


ANNUAL REPORT

2024-25

 **Northern**
COLLEGE



We acknowledge that we are on the traditional and territorial lands of the Cree, Oji-Cree, Ojibway, and Algonquin homelands. We acknowledge these ancestral lands that we are gathered on, which continue to interconnect us all and remind us that we are all treaty people. First Nation communities located on these lands include: Temagami, Timiskaming, Matachewan, Mattagami, Apitipi Anicinapek Nation, Taykwa Tagamou, Beaverhouse, Flying Post, Moose Cree, Fort Albany, Kashechewan, Attawapiskat, Weenusk, and Metis Peoples Region #3.

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Message from the President

The transformative force of change has defined the 2024-2025 year at Northern College. The college sector in Ontario has been challenged by shifting priorities and cutbacks, forcing institutions to make difficult decisions to ensure the future viability and stability of our world-class post-secondary education system.

While it can be easy to focus on the difficulties, we at Northern choose to view these changes and challenges as opportunities for growth.

We've undertaken initiatives that will place our institution on a more stable footing, with an eye toward the future of sustainable education in our beautiful corner of northeastern Ontario.

We've made significant changes to our Senior Management Team; developing a nimble leadership group better situated to revolutionize our operational priorities and achieve our long-term goal of a fundamental return to the core principles of the community college.

Northern College has refocused on creating and nurturing connections with our region's community, industry, and business partners. While regional priorities and industry need have long driven our approach to program development, we recognize that true partnership at a community level is the path towards enrolment success for Northern.

We are reinvesting in strengthening ties with Indigenous partners in our home region. By working collaboratively to make informed decisions on program development, student supports and involvement, we hope to develop an educational experience that reflects the cultural values and traditions of our respected Indigenous communities.

This past year, we've worked diligently to lay a strong foundation of accessibility to the unique resources we have to offer to our region. We are realigning our values to ensure that Northern can distinguish itself as a productive and participatory community partner.

We believe that this fundamental and traditional approach to post-secondary education is the path towards stability and growth for our institution. By providing our communities with access to our facilities, the support and expertise of our staff and faculty, we will emphasise our open-door policy and bolster efforts to develop community-centric programming and events.

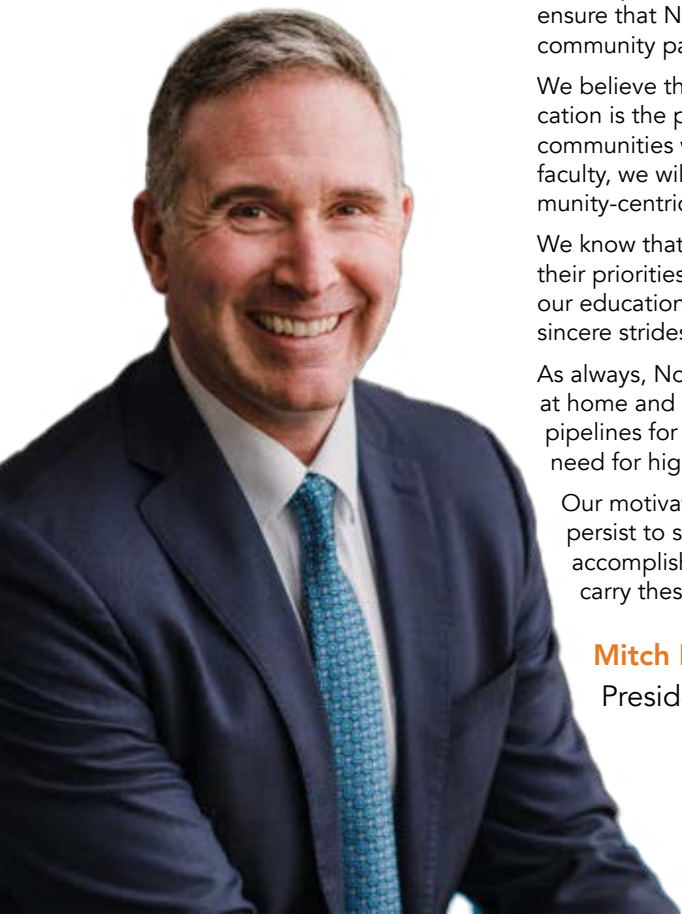
We know that our friends and neighbours in this region wish to see themselves and their priorities reflected in what Northern College can offer them. Whether through our educational offerings or in our capacity as a community partner, we are taking sincere strides to achieve that goal.

As always, Northern remains focused on developing new recruitment pathways, both at home and around the world, to ensure that we maintain healthy and effective talent pipelines for our students and partners. We will continue to do our part to satisfy the need for highly skilled workers in the northern economy.

Our motivation to provide student-first education has defined our history and will persist to shape our future. We hope that you'll see these changes reflected in our accomplishments over this past year, and we are confident in our commitment to carry these goals forward in the years to come.

Mitch Dumas

President & CEO



Message from Board of Governors Chair

At Northern College, we are firmly focused on the future and what that future can hold for the eager students who choose the high-quality educational options we offer.

From facility upgrades to modernizing our post-secondary options, Northern College is in a highly productive phase of transition, guided by a focused Senior Management Team under the leadership of President & CEO Mitch Dumas, along with the excellent staff and faculty members who keep this institution running.

The landscape of post-secondary education is a constantly evolving one – now more than ever – and Northern College is more than equipped to thrive through this transformation with optimism and enthusiasm.

Northern is working diligently to explore new avenues for recruitment, program development and community involvement as we seek to rejuvenate our role as an educational institution in northeastern Ontario. We know that our community, business, and industry partnerships will continue to diligently guide our programming options and employment-focused educational offerings.

Innovation and expansion will distinguish Northern College in the years to come. The increasing needs of local, regional, and national job markets will drive our commitment to ensuring that Northern remains a competitive and attractive post-secondary option for learners.

It is my hope that within these pages you'll find encouraging evidence of this renewed approach to our foundational values as an institution, our integral role as a community college, and the critical partnerships that have long defined our approach to education.

We are excited and encouraged by a future of possibilities, and we hope you are too.

Jeff Molyneaux

Chair, Board of Governors



Introduction

For Northern College, 2024 was characterized by sweeping changes to the post-secondary landscape in Canada, resulting in an urgent realignment of institutional focus.

Throughout the year, Northern committed to a comprehensive strategy aimed at optimizing its operational and staffing priorities, locating efficiencies where possible and in some cases, making the difficult decision to suspend the student intake for some program offerings.

To ensure a bright and productive future, data-driven approaches are implemented to support the vital decision-making that is key to safeguarding the viability and longevity of Northern College.

Guided by the principles of continuous improvement, student-first policies, access to education, Indigenous empowerment, and invigorating

Northern experiences, Northern College sought to establish a solid, modern foundation on which to build and expand well into the future.

Captured in this Annual Report is a summary of the ways Northern is working diligently to achieve these goals. The following pages detail the critical team effort that makes them possible. At every opportunity, Northern places students and student experience at the centre of its operational priorities.

At Northern, the path forward is found through partnership, collaboration, informed decision making, and a renewed focus on the foundational aspects of College operations. Northern will continue to focus on what draws students to its campuses, the experiences they benefit from, and the role the institution plays as a productive and participatory community partner.



2024-2025 Board of Governors



	Office	Board Member	Region
executive	Chair	Jeff Molyneaux	Kirkland Lake
	First Vice-Chair	Devin Naveau	Mattagami
	Second Vice-Chair	Dixitkumar Patel	Kirkland Lake
	Governor at Large	Kraymr Grenke	Timmins
	College President & CEO	Mitch Dumas	
	Academic Representative	Mikayla Lachance	Timmins
	Administrative Representative	Samantha Fournier	Timmins
	Student Representative	Abdullah Ansari	Timmins
	Support Staff Representative	Eliisa Ollila	Kirkland Lake
	External Governor	Kimberley Bird	Timmins
	External Governor	Kanwaljit Kaur "Daisy" Bains	Timmins
	External Governor	Connor Crawford	Timmins
	External Governor	Fred Gibbons	Timmins
	External Governor	Danielle Bélanger-Corbin	Haileybury
	External Governor	Gary Fortin	Kapuskasing
	Executive Assistant to the Board	Leslie Hanes	
	Treasurer	Glenn MacDougall	

Administrators List

(As of March 31st, 2025)

Employee Name (Last, First)	Title	Location
Baghdady, Ahmed	Executive Director, International Recruitment & Market Development	Porcupine
Bender, Christine	Manager, Employment Services & Academic Upgrading	Timmins
Campbell, Sarah	Dean, Health Sciences & Emergency Services	Porcupine
Child, Dayna	Recruitment & Retention Specialist	Kirkland Lake
Cole, Michelle	Manager, Quality, Strategy & Analysis	Porcupine
De Pinto, Sarah	Manager, Human Resource Services	Porcupine
Delaurier, Jodi	Controller	Porcupine
Dennison, Anthony	Manager, IT & Customer Experience	Porcupine
Dicks, Jaret	Director, Marketing, Communications & External Relations	Porcupine
Dumas, Michel	President & CEO	Porcupine
Enouy, Andrew	Campus Manager – Kirkland Lake	Kirkland Lake
Fournier, Samantha	Human Resource Services Generalist	Porcupine
Gallant, Allison	Pension & Benefits Specialist	Porcupine
Gravel, Serge	Nurse Practitioner	Porcupine
Hanes, Leslie	Executive Assistant, Office of the President & Board of Governors	Porcupine
Harvey, Katherine	Executive Director, EEFHT	Porcupine
Irvine, Marian	Accountant (Acting)	Porcupine
Johnston, Jamie	Dean, Trades, Technology & Apprenticeship	Porcupine
Kioke, Christina	Manager, Indigenous Services & Initiatives	Porcupine
Labine, Krista	Director of Finance (Acting)	Porcupine

Lalonde, Melissa	Administrative Assistant to the Senior Vice-President, Academic	Porcupine
Lecuyer, Shanna	Campus Manager – Timmins	Porcupine
Lefebvre, Stephane	Manager, Plant & Property	Porcupine
Lessard, Dean	Senior Vice-President, Academic	Porcupine
Liposcak, Christina	Manager, Community & Business Development	Porcupine
MacDougall, Glenn	Acting Senior Vice-President, Corporate Services	Porcupine
Mackey, Tammy	Campus Manager – Haileybury	Haileybury
McEwen, Corinne	Payroll Specialist	Porcupine
Michel, Lonny	Manager, Risk, Safety & Security	Porcupine
Monfils Harvey, Jennifer	Nurse Practitioner	Porcupine
Moorlag, Jennifer	Executive Director, Student Services, Institutional Research & Registrar	Haileybury
Olaisola, Jennifer	Director, Human Resource Services	Porcupine
Pepin, Carlee	Nurse Practitioner	Porcupine
Poulin, Eric	Financial Analyst	Porcupine
Quinn, Kate	Manager, Community & Business Development	Porcupine
Raycraft, Christine	Dean, Business & Community Services	Porcupine
Rivest, Kristine	Nurse Practitioner	Porcupine
Ryder, Diane	Manager, Community, Business Development & Employment Services	Moose Factory
Small, Willard	Campus Manager – Moosonee	Moosonee
Swami, Sumit	International Student Experience Lead	Porcupine
Tamming, Stephanie	Human Resource Coordinator	Porcupine
Toby, Lindsay	Administrative Assistant to the Senior Vice-President, Corporate Services	Porcupine
Zhang, Xiaojuan (Edna)	Manager, International Operations	Porcupine

STRATEGIC DIRECTION

Indigenous
Education and
Empowerment



Northern College recognizes the disparity caused by a lengthy national history of inequality and injustice toward the Indigenous peoples of Canada, and will address the long-term impacts of this colonization upon its organization and its learners. To do so, the College will actively seek to identify and dismantle the existence of systemic and operational racism as it arises, and will take steps to decolonize the organization.

Protocol for engagement with Indigenous Communities, Educational and Tribal Councils

Northern College is committed to strengthening relationships with Indigenous communities across Northeastern Ontario. As an institutional priority, Northern College is dedicated to honouring the opportunity to visit with Chiefs, Councils, and Indigenous communities, and to actively listen and learn from them. Through its engagement with the Indigenous communities in its catchment area, Northern aims to provide relevant training, upgrading, and educational programming informed by each community's unique needs.

A document on Indigenous Engagement Protocols and Procedures has been developed in consultation with Indigenous Leaders, including review and approval

by the Northern College Indigenous Council on Education (NCICE). The updating and improvement of the Protocols and Procedures will be operationalized as an ongoing process.

Indigenous Learning at Northern College

It is important that Indigenous students have a safe and inclusive learning environment. This year, Northern has explored the integration of Indigenous culture and land-based activities into College programming and with Miikana Consulting, has planned and begun to launch a seven-phase Indigenous Learning Workplan. The initiative includes consultations with Indigenous Leaders, staff learning on Indigenous Foundations, continuing education workshops, and the development of a Wise Practice-Informed Indigenous Learning



and Teaching Guide. Through its encouragement of learning about Canada's history, treaties, and colonialism, Northern hopes to help increase understanding of the systemic issues faced by Indigenous students. This approach will support student success and retention and provide a firm foundation for ongoing and expanded Indigenous recruitment programs.

Resources to Support Employee Engagement, Learning, and Understanding of Indigenous Communities and Relations

With the aim of growing staff understanding of Indigenous culture, traditions, and communities within the Northern College region, an Indigenous Relations presentation has been developed. This presentation will encourage College personnel to expand their comprehension of Indigenous history in Canada, the Truth and Reconciliation Commission of Canada, and the Treaty of Indigenous peoples.

This initiative supports the College's strategic direction in reference to Indigenous education, learning, understanding, and cultural awareness. It provides an opportunity for College personnel to actively engage, ask questions, and learn about Indigenous people within the region served by Northern College. This initiative is ongoing and will continue through the implementation of a variety of initiatives.

As Northern College continues to shape policy and redefine its approach to student support and educational offerings, it is working diligently to connect with Indigenous communities through sponsorships, participation, and informational sessions.

Throughout 2024 and 2025, Northern College and its Indigenous Services and Initiatives and Recruitment departments attended, sponsored, or participated in over 70 events.

Fundamentally, Northern is sincerely committed to policy and program changes that result in the betterment of the Indigenous student experience. Additionally, the College has dedicated itself to maintaining a sustained and visible presence in Indigenous communities and at Indigenous activities occurring throughout the catchment region each year.

Northern College will continue to support long-standing initiatives like the Great Moon Gathering, the Northern College Powwow, Cultural Awareness Week and direct recruitment opportunities.



STRATEGIC DIRECTION

Innovative
Approaches to
Access



Northern College acknowledges the barriers to learning that exist and the privilege of those decision-makers who do not experience such barriers as it works to eliminate these very real challenges. By engaging in honest and open discussion about both policy and operations that either support or inhibit learners, the College will deliver best-in-class programs that entice students from diverse backgrounds and identities who want to improve their lives.

Development of Strategic Enrolment Management and Marketing Plan

Strategic Enrolment Management and Marketing (SEMM) allows educational institutions to optimize student enrolment and program offerings through effective recruitment practices, retention strategies, and alumni engagement planning. Northern College collaborated with Duklas Cornerstone Consulting Inc. to develop a SEMM plan scheduled for implementation starting in April 2025. The project included meetings with College leadership, external and internal environmental scans, internal consultation and engagement, and institutional data analysis.

Integration of Quality Assurance Processes and Measures

Northern College aims to foster a culture of continuous improvement in which Quality Assurance is key. Among this year's academic quality assurance initiatives was the transition to a new version of the College's course outline development, workflow and repository system, COMMS 3.

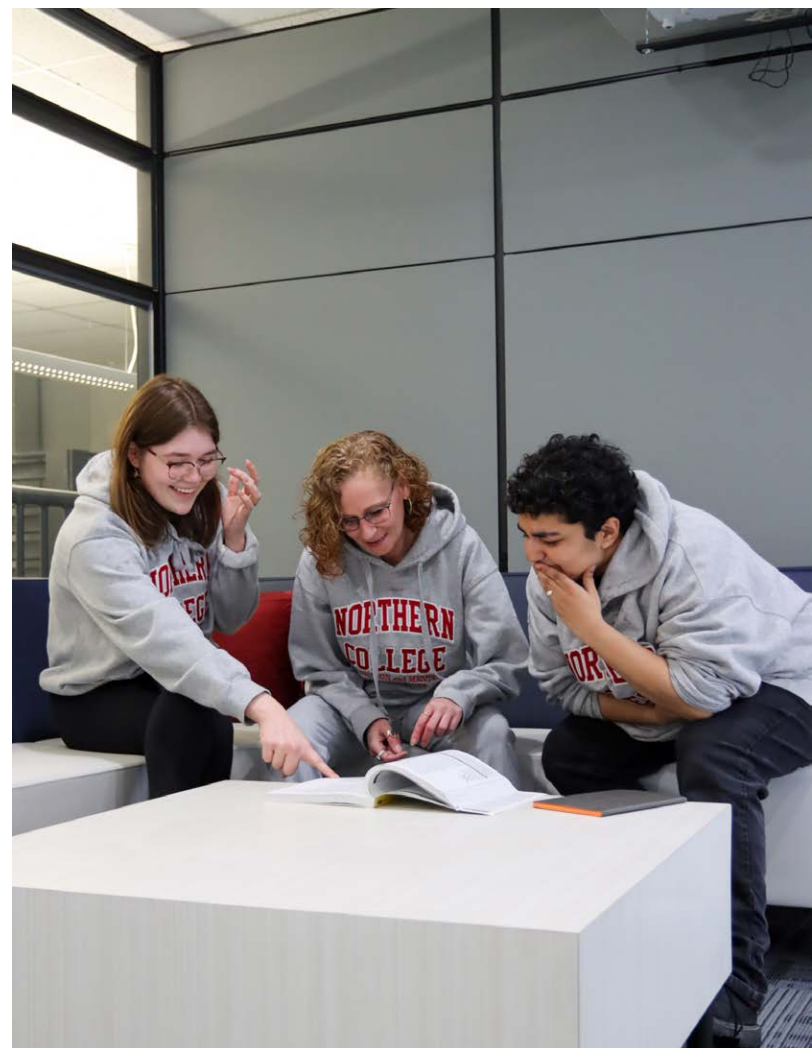
Northern developed a procedure outlining the required elements of a master course shell, explored ways to improve student opportunities for experiential learning through inter-collegial partnerships, and improved the tracking of work-integrated learning opportunities through its established Program Review Process, which has been implemented across all academic programs. Faculty have become more confident and efficient with the process and templates, driving engagement and quality in the College's annual and comprehensive program reviews.

The College updated key academic policies and procedures in preparation for the College Quality Assurance Audit Process (CQAAP).

Northern focused on fostering student, graduate, alumni and industry engagement by exploring partner and alumni database tools and systems, gathering student feedback, and developing an academic service level agreement outlining Northern's commitment to student experience and success. These routine processes, tools and systems will contribute to quality assurance benchmarks for years to come.

Development of a Student Coaching program

Effective and tailored student support from application through to alumnus can reduce and eliminate barriers



to learning and help prepare students to respond to a rapid and ever-changing economy. With aims to improve its students' experience and positively impact retention rates, the College conducted a review of post-secondary student coaching resources and tools. The results of this review identified an application-based student coaching tool, appropriate for Northern's students and alumni, which has been recommended for purchase.

A future budget allocation will enable the implementation of this innovative resource, along with the supportive coach and mentor training model. This initiative is expected to significantly enhance student success and engagement, reflecting a positive step forward for the organization.

Creating a Mentorship Program for New Employees

In today's competitive landscape, employee development is critical for retention, engagement and overall

organizational success. A structured mentorship program can foster professional growth, enhance skills, and improve workplace culture.

This initiative is designed to foster employee success by implementing targeted strategies that drive growth and professional development through the creation of a twelve-month mentorship program for new and recently hired staff. An in-house program with a supporting coach/mentor training module was developed and will be piloted during the 2025-26 academic year.

Northern College is committed to reinvigorating its efforts to enhance communication and cultivate meaningful relationships, leading to stronger and more cohesive teams. By focusing on collaboration and continuous improvement, the College is aligned with its vision of empowering individuals through learning to build a better world, and its mission of fostering a thriving community across the North through strong partnerships and a commitment to excellence in education.



STRATEGIC DIRECTION

Invigorating
Northern
Experiences





With every one of Northern's post-secondary locations overlooking waterfront, the College will maximize the quality of life of students and staff on its four campuses by leveraging its proximity to the natural elements. The College will integrate and emphasize invigorating learning experiences and overall well-being in the communities it serves. The learning environments will be kind, welcoming, and reflect excellence. Exceptional and uniquely northern experiences allow students and staff to become their best selves and embrace a future forever enriched by experiencing life in the North.

Creation of Strategy for Applied Research Accredited Degree Programs

The scholarly activities encompassed in research have a direct impact on program content, delivery and methodology. To refine the process through which applied research is conducted in its accredited degree programs, Northern College developed a research strategy rooted in the needs of Northeastern Ontario and informed by the research practices of other Ontario colleges. The environmental scan conducted included a review of sector guidelines and timelines for faculty research, the collection of relevant resources and the examination of reporting requirements for both current and future programs.

A white paper outlining the process for applied research within accredited degree programs at

Northern College (proposal writing, funding, research methodology, staffing, and student involvement) was produced. The refined process is scheduled for implementation in the summer of 2025.

Curriculum Mapping Training for Faculty

To support the transition to COMMS 3, the Learning Excellence and Innovation Department (LEID) and the Information Technology Services team collaborated on operationalizing the new version of this system and orienting employees to its enhanced features. Employee training focused on the updated functionality of COMMS 3 and on the building of good curricula using this system. The implementation of COMMS 3 occurred during Spring 2025.

Cross-Training for Business Continuity

Strategic cross-training supports continuity in business operations by proactively addressing potential human resources gaps due to various forms of absences or leaves. Knowledge loss and service interruptions are organizational risks when employees in specialized roles are absent or leave the organization.

Northern College has developed a formal cross-training strategy to ensure business continuity for operational areas. Departments identify the tasks most critical to their workflow, using these as the foundation on which to develop their strategic cross-training plans. When implemented, the plans enable College employees to broaden their professional knowledge and extend their skill set, in addition to supporting the continuity and consistency of services College-wide. As an ongoing and continual process, the College's cross-training strategy will contribute to both short and long-term succession planning.

College Quality Assurance Audit Process

In February 2025, following approval by the Ontario College Quality Assurance Service (OCQAS) Management Board, the College received its College Quality Assurance Audit Process (CQAAP) report. The report provides valuable guidance for Northern College's ongoing efforts towards continuous improvement. It highlights three commendations for excellence in practice, affirms twelve initiatives the College has committed to as part of its planned growth in its quality assurance practices, and includes fourteen additional recommendations for further development. Of the six standards assessed, three were fully met, while three were partially met, culminating in a mid-level maturity rating of 'organized effort.' These findings will serve as a pillar for shaping the College's strategic priorities as it continues to build on its successes and address opportunities for growth.



TELLING THE NORTHERN COLLEGE STORY



Capturing and presenting all the unique aspects of life at Northern, alongside the accomplishments of students, staff, and faculty, is critical to the College's ability to promote itself to the wider world, but can be a uniquely challenging undertaking. In a world of vast audiences, unique platforms and endless ways in which to connect with potential students, a multifaceted and inclusive approach is required. As a direct result of the incredible work underway at Northern, telling this story has never been easier. What follows are the ways in which the College is authentically and effectively reaching wider audiences and telling the Northern College story.



Communication and Community Outreach

Northern's approach to effective and proactive communications begins at home, through a variety of initiatives specifically designed to promote cohesion, information sharing, and a collaborative approach to information gathering and disseminating.

This is achieved through several avenues, including a newsletter which shares critical operational updates, celebrates the accomplishments of different departmental areas, and provides vignettes of employees and their individual efforts at Northern. The newsletter has been very successful, drumming up healthy and consistent participation from staff and faculty at all four of Northern College's campuses.

Northern and its Communications team have also increased their approach to community engagement, working actively to address and appropriately frame a variety of external factors currently affecting the Ontario college system. In partnership with provincial organizations like Colleges Ontario, Northern has worked actively to shape the narrative on international student acceptance reductions, changes in federal legislation, and the critical push required to shore up domestic enrolment to offset the operational impacts of these changes.

As a proud community partner, Northern and its Communications and External Relations departments have worked diligently to ensure that key partners, along with the wider community, are well informed as to the impacts of these changes. A more detailed breakdown of External Relations efforts and impact can be found in the Foundation Report provided later in this document.

Media Relations

Throughout 2024 and into 2025, Northern College actively engaged its regional communities through issuing 19 media releases on the institution and its operations. From these 19 releases, at least 60 news articles were written and expanded upon by local media partners.

As mentioned previously, 2024 proved to be an unprecedented year for the Ontario college system and Northern College was no exception to that. In total, 72 articles were published regarding the College and the issues facing the Ontario college and the broader Canadian post-secondary sectors.

Northern, and its Communications team are committed to productive and mutually beneficial relationships with local, regional, and national media outlets.



To better prepare Northern College to deal with public crises and issues related to institutional reputation, the Communications department developed a Crisis Communications Protocol. To accompany this protocol, a Media Relations and Communications protocol was also developed to set out parameters for media engagement, with guidance on interacting with media for all levels from individual staff members to institutional approaches.

These new protocols will formalize the way that Northern approaches media partners and guide its response to reputational crises. Both protocols include caveats for additional, hands-on media and crisis training for staff, faculty, and administrators based on interest and relevance.

Government Relations

As a result of the sweeping changes made to the post-secondary sector in Ontario and Canada in 2024, Northern College has reinvested itself in ongoing government relations and advocacy efforts to ensure it can play an active role in shaping the sector's future.

Northern College undertook a letter-writing campaign to local, regional and provincial representatives to garner support for Northern and the broader post-secondary sector. This was done in concert with wider efforts to connect with and secure the support of critical business, industry, and community partners as the Ontario college sector works actively to mitigate serious cuts to staff and operational offerings, such as those underway at Northern College.

Working closely with Colleges Ontario, Northern and its Senior Management Team organized meetings with political representatives to explain the devastating impact federal legislative changes will have on its operations. This effort is continuous and ongoing.

Growing Engagement

Northern College and its Marketing, Communications and External Relations (MCER) department have reinforced efforts to connect with the public, community partners and potential students via a multifaceted social media approach.

Through focusing on student-first content, this informative and relatable approach has paid significant dividends in terms of following growth and engagement from a wider audience than ever before.

In 2024, Northern College created 1,678 posts, representing a 3.2 per cent increase in content creation across main platforms like Instagram, Facebook, TikTok and LinkedIn. This reinvigorated approach to content creation saw a 9.1 per cent increase in followers across all engaged platforms, representing 43,671 new audience members.

This increase in social media presence is directly represented by significant post impression growth, which surged by 1,500 per cent to almost half a million. This growth, combined with significant focus on creating engaging, video-based content, has seen Northern College outpace comparable colleges in the region.

Web-based Continuous Improvement

Developing and refining an engaging welcome experience for web users has been a high priority

for Northern College over the past several years. Understanding that most potential students will discover the College for the first time online has driven a wholistic pursuit of continuous improvement for Northern's web-based presence.

In 2024 and 2025, Northern's web team implemented tens of thousands of changes to improve the user interface, update critical program information, and respond to real-time requests and feedback from College departments and partners.

Utilizing accessible marketing data and plug-ins designed to track website usage and informed by the browsing habits of visitors, thoughtful changes have been made to ensure ease of navigation. Continuous improvement in critical areas like this is key to ensuring that web visitors can locate the information they require as quickly as possible, imparting a positive and organized impression in the process.

Marketing Northern

Northern College and its MCER department worked diligently to effectively market the institution and its offerings to potential students of various age groups, backgrounds and regions throughout 2024.

This year marked another sincere shift towards digital advertising for Northern, with the Marketing team harnessing a mix of in-house digital ad campaigns with third-party media buys to expand reach into new markets.

Thanks to the wealth of information made available via digital ad campaigns, the Marketing department is now able to actively ascertain the effectiveness of individual ads and campaigns, making necessary changes to ensure maximum advertising reach.

To further support efforts to create an effective student profile, the Marketing Department is working closely with Institutional Research to develop a better understanding of core metrics associated with existing students. In doing so, the department will have a better understanding of who is interested in Northern's programming, where they are from, and how old they are.

This targeted digital-first approach to marketing has resulted in the largest single-year growth in marketing reach and metrics. Northern College was able to reach millions of viewers across various platforms via digital buys with traditional media companies, like Rogers and Village Media, and most effectively through bespoke display ad campaigns created and implemented in-house.

As the MCER team develops more robust student profiles, Northern will more effectively reach target audiences wherever they are. The MCER team remains focused on heavy investments in digital advertising, leveraging a data-driven marketing approach to support Northern's student enrolment growth goals.



Domestic Recruitment

Northern College's Recruitment Department explores and develops a variety of tangible and effective pathways to connect with and recruit both direct and indirect students to study at Northern.

Utilizing specialized recruiters who focus on key markets allows Northern College to tailor approaches to specific recruitment needs, such as STEM programming and Indigenous initiatives. Throughout the year, Northern's recruiters attend hundreds of events throughout Ontario where they introduce the benefits of a Northern College education to potential students of all ages.

The department manages a busy and involved schedule which sees the team travel thousands of kilometres throughout the province. They attend large-scale recruitment fairs, specialized events, bespoke visits to communities and schools, and critically, participate in ongoing programming which welcomes middle and secondary school students to Northern's campuses.

This rigorous schedule is supported by a data-driven approach to lead tracking, which aids recruiters in maintaining productive and informative connections with potential students who show interest in Northern College and its programs.

This multifaceted approach to student recruitment is the culmination of an inter-departmental effort to ensure that Northern College experiences healthy and sustainable enrolment growth year over year. By combining the tried-and-true recruitment tactics of networking and relationship building with additional focus on technology-driven lead generation and tracking, a truly strategic approach to recruitment has been developed.

Coupled with the availability of the in-demand programs that Northern offers, this approach has created real opportunities for growth in both the Recruitment Department and the institution as a whole.

Exploring International Markets

As Northern College moves to diversify its international recruitment efforts to adjust to federal policy changes, the International Department has implemented several new approaches that will see students from around the globe find a place in Northern's programs.

After years of focusing on specific partnership markets in China, India and Central America, the department



and its executive director have travelled thoroughly to identify new and emerging recruitment markets. This past year alone, the department and its staff have undertaken recruitment trips to the Philippines, Qatar, the United Arab Emirates, Egypt, Cameroon, Ghana, Mexico and Colombia.

Each visit included attendance at a variety of international educational recruitment fairs, connecting with overseas recruiters, and meeting with government officials. This holistic approach to building mutually beneficial partnerships will support growth for Northern in the areas of recruitment, programming, and training.

Informed by an approach of continuous improvement, the International Department invests in developing the kinds of global talent pipelines that best align with institutional priorities. Centering around labour market needs and partnerships, this approach sees Northern exploring opportunities to further diversify recruitment



and business development, all in support of its current and future international offerings.

Northern College currently hosts and educates students from 21 countries. Through globalization efforts and working closely under the guidance of federal and provincial partners, the International Department hopes to sustainably grow that number over the coming years.

International Community Engagement

Northern College has welcomed students from around the globe to its campus communities. More than ever, the College and the International Department understand the importance of creating meaningful and fun opportunities for those students to integrate into the communities they now call home.

The International Department provides students numerous opportunities to participate in dynamic community events like Colour it Up, Urban Park, and various cultural celebrations. Students can celebrate their roots while learning about other minority communities in the region.

Whether they lead to greater cross-cultural understanding, community connections or even employment in some cases, these opportunities reinforce the values of community, citizenship, and partnership, and

provide students with insight into what it means to be a Canadian and a northerner.

Knowing that a sense of home and security is critical to long-term student success, Northern College remains committed to developing authentic and effective pathways through which international students can cultivate a sense of community and belonging.



SUPPORTING STUDENT SUCCESS



At Northern College, success is measured through a variety of factors, chief among which is the ability to graduate highly skilled, supported, and successful graduates. To guarantee successful outcomes for students, the College invests time and effort to focus on creating intuitive and accessible student supports.

This approach extends far beyond the classroom and covers a variety of unique supports, including access to higher education, pathway options for further study, financial, housing, and mental health supports, to name only a few.

As you'll discover within the Foundation Report, Northern College is committed to the adage that it takes a community to raise a graduate, and that community starts within the College's campuses. As with all that Northern College undertakes, this unique approach to student success requires creativity, adaptability, and dedicated, passionate staff.

Here are some of the countless ways in which Northern College and its staff are supporting students.

Building Access to Education

Students enroll in the Academic Upgrading programs at Northern College to complete their Academic and Career Entrance (ACE) Certificate, obtain prerequisites for post-secondary programs, or gain qualifications for employment. In 2024-2025, fifty Academic Upgrading students entered the post-secondary stream at Northern College, an increase of ten students over the previous year. The department also saw 18 ACE students graduate this year.

All Academic Upgrading sites have adopted a Food Security Program, which provides healthy snacks to learners. The Kirkland Lake and Haileybury campus sites also offer a community cupboard, which support students' personal needs in a welcoming and accessible environment. The Upgrading program at the Haileybury campus has adopted a second-hand clothing rack. Clothes are donated to the program by staff and are available for free to any student who needs them. Food and kitchen items have been donated by staff as well, proving to be a very popular initiative. The Kirkland Lake campus coordinates the delivery of lunches twice a week from the Salvation Army to students in need.



The Upgrading environment was welcoming and joyful. You feel a sense of belonging; it is a super friendly, accepting, judgement-free place where you can learn. Having the program located in the college setting also helped put my mind into a 'college mode,' like how it would feel to attend college. Upgrading has helped me tremendously to prepare for what was to come when I attended college, what was expected of me, and how to achieve my goals.

— Andrea Rodrigue, Haileybury Campus

Andrea's longer-term goal was to get into the Practical Nursing program at Northern College. Academic Upgrading faculty helped her apply to OCAS when the time came. One of the greatest rewards for her instructors was to hear that Andrea had been accepted. Andrea is now a full-time Practical Nursing student at Northern!

Creating Pathways for Student Success

Northern College's Civil Engineering Technician students now have access to a new pathway to further their education. An articulation agreement has been signed with Canadore College where graduates of the two-year Civil Engineering Technician program at Northern can enroll directly in the third-year Civil Engineering Technology program at Canadore. Northern students looking to advance their studies can enroll as early as September 2025. A similar pathway exists with Confederation College. Additionally, students graduating from the Civil Engineering Technology program from either college are eligible to enroll in the Civil Engineering Degree program at Lakehead University.

Developing and Reinforcing Talent Pipelines

As part of broad, ongoing efforts to reinforce Northern's role as a direct and indirect talent pipeline for community, business, and industry partners, the College continues to develop pathways which connect potential students with employment and career opportunities.

Through partnerships with regional school boards, such as the School College Work Initiative (SCWI), Northern offers high school students access to

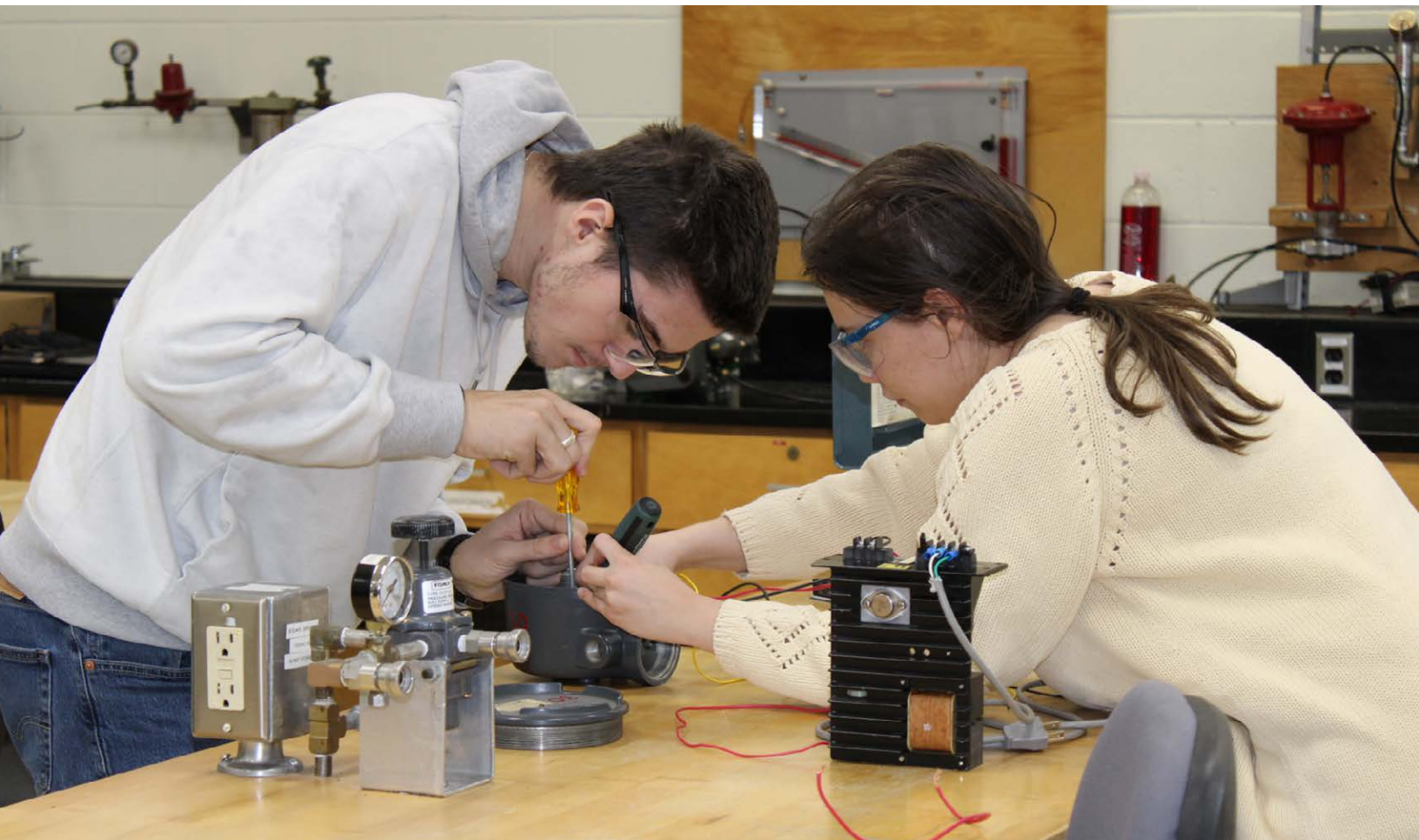
preparatory course options including Motive Power, Personal Support Worker, Introduction to Marketing, and Electrical Fundamentals.

These key offerings are critical to Northern's current and future enrolment success. They provide the dual benefit of strong partnerships with area school boards and opportunities for high school students to experience the benefits of a Northern College education.

Bachelor of Science in Nursing Maintains Accreditation

The Bachelor of Science in Nursing Program at Northern College successfully completed the mandated Canadian Association of Schools of Nursing (CASN) accreditation process in collaboration with Laurentian University. This process involved extensive work with submission documents and hundreds of pieces of evidence, multi-department planning, and the creation of videos showcasing campus and Nursing learning facilities in preparation for the virtual site visit which occurred the week of February 24-28, 2025.

The final meeting with the accreditation panel members was a success. The panel noted Northern College's commitment to student-centred program delivery and graduate readiness to practice, reflecting the guiding principles of Northern's Strategic Plan – value for investment and learning for empowerment.



The dedication of the Nursing faculty and staff is a good example of the Northern College institutional commitment to exceeding expectations and supports the overall mandate of Northern as an Ontario public college – supporting communities.

Supporting Student Mental Health

Guided by a new Mental Health Policy, Northern College's Advising team has implemented both incremental and sweeping changes to help address the growing need for robust mental health supports at each campus.

Guided by this modernized policy, Advising and its partner departments have been working diligently to increase awareness and understanding of mental health issues and of the effects of stress and strain on mental wellbeing while promoting the diverse student supports offered at Northern.

This is accomplished through a variety of avenues within the classroom, the institution, and the social services available to students in the College's campus communities. Leveraging productive and informative partnerships, the Advising team has established an effective mixture of one-on-one information availability, broader group discussions, and events specifically tailored to promote understanding, wellness, and peer support.

Each Wednesday, students are invited to prioritize their mental health with several relaxation activities available, including massages, fun activities, and peer support, helping them navigate the strains of pursuing a post-secondary education. Supported by advisors and student volunteers, Wellness Wednesdays are well attended.

Students are also provided with the option to complete Mental Health first aid certificates that equip them to provide peer-to-peer support for their classmates. Given the high percentage of the students who hail from abroad, the Advising area has ramped up its efforts to provide accessible, informative sessions to help teach students new to Canada about the supports available to them, the importance of mental well-being, and how to best support themselves and those around them.

Thanks to strong partnerships with area service providers like the Canadian Mental Health Association and the East End Family Health Team, the Advising

department is able to effectively connect students with the supports they need to maintain their mental well-being during their post-secondary pursuits.

This varied approach of traditional student supports, creative and modern avenues for information sharing, and foundational mental health understandings are meeting students where and when they need it most.

Efforts to address issues such as school/life/work balance, loneliness and isolation, the cultivation of emotional intelligence, habit building, and consent have made a significant difference in the lives of Northern College students. Northern will continue to develop and adapt its wellness initiatives to emerging needs thanks to the foundational trust and competency of its Advising department.

Providing Student Resources

Northern College works to develop a student-centred learning experience by identifying and supporting key areas in which students report difficulties. Many of these supports, including peer support and access to tutors and other academic resources, are intuitive and built into existing programming offered by the College. Others can be less immediately obvious and more sensitive in nature. To address these areas, Northern has implemented a series of self-service options which provide students with support in accessing food and clothing, as well as with finding housing via its partner Places4Students.

Northern, in partnership with the Northern College Student Association, makes a student food bank, clothing rack and winter gear available to students who require a helping hand throughout the year. As part of this initiative, Northern also offers students helpful opportunities to prepare themselves for the responsibilities that await them upon graduation, including free tax clinics and resume writing workshops.

Northern College is dedicated to developing well-rounded and prepared graduates who are equipped for success in life and in their careers.

EXPANSION AND IMPROVEMENT



Each year, Northern College undertakes operational and infrastructure improvements to provide students with a cutting-edge experience during their studies.

This includes brick and mortar facility upgrades and improvements, alongside more subtle changes and investments in the key systems that keep Northern functioning at a high level of productivity. These initiatives hinge on an institutional dedication to continuous improvement for and are a key indicator of long-term goals being realized.

East End Family Health Team Medical Server Migration

The migration of the East End Family Health Team (EEFTH) medical server to Telus Health Cloud (THC) involved several critical steps to ensure minimal interruption to clinic operations. This included changing internal network operations and making necessary firewall adjustments to facilitate a smooth transition. Thorough analysis, organization, and post-migration support identified potential issues and mitigated risks. These measures collectively ensure the migration was seamless and did not disrupt the daily operations of the clinic.

By leveraging THC's robust security infrastructure, existing security concerns are addressed, and sensitive medical information is better protected.

By implementing the switch to THC, the IT department has not only reduced cybersecurity risks but has also freed up integral IT staffing resources to focus on other critical areas. The resulting enhanced operational efficiencies assist Northern College in meeting the stringent requirements for cybersecurity and place it in a compliance position with relevant privacy and security regulations.

Security System Upgrades

In collaboration with Campus Security and Plant and Property, Northern College's IT department undertook the significant effort to enhance campus security systems by unifying and standardizing infrastructure for all campus locations.

The initiative involved upgrading the security camera systems and amalgamating the existing security

technology at the Kirkland Lake, Haileybury, and Timmins campuses, including the new downtown facility. The Moosonee Campus will be included in the coming fiscal year. Through centralizing the monitoring of these systems, Northern can ensure a more efficient and effective response to security incidents, increasing overall campus safety.

In consultation with a technical team from Bosch, a plan was implemented to make the needed changes to the system with minimal interruption to security. Careful testing and planning was conducted to identify potential issues and mitigate risk. Additionally, post-migration training was provided to Northern's team via certified Bosch technicians to ensure the long-term success of the upgrades.

Now that systems are unified and updated, further security improvements are planned, include the installation of additional cameras at each campus in identified risk areas that currently lack adequate surveillance.

Applied Research and Innovation

The Applied Research, Entrepreneurship and Innovation (AREI) department at Northern College advances initiatives that respond to emerging needs across industry and community sectors. Through strategic collaboration and applied research, AREI contributes meaningfully to regional development while enhancing experiential learning opportunities for students.

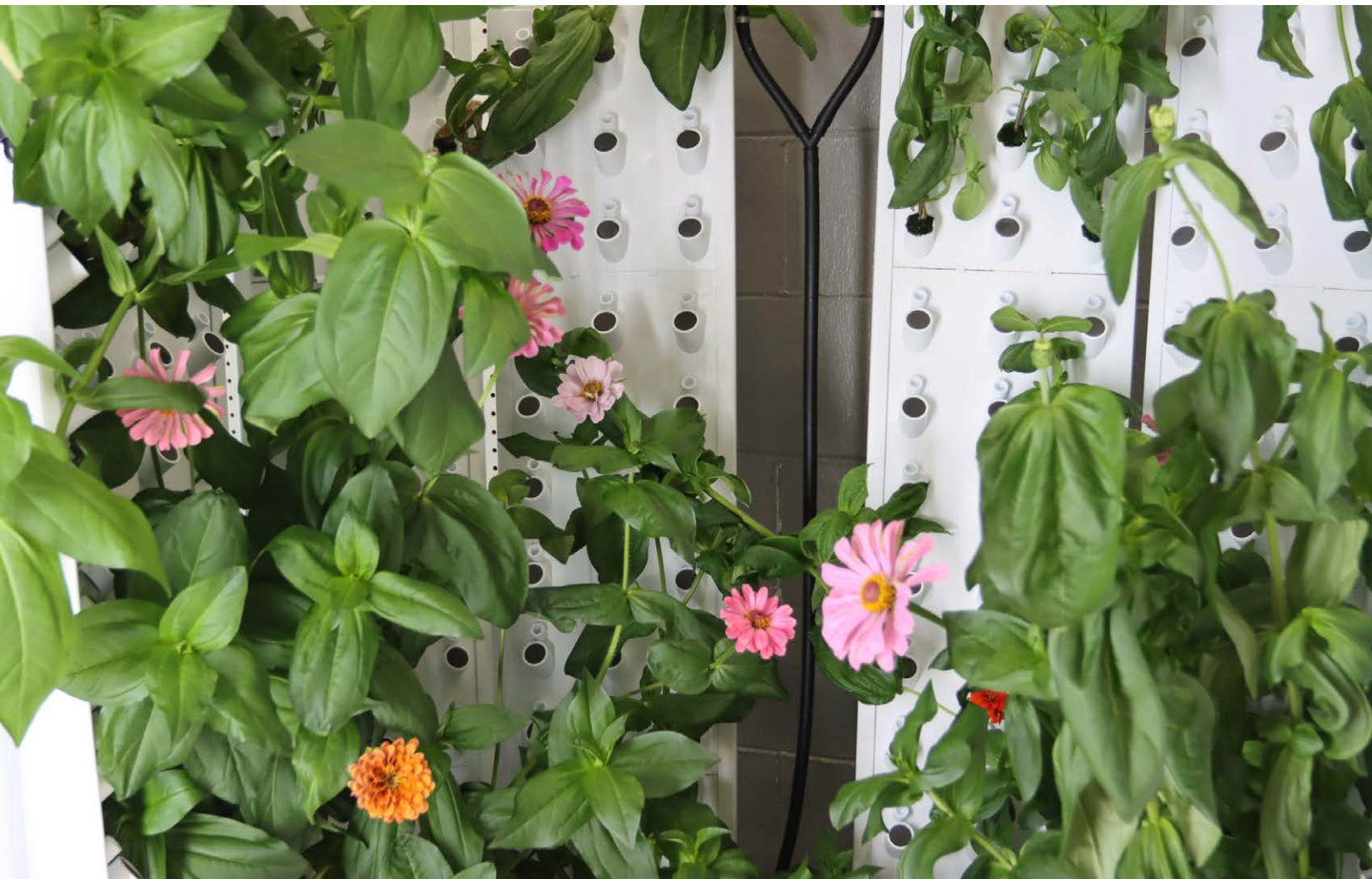
A key multi-year initiative involves installing a hydro dam demonstration system within the College's Alternative Energy Lab. Faculty and students will contribute to this project over two years, supporting the

system's design, implementation, and integration. To extend this work's educational and outreach potential, AREI is also producing a 3D-printed portable dam model that will serve as a valuable resource for clean energy education and community engagement.

AREI further supports food sustainability efforts in partnership with students from communities near Moosonee and throughout the Timmins region. By facilitating the implementation of hydroponic systems, the department is helping to foster local capacity, improve food access, and promote long-term self-sufficiency in northern and remote areas.

Engagement with industry partners remains a cornerstone of AREI's mandate. Current collaborations include the development of custom 3D-printed components to support prototyping and field operations, as well as an applied research initiative to advance steel cleaning technologies.

AREI remains committed to supporting Northern College's strategic priorities by expanding applied research capacity, deepening community and industry engagement, and pursuing outcomes that strengthen innovation, workforce readiness, and long-term regional resilience.





Regardless of the challenges facing the post-secondary sector in the province, Northern College focuses on what it does best: offering the highest quality, experiential education possible to students, with the highest level of support it can provide.

From recruitment and admissions, through to graduation and alumni, Northern College works tirelessly to enhance every aspect of the student experience. Key areas of improvement are identified each year to ensure that an education from Northern is an incomparable experience for each student.

Whether it is issuing an unrivalled level of financial support or leveraging smaller class sizes and personalized learning opportunities, Northern continues to push the envelope of what defines a memorable and productive learning journey.

As Northern looks towards the future, it will remain steadfast in prioritizing the one thing that has defined its over 100-year history: the value of a well-supported, well-educated student.

APPENDIX A

Foundation Report



At Northern, the Foundation forms the heart of all the College works to accomplish each year. It is the conduit to closer community ties, supporting student success, and investing in the future, both for the students and for the institution.

Through the Foundation, the College collaborates with its home communities to issue scholarships, bursaries, and awards, foster productive partnerships, and develop a robust alumni network.

The numerous events and initiatives led by the Foundation in Northern College's home communities and region lead to fruitful partnerships directly benefiting students and graduates alike. The Foundation aims to lead by example, imparting a truly Northern perspective of connectedness, community, generosity, and inclusion for the students whose educational journey it touches. Students are inspired to carry these values into their careers and lives well after graduation.

The approach to these core goals changes each year, and it is this adaptability which allows the Foundation to meet student needs while keeping pace with the ever-changing educational landscape and job market. What follows is a summary of the ways in which Northern College and its Foundation are working to foster an environment of inclusion, empathy, support and community.

Community Engagement

Northern College's roots lie deep in the communities it calls home. The Foundation is critical in maintaining and expanding the productive relationships that ensure students feel supported by the College's home communities as they undertake their studies. Whether developing new methods to connect with community partners or creating opportunities to engage with community members, the Foundation is central to ensuring that Northern fulfills its core mandate as a community college.

Throughout 2024/25, the Foundation focused on community engagement, developing participatory programs and contests. One such contest was 'Moose on the Loose,' a combination of in-person and digital

opportunities to participate in the search for Northern's beloved moose mascot, North. Building on a long history of successful and carefully curated initiatives and partnerships, the activity helped Northern maintain its presence throughout the region and province, allowing for authentic connection with community members. Participants were invited to learn more about the College and its programming, all while vying for prize packs and a chance at reduced tuition fees for the lucky winner. This unique campaign marked a new direction for the Foundation, as well as for the Marketing, Communications and External Relations department, in their approach to community engagement. The campaign saw healthy participation and positive feedback from the region at large.

The Foundation supported and sponsored numerous

community initiatives, including Coldest Night of the Year, Rock on the River, Colour it Up, the Biker's Reunion, North on Tap, Canada Day festivities, Quilts for Survivors, Junior Hockey Association sponsorships, and Northern Ontario Junior Hockey League (NOJHL) game nights throughout the region, just to name a few. Each of these sponsorships represents an investment by Northern College and its Foundation in the vibrance of regional communities, as well as a symbol of its reinvigorated community pride.

been possible. In 2024, Northern and its Foundation extended an MOU with Interfor, one of the world's largest forestry companies, which continues to provide tech and trades students with tangible opportunities for placement and eventual employment in the forestry sector.

Partnerships such as this provide community and industry partners with opportunities to connect with students, develop ideas, and embrace innovation. The Foundation will continue to play a critical role in culti-



Building partnerships is a multi-faceted and complex undertaking, a commitment to which the Foundation is dedicated. 'It takes a village to raise a graduate,' is a phrase often used in the organization and emphasizes that a Northern College education provides access to meaningful opportunities beyond the classroom, made possible through impactful partnerships.

Each year, dozens of local community, business, and industry partners contribute to Program Advisory Committees, provide essential placements for students, sponsor student events, and donate to student success via the Foundation's robust suite of scholarships, bursaries and awards. The Foundation plays a critical role in developing memorandums of understanding with partners, directly benefiting students and providing them with access to talent pipelines and opportunities that may not have otherwise

ivating productive partnerships, rooted in the mutual benefit of providing students with opportunities and partners with highly qualified, work-ready employees.

This approach is also applied internally to strengthen employee morale through unique initiatives like the Usual Suspects, an employee-driven effort to organize and execute morale-boosting events throughout the year. In 2024, the Usual Suspects organized several holiday celebrations, the Carolling Bus in Timmins and numerous other opportunities for employee participation.

Student Support and Opportunities

Northern College and its Foundation believe that a supportive environment is essential for student success. The Foundation's ongoing efforts to provide

students with financial, academic, and personal supports are made possible through valued and essential partnerships.

The results of this careful work speak for themselves, with Northern and the Foundation issuing over 2 million dollars in scholarships, bursaries and awards to over 1,000 recipients in 2024. This represents an unprecedented level of financial support from an institution the size of Northern College, providing the highest ratio of bursary support in the Ontario college system.

Regional high school students are presented with options for financial support during their application process, with 25 thousand dollars in Board of Governors entrance bursaries made available to students from 15 area high schools and learning institutions.

Northern College has long partnered with the Timmins Gaming Association to raise funds for student bursaries. This beneficial partnership collects over 45,000 dollars annually and is only one example of the many grassroots approaches to supporting students undertaken by the Foundation.

In addition to their commitment to bolstering student financial support, Northern and its Foundation work diligently to ensure students are familiar with the College and community supports available to them as they pursue their studies.

In collaboration with Northern College's student services and community partners, the Foundation hosts a dynamic orientation week for new students. This entertaining and engaging week of programming aims to familiarize students with each campus community, strengthen their understanding of student responsibilities, and reinforce their knowledge of College and community support services. Laying the foundation for an excellent student experience, orientation week at Northern College offers numerous opportunities for connection, memory-making, and learning.

The Foundation also supports students in their search for employment, connecting them with potential employers via the annual Spring Career Fair. This two-day event is hosted at the Timmins campus, with hybrid and travel options made available to students at the Kirkland Lake and Haileybury campuses. Leveraging strong partnerships with community, business and industry partners, the event provides



students with access to a variety of employment opportunities and ensures students have access to relevant openings in their chosen field of study. In 2024, the event drew in over 70 employers and nearly 500 students. This is a clear indication of the importance of supporting the trajectory from successful student, to accomplished graduate and in-demand employee.

Alumni Engagement and Support

The Foundation's support endures as students cross the stage at convocation and become graduates and alumni of Northern College. From unique Alumni perks offered via a new app-based platform, to partnerships with TD Insurance and open invitations to participate in College matters, the Foundation ensures that alumni have a reason to stay connected. Northern College celebrates alumni; their accomplishments define and shape the institution and inspire new generations of students.

Northern College's TD Affinity partnership provides alumni with discounted rates on insurance as well as a variety of other perks, including preferential investments that support the Foundation as it works to create growing resources for bursary creation.

The Foundation also provides tangible pathways for alumni to get involved with their alma mater, such as mentoring existing students and contributing as members of Northern College's Program Advisory Committees. Northern College and its Foundation are proud of the sense of affinity and of belonging instilled in students and in the numerous graduates who find success and choose 'pay it forward.'

In keeping with ongoing efforts to celebrate alumni, the Foundation has implemented an 'Alumni Spotlight' program which develops vignettes on successful graduates who have made a mark in their chosen field or community. These success stories are a source of inspiration and aspiration for current students. Thanks to the close relationship maintained between the Foundation and alumni members, the opportunity to connect existing students with those profiled is another source of positive mentorship, helping to define Northern's approach to supportive education.

The Foundation's relationship with its alumni members is exemplified in the two back-to-back Ontario Premier's award winners, Christina Kioke and Lynn Innes, who were celebrated provincially for their accomplishments in the fields of Social Work and Health Sciences. To recognize these exceptional graduates, two endowments of 5,000 dollars were issued to

create bursaries supporting Northern College students.

Northern College and its Foundation also celebrated three alumni members and their band, Miners and Sons, as they broke a Guinness World Record for the deepest underground concert. This one-of-a-kind experience is a great source of pride for Northern. The College commemorated the accomplishment by hosting the inaugural Miner's Ball to raise funds for Scholarships, Bursaries and Awards. Attendees from critical sectors of the mining industry gathered to celebrate the record breaking and enjoy live music headlined by the Miners and Sons. The Ball also provided an opportunity for attendees to learn more about Northern College and its programming, discover the ways in which these programs support their industry, and raise funds for mining and mining-related bursaries. The successful event raised \$30,000, and will return in 2026.

Conclusion

Building on decades of experience and adaptability, the Foundation's work to develop engaged, informed, and well supported students embraces innovation, welcomes feedback, and cultivates close connections with students and partners. This approach assures that Northern College can meet students where they are while providing them with the wrap around supports they need to grow into productive, successful, and socially conscious graduates.

Guided by its many successes, Northern College's Foundation will continue to apply its unique approach in the years to come, supported by the communities it calls home and informed by its partners, all of whom who help to define its success in shaping the student experience.

APPENDIX B

College Council Annual Report

Mandate

College Council was established under Board of Governors' By-Law No. 2 in January 2010 with a mandate to foster two-way communications and provide a means for students and staff to advise the President on matters of importance to students and staff members. College Council also serves as a forum to share information.

In May 2023, an update to By-Law No. 2 was approved by the Northern College Board of Governors through a subsequent motion. Notably, the update introduced the inclusion of an international student representative within the core members group.

Membership and Participation

The 2024-2025 College Council included 14 core (voting) members and 9 resource members. A membership list is attached. Per By-Law No. 2, representation is as follows:

Core Members:

Academic Staff 4

Support Staff 4

Students 4*+ 4

Administrative Staff 1

President 1

*4 students to be appointed in a principal role and 4 in an alternate capacity.

A maximum of 4 students attending a meeting will be counted towards quorum, with principal members being counted first. At any given time, 4 student members will have voting rights for a possible total of 14 core, voting members.

Meetings

College Council successfully held three virtual meetings this term:

- December 4, 2024
- February 4, 2025
- April 8, 2025

Communication

College Council is committed to enhancing communication within the college community. Prior to meetings, members are encouraged to engage with their peers to gather input on agenda items. All staff have access

to the approved College Council minutes, membership lists, and the College Council By-Laws through NorAction.

Recent meetings have covered a variety of topics, including new policies and policy revisions. One notable discussion centered on the smoke-free campus policy, which raised several questions. Additionally, updates on the Business Plan and the Strategic Enrollment Management Marketing (SEMM) plan were presented and explained.

The College Council forum also provided an important platform for sharing updates, such as enrollment numbers and the Decolonization and Indigenization project for programs. These topics were presented to the council, offering an opportunity for members to gain insight into these initiatives.

Effectiveness

College Council has seen steady attendance and effective communication, with resource members playing a key role in keeping College Council members well-informed by sharing updates and insights on important initiatives and developments. A notable event this term was the election for the Timmins/JBEC seats, which brought in strong engagement and ensured diverse representation. Overall, the Council's ability to remain engaged and informed continues to support its effectiveness in achieving its goals.

Summary

The Northern College College Council, established in 2010, serves to foster two-way communications and provide a means for students and staff to advise the President on matters of importance to students and staff members.

The 2024-2025 College Council has 14 core voting members and 9 resource members, including staff, students, and the President. College Council held three virtual meetings during the term, focusing on policy updates, and strategic initiatives like enrollment and the Decolonization and Indigenization project.

Communication is prioritized, with members gathering input and sharing information with the wider college community. The Council's effectiveness is supported

by strong engagement, steady attendance, and the election of diverse representatives.

Moved by: Stephanie Tamming

Seconded by: Patricia Hamilton

THAT College Council approves the 2024-2025 College Council Annual Report as presented; and that the report be included in the 2024-2025 Northern College Annual Report to be submitted to the Ministry of Colleges and Universities.

Representative	Constituent Group	Term Ends August 31	Campus Represented
Patricia Hamilton	Academic	2026	HL/KL
Alex Mauno	Academic	2026	HL/KL
Marisa Bedard	Academic	2025	Timmins/JBEC
Erin Holmes	Academic	2025	Timmins/JBEC
Kellie Broderick	Support	2026	KL/HL
Paige Allen	Support	2025	KL/HL
Graham Reid	Support	2026	Timmins/JBEC
Jennifer Brunet	Support	2026	Timmins/JBEC
Stephanie Tamming	Admin	2026	All campuses
Kristy Jones	Student	2025	Accessibility Services
Fiona Bird	Student	2025	Indigenous Student Association
Harjinder Singh	Student	2025	International Representative
Abdullah Ansari	Student	2025	NCSA
Dirgha Man Gurung	Student	2025	International Representative
Mitch Dumas	President & CEO	-	-

Resource Members		
First Name	Last Name	Position
Dean	Lessard	Senior Vice President, Academic
Jennifer	Moorlag	Executive Director, Student Services, Institutional Research & Registrar
Jaret	Dicks	Director of Marketing, Communications and External Relations
Doug	Clark	Dean, Sciences
Sarah	Campbell	Dean, Health Sciences & Emergency Services
Christine	Raycraft	Dean, Business and Community Services
Jamie	Johnston	Dean, Trades, Technology & Apprenticeship
Andrew	Balmakoon	Executive Director of Community and Business Development
Sarah	De Pinto	Manager, Human Resource Services
Amanda	Belisle	Administrative Assistant

Members (voting)		Resource Members (non-voting)	
Academic Staff	4	Senior Vice President, Academic	1
Support Staff	4	Deans	4
Students (+3 alternates)	4+1	Registrar	1
Administrative Staff	1	Human Resources Designate	1
President	1	Northern Training Division	1
Total	14+1	Marketing/Communications	1
		Total	9



APPENDIX C

Financial Statements

Financial Statements of

**NORTHERN COLLEGE OF
APPLIED ARTS AND
TECHNOLOGY**

And Independent Auditor's Report thereon

Year ended March 31, 2025

Management's Responsibility for Financial Reporting

The financial statements of the Northern College of Applied Arts and Technology (the "College") are the responsibility of management and have been approved by the Board of Governors (the "Board").

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Financial statements are not precise since they include certain amounts based on estimates and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the financial statements are presented fairly, in all material respects.

The College maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the College's assets are appropriately accounted for and adequately safeguarded.

The Board is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board carries out this responsibility principally through its Audit Committee. The Audit Committee is appointed by the Board and meets regularly with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the financial statements and the external auditor's report. The Audit Committee reports its findings to the Board for consideration when approving the financial statements. The Audit Committee also considers, for review and approval by the Board, the engagement or reappointment of the external auditors.

The financial statements have been audited by KPMG LLP, the external auditors, in accordance with Canadian generally accepted auditing standards, on behalf of the Board. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the College's financial statements.



Mitch Dumas
President & CEO

June 10, 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 Governors of The Northern College of Applied Arts and Technology

Opinion

We have audited the financial statements of The Northern College of Applied Arts and Technology (the Entity), which comprise:

- the statement of financial position as at March 31, 2025
- the statement of operations and changes in net assets (deficit) for the year then ended
- the statement of remeasurement gains and losses for the year then ended
- the statement of cash flows for the year then ended
- and the notes and schedules 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, its remeasurement gains and losses and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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



Page 3

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

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font and is underlined with a single horizontal stroke.

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

June 10, 2025

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY


Statement of Financial Position

March 31, 2025, with comparative information for 2024

	2025	2024
Assets		
Current assets:		
Cash and cash equivalents	\$ 90,539,757	\$ 138,817,096
Accounts receivable	4,414,986	5,698,174
Grants receivable	1,906,479	1,648,583
Investments - short-term	60,000,000	25,398,361
Investments - portfolio (note 2)	9,689,418	8,609,412
Inventories and prepaid expenses	39,569	57,056
	<u>166,590,209</u>	<u>180,228,682</u>
Capital assets (note 3)	67,182,758	64,230,707
	<u>\$ 233,772,967</u>	<u>\$ 244,459,389</u>
Liabilities and Net Assets (Deficit)		
Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 20,285,447	\$ 29,326,308
Vacation and leave payable (note 5)	2,396,169	2,344,177
Deferred contributions (note 7)	3,794,122	16,111,028
	<u>26,475,738</u>	<u>47,781,513</u>
Employee future benefit (note 5)	1,666,000	1,303,000
Asset retirement obligations (note 14)	446,004	420,228
Deferred capital contributions (note 8)	40,762,772	38,583,677
	<u>69,350,514</u>	<u>88,088,418</u>
Net assets (deficit):		
Unrestricted:		
Operating	8,004,228	7,611,911
Employment-related	(4,062,169)	(3,647,177)
Capital (note 9)	26,419,986	25,647,030
Restricted and endowment (schedule)	133,579,383	125,984,231
	<u>163,941,428</u>	<u>155,595,995</u>
Accumulated remeasurement gains	481,025	774,976
	<u>164,422,453</u>	<u>156,370,971</u>
Commitments (note 12)		
Contingency (note 15)		
Guarantees (note 16)		
	<u>\$ 233,772,967</u>	<u>\$ 244,459,389</u>

See accompanying notes to financial statements.

On behalf of the Board:



Jeff Molyneux

Chair, Board of Governors



Mitch Dumas

President, Chief Executive Officer

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Operations and Changes in Net Assets (Deficit)

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

	Unrestricted		Equity in	Restricted	2025	2024
	Operating	Employment-	capital	and	Total	Total
	(Schedules)	related	assets	endowment		
				(Schedule)		
Revenue:						
Grants	\$ 23,324,668	\$ -	\$ -	\$ -	\$ 23,324,668	\$ 25,289,291
Tuition fees	21,431,515	-	-	-	21,431,515	33,529,356
Ancillary	3,038,587	-	-	-	3,038,587	2,802,654
International programs and other	61,191,315	-	-	-	61,191,315	98,169,739
Amortization of deferred capital contributions (note 8)	-	-	2,594,445	-	2,594,445	2,610,330
Restricted	-	-	-	8,129,537	8,129,537	7,739,422
Investment income	4,810	-	-	1,557,987	1,562,797	2,904,599
	108,990,895	-	2,594,445	9,687,524	121,272,864	173,045,391
Expenses:						
Academic	71,453,013	-	-	-	71,453,013	101,653,358
Administration	9,880,614	-	-	-	9,880,614	8,290,238
Student services	10,714,034	-	-	-	10,714,034	12,813,519
Plant and property	4,532,799	-	-	-	4,532,799	3,725,810
Community services	588,432	-	-	-	588,432	538,461
Employment training programs	3,260,652	-	-	-	3,260,652	3,116,770
Ancillary	2,957,329	-	-	-	2,957,329	2,891,861
Amortization of capital assets	-	-	5,053,157	-	5,053,157	4,466,901
Restricted	-	-	-	4,218,349	4,218,349	2,262,259
Employee future benefits	-	414,992	-	-	414,992	115,986
	103,386,873	414,992	5,053,157	4,218,349	113,073,371	139,875,163
Excess (deficiency) of revenue over expenses	5,604,022	(414,992)	(2,458,712)	5,469,175	8,199,493	33,170,228
Net assets (deficit), beginning of year	7,611,911	(3,647,177)	25,647,030	125,984,231	155,595,995	122,331,242
Endowment contributions	-	-	-	145,940	145,940	94,525
Transfer of capital assets (note 9)	(421,705)	-	3,231,668	(2,809,963)	-	-
Transfer to restricted funds	(4,790,000)	-	-	4,790,000	-	-
Net assets (deficit), end of year	\$ 8,004,228	\$ (4,062,169)	\$ 26,419,986	\$ 133,579,383	\$ 163,941,428	\$ 155,595,995

See accompanying notes to financial statements

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Remeasurement Gains and Losses

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

	2025	2024
Accumulated remeasurement gains at beginning of year	\$ 774,976	\$ 219,332
Realized losses attributable to: Equity investments	(764,615)	(189,025)
Unrealized gains attributable to: Equity investments	470,664	744,669
Net remeasurement gains (losses) for the year	(293,951)	555,644
Accumulated remeasurement gains at end of year	\$ 481,025	\$ 774,976

See accompanying notes to financial statements.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Cash Flows

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

	2025	2024
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 8,199,493	\$ 33,170,228
Adjustments for:		
Amortization of deferred capital contributions	(2,594,445)	(2,610,330)
Amortization of capital assets	5,053,157	4,466,901
Increase in employee future benefits	363,000	2,000
	11,021,205	35,028,799
Changes in non-cash working capital (note 13)	(20,237,220)	(61,513,152)
	(9,216,015)	(26,484,353)
Financing activities:		
Endowment contributions	145,940	94,525
Capital activities:		
Purchase of capital assets	(8,005,208)	(8,959,209)
Deferred capital contributions	4,773,540	3,372,623
	(3,231,668)	(5,586,586)
Investing activities:		
Proceeds on disposition of investments	24,559,990	33,706,872
Purchase of investments	(60,535,586)	(27,596,590)
	(35,975,596)	6,110,282
Net decrease in cash	(48,277,339)	(25,866,132)
Cash and cash equivalents, beginning of year	138,817,096	164,683,228
Cash and cash equivalents, end of year	\$ 90,539,757	\$ 138,817,096

See accompanying notes to financial statements.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2025

Northern College of Applied Arts and Technology (the "College") is an Ontario College established as a Community College under The Department of Education Act of the Province of Ontario. The College 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 the College.

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.

(b) Revenue recognition:

The College accounts for contributions under the deferral method of accounting as follows:

Operating grants are recorded as revenue in the period to which they relate. Grant amounts relating to future periods are deferred and recognized in the subsequent period when the related activity occurs. Grants approved but not received are accrued.

Unrestricted contributions are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions, other than endowment contributions, are recognized as revenue in the period in which the related expenses are recognized. Contributions restricted for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis at rates corresponding to those of the related capital assets.

Contributions received for endowment are reported as an increase in the endowment fund balance.

Tuition fees, contract training and international program revenues are recognized as the performance obligations are provided on the basis of teaching days incurred during the fiscal year.

Sales and services revenue which includes ancillary revenues is recognized as the performance obligations are provided and the goods or services are provided.

(c) Cash and cash equivalents:

Cash and cash equivalents includes cash on hand, cash held with chartered banks and guaranteed investment certificates with a maturity date of 90 days or less from the date of purchase.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

1. Significant accounting policies (continued):

(d) Investments:

The investments are recorded at market value.

(e) Capital assets:

Capital asset purchases are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution when the fair value is reasonably determinable. Otherwise, contributed capital assets are recorded at a nominal value. Repairs and maintenance costs are charged to expenditures. Betterments, which extend the estimated life of a capital asset, are capitalized. When a capital asset no longer contributes to the College's ability to provide services, it is written down to its residual value. Amortization of capital assets is recorded on the straight-line basis over the following periods:

Buildings	40 years
Site improvements and betterments	20 years
Leasehold improvements	over the term of the lease
Furniture and equipment	5 years

Construction in progress is not amortized until the assets are put in use.

(f) Works of art:

Purchased works of art and collectibles are recorded at cost. Contributions are recorded at fair value at the date of contribution. No amortization is taken on the artwork and collectibles due to the nature of these assets, made up of various artwork and treasures which are being preserved by the Gallery.

(g) Employment-related obligations:

Vacation entitlements are accrued for as entitlements are earned (note 3).

The College is a member of the Colleges of Applied Arts and Technology ("CAAT") Pension Plan, which is a multi-employer, defined benefit plan. The College also provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental and non-vesting sick leave. The actuarial determination of the accrued benefit obligations for pensions and other retirement benefits uses the projected benefit method prorated on service. The most recent actuarial valuation of the benefit plans for funding purposes was as of January 1, 2023. See note 10 for additional information.

The College has adopted the following policies with respect to accounting for these employee benefits:

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

1. Significant accounting policies (continued):

(g) Employment-related obligations (continued):

- (i) The costs of post-employment future benefits are actuarially determined using the best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.
- (ii) The costs of the multi-employer defined benefit pension plan are the College's contributions due to the plan in the period.
- (iii) The cost of non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service life of the employees.
- (iv) The cost of short-term disability and other leaves is determined using management's best estimate of the length of the compensated absences.

(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 deferred capital contributions, estimated costs and timing of asset retirement obligations and actuarial estimation of employee future benefits and sick leave benefit entitlement liabilities.

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.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

1. Significant accounting policies (continued):

(i) Student organizations:

These financial statements do not reflect the assets, liabilities and results of operations of the various student organizations at the College.

(j) Financial instruments:

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

Fair Value

This category includes equity instruments and mutual funds quoted in an active market. The College has designated its fixed income portfolio that would otherwise be classified into the amortized cost category as fair value as the College manages and reports performance of it on a fair value basis.

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 and Changes in Net Assets (Deficit).

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 and Changes in Net Assets (Deficit). On sale, the amount held in accumulated remeasurement gains and losses associated with that instrument is removed and recognized in the Statement of Operations and Changes in Net Assets (Deficit).

Amortized cost

This category includes 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.

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 and Changes in Net Assets (Deficit).

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

1. Significant accounting policies (continued):

(k) Private career colleges:

The College has entered into contractual agreements that enable international students of the College to pursue a recognized Northern College program at a private career college. The College receives payment of tuition and fees directly from the enrolled students, and the College allocates a portion of the tuition and fees to the private career colleges in return for providing agreed-upon materials and services as per the terms of the agreement. The College has determined that it is acting as a principal in the provision of academic delivery to international students enrolled with the private career college, and accordingly the College recognizes revenue from the private career college agreement on gross basis in accordance with Canadian Public Sector Accounting Standards. The amount of tuition and fees received by the College for the students enrolled in these programs is recorded within International Program and Other revenue in the Statement of Operations and Changes in Net Assets (Deficit). Expenses incurred by the College in fulfilling its obligations to the private career college are included in the Statement of Operations and Changes in Net Assets (Deficit) based on the nature of the expense. Expenses incurred by the private career college in fulfilling their contractual obligations are not included in the financial statements of the College.

(l) Asset retirement obligations:

The College 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 the removal of asbestos-containing materials in certain College facilities has been recognized based on estimated future expenses. Actual remediation costs incurred are charged against the ARO to the extent of the liability recorded. Differences between the actual remediation costs incurred and the associated liability recorded within the consolidated financial statements is recognized in the Statement of Operations and Changes in Net Assets (Deficit) at the time of remediation occurs.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

2. Investments:

	Fair value hierarchy	2025	2024
Canadian and foreign equities	Level 1	\$ 5,354,214	\$ 4,965,990
Bonds	Level 2	3,402,597	3,202,916
Pooled funds	Level 2	932,607	440,506
Guaranteed investment certificate	Level 1	60,000,000	25,398,361
		\$ 69,689,418	\$ 34,007,773

The guaranteed investment certificate in the amount of \$60 million bearing interest at 4.12% maturing on December 8, 2025.

Equities have been separated from bonds to reflect their fair value hierarchy. Unrealized gains (losses) are reflected in the statement of remeasurement gains and losses.

Included within the investments is \$6,098,032 (2024 - \$5,994,091) which are externally restricted for endowments as detailed in the Schedule of Continuity of Restricted and Endowment Funds.

3. Capital assets:

			2025	2024
	Cost	Accumulated Amortization	Net Book value	Net Book Value
Land	\$ 369,570	\$ —	\$ 369,570	\$ 369,570
Artwork	208,991	—	208,991	208,991
Buildings	70,576,822	36,250,307	34,326,515	35,415,220
Site improvements and betterments	31,225,875	6,267,259	24,958,616	24,428,097
Leasehold improvements	3,004,639	985,661	2,018,978	—
Furniture and equipment	34,909,132	32,684,305	2,224,827	3,538,144
Construction-in-progress	3,075,261	—	3,075,261	270,685
	\$ 143,370,290	\$ 76,187,532	\$ 67,182,758	\$ 64,230,707

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

4. Accounts payable and accrued liabilities:

	2025	2024
Trade and other	\$ 17,846,369	\$ 28,440,630
Payroll related liabilities	2,439,078	885,678
	<u>\$ 20,285,447</u>	<u>\$ 29,326,308</u>

5. Employment related obligations:

	2025	2024
Vacation and leave payable	\$ 2,396,169	\$ 2,344,177
Non-pension post-employment obligations	\$ 431,000	\$ 251,000
Sick leave benefits - vesting	—	—
- non-vesting	1,235,000	1,052,000
	<u>\$ 1,666,000</u>	<u>\$ 1,303,000</u>

Vacation and leave payable

The accrual for vacation and leave payable represents the liability for earned but unpaid vacation entitlements and paid leaves.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

5. Employment related obligations (continued):

Employee future benefits

Non-Vesting Sick Leave:

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year, up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employee's illness or injury exceeds the current year's allocation of days. Sick leave is paid out at the salary in effect at the time of usage. The most recent actuarial valuation of these sick leave benefits was completed August 31, 2022 and the result of this valuation have been extrapolated to March 31, 2025. The related benefit liability was determined by independent actuaries on behalf of the college system as a whole.

The following tables outline the components of the College's sick leave benefit entitlement:

	2025	2024
Non-vesting sick leave:		
Accrued benefit obligation	\$ 1,561,000	\$ 1,426,000
Unamortized actuarial loss	(326,000)	(374,000)
Total sick leave benefit entitlement liability	\$ 1,235,000	\$ 1,052,000

	2025	2024
Current service cost	\$ 176,000	\$ 142,000
Interest on accrued benefit obligation	54,000	42,000
Benefit payments	(126,000)	(132,000)
Unamortized actuarial loss	31,000	223,000
Sick leave benefit expense	\$ 135,000	\$ 275,000

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 23.5% (2024 - 0% - 23.5%) and 0 to 54 days (2023 - 0 to 54 days) respectively for age groups ranging from 20 and under to 65 and over in bands of five years.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

5. Employment related obligations (continued):

Employee future benefits (continued)

Other Employee Future Benefits:

The College provides extended health care, dental insurance and life insurance benefits to certain of its employees under a multi-employer plan under CAAT. This coverage may be extended to the post-employment period. The most recent actuarial valuation of these employee future benefits was completed February 28, 2023 for the non-pension post-retirement plan and February 28, 2023 for the continuation of medical and dental benefits and the life waiver of premium benefit for employees currently on long-term disability. The results of these valuations have been extrapolated to March 31, 2025.

The related benefit liability was determined by independent actuaries on behalf of the college system as a whole. Variances between actuarial funding estimates and actual experience may be material and any differences are generally to be funded by the participating members. The College recognizes as expense for current services the amount of its required contribution in a given year and the change in the accrued benefit liability in the year.

The following tables outline the components of the College's employee future benefits liability and the related recovery:

	2025	2024
Accrued benefit obligations	\$ 527,000	\$ 299,000
Fair value of plan assets	(106,000)	(70,000)
Funded status - plan deficit	421,000	229,000
Unamortized actuarial loss	10,000	22,000
Employee future benefits liability	\$ 431,000	\$ 251,000

	2025	2024
Current service cost	\$ 1,000	\$ 1,000
Interest on accrued benefit obligation	1,000	1,000
Experience gains	(227,000)	(106,000)
Benefit payments	(2,000)	(2,000)
Amortized actuarial gain	(1,000)	—
Employee future benefits expense (recovery)	\$ 228,000	\$ (106,000)

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

5. Employment related obligations (continued):

Employee future benefits (continued)

The significant actuarial assumptions adopted in estimating the College's accrued benefit liability are as follows:

	2025	2024
Discount rate	3.2%	3.4%
Dental benefit cost escalation	4.0%	4.0%
Medical benefits cost escalation:		
Hospital and other medical drugs	4.0%	4.0%
Drugs	6.04% decreasing to 4.0% in 2040	6.16% decreasing to 4.0% in 2040

6. Bank borrowing facilities:

The College's bank borrowing facilities provide for the following:

- (i) \$1,000,000 operating line of credit bearing interest at prime less 0.5%
- (ii) \$1,000,000 lease line of credit for equipment financing, with the interest rate determined at time the financing is drawn

There has been \$Nil amounts drawn on either line of credit noted above at March 31, 2025 (2024 - \$Nil). The bank borrowing facilities are secured by a general security agreement.

7. Deferred contributions:

	2025	2024
Student tuition fees	\$ 2,808,033	\$ 15,606,128
Externally restricted contributions	136,929	97,071
Expenses for future periods	849,160	407,829
	\$ 3,794,122	\$ 16,111,028

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

7. Deferred contributions (continued):

Details of the continuity of these funds are as follows:

	2025	2024
Balance, beginning of year	\$ 16,111,028	\$ 70,269,963
Additional contributions received	3,123,286	15,693,012
Amounts taken into revenue	(15,440,192)	(69,851,947)
Balance, end of year	\$ 3,794,122	\$ 16,111,028

8. Deferred capital contributions:

Deferred capital contributions represent the unamortized balances of donations and grants received for capital asset acquisitions. Details of the continuity of these funds are as follows:

	2025	2024
Balance, beginning of year	\$ 38,583,677	\$ 37,821,383
Additional contributions received	4,773,540	3,372,624
Amounts amortized into revenue	(2,594,445)	(2,610,330)
Balance, end of year	\$ 40,762,772	\$ 38,583,677

9. Capital fund:

(a) The equity in capital assets is calculated as follows:

	2025	2024
Capital assets	\$ 67,182,758	\$ 64,230,707
Amounts financed by:		
Unamortized deferred capital contributions	(40,762,772)	(38,583,677)
	\$ 26,419,986	\$ 25,647,030

(b) Transfer for capital assets:

	2025	2024
Purchase of capital assets	\$ 8,005,208	\$ 8,959,209
Amounts funded by deferred capital contributions	(4,773,540)	(3,372,623)
	\$ 3,231,668	\$ 5,586,586

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

10. Pension plan:

Contributions made by the College during the year amounted to \$3,368,278 (2024 - \$3,669,429).

Substantially all of the employees of the College are members of the Colleges of Applied Arts and Technology ("CAAT") Pension Plan (the "Plan"), which is a multi-employer defined benefit pension plan available to all eligible employees of the participating members of the CAAT. The College makes contributions to the Plan equal to those of the employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates related to full-time members. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. As of January 1, 2025, the CAAT Pension Plan has increased its funding reserve to \$6.1 billion (2024 - \$5.2 billion) and is currently 124% funded on a going-concern basis.

11. Restricted funds:

The following information outlines expendable funds available for awards of the Ontario Student Opportunity Trust Fund 1 (OSOTF I), the Ontario Student Opportunity Trust Fund II (OSOTF II) and Ontario Trust for Student Support Fund (OTSS) matching program and other endowments.

Schedule of changes in expendable funds available for awards

For the year ended March 31

	Balance, beginning of year	Investment income, net of expenses	Bursaries awarded	Balance, end of year
OSOTF I (Bursaries awarded – 656; 2024 - 718)	\$ 2,055,024	\$ 567,448	\$ 859,754	\$ 1,762,718
OSOTF II (Bursaries awarded – 118; 2024 - 106)	693,385	118,495	123,339	688,541
OTSS (Bursaries awarded – 123; 2024 – 98)	1,480,770	218,932	182,510	1,517,192
Other (Bursaries awarded –78; 2024 – 54)	2,063,949	298,951	136,230	2,226,670
	\$ 6,293,128	\$ 1,203,826	\$ 1,301,833	\$ 6,195,121

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

12. Commitments:

- (a) The College has a five-year lease with the Attorney General for a section of its Kirkland Lake campus for a courthouse at \$155,952 per year. The lease expires November 2028.
- (b) The College has entered into agreements to lease certain premises and equipment.

The total annual minimum lease payments to maturity are approximately as follows:

2026	\$ 1,380,182
2027	252,075
2028	221,500
2029	214,699
2030	211,407
	<hr/>
	\$ 2,279,863

13. Changes in non-cash working capital:

	2025	2024
Decrease in accounts receivable	\$ 1,283,188	\$ 1,065,375
Decrease (increase) in grants receivable	(257,896)	782,638
Decrease in inventories and prepaid expenses	17,487	231,142
Decrease in accounts payable and accrued liabilities	(9,040,861)	(9,567,479)
Increase in vacation and leave payable	51,992	113,986
Decrease in deferred contributions	(12,316,906)	(54,158,935)
Increase in asset retirement obligation	25,776	20,121
	<hr/>	<hr/>
	\$ (20,237,220)	\$ (61,513,152)

14. Asset retirement obligations:

The College has accrued for asset retirement obligations related to the legal requirement for the removal or remediation of asbestos-containing materials in certain facilities and the remediation of underground fuel storage tanks. The obligation is determined based on the estimated undiscounted cash flows that will be required in the future to remove or remediate the asbestos containing material and underground fuel storage tanks in accordance with current legislation.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

14. Asset retirement obligations (continued):

The change in the estimated obligation during the year consists of the following:

	2025	2024
Balance, beginning of year	\$ 448,228	\$ 428,107
Adjustment for inflationary impact	11,454	20,121
Remediation completed	(9,381)	—
Total obligation at March 31	450,301	448,228
Less: current portion reported in accounts payable and accrued liabilities	(4,297)	(28,000)
Balance, end of year	\$ 446,004	\$ 420,228

15. Contingency:

The College is involved with outstanding and pending litigation and claims which arise in the normal course of operations, primarily as a result of grievances filed under the provisions of the union collective agreements. In management's opinion any liability that may arise from such contingencies would not have a significant adverse effect on the financial statements of the College. Losses in excess of the provision recorded in the financial statements, if any, arising from these contingencies will be accounted for in the year in which they are determined.

16. Guarantees:

In 2015, Campus Development Corp. ("CDC") constructed a 64-bed residence on the College's Haileybury Campus. CDC has leased the property from the College for 90 years. The College has guaranteed 100% occupancy of the residence to CDC to 2035 at an annual cost of \$6,250 per bed. This amount increases by the amount of the Consumer Price Index per year. Profit sharing with the College commences in the 26th year. At the termination of the lease, the residence is surrendered to the College.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

17. 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 College is exposed to credit risk relating to its cash, grants and accounts receivable and investments. The College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, the College's cash accounts are insured up to \$300,000 (2024 - \$300,000).

Accounts receivable are comprised of government, student receivables and other receivables. Student receivables are ultimately due from students, and credit risk is mitigated by financial approval processes before a student is enrolled and the highly diversified nature of the student population. Government receivables are ultimately due primarily from MCURES, 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 College's normal operations and are due from a diverse customer base. The College measures its exposure to credit risk based on how long the amounts have been outstanding. An impairment allowance is set up based on the College's historical experience regarding collections.

Student and other receivables not impaired are collectible based on the College's assessment and past experience regarding collection rates. The maximum exposure to credit risk of the College 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	Current	31 - 60 days	60 - 90 days	91+ days	Total
Grants receivable	\$ 1,906,479	\$ —	\$ —	\$ —	\$ 1,906,479
Accounts receivable	951,449	1,490,662	1,490,662	482,214	4,414,987
Gross receivables	2,857,928	1,490,662	1,490,662	482,214	6,321,466
Impairment allowances	(296,155)	(240,514)	(240,514)	(22,786)	(799,969)
Net receivables	\$ 2,561,773	\$ 1,250,148	\$ 1,250,148	\$ 459,428	\$ 5,521,497

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

17. Risk management (continued):

(a) Credit risk (continued):

As at March 31, 2024	Current	31 - 60 days	60 - 90 days	91+ days	Total
Grants receivable	\$ 1,648,583	\$ –	\$ –	\$ –	\$ 1,648,583
Accounts receivable	2,350,831	1,270,428	1,270,428	806,488	5,698,175
Gross receivables	3,999,414	1,270,428	1,270,428	806,488	7,346,758
Impairment allowances	(492,179)	(399,710)	(399,710)	(37,868)	(1,329,467)
Net receivables	\$ 3,507,235	\$ 870,718	\$ 870,718	\$ 768,620	\$ 6,017,291

The maximum exposure to investment credit risk is outlined in note 3.

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

(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 College operate within the constraints of the investment guidelines issued by the MCURES. The policies' application is monitored by management, the investment managers and the Board of Governors. Diversification techniques are utilized to minimize risk.

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

(i) Currency risk:

Currency risk arises from the College'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 College does not have any material transactions or financial instruments denominated in foreign currencies.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

17. Risk management (continued):

(b) Market risk (continued):

(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 College is exposed to this risk through its interest bearing investments.

The College's bond portfolio has interest rates ranging from 1.5% to 3.5% with maturities ranging from 2024 to 2029. At March 31, 2025, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of fixed income investments of \$34,025 (2024 - \$32,029).

(iii) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2025, a 10% movement in the stock markets, with all other variables held constant, would have an estimated effect on the fair values of the College's equity holdings of \$535,421 (2024 - \$496,599).

(c) Liquidity risk:

Liquidity risk is the risk that the College will not be able to meet all of its cash outflow obligations as they come due. The College 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. The College also maintains an unsecured line of credit with a Canadian chartered bank in the amount of \$1 million (2024 - \$1 million) to cover short-term funding needs. There was no balance outstanding on the line of credit at March 31, 2025 (2024 - \$Nil). Accounts payable are all current.

There have been no significant changes from the previous year in the College'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, 2024	Within 6 months	6 – 12 months	1 – 5 years	5+ years	Total
Accounts payable	\$ 20,285,447	\$ –	\$ –	\$ –	\$ 20,285,447
Deferred contributions	1,897,061	1,897,061	–	–	3,794,122
Lease commitments	690,091	690,091	899,681	–	2,279,863
	\$ 22,872,599	\$ 2,587,152	\$ 899,681	\$ –	\$ 26,359,432

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

17. 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	\$ 29,326,504	\$ –	\$ –	\$ –	\$ 29,326,504
Deferred contributions	8,055,511	8,055,511	–	–	16,111,022
Lease commitments	256,367	256,367	785,488	801,198	2,099,420
	\$ 37,638,382	\$ 8,311,878	\$ 785,488	\$ 801,198	\$ 47,536,946

(c) Other risk:

On January 22, 2024, the Government of Canada (the “Government”) introduced a two-year intake cap on international student permit applications, resulting in an approximate 35% reduction in approved study permits for that year. On January 22, 2025, the Government reaffirmed this policy direction by announcing an additional 10% reduction in the national study permit cap for 2025, setting a maximum of 437,000 approved applications. These measures form part of a broader strategy to reduce the proportion of temporary residents in Canada to 5% of the total population by the end of 2026.

In addition, the Government expanded eligibility requirements for study permits by extending the need for a Provincial or Territorial Attestation Letter (PAL) to include most applicants from within Canada, as well as those pursuing master’s and doctoral programs. Furthermore, students enrolled at public-private partnership campuses in Ontario remain ineligible for post-graduate work permits, raising ongoing concerns about the long-term viability of these partnerships.

As a result of these policy changes, students at the College’s public-private partnership, Pures campus, will no longer be eligible for post-graduate work permits, which affects the sustainability of this partnership. The last planned enrolment for the Pures campus will be in 2025/26, which represents the flow-through enrolment from the last intake in spring 2024.

18. Capital disclosures:

The College considers its operating capital to consist of net assets invested in capital assets, internally restricted net assets and unrestricted net assets. The College’s overall objective for its capital is to fund capital assets, future projects and ongoing operations. The College manages its capital by appropriating amounts to internally restricted net assets for anticipated future projects, contingencies and other capital requirements.

The College also considers its endowments, as part of its capital. The College’s objective with regards to endowments is to grow the endowment principal and maximize investment income to increase funding for student aid.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements (continued)

Year ended March 31, 2025

18. Capital disclosures (continued):

The College may not incur a deficit without the approval of the Minister of Colleges and Universities of Ontario. The College would be required to eliminate any accumulated deficit within a prescribed period of time.

The College is not subject to any other externally imposed capital requirements and its approach to capital management remains unchanged from the prior year.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Continuity of Restricted and Endowment Funds

Year ended March 31, 2025

Restricted Funds

	Balance, March 31, 2024	Additions, transfers and investment income	Bursaries, other disbursements and transfers	Balance, March 31, 2025
Leaders of Tomorrow	\$ 783,754	\$ 101,765	\$ 18,000	\$ 867,519
Endowment income	5,509,374	1,102,061	1,283,833	5,327,602
Expendable funds	6,293,128	1,203,826	1,301,833	6,195,121
J.H. Drysdale Award	240,966	46,093	10,500	276,559
Other	35,534,475	707,606	11,906,017	24,336,064
Ancillary	5,380,289	20,000	-	5,400,289
Capital projects and operational initiatives	72,541,282	21,500,000	2,809,963	91,231,319
	\$ 119,990,140	\$ 23,477,525	\$ 16,028,313	\$ 127,439,352

Endowment Funds

	Balance, March 31, 2024	Additions	Transfers	Balance, March 31, 2025
OSOTF I	\$ 2,752,800	\$ 100,000	\$ -	\$ 2,852,800
OSOTF II	592,475	-	-	592,475
OTSS	1,093,660	3,940	-	1,097,600
Other	1,555,156	42,000	-	1,597,156
	\$ 5,994,091	\$ 145,940	\$ -	\$ 6,140,031

Total restricted and endowment funds	\$ 125,984,231	\$ 23,623,465	\$ 16,028,313	\$ 133,579,383
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NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Operating Fund Revenues

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

	2025	2024
Grants:		
Post secondary:		
General operating grant	\$ 4,548,559	\$ 5,778,104
International student recovery	(747,375)	(1,050,000)
Special support grants	9,720,541	8,954,669
Second Career / WSIB grants	98,632	125,520
Grant for municipal taxation	45,000	46,275
	13,665,357	13,854,568
Employment and literacy:		
Apprenticeship	1,083,965	962,826
Literacy and Basic Skills	2,421,986	2,407,162
Employment programs	3,532,816	3,576,896
	7,038,767	6,946,884
Special purpose grants:		
Indigenous projects	566,656	566,656
Capital support grants	78,519	309,253
Accessibility grants	234,151	261,814
Daycare	600,564	422,679
OSAP bursaries	196,478	170,153
Other	944,176	2,757,284
	2,620,544	4,487,839
	\$ 23,324,668	\$ 25,289,291
International programs and other:		
Daycare fees	\$ 76,735	\$ 63,445
Rents	205,409	199,992
Contract training	1,330,794	1,654,633
International programs	57,929,752	94,848,394
Other fees	1,127,462	1,199,579
Miscellaneous	521,163	203,696
	\$ 61,191,315	\$ 98,169,739

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Operating Expenses by Cost Object

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

	Academic	Administration	Student Services	Plant and Property	Community Services	Employment Training Programs	Total 2025	Total 2024
Academic salaries	\$ 17,299,396	\$ -	\$ 468	\$ -	\$ -	\$ -	\$ 17,299,864	\$ 17,394,687
Administration salaries	1,806,426	3,339,591	733,196	108,299	-	274,042	6,261,554	5,322,890
Support salaries	4,421,743	2,606,409	3,958,414	971,488	417,103	1,621,699	13,996,856	13,115,710
Stipends and allowances	276	-	265,926	-	-	459,385	725,587	751,601
Fringe benefits	4,720,325	1,176,254	1,254,616	279,610	98,948	522,092	8,051,845	8,093,362
Instructional supplies	1,508,115	219,717	307,596	-	15,017	89,969	2,140,414	2,391,256
Field work	34,058	-	-	-	18,510	-	52,568	50,979
Staff employment	-	14,621	-	-	-	-	14,621	159,879
Professional development	32,623	123,128	59,543	5,574	-	17,018	237,886	277,919
Travel	133,552	133,966	298,945	26,181	-	26,555	619,199	619,314
Promotion and advertising	153,375	275,885	1,473,299	-	-	20,379	1,922,938	3,229,926
Equipment maintenance	23,539	-	-	306,284	2,496	-	332,319	170,579
Telecommunications	207,902	54,689	-	-	-	33,082	295,673	286,813
Office supplies	53,224	239,653	121,242	13,611	-	17,751	445,481	491,989
Janitorial	-	133,183	-	56,057	1,418	-	190,658	151,180
Facilities maintenance	-	-	-	564,978	-	-	564,978	404,457
Vehicle	-	-	-	3,661	-	-	3,661	1,107
Insurance	-	303,782	-	-	-	-	303,782	364,239
Bank charges and bad debts (recovery)	(278,583)	33,740	3,003	-	-	-	(241,840)	786,974
Professional fees	14,006	1,010,127	305,628	-	4,940	-	1,334,701	1,160,643
Contracted services	40,726,183	185,701	1,888,530	582,586	-	-	43,383,000	73,005,612
Utilities	17,500	-	-	1,344,844	-	-	1,362,344	1,244,710
Municipal taxation	-	-	-	176,400	-	-	176,400	141,000
Rentals	579,353	30,168	43,628	93,226	30,000	178,680	955,055	521,330
	\$ 71,453,013	\$ 9,880,614	\$ 10,714,034	\$ 4,532,799	\$ 588,432	\$ 3,260,652	100,429,544	130,138,156
Ancillary expense							2,957,329	2,891,861
Total expenses							\$ 103,386,873	\$ 133,030,017

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Ancillary Revenue and Expenses

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

	2025	2024
Bookstore Operations		
Revenue	\$ 4,872	\$ 96,633
Operating expense	14,287	31,041
(Deficiency) excess of revenue over expense	\$ (9,415)	\$ 65,592
Student Residence Operations		
Revenue:		
Rent	\$ 729,015	\$ 642,979
Service charges	747	-
	729,762	642,979
Expense:		
Operating	935,495	911,488
Deficiency of revenue over expense	\$ (205,733)	\$ (268,509)
Parking Grounds Operations		
Revenue	\$ 91,427	\$ 83,982
Operating expense	175,310	164,662
Deficiency of revenue over expense	\$ (83,883)	\$ (80,680)
Ancillary Facilities Operations		
Revenue	\$ 2,212,526	\$ 1,979,060
Operating expense	1,832,237	1,784,670
Excess of revenue over expense	\$ 380,289	\$ 194,390



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