purpose

We bring science to life by connecting people through stories, curiosity, and shared exploration.

Our Organizational Culture

- Strong Leadership and Transparent Communication
- Commitment to Equity, Diversity, Inclusion, and Accessibility
- Commitment to Reconciliation
- Commitment to Environmental Sustainability
- Evidence-based Decision Making
- Opportunities for Growth and Development
- Fun and Positive Atmosphere
- Employee Engagement and Empowerment

Our North Star Values

- Innovation: We turn ideas into action
- Curiosity: We encourage experimentation
- Empathy: We seek to understand others' experiences
- Respect: We value diverse perspectives
- Accountability: We support each others' successes

Governance

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

Link with Ministry of Tourism, Culture and Gaming

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

Land Acknowledgement

Science North and Dynamic Earth are situated on the traditional and ancestral lands of Atikameksheng Anishnawbek and Wahnapitae First Nation in Robinson-Huron Treaty territory. Our Thunder Bay operations are situated on the traditional and ancestral lands of Fort William First Nation in Robinson-Superior Treaty territory. The Sault Ste Marie operations are situated on the traditional and ancestral lands of Ketegaunseebee and the Ojibways of Obadjiwan in Robinson-Huron Treaty territory.

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

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

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Message from the Chair & Chief Executive Officer

Dear Readers,

Ashley Larose
Chief Executive Officer

James Lundrigan
Chair – Board of Directors

Since opening to the public in 1984, Science North has become Northern Ontario's most cherished tourist attraction, drawing more visitors than all other Northern attractions combined. Over the years, we have grown to operate Canada's 2nd and 8th largest science centres. Beyond providing engaging science education experiences to our diverse audiences, Science North plays a vital role in bolstering the local, Northern, and provincial economies through tourism and job creation. 2024-25 has been marked by significant achievements and progress towards our strategic goals, aligned with the priorities set forth by the Government of Ontario.

Science North remains committed to delivering exceptional value to the people of Ontario, ensuring our operations reflect both fiscal responsibility and innovative growth. Our efforts have focused on several key areas as outlined in the Ministry of Tourism, Culture and Gaming's' letter of direction:

1. Competitiveness, Sustainability, and Expenditure Management

Science North operated within its approved funding allocation, aligning with government directives related to expenditure management, central procurement, and asset planning. The organization advanced its Net Zero Strategy with a focus on sustainability, green infrastructure, and efficient resource use. New touring exhibit opportunities and strategic partnerships supported revenue generation, while improved procurement processes and internal efficiencies contributed to overall operational sustainability. Long-term capital planning also progressed, supporting both infrastructure renewal and future growth.

2. Transparency and Accountability

In 2023, Science North participated in the Ontario Auditor General's Value for Money Audit. The organization has provided regular updates to the Office of the Auditor General of Ontario and has begun implementing all recommendations within available resources. These include improvements to cost allocation practices, performance measurement, documentation, and benchmarking. Science North continues to report on key performance indicators and aligns its governance practices with the Agencies and Appointments Directive to ensure accountability and transparency across all areas of operation.

3. Risk Management

In response to an evolving risk landscape, we have developed and implemented effective processes for identifying, assessing, and mitigating risks, including those related to cyber security and emergency preparedness. This proactive approach ensures the resilience of our operations and the safety of our stakeholders. Further details on identified risks and mitigations can be found further in the report.

4. Workforce/Labour Management

Our organizational capacity has been optimized to deliver the best possible public service. We align our human resource strategies with Ontario Public Service directives and policies, ensuring we are well-positioned to meet our goals.

5. Diversity and Inclusion

We are deeply committed to fostering an equitable, inclusive, and diverse workplace. Our current strategic plan prioritizes Reconciliation and Equity, Diversity, Inclusion, and Accessibility. Our inclusion initiatives ensure that all voices are heard, informing our policies and decision-making processes. This commitment extends to all aspects of our operations and interactions within the community.

6. Data Collection, Sharing, and Use

Our decision-making processes have been significantly enhanced through improved data collection, sharing, and usage. Data-driven decision-making enhances our service delivery and operational efficiency.

This year's accomplishments reflect the unwavering dedication of our team, the support of our stakeholders, and the guidance provided by the Government of Ontario. We look forward to building on this momentum as we continue to innovate and serve our audiences across Northern Ontario. Thank you for your continued support and commitment to Science North.

7. Digital Delivery and Customer Service

Science North strengthened its digital service delivery and customer experience throughout the year. A comprehensive CRM assessment informed upgrades to digital infrastructure, including enhancements to cybersecurity through the implementation of single sign-on and multi-factor authentication. The launch of the Bluecoat Service Model introduced a standardized, visitor-first approach across all sites. Staff onboarding processes were modernized to reinforce a culture of service excellence, and new feedback mechanisms were introduced to inform ongoing improvements to program delivery and guest engagement.

Ashley Larose Chief Executive Officer	Jim Lundrigan Chair, Science North Board of Directors

Fast Facts

Science Programming	2024-25	2023-24		
New Audiences:	**2,996**	**3,922**	participants	▼
- Nerd Nites in Thunder Bay	541	635		
- Brain Tap in Kenora	0	60		
- NIGHTLIFE on the Rocks	2,068	2,535		
- Med Talks	250	505		
- Star Parties	137	112		
Events:	**17,367**	**16,010**	participants	▲
- New Year's Eve Family Event	959	968		
- Canada Day	7,146	4,000		
- Halloween at Dynamic Earth	9,292	11,042		
Summer Science Camps	**4,345** (37 communities)	**4,085** (35 communities)	participants	▲
Specialty Programs (March Break Camps, Holiday Camps & PA Days, Science Days)	**611**	**617**	participants	▼
- Northeastern Ontario	437	417		
- Northwestern Ontario	174	200		
After School (ASK) Program	**28**	**32**	participants	▼

School Programming	2024-25	2023-24		
Virtual E-Workshops:	**9,541**	**8,830**	students	▲
- Public Schools	9,321 (402 workshops)	7,308 (370 workshops)		
- First Nations Schools	220 (11 workshops)	1,522 (91 workshops)		
In-Person Teacher Outreach:	**798**	**755**	teachers	▲
- Public School Teachers	770	511		
- First Nations Teachers	28	244		
In-Person Student Outreach:	**17,852**	**19,231**	students	▼
- Northern Ontario	15,919	13,516		
- First Nation Communities	1,933	5,715		
STEM Education All-Access Pass	**35,439**	**78,612**		▼
- Teacher Accounts	590	1,111	teachers	
- Student Engagement	34,848	77,501	students	

Public Outreach	2024-25	2023-24		
Science Festivals:	**9,365**	**10,906**	participants	▼
- Thunder Bay Science Festival	4,885	4,665		
- Sault Ste. Marie Science Festival	2,110	2,649		
- North Bay Science Festival	560	1,531		
- Kenora Science Festival	1,810	2,061		
In-Person Events	**43,302**	**55,878**	participants	▼
- Northeastern Ontario	13,089	22,105		
- Northwestern Ontario	26,983	29,534		
- In First Nation Communities	3,230	4,239		

Admissions	2024-25	2023-24		
Admissions:	**272,529**	**299,675**	admissions	▼
- Science Centre (inc. Special Exhibits Hall)	140,516	160,583		
- IMAX® Theatre	32,355	34,813		
- Planetarium	17,993	21,317		
- Dynamic Earth	81,665	82,962		
School Admissions:	**30,727**	**33,469**	students	▼
- Science North Science Centre	17,916	20,008		
- IMAX® Theatre	3,179	4,539		
- Planetarium	1,562	1,458		
- Dynamic Earth	6,140	5,840		
- SHSM	1,231	939		
- Camp-Ins	699	685		

Memberships	2024-25	2023-24		
General Memberships	2,701	3,401	members	▼

Workforce	2024-25	2023-24		
Employees	**250**	**273**	employees	▼
- Full time salaried	112	94		
- Casual, contract and hourly	138	179		
Volunteers	**120**	**88**	volunteers	▲

Our 3-Year Strategic Catalysts (2022-25)

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

Science North's 2018–2023 Strategic Plan provided a strong foundation for growth, learning, and innovation. While meaningful progress was made across its key priorities, the impacts of the COVID-19 pandemic prompted a recalibration of the plan. As a result, the strategy was extended through 2025 with a refined focus on six strategic catalysts: Reconciliation and EDIA, People-Centered Culture, Science North in and for all of Northern Ontario, Digital and Technology Ecosystems, Financial Resilience, and Environmental Sustainability.

With the conclusion of these strategic catalysts, Science North has now launched *The Blueprint*, its 2025–2028 Strategic Plan, alongside *Our North Star*, a renewed articulation of its vision, purpose, and values. Together, these documents define the organization's next chapter, emphasizing inclusive and relevant science experiences, deeper community partnerships, operational excellence, and long-term sustainability. They serve as the roadmap for how Science North will engage audiences, evolve its facilities, and deliver impact across Northern Ontario and beyond.

Financial Resilience

Science North is accountable to its stakeholders, staff, and organization for sound financial and project management practices, supported by effective processes, tools, and training. In 2024-25, Science North demonstrated its commitment to financial resilience by developing new events and programming to enhance value for audiences, drive ticket sales and memberships across Northern Ontario, while also implementing targeted financial practices and funding strategies.

- Science North successfully launched its new financial management system, Sparkrock, that enhanced organizational efficiency and strengthened accountability across the organization. The transition to an electronic environment streamlined processes and supports real-time availability to financial data which allows for a more proactive approach to analysis, mitigates the risks of reactive decision-making, and leads to more timely and accurate outcomes.
- Science North conducted a third-party survey of its members and a sample of the general public to evaluate strategies for acquiring and retaining members. This included reaching out to lapsed members to understand why they didn't renew, as well as visitor surveys during the March Break. The combined data will inform the development of a new membership structure in 2025-26.
- Science North renewed 1,277 memberships in 2024-25. A total of 2701 memberships were sold (compared to 3,401 memberships sold in 2023-24).
- Science North ended the fiscal year with a deficit of $1.85 million in its general fund, this deficit included planned transfers from the restricted fund of $1.23 million. Factoring these transfers, Science North's operations fell short of a balanced budget by approximately $620,000. This shortfall was primarily due to attendance levels falling 11% below expectations, which directly affected admission revenues and the performance of onsite businesses. In addition, our International Sales division did not meet its revenue targets, as increased volatility and uncertainty in the North American market led to delayed client commitments and slower product development.
- Science North secured $333,980 in net sponsorship and philanthropic giving in 2024-2025 to support events, programming, and exhibit renewals.
- Science North advanced its Capital Campaign for the Dynamic Earth Expansion Project in collaboration with the Capital Campaign Cabinet, securing $4.6 million in private sector support. Combined with $9.8 million in funding from all three levels of government, only $600,000 remains to fully fund the $15 million project.
- Science North's annual Bluecoat Ball generated $190,000 in gross revenue, with proceeds supporting the Science For All Fund. This fund helps ensure equitable access to Science North experiences for under-served communities.
- Science North developed and implemented a new Grants Strategy, providing clear, direction for seeking and applying for grant funding that aligns with the centre's strategic catalysts and Business Plan initiatives while maximizing grant revenue for direct impact. The centre secured over $26.3 million in non-Ministry of Tourism, Culture and Gaming government grant commitments to support programs and visitor experience development and renewal. This included a $20.0 million commitment from Infrastructure Canada's Green and Inclusive Community Building's fund to support the Northwest Expansion project, as well as renewed commitments from programs such as the Ministry of Education, CanCode, and the Public Health Agency of Canada to support hands-on and virtual experiential learning programs across Northern Ontario and beyond.
- Science North achieved $1.45 million in International Sales revenue against a target of $2.92million. Delays in the development of a new travelling exhibition, broader economic

uncertainty and the anticipation of new tariffs also impacted client decision-making and contributed to project delays.

- Science North worked with its international film distribution partner, *Cosmic Picture*, to secure the release of its 7th IMAX film, Jane Goodall's Reasons for Hope, in attractions worldwide in 2024-25, generating $212,638 in profit (on a target of $250,000).
- In 2024-25, Science North expanded its food service offerings, including catering for internal and external clients, which accounted for 10% of total food services revenue. Plans to activate the new exterior take-out window and attract foot traffic from the Ramsey Lake boardwalk were deferred to 2025-26 due to the boardwalk's closure for essential structural repairs.
- Science North followed all Broader Public Sector (BPS) procurement directives related to supply chain centralization in 2024-25, including contract harmonization for planned and pending procurements and accounting practices.

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

Science North envisions a future where reconciliation is meaningfully embedded in all aspects of its work and in which relationships with Indigenous Peoples, clients and communities are built on a foundation of mutual respect, trust, and dialogue for the benefit of all. In 2024-25, Science North established ongoing and meaningful dialogue with Indigenous communities and leaders:

- Science North's Northwest and Northeast Indigenous Advisory Committees met 4 times in 2024-25, providing valuable insight on Indigenous programming and activities, such as plans for renewing the third floor of the science centre with a new exhibit called *Woven by Water*, advising on a new e-workshop called *Beading is Coding*, making suggestions on how to decolonize hiring and recruiting practices, and general knowledge sharing about how Science North can continue to engage Indigenous communities.
- As part of Science North's ongoing commitment to cultural competency, the Indigenous Initiatives Steering Committee (IISC) organized cultural competency training sessions ahead of National Indigenous People's Day (June 21) and National Day for Truth & Reconciliation (Sept 30). The IISC also created a new cultural competency onboarding video that is mandatory for all new hires outlining the work that Science North is doing with Indigenous communities, as well as general information about Indigenous cultures, spirituality, Residential Schools, colonization and other relevant topics.
- The Northwest Expansion project team held four knowledge gathering circles with Indigenous Knowledge Keepers and Rights Holders in Thunder Bay and Kenora, giving insight into Indigenous ways of knowing, important stories for the areas, and perspective on key elements being planned for the new science centres.
- The Northern Ontario tour of the *Anishinaabewin Maamninendimowin: Pane Gii-Bite* (*Indigenous Ingenuity: Timeless Inventions)* exhibition, launched with Indigenous Tourism Ontario in 2022, completed its tour, reaching 21,347 visitors in 20 communities.
- Through its Indigenous Access Admission Policy, Science North provided 7,629 admissions for Indigenous people and their families in 2024. Another 5,294 Indigenous participants were engaged through school outreach, e-workshops, and summer camps.

Science North is committed to continuous improvement of the organization as an equitable, diverse, inclusive, and accessible workplace and visitor experience. In 2024-25, Science North grew and sustained a work culture that promotes inclusive environments for all:

- Science North fostered a spirit of diversity and inclusion across the organization through the work of its staff-led EDIA Committee, which delivered 10 learning sessions in 2024-25, including guest speakers from Black Lives Matter Sudbury on the topic of anti-racism.
- In 2024-25, Science North assessed its Accessibility Committee structure to move to a more formalized model by operationalizing key accessibility functions into specific roles across the organization, striving to move beyond AODA compliance and making accessibility part of its core functions. Science North has developed best practices for accessible exhibit design and will implement staff training for current and future projects.
- Science North is committed to increasing direct engagement with diverse audiences and groups underrepresented in STEM (including Indigenous peoples, 2SLGBTQ+, newcomers to Canada, minority groups, at-risk youth, persons with disabilities and low-income families). In 2024-25, Science North provided over 3,890 passes through the Science for All Fund, which provides free access for underserved community members.

Science North in and for all of Northern Ontario

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

- Science North adopted hybrid work best practices in line with OPS standards, including consistent IT support and clear meeting policies. To support this, the IT Team introduced 15 new and updated policies that strengthened cybersecurity, promoted responsible technology use, and clarified staff expectations for hybrid work across Northern Ontario.
- Science North reached 4,345 youth in 37 communities across Northern Ontario through its camp programs (on a goal of 4,200 youth in 35 communities).
- Science North reached 17,916 students at Science North and 6,140 at Dynamic Earth through field trips and school programs, including IMAX shows, Planetarium programs, and overnight camp-ins.
- In-school outreach programming across Northern Ontario reached 15,919 students, while programming at schools in First Nations communities reached 1,933 students.
- Science North reached a combined 81,525 participants through public outreach, science festivals and partner location experiences across Northern Ontario. Public outreach reached 43,302 participants through outreach set up at festivals & fairs, libraries, and other community events, while Science Festivals led by Science North and its community partners in Kenora, Thunder Bay, and Sault Ste Marie reached 9,365 participants. Visitor experiences at partner attractions, including THINK Hubs and Northern Nature Traders reached 28,858 visitors.
- In 2024-25, Science North welcomed 140,516 visitors to its Bell Grove site (on a target of 162,976), supported by the *Extreme Sports* travelling exhibit, which reimagined the iconic *Beyond Human Limits* experience for new and returning audiences.
- Science North reached 81,665 in attendance at the Dynamic Earth (on a target of 93,907). In 2024-25, Dynamic Earth piloted a new operational model, increasing operation days on site from 271 to 292 days to capture more school visits, local visitors, and increased tourism from bus tours.
- In 2024-25, Science North focused on internal project development and planning for the Northwest Expansion project, completing a comprehensive operating plan, detailed operational readiness schedule, revised capital budget and capital project plans. These efforts supported a successful application to Infrastructure Canada's Green and Inclusive Community Building's to support the capital build. In Thunder Bay, municipal support has continued and a draft term sheet to secure the project site has been developed. In Kenora, a phased approach to the project was proposed and well received by the municipality. Work on a funding strategy, community engagement framework, and communications plan were initiated and will continue into 2025-26, along with a third-party review of site conditions to further inform budget, schedule, and risks.
- The STEM Education All-Access Pass reached 590 teacher accounts who regularly accessed content and engaged 34,848 students through livestreamed science shows, asynchronous workshops and pre-recorded content.
- Science North's digital reach further supported students and teachers in Northern Ontario. 52,300 unique users engaged with virtual resources, generating 140,431 page views of online educator resources.

People Centered Culture

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

- In 2024-25, Science North advanced to phase 2 of its Succession Plan, focusing on recruiting and developing skilled staff to support current and future workforce needs. The organization continued to assess these positions, create individual development plans, and recruit as needed. This ongoing, iterative process helps ensure alignment with organizational priorities and long-term talent sustainability.
- Science North marked the graduation of its inaugural 12-person cohort from a new six-month internal leadership development program called *Leading Blue*. Designed for new managers who have been in their roles for less than two years, the program provides participants with personalized learning experiences tailored to their leadership goals, focusing on developing relevant skills for current workplace demands.
- In support of existing recruitment and diversity strategies, Science North assessed skills and experience requirements of multiple positions with the goal of identifying any barriers and adopting greater flexibility for individuals to apply. This included consultation with Science North's Indigenous Advisory Committees on idea generation on how to become a more welcoming employer of choice for Indigenous staff and applicants.
- In 2024-25, Science North updated its performance management processes by shifting from an Annual Performance Appraisal cycle to a new Continuous Performance Appraisal, occurring quarterly. This change reflects the centre's ongoing commitment to adopting best practices, providing more frequent touchpoints and feedback opportunities for staff and their managers. The new model continues to be centered on goal setting, self-reflection, supervisor reviews, and peer feedback.
- In 2024-25, Science North took steps toward a more inclusive approach to staff events, with a focus on improving financial and geographic accessibility across the organization.
- Science North continued to evaluate organization-wide satisfaction with key corporate services such as finance, IT, facilities, and organizational development, with 80.6% of staff respondents indicating satisfaction and familiarity with internal organization processes.

Digital and Technology Ecosystems

Science North is committed to optimizing its digital environment to deliver reliable and effective programs and services that are available anytime, anywhere and from any device on all digital platforms. In 2024-25, Science North worked to modernize its digital and IT environment with new end-user delivery systems that are easy to use and maintain, stable, reliable, secure, and adaptable to improve business performance.

- Science North finalized a needs assessment of its' organizational CRM needs and ultimately deferred plans to migrate to new tools and systems.
- In 2024-25 Science North implemented several security enhancements across the organization in light of growing cybersecurity risks. These included adoption of new technologies such as Multifactor Authentication processes and policies and Single Sign-On capabilities. Approaches to new IT purchases were also adopted to ensure that new hardware acquisitions include technology that supports biometric identification wherever possible. Science North also adopted a new cybersecurity platform focused on protecting passwords and sensitive digital assets for all staff.
- In 2024-25, Science North completed a comprehensive analysis and transitioned from its previous desktop model to the Microsoft Teams phone system. This integration with existing operating systems is anticipated to deliver substantial cost savings and remove reliance on servers and redundant infrastructure.
- As part of its commitment to enhance digital security across the organization, Science North's IT unit delivered training to staff across the organization on multiple aspects of cybersecurity, including introducing multifactor authentication practices, password management control, and identifying and dealing with phishing emails and texts.
- Building on Science North's digital success in 2023-24, the centre focused on generating unique high-quality content and driving significant audience growth across all social platforms, particularly on TikTok, YouTube, and LinkedIn. These efforts resulted in increased engagement and a broader reach, bringing the excitement of science to a larger and more diverse audience.
- Science North saw increased brand recognition on social media, growing the centre's online audience from 189,202 to 199,904. Science North gained 2,155 new subscribers on YouTube, 7,904 on TikTok, 2,331 on Facebook, 1,253 on Instagram, and 574 on LinkedIn.
- Science North achieved a 3.37% engagement rate with digital analytics on Facebook (over the industry standard of 1.07%), 6.09% on Instagram (industry standard of 1.24%), and 4.38% on X (industry standard of 0.92%).
- Science North experienced 2,253,492 page views and 589,455 unique users to its website in 2024-25.
- Science North's email subscribers list increased from 20,883 to 24,464 users.

Environmental Sustainability

Environmental sustainability is a core principle of Science North's North Star and is embedded across its operations, programming, internal practices, and science communication. A commitment to protecting ecosystems and conserving natural resources informs decision-making and supports planetary health for future generations.

- Science North developed and launched its Net Zero Carbon Plan, charting a path to achieve net-zero emissions (Scope 1 and 2 only) by 2050. This milestone followed the centres participation in Canada's national *Net Zero Challenge*, where Science North became the first science centre in the country to commit to the challenge. The plan outlines capital projects such as window replacements, heat pump installations, solar PV, and HVAC upgrades and detailing associated costs, utility savings, priorities, and implementation timelines. With appropriate funding, the plan aims for Science North to be fully electrified by 2036 and Dynamic Earth by 2042.
- In collaboration with Green Economy Canada, Science North began piloting *CarbonHound*, a carbon measurement tool to track emissions across all sites and support data-driven decision-making.
- Solar panels at Science North and Dynamic Earth continued to generate clean electricity, reducing the centres reliance on non-renewable energy. In 2024-25, the Science North panels supplied approximately 7% of the site's electricity needs, while Dynamic Earth's panels supplied approximately 15%.
- The Science North Green Team led several initiatives to promote environmental action and awareness, including securing private sponsorship to enhance the Edible Forest Garden at Science North, as well as delivering "Lunch & Learn" sessions on topics such as demystifying Net Zero, Sudbury's regreening efforts, environmental planning for the Northwest Expansion, and the evolution of electric vehicles
- Science North participated in the Seeding Action Network and environmental sustainability communities of practice through the North American Association of Science and Technology Centers (ASTC), contributing to research and surveys on planetary health. Other partnerships included collaborating with the City of Greater Sudbury to promote sustainable commuting through the Smart Commute program, encouraging walking, cycling, carpooling, and transit use.
- Science North proudly hosted the Plug'n Drive Mobile EV Education Trailer, offering the community the opportunity to test-drive electric vehicles and speak with experts about EV technology and environmental benefits.

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

- With support from Environment & Climate Change Canada, Science North continued the pan-Canadian tours of two major travelling exhibitions focused on climate action. As of March 2025, the 100sqm version of the *Our Climate Quest: Small Steps to Big Change* exhibition has travelled to 37 communities reaching 36,800 visitors, while the 600sqm version has reached 537,563 visitors in 6 urban centres across Canada.
- Science North's climate action website received a total of 217,856 visits, and digital content engaged a total of 93,871 unique users across social media platforms.

Financial & Risk Management

In 2024-25, Science North set out to achieve a balanced budget, focusing on revenue generation through admissions, programming, philanthropy, government grants, and the external sales of exhibits and experiences. These efforts aimed to enhance audience value, boost ticket sales and memberships across Northern Ontario, and strengthen overall financial performance. The year concluded with an operating deficit of $1.975 million across all three funds; General, Capital Asset and Restricted and Endowment. Full financial results are available in the appended financial statements, with a performance overview as follows:

General Fund

(in millions)	2024-25 – Budget	2024-25 – Actual
Total Revenue	$19.115	$18.745
Total Expenses	$20.330	$20.601
Surplus (Deficit)	**$(1.215)**	**$(1.856)**
Transfer from Restricted	$1.216	$1.235
Surplus (Deficit) adjusted for Transfers	**$0.001**	**$(0.621)**

The general fund provides an overview of Science North's operations' financial performance. In 2024-25, the most significant factors impacting Science North's financial results were:

- Lower-than-expected attendance, resulting in a $780,000 shortfall in admissions and onsite revenues.
- A slower-than-anticipated year for international sales, due to market uncertainty and unforeseen delays with exhibit development, resulted in a $965,000 revenue shortfall.
- Ongoing economic pressures, including inflation, leading to rising operational costs while the opportunities for growth in revenue remain stagnant.

Capital Asset Fund

In 2024-25, Science North's Capital Asset Fund saw revenues of $3.57 million and expenses of $3.98 million. As Science North follows the restricted fund method of accounting, revenues are recorded when received or receivable based on their nature (General, Capital Asset or Restricted). The revenue within the capital fund is a result of several capital projects underway in 2025-26, including the *Dynamic Earth Expansion Project* and *Northwest Expansion*. Most notably, Science North undertook significant capital renewal projects including upgrades to its HVAC and life safety systems, replacement of its floating dock, roof replacement and window reglazing, caulking and replacements funded through the Ministry of Tourism, Culture and Gaming's Capital Repair and Rehabilitation program. While contributions received for the capital projects are recorded as revenue, in accordance with the accrual basis of accounting, all items deemed to be capital in nature are recorded as additions to capital assets. Within the capital fund, only the amortization expenses are recorded annually which are tied to the expected life of the asset, creating a timing difference between revenue recognition and expense recognition, resulting in a perceived deficit of revenue over expenses of $0.408 million.

Restricted and Endowment Fund

Science North's restricted and endowment fund saw restricted donations of $157,519 as well as interest revenue of $207,930. Revenues in 2024-25 are attributed to the Bluecoat Ball; all donations from this event were restricted to the Science For all Fund, with a purpose to provide increased access to Science North's programs, exhibits and spaces to underserved and underrepresented groups across all of Northern Ontario. These funds saw an overall decrease from $12.759 million at March 31, 2024 to $10.990 million at March 31, 2025 largely attributed to the planned transfers to the general fund noted earlier.

Risk Management

Science North is well positioned to anticipate, prepare, respond, and recover by utilizing the Enterprise Risk Management framework; managing the risk culture by evaluating risk at every level of the organization is key to the Centre's success. Identification and mitigation action plans are established using the Ontario public sector risk assessment placemat to evaluate likelihood and impact. Throughout 2024-25, Science North regularly monitored and evaluated progress to mitigate or eliminate key risks, as outlined below.

Heat Map – Controls and Mitigation Strategies at April 1, 2024

	LOW Scores 1-5	MEDIUM Scores of 6-10	MEDIUM - HIGH Scores 11-19		HIGH Scores 20-25
5 ALMOST CERTAIN					FINANCIAL PRESSURES
4 LIKELY			SITE SECURITY EXHIBIT SALES	IMAX INFRASTRUCTURE THIRD PARTY CONTRACTORS	GO DEEPER FUNDING
3 POSSIBLY			STAFF RETENTION RECRUITMENT NW EXPANSION		IT FAILURE
2 UNLIKELY				EMERGENCY PROCEDURES FOOD SERVICES	SOCIETAL EXPECTATIONS
1 RARE		LEGAL ACTION		FIPPA	
	1 INSIGNIFICANT	2 MINOR	3 MODERATE	4 MAJOR	5 CRITICAL

Heat Map – Controls and Mitigation Strategies at March 31, 2025

	LOW Scores 1-5	MEDIUM Scores of 6-10	MEDIUM - HIGH Scores 11-19		HIGH Scores 20-25
5 ALMOST CERTAIN					FINANCIAL PRESSURES
4 LIKELY			INTERNATIONAL SALES		
3 POSSIBLY		NW EXPANSION	STAFF RETENTION & RECRUITMENT DYNAMIC EARTH EXPANSION PROJECT		IT FAILURE
			THIRD PARTY CONTRACTORS		
2 UNLIKELY				EMERGENCY PROCEDURES SITE SECURITY IMAX	SOCIETAL EXPECTATIONS INFRASTRUCTURE
1 RARE		LEGAL ACTION		FIPPA	
	1 INSIGNIFICANT	2 MINOR	3 MODERATE	4 MAJOR	5 CRITICAL

Financial Pressures Controls/ Mitigations

- Onboarded qualified staff with appropriate expertise
- Assessed current offerings to maximize returns
- Continued focus on reducing costs and growing revenues

Go Deeper Controls/ Mitigations

- Phased project to allow time to secure funding prior to activating project work
- Implemented new Power BI dashboards
- Liaised with City to secure adjoining property

IT Failure Controls / Mitigations

- Renewed server infrastructure, including network switches, firewall security, virtual machines, and Wi-Fi network
- Conducted email phishing simulations to increase staff cybersecurity awareness
- Continued focus on reducing software licensing and hardware maintenance costs

Infrastructure Controls / Mitigations

- Leveraged Asset Condition Report Assessment and reports from regular maintenance to prioritize capital renewal projects
- Secured Capital R&R funding towards major critical renewals

IMAX Controls / Mitigations

- Piloted a new VIP event model based on Innovation Engineering project; awaiting further assessment and review of profitability before proceeding further
- Launched IMAX Concert films driving significant profit

Third Party Contractors Controls / Mitigations

- New Contractor Sign in process implemented to ensure compliance with safety protocols.
- Began planning supervisor training for contractors working on site

Exhibit Sales Controls / Mitigations

- Secured funding from Canadian Heritage to execute International Market Development initiative, with a focus on high-value turn-key experiences like the Nature Exchange
- Hired a new Sales Lead

Site Security Controls / Mitigations

- Updated security protocols and contracts to include tactical security and emergency procedures
- Conducted quarterly security site assessments

Human Resource Impacts

In 2024-25, Science North completed the final phase of its organizational restructuring strategy, FROST (Fully Realize Organizational Systems Transformation). This transformational initiative aimed to enhance efficiency, effectiveness, and agility, while strengthening Science North's capacity to deliver on its mandate. While Phase 1 focused on Support and Operational units, Phase 2 addressed key programming areas, specifically the Education and Northern Programs Unit and the Science Programs Unit. As part of this process, these two units were combined to form the new STEM Engagement unit. This unit now leads all STEM-focused initiatives across Science North, Dynamic Earth, and throughout Northern Ontario, delivering experiences that inspire curiosity and lifelong learning.

An estimate of the workforce in previous and current years is outlined below:

	2022-23	2023-24	2024-25
Full Time Salaried	92	94	112
Casual, Contract & Hourly	193	179	138

Executive Team	6	6	7
Senior Leadership Team	15	17	15
Management Staff	18	21	21
Contract Staff	21	20	14
Consultants	n/a	n/a	13

Over the past several years, the organization has experienced sustained growth, driven by a steady increase in demand across multiple program areas. Notably, camps, outreach initiatives, and school-based programs have seen growth, reflecting both Science North's enhanced reputation and the growing demand for educational offerings. This growth has been with increases in grant revenues and externally funded projects, allowing Science North to broaden the impact and scale of its operations.

At the same time, the organization has remained responsive to broader labour market challenges, including talent retention, workforce stability, and the competitive landscape for skilled professionals. As part of the centre's efforts to proactively manage these risks, one key outcome of the FROST initiative was the transition of 15 contract-based employees to permanent status. This strategic move not only strengthened internal capacity but also reinforced Science North's commitment to building a stable, sustainable, and engaged workforce for the long term.

Science North Supporters

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

Government Supporters

Canadian Heritage
Canadian Space Agency
City of Greater Sudbury
Environment and Climate Change Canada
Employment and Social Development Canada
Federal Economic Development Agency for Northern Ontario
Greater Sudbury Development Corporation (GSDC)
Infrastructure Canada
Innovation, Science, and Economic Development Canada
Ministry of Tourism, Culture and Gaming
Northern Ontario Heritage Fund Corporation (NOHFC)
Natural Sciences & Engineering Research Council of Canada (NSERC)
Ontario Cultural Attractions Fund (OCAF)
Public Health Agency of Canada

Media Partners

Eastlink
KiSS 105.3

Dynamic Earth Expansion Project Donors

Belanger Salach
Desjardins
Epiroc
Equipment North
Fisher Wavy / Pioneer
JPS (10th Line Lumber)
GFL Environmental
Glencore
Lundrigan Family
Power Corporation
Technica Mining
Trottier Foundation
Vale
Wawanesa

Bluecoat Ball Donors ($500+)

Ashley Kirwin
Audrey Tremblay
Beneath the Bark
Brad Gregorini
Brendan Larose
Catharine & David Farrow
Chad & Sandy Wilkinson
Charlotte & Paul Balez
Christina Visser
Darla Stoddart
David McNeil
Dino Rocca
Dominic Beaudry
Dr. Craig Hamilton
Dr. Lyne Giroux
Elio Tomini
Glenn Munro
Gordon Morrison
Iain McMullan
Ian Symington
Josh May
Joy Munro
Maija & Jack Ceming
Marett McCulloch
Marla Tremblay
Paul Berthiaume
Rob Chisnell
Stephanie Cooke
Stephanie Hart
Technica Mining
TESC
Tiffany & Adam Cecchetto
Tracy Rochon

Corporate Supporters

Aaron Group
Belanger-Salach Architecture
Billyard Insurance Group
Bloomhouse
BMO Nesbitt Burns
Bucking Firewood
Build North Construction
Claimsecure
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Faiella Financial
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Mr. Nero Contracting & Restoration Inc
NEOMO Occupational Health
NetSpectrum
Pizzeria Roma
Reliable Cleaining Services
Rewind 103.9
Sandvik Mining & Rock Solutions
Softub
Sudbury Hyundai
TESC
Travelway Inn
United Link Insurance Brokers
Wesco
Wolf Lake Construction

Corporate Members

- Argyle Community Library
- Baker Tilly
- Cementation Canada Inc
- Children's Aid Society of Sudbury & Manitoulin
- Cote Gold
- Creighton Mine Employee Association
- CUPE 4705
- Dr. Sloan & Associates
- Dr. Tyler McNicholl
- Enbridge Gas
- Glencore (Craig Mine)
- Hard-Line
- Lasalle Animal Clinic
- Leuschen Transportation
- Local 598 Unifor Retired Workers Chapter
- March of Dimes Canada (Sudbury)
- Mrs. Kerstin M.M Phinney
- Pioneer Construction/Fisher Wavy Inc.
- RBC Dominion Securities
- SNOLAB
- Sudbury Credit Union
- Sudbury Finnish Rest Home Society
- Sudbury Hyundai
- Sudbury INO - A Glencore Company (Fraser Mine)
- The Ames Team Real Estate Group
- Travelway Inn
- United Steelworkers Local 6500
- Vale Base Metals-NA Mines TechServ (Garson Mine)
- Vale Creighton Mines Employees Association
- Verdicchio's Ristorante
- Weir Minerals
- XPS - Industry Relevant Solutions

Governance

Science North Board of Trustees

(Active as of March 31, 2025)

Name	Date of First Appointment	Term Expiry Date	Board Meeting Attendance
James Lundrigan - Chair	January 19, 2023 (as Chair) February 21, 2018 (as Member)	January 18, 2026	5 of 5
Ian McMillan – Vice Chair	January 19, 2023 (as Vice-Chair) January 9, 2020 (as Member)	January 18, 2026	4 of 5
Alison De Luisa	January 8, 2018	July 24, 2027	5 of 5
Helena Devins	January 9, 2020	January 8, 2026	3 of 5
Heather Gropp	January 9, 2020	January 8, 2026	3 of 5
Raymond Mantha	July 2, 2020	July 1, 2026	4 of 5
Dr. Stewart Kennedy	September 22, 2023	September 21, 2026	5 of 5
Stella Holloway	September 24, 2020	September 23, 2026	3 of 5
William George Hughes	January 11, 2024	January 10, 2027	5 of 5
Frederick Bradford Claridge	January 14, 2021	May 8, 2027	4 of 5
Ronald Trebb	February 18, 2021	July 24, 2027	5 of 5

Our board is supported by the following standing and ad hoc committees:

- Executive Committee (standing)
- Audit Committee (standing)
- Business Affairs Committee (standing)
- Science Program Committee (standing)
- Governance & Nominating Committee (standing)
- Fundraising Committee (standing)
- Northeast Indigenous Advisory Committee (ad hoc)
- Northwest Indigenous Advisory Committee (ad hoc)
- Northwest Expansion Committee (ad hoc)
- Go Deeper Advisory Committee (ad hoc)
- Go Deeper Indigenous Steering Committee (ad hoc)
- Go Deeper Capital Campaign Committee (ad hoc)
- Major Projects Oversight Committee (ad hoc)

Staff Listing

(as of March 31, 2025)

Aelick, Julia - Senior Manager, Marketing
Antonello, Emily - STEM Specialist - Outreach
Ayre, Nick - Director, Organizational Development & Information Technology
Balagh, Sana - Senior IT Analyst
Balez, Charlotte - Acting Director, Finance
Bancroft, Laura - Financial Controller
Beaudry, Jennifer - Senior Manager, Science Centre Operations
Bernstein, Marija - Manager, International Sales
Bigras-Moreau, Christine - Science Communicator
Binns, Alexandra - STEM Specialist
Black, Natasha - Visitor Experience Agent
Brandt, Renata - Senior Marketing Specialist
Brazeau, Emilie - Graphic Designer
Brouillette, Roger - Senior Manager, IT Services
Byne, Kyelle - Senior Manager, Grants
Cameron, Curtis - Sales Leader
Caron, Gilles - Technical Specialist
Chang, Mary - STEM Specialist
Chisnell, Sarah - Director, STEM Engagement
Ciulini, Michelle - Accountant
Claveau, Alex - Manager, Travelling Exhibit Services
Daoust, Michael - Maintenance Technician
Debassige, Brianna - Recruiter
Demaj, Enida - Accountant
Doran, Bruce - STEM Specialist
Farr-Simon, Kathryn - Science Communicator
Favot, Tara - Manager, Contracts & Risk
Fortin, Max -STEM Specialist
Furchner, Dianne -Sales Leader
Gareau, Marc - Senior Manager, International Sales
Gauvreau, Kate - Senior Manager, Onsite Business and Services Development
Geverding, Keiran (on leave) -Technical Specialist
Gillespie, Byron - Senior Marketing Specialist
Gomes, Carlos - STEM Specialist
Graham, Meaghan - STEM Specialist
Greco, Don - Technical Specialist
Gregorini, Tasio - Senior Technologist
Gurnsey, Kris - Technical Specialist
Hall, Jessica - Manager, Grants
Heath, Charlotte - Accounts Payable Officer
Henson, Amy - Senior Manager, Exhibits
Holmberg, Donna - Payroll Accountant
Howard, Philip - Senior Marketing Specialist
Hysen, Dave - Development Manager
Jensen, Russell - Technical Specialist
Junge, Robert - Manager, Special Events
Kerton, Emily - Senior Manager, Indigenous and Northern Partnerships
Kivinen, Kirsti - Staff Scientist
Lalonde, Michelle - Finance Projects Officer
Larose, Ashley - Chief Executive Officer
Lauzon, Stéphane - Accountant
Leduc, Tina - Senior Manager, Informal STEM Programs
Leonard, Frank - Technical Specialist
Mantione, Annemarie - Manager, Youth Engagement
Martin, Andrea - Senior Projects Manager
McDonald, Lisa - Visitor Experience Agent
McKay, Harrison - Marketing Specialist
McMullan, Iain - Director, Development
McWhirter, Erin - Marketing Specialist
Mitchell, Meghan - Lead Staff Scientist
Moote, Garth (on leave) - Senior Manager, Facility Infrastructure
Motsch, Jewel - STEM Communicator
Munoz Soracipa, Jeimmy - Database and Research Coordinator
Murphy, Vincent - Senior Manager, Facility Operations
Nesseth, Nina - Project Manager
O'Gorman, Karen - Manager, Talent Acquisition and Engagement
Ott, Liz - Senior Manager, Learning and Development
Parkhill, Kimberly - Sales Leader
Patterson, Genna - STEM Lead
Peters, Meghan - STEM Specialist
Pisani, Katrina - Manager, Research and Evaluation
Plaunt, Kayla - Graphic Design Lead
Prodanyk, Monica - STEM Specialist
Puls, Larissa - Acting Senior Educator
Radey, Melissa - Lead Staff Scientist
Richard, Kaitlin - Senior Manager, Outreach
Robillard, Lucie - Science Communicator
Roy, Brendan - Senior Manager, STEM Education
Roy, Celine (on leave) - Director, Finance
Rutledge, Kelsey - STEM Operations Specialist
Schmidt, Grace - Staff Scientist
Seguin, Mitch - Director, Operations
Shayer, Glenn - IT Administrator
Slaney, Alexandre - Technical Specialist
Sproule, Ian - Program Specialist - ASK
St. Louis, Kirsten - STEM Specialist
Stoddart, Darla - Senior Manager, Project and Exhibit Services
Stos, Ava - Science Communicator
Szucki, Lauren - STEM Specialist
Theriault, Chris - Technical Specialist
Therrien, Pamela - Director, Sales and Marketing
Thompson, Melissa-Rose (on leave) - STEM Specialist
Tisdale, Katrina - Staff Scientist
Tiwari, Roshni - Project Manager
Tremblay, Michel - Senior Technologist
Tremblay, Mireille - STEM Operations Specialist
Tukpeyi, Edwina (on leave) - Executive Assistant
Twohey, Shelby - Senior Manager, Executive Office
Vacant Procurement Officer
Villeneuve, Mike - Senior Technologist
Welden, Sabrina (on leave) - STEM Lead - Outreach
Whiteman, Ben - Technical Specialist
Wildeman, Richard - Animator
Wilkie, Anne-Marie - Human Resources Coordinator
Wilson, Amy - Senior Editor/Producer
Wilson, Rebecca - Manager, Organizational Development Operations
Wright, Brian - IT Technician
Zeman, Ashleigh - Visitor Experience Agent

Appendix: Science North Audited Financial Statements

(as of March 31, 2025)

Financial Statements of

SCIENCE NORTH

And Independent Auditor's Report thereon

Year ended March 31, 2025

Management's Responsibility for the Financial Statements

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

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

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

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

Director of Finance

June 24, 2025

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

INDEPENDENT AUDITOR'S REPORT

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

Opinion

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

- the statement of financial position as at March 31, 2025
- the statement of operations and changes in fund balances for the year then ended
- the statement of cash flows for the year then ended
- and the notes and schedule to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2025, and its results of operations and changes in fund balances and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

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

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

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

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

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

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

June 24, 2025

SCIENCE NORTH

Statement of Financial Position

March 31, 2025, with comparative information for 2024

	2025	2024
Assets		
Current assets:		
Cash	$ 5,601,348	$ 6,852,670
Short-term investments (note 2)	2,884,125	2,153,491
Accounts receivable	2,759,308	4,600,732
Prepayments and inventory	1,433,327	866,538
	12,678,108	14,473,431
Restricted investments (note 2)	7,853,558	8,274,937
Capital assets (note 3)	43,487,005	42,799,279
	$ 64,018,671	$ 65,547,647
Liabilities and Fund Balances		
Current liabilities:		
Accounts payable and accrued liabilities	$ 3,664,105	$ 2,898,457
Deferred revenue (note 4)	2,140,487	2,459,538
	5,804,592	5,357,995
Loans payable (note 5)	1,075,837	1,075,837
	6,880,429	6,433,832
Fund balances:		
General	2,965,856	3,041,468
Capital asset	43,182,346	43,313,059
Restricted and endowment (note 6)	10,990,040	12,759,288
	57,138,242	59,113,815
	$ 64,018,671	$ 65,547,647

See accompanying notes to financial statements.

On behalf of the Board:

Chair, Board of Trustees

Chief Executive Officer

SCIENCE NORTH

Statement of Operations and Changes in Fund Balances

Year ended March 31, 2025, with comparative information for 2024

	General		Capital Asset		Restricted and Endowment		Total	
	2025	2024	2025	2024	2025	2024	2025	2024
Revenue:								
Province of Ontario grants:								
Operating	$ 6,828,900	$ 6,828,900	$ -	$ -	$ -	$ -	$ 6,828,900	$ 6,828,900
Specific	652,339	502,024	2,743,730	3,240,698	-	-	3,396,069	3,742,722
Government of Canada grants	1,985,664	3,837,314	175,549	639,748	-	-	2,161,213	4,477,062
Other Government grants	172,900	100,000	-	490,000	-	-	172,900	590,000
Admissions (schedule)	1,969,878	2,215,717	-	-	-	-	1,969,878	2,215,717
Workshops and events	1,744,170	1,677,153	-	-	-	-	1,744,170	1,677,153
Memberships	527,636	629,196	-	-	-	-	527,636	629,196
Business operations (schedule)	4,075,826	4,176,680	-	-	-	-	4,075,826	4,176,680
Fundraising and donations	344,486	416,902	642,287	2,078,306	58,449	157,516	1,045,222	2,652,724
Interest earned	399,381	388,586	-	-	230,273	207,930	629,654	596,516
Other	44,437	84,728	12,000	25,359	-	-	56,437	110,087
	18,745,617	20,857,200	3,573,566	6,474,111	288,722	365,446	22,607,905	27,696,757
Expenses (note 12):								
Science program (schedule)	6,073,093	8,653,757	-	-	-	-	6,073,093	8,653,757
Business operations (schedule)	5,625,207	4,335,938	-	-	-	-	5,625,207	4,335,938
Maintenance and building	2,348,472	2,210,628	-	-	-	-	2,348,472	2,210,628
Administrative operations	3,940,486	3,097,378	-	-	-	-	3,940,486	3,097,378
Marketing and development	1,934,920	1,544,911	-	-	-	-	1,934,920	1,544,911
Program technical support	679,205	689,928	-	-	-	-	679,205	689,928
Amortization of capital assets	-	-	3,982,095	4,265,406	-	-	3,982,095	4,265,406
	20,601,383	20,532,540	3,982,095	4,265,406	-	-	24,583,478	24,797,946
Excess (deficiency) of revenue over expenses	(1,855,766)	324,660	(408,529)	2,208,705	288,722	365,446	(1,975,573)	2,898,811
Fund balances, beginning of year	3,041,468	2,991,083	43,313,059	40,970,040	12,759,288	12,253,881	59,113,815	56,215,004
Transfers for capital	(57,514)	(66,351)	277,816	134,314	(220,302)	(67,963)	-	-
Interfund transfers (note 7)	1,837,668	(207,924)	-	-	(1,837,668)	207,924	-	-
Fund balances, end of year	$ 2,965,856	$ 3,041,468	$ 43,182,346	$ 43,313,059	$ 10,990,040	$ 12,759,288	$ 57,138,242	$ 59,113,815

See accompanying notes to financial statements.

SCIENCE NORTH

Statement of Cash Flows

Year ended March 31, 2025, with comparative information for 2024

	2025	2024
Cash provided by (used in):		
Operating activities:		
Excess (deficiency) of revenue over expenses	$ (1,975,573)	$ 2,898,811
Adjustment for:		
Amortization of capital assets	3,982,095	4,265,406
	2,006,522	7,164,217
Changes in non-cash working capital (note 10)	1,721,232	3,300,746
	3,727,754	10,464,963
Capital activities:		
Purchase of capital assets	(4,669,821)	(6,418,608)
Investing activities:		
Net restricted acquisition/dispositions of investments	(309,255)	(259,102)
Net increase (decrease) in cash	(1,251,322)	3,787,253
Cash, beginning of year	6,852,670	3,065,417
Cash, end of year	$ 5,601,348	$ 6,852,670

See accompanying notes to financial statements.

Science North (the "Organization") is an Ontario Organization established as a Science Centre Organization under the Science North Act of the Province of Ontario. The Organization is a registered charity and is exempt from income taxes under the Income Tax Act.

1. Significant accounting policies:

(a) Basis of presentation:

These financial statements reflect the assets, liabilities, revenues and expenses of the unrestricted, capital and restricted and endowed funds of Science North.

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards including the 4200 standards for government not-for-profit organizations. A statement of remeasurement gains and losses has not been included as there are no matters to report therein.

(b) Revenue recognition:

The Organization follows the restricted fund method of accounting. Under this method, the following principles have been applied:

- Contributions are recorded as revenue in the respective funds based on their nature, source and the restrictions stipulated by the donor.
- Contributions including pledges and donations are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.
- Revenue on contracts is recognized using the percentage-of-completion method. The percentage is determined by relating the actual cost of work performed to date to the current estimated total cost for each contract. Unearned advances are deferred. Projected losses, if any, are recognized immediately for accounting purposes.
- Revenue from film distribution and license / lease arrangements is recognized only when persuasive evidence of a sale or arrangement with a customer exists, the film is complete and the performance obligation, which is the contractual delivery arrangements have been satisfied, the arrangement fee is fixed or determinable, collection of the arrangement fee is reasonably assured and other conditions as specified in the respective agreements have been met.
- Cash received in advance of meeting the revenue recognition criteria described above is recorded as deferred revenue.

(c) Investments:

The short-term and restricted investments consist of bonds and coupons and are recorded at amortized cost.

1. **Significant accounting policies (continued):**

(d) Capital assets:

With the exception of the Bell Grove land, which is recorded at nominal value, capital assets are stated at cost or fair market value if donated.

Amortization on buildings is provided on the declining-balance basis at an annual rate of 5%.

Amortization on exhibits and equipment is provided on the straight-line basis at annual rates ranging from 5% to 20%.

Amortization on large format films, when available for use, is provided in proportion that current revenue bears to management's estimate of revenue expected from the film.

(e) Inventory:

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

(f) Financial instruments:

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

<u>Fair Value</u>

This category includes equity instruments and mutual funds quoted in an active market. At March 31, 2025, there are no investments designated at fair value.

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

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

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

<u>Amortized cost</u>

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

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

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

1. Significant accounting policies (continued):

(f) Financial instruments (continued):

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

(g) Employee future benefits:

The Organization has defined contribution plans providing pension benefits. The cost of the defined contribution plans is recognized based on the contributions required to be made during each year.

(h) Use of estimates:

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

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

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

1. **Significant accounting policies (continued):**

(i) Asset retirement obligations:

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

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

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

2. **Investments:**

	2025	2024
Short-term investments	$ 2,884,125	$ 2,153,491
Restricted investments	7,853,558	8,274,937
	$ 10,737,683	$ 10,428,428

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

	2025	2024
Cash and short-term investments	$ 517,326	$ 578,114
Fixed income	10,213,607	9,843,564
Mutual funds	6,750	6,750
	$ 10,737,683	$ 10,428,428

3. Capital assets:

2025		Cost		Accumulated Amortization	Net Book Value
Land and buildings:					
Bell Grove	$	62,308,991	$	40,250,822	$ 22,058,169
Dynamic Earth		20,920,274		8,702,134	12,218,140
Northwest		136,858		–	136,858
Exhibits and equipment:					
Bell Grove		17,971,573		16,154,404	1,817,169
Dynamic Earth		10,524,620		8,826,664	1,697,956
Travelling exhibits		10,761,357		8,331,383	2,429,974
Large format film		11,895,550		8,991,660	2,903,890
Rolling stock:					
Bell Grove		581,417		356,568	224,849
	$	135,100,640	$	91,613,635	$ 43,487,005

2024		Cost		Accumulated Amortization	Net Book Value
Land and buildings:					
Bell Grove	$	60,768,284	$	39,089,865	$ 21,678,419
Dynamic Earth		19,235,939		8,424,001	10,811,938
Exhibits and equipment:					
Bell Grove		17,841,138		15,883,595	1,957,543
Dynamic Earth		10,222,901		8,464,013	1,758,888
Travelling exhibits		10,599,723		7,384,877	3,214,846
Large format film		11,895,550		8,517,905	3,377,645
	$	130,563,535	$	87,764,256	$ 42,799,279

4. Deferred revenue:

		2025		2024
Grants	$	193,083	$	414,578
Memberships and workshops		1,096,922		1,072,627
Exhibit and theatre production		593,749		683,631
Other		256,733		288,702
	$	2,140,487	$	2,459,538

4. Deferred revenue (continued):

Details of the continuity of these funds are as follows:

	2025	2024
Balance, beginning of year	$ 2,459,538	$ 2,148,447
Additional contributions received	3,043,185	2,818,232
Amounts taken to revenue	(3,362,236)	(2,507,141)
Balance, end of year	$ 2,140,487	$ 2,459,538

5. Loans payable:

	Principal Outstanding 2025	2024	Payment Terms
Province of Ontario:			
IMAX Theatre	$ 75,837	$ 75,837	50% of average annual IMAX Theatre profits, if any, for previous two fiscal years.
Wings Over the North	1,000,000	1,000,000	One third of remaining distribution profits received by Science North once a third party contributor has recouped its investment against such profits.
Total	1,075,837	1,075,837	
Less current portion of loans payable	–	–	
	$ 1,075,837	$ 1,075,837	

6. Restricted and endowment funds:

The restricted and endowment funds are comprised of the following:

	2025	2024
Externally restricted:		
Capital renewal fund	$ 3,620,492	$ 3,522,471
Program and exhibit funds	1,715,740	1,697,905
Endowment fund	49,671	48,326
	5,385,903	5,268,702
Internally restricted:		
Funds:		
Operating reserve fund	73,218	676,146
Insurance reserve	1,817,010	1,767,816
Waterfront development	455,799	443,459
Human resources	121,627	118,814
Funded reserves	7,853,557	8,274,937
Other	651,549	773,654
Program and exhibit funds	100,763	100,763
Replacement of capital assets	2,091,630	3,096,051
Human resources	292,540	513,883
	3,136,482	4,484,351
	$ 10,990,040	$ 12,759,288

7. Interfund transfers:

The interfund transfers are comprised of:

(a) net deficit of $(1,531,387) (2024 - $(903,380)) which were internally allocated between the General Fund and the Restricted Fund, to cover certain general fund purchases;

(b) net assets (deficit) of ($625,313) (2024 - $71,667) which were internally allocated between the General Fund and the Restricted Fund for capital acquisitions (future capital acquisitions); and

(c) net assets of $319,031 (2024 - $1,039,637) which were internally allocated between the General Fund and the Restricted Fund to cover future operational expenditures.

8. Risk management:

(a) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations, resulting in a financial loss. The Organization is exposed to credit risk relating to its cash, grants and accounts receivable and current and long-term investments. The Organization holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, the Organization's cash accounts are insured up to $100,000 (2024 - $100,000).

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

The maximum exposure to credit risk of the Organization at March 31, 2025 is the carrying value of these assets.

The amounts outstanding at year end were as follows:

As at March 31, 2025	1 - 90 days	91 - 180 days	181 - 270 days	270+ days	Total
Grants receivable	$ 897,408	$ 265,688	$ 11,228	$ -	$ 1,174,324
Accounts receivables	638,414	90,260	144,573	842,076	1,715,323
Gross receivables	1,535,822	355,948	155,801	842,076	2,889,647
Impairment allowances	–	–	–	(130,339)	(130,339)
Net receivables	$ 1,535,822	$ 355,948	$ 155,801	$ 711,737	$2,759,308

As at March 31, 2024	1 - 90 days	91 - 180 days	181 - 270 days	270+ days	Total
Grants receivable	$ 2,808,470	$ 151,892	$ 4,192	$ 115,000	$3,079,554
Accounts receivables	1,348,291	232,467	–	70,759	1,651,517
Gross receivables	4,156,761	384,359	4,192	185,759	4,731,071
Impairment allowances	–	–	–	(130,339)	(130,339)
Net receivables	$ 4,156,761	$ 384,359	$ 4,192	$ 55,420	$ 4,600,732

When compared to the prior year, there have been no significant changes in the Organization's exposure to credit risk or its policies, procedures and methods used to measure the risk.

8. Risk management (continued):

(b) Market risk:

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

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

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

(i) Currency risk:

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

(ii) Interest rate risk:

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

(c) Liquidity risk:

Liquidity risk is the risk that the Organization will not be able to meet all of its cash outflow obligations as they come due. The Organization mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise. Accounts payable are all current and the terms of the long-term debt are disclosed in note 6.

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

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

As at March 31, 2025	Within 6 months	6 - 12 months	1 - 5 years	5+ years	Total
Accounts payable	$ 1,875,626	$ 1,363,902	$ 424,577	$ –	$ 3,664,105
Long-term debt	–	–	–	1,075,837	1,075,837
	$ 1,875,626	$ 1,363,902	$ 424,577	$ 1,075,837	$ 4,739,942

8. Risk management (continued):

(c) Liquidity risk (continued):

As at March 31, 2024	Within 6 months	6 - 12 months	1 - 5 years	5+ years	Total
Accounts payable	$ 1,736,839	$ 811,000	$ 350,618	$ –	$ 2,898,457
Long-term debt	–	–	–	1,075,837	1,075,837
	$ 1,736,839	$ 811,000	$ 350,618	$ 1,075,837	$ 3,974,294

9. Employee future benefits:

The contributions to the defined contribution pension plans were $616,774 (2024 - $546,309).

10. Change in non-cash operating working capital:

	2025	2024
Cash provided by (used in):		
Increase in accounts receivable	$ 1,841,424	$ 4,107,434
Decrease (increase) in prepayments and inventory	(566,789)	61,042
Increase (decrease) in accounts payable and accrued liabilities	765,648	(1,178,820)
Increase (decrease) in deferred revenue	(319,051)	311,090
	$ 1,721,232	$ 3,300,746

11. Expenses by object:

	2025	2024
Salaries and benefits	$ 11,630,237	$ 10,869,229
Program delivery	1,776,954	3,549,476
Maintenance and utilities	1,468,393	1,621,656
Administration	2,265,769	1,198,051
Cost of programming and products	1,665,806	1,329,342
Marketing and communications	511,668	619,180
Restaurant and food services	399,291	539,275
Gift shop and retail	509,348	363,439
Fleet and security	202,447	235,158
Occupancy and leasing costs	73,929	138,983
Fundraising and membership development	97,541	68,751
	$ 20,601,383	$ 20,532,540

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Schedule of General Fund Revenues and Expenditures

Year ended March 31, 2025, with comparative information for 2024

	2025	2024
Admissions:		
Science Centre	$ 1,262,576	$ 1,547,557
Dynamic Earth	707,302	668,160
	$ 1,969,878	$ 2,215,717
Business operations:		
Exhibit and theatre production sales	$ 2,099,730	$ 1,491,191
Food and Retail	1,235,224	1,989,683
IMAX Theatre	272,767	277,944
Planetarium	102,571	121,434
Film production services	212,638	154,568
Parking	152,896	141,860
	$ 4,075,826	$ 4,176,680
Science program:		
Science Centre operations	$ 1,993,752	$ 3,072,717
Education and Northern programs	3,429,472	4,938,083
Dynamic Earth operations	649,869	642,957
	$ 6,073,093	$ 8,653,757
Business operations:		
Cost of exhibit sales	$ 2,953,883	$ 1,835,569
Food and Retail	1,638,640	1,587,104
Box office and sales	652,214	591,469
IMAX Theatre	321,752	261,121
Cost of film services	26,293	27,413
Planetarium	32,425	33,262
	$ 5,625,207	$ 4,335,938

Appendix: Science North Balanced Scorecard

(as of March 31, 2025)

Financial						
	Measure	***Data / Description***	***Threshold***	***Target***	***Stretch***	***Actual at Year End***
1	Achieve organization-wide budget targets - balanced budget in 2024-25.	Operational budget.	**($100,000)**	**$0**	**$200,000**	**($415,000)**
2	Secure budgeted revenue, where lead time exists, for the 2025/26 fiscal year.	Travelling exhibits - 70% leases secured compared to 2024/25 budget Summer Camps - 80% of revenue secured by March 31 Functions (facilities only) - 75% of upcoming FY revenue secured by March 31 Memberships - 60% of revenue deferred at March 31	**60%**	**65%**	**70%**	**58%**
3	Achieve net bottom line and sale of service targets for the upcoming fiscal year (2025-26) through self-generated revenue streams (funded projects, international sales, etc.)	Achieve minimum 60% sale of service and net grant Spreadsheet with bottom line / sale of service proejctions for 2025-26, based on the grants and IS projects we secure for the upcoming fiscal	**60%**	**65%**	**70%**	**67%**
4	Secure funding from public and private sector sources by submitting strong, relevant funding proposals.	Achieve %% success rate on private and public funding requests from new and returning funders (weighted).	**70%**	**75%**	**80%**	**76%**
5	Achieve strong return on investment into Marketing for major campaigns in 2024-25 - achieve "excellence" based on industry standard.	ROI of targeted marketing campaigns (March Break, Summer, Halloween and Holiday) - marketing spend versus revenue from ticket sales during those time periods.	**400%**	**700%**	**1000%**	**1016%**
6	Achieve strong cost per acquistion through Marketing for major campaigns in 2024-25 - exceed baseline (1:1) established in 2023-24.	Cost per acquisition (CPA) of targeted marketing campaigns (March Break, Summer, Halloween and Holiday) - marketing spend versus attendance during those time periods ($$ spend to attract a person)	**$1.00**	**$0.90**	**$0.80**	**$0.79**

Customer						
	Measure	***Data***	***Threshold***	***Target***	***Stretch***	***Actual at Year End***
7	Achieve direct attendance targets across all operations, including science centre admissions and all school and outreach programming across Northern Ontario	Attendance to Science North and DE Attendance at programming for new audiences Camp participants School attendance (in-person and virtual) E-workshop participants Outreach attendance Northern Initiatives participants	**363,701**	**382,843**	**401,985**	**342,413**
8	Increase direct engagement with diverse audiences and groups underrepresented in STEM	% of total reach (for all programs) that are Indigenous, 2SLGBTQ+, newcomers, minority groups including at risk and underrepresented, etc.	**7.0%**	**8.5%**	**10.0%**	**5.7%**
9	Achieve engagement targets with digital content on all social media channels, including Facebook, Instagram, TikTok, X, and LinkedIn	Achieve 3-fold engagement above the tourism industry standard on Facebook, Instagram, Twitter, TikTok and LinkedIn	**+2**	**+3**	**+5**	**+7.4**
10	Audiences will indicate that Science North experiences met and/or exceeded their expectations.	Visitor survey exploring motivational types (why did you come today?) and whether the experience failed to meet, met, or exceeded their expectations (+ comments)	**85%**	**90%**	**95%**	**85.5%**

Internal Business						
	Measure	***Data***	***Threshold***	***Target***	***Stretch***	***Actual at Year End***
11	Achieve an overall net promoter score internally with corporate services.	Revise the 2022-23 survey to more accurately assess pain points and opportunities within our internal shared services so that we can work together more effectively	**75%**	**78%**	**80%**	**80.6%**
12	Create a Net Zero Plan and reduce GHG emissions across the organization by 3.46%.	Create a Net Zero Plan (weighted 40%) Reduce GHG Emissions through Natural Gas and Electricity by 3.46% (weighted 60%)	**75%**	**85%**	**95%**	**100%**
13	Achieve project performance targets based on annual set milestones and deliverables (schedule, budget, scope)	Schedule - are we meeting quarterly deliverables for major projects (internal and external) Budget - are projects within 5% of budget or at risk? Scope - are we following PMO practice (Charter, Lessons Learned)	**80%**	**85%**	**90%**	**91%**
14	Improve how we use data in decision-making, information sharing and reporting by using standardized decision frameworks to inform operational initiatives.	% of operational initiatives (small lab renewals, exhibits, events, etc.) valued at between $25,000 and $50,000 for which a standardized business case / decision framework has been used to inform decision making.	**80%**	**85%**	**90%**	**85%**

Innovation and Learning						
	Measure	***Data***	***Threshold***	***Target***	***Stretch***	***Actual at Year End***
15	Foster a culture of innovation and a strong innovation pipeline.	Innovation Conversion rate - % of ideas that progress to the implementation stage (yellow card to prototype / test idea). High conversion rate is indicitive of a successful innovation pipeline.	**10%**	**15%**	**20%**	**67%**
16	Engage staff in employee learning and professional development that drives organizational success.	PD Impact Survey measuring impact, relevancy and ability to transfer and utilize new learning into current role to be completed by all staff participating in any PD or Group training session.	**82%**	**86%**	**90%**	**87%**
17	Achieve engagement target for workforce cultural competency training.	Reconciliation Training - % of salaried/contract salaried staff that partake in training specifically for reconciliation and cultural competency	**90%**	**95%**	**100%**	**96%**
18	Advance staff understanding of and commitment to EDIA and Reconciliation	Comments from 2023-24 survey to be coded and 2024-25 measure will evaluate against emerging themes. Target improvement in key areas: - inclusive decision making (82% in 23-24) - needs and accomodations (72% in 23-24)	**80%**	**85%**	**90%**	**78%**

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