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Northern
COLLEGE

Annual Report
2018-2019

Approved by the Board of Governors June 11, 2019

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VISION

Success for all through learning partnerships.

MISSION

Excelling in quality, accessible education through innovative programs, services and partnerships for the benefit of our northern communities.

GUIDING PRINCIPLES OF THE NORTHERN EDUCATIONAL EXPERIENCE

Learning for success

Career opportunities through innovative education and transferable skills

Practical, hands-on experiences

Value for your investment

Support for lifelong learning

A healthy, adaptive and progressive organizational culture

COMMITMENTS

At Northern we:

Are open, consultative and accountable

Act with personal responsibility and integrity

Pursue collaborative partnerships and entrepreneurial opportunities to better serve all of our communities

Foster and encourage a safe, caring and respectful organizational culture

Support, nurture and celebrate the contributions and accomplishments of learners and employees

Respond to the choices and directions of Indigenous peoples

Establish an organizational culture that reflects the diversity of our communities

Engage in applied research in the pursuit of northern development and continuous improvement

Connect our learners and communities through the application of accessible and innovative technology

Practice ethical decision making that engenders trust while safeguarding the College and individuals

Use our natural and built environments observing conservation and sustainable practices

Enhance the quality and access to college education through global initiatives

INDIGENOUS STATEMENT OF COMMITMENT

In aspiring to become the college of choice for Indigenous learners, we shall act upon the recommendations of the Truth and Reconciliation Commission and the Indigenous Education Protocols developed by Colleges and Institutes Canada; and we shall conduct ourselves within the spirit of Indigenous Peoples' Teachings.

Board Chair's
Message

On behalf of the Northern College Board of Governors, I am pleased to introduce the 2018-2019 Annual Report for Northern College.

During the 2018-2019 academic year, we continued to execute on our 2016-2020 strategic plan and its four strategic directions, making substantial progress in our mission of ensuring quality, accessible education through innovative programs, services and partnerships for the benefit of our northern communities.

Over the course of the year, we embraced many initiatives that will continue to steer our institution towards success for our learners, faculty and staff within the ever-changing educational climate. Through committing to adaptive, self-paced curriculum opportunities utilizing the latest in experiential learning technology, Northern College continues to create a well-rounded, student-centric learning experience.

The completion of our Integrated Emergency Services Complex marks a new chapter in curriculum delivery, forging the way for multi-disciplinary, cooperative learning utilizing modern teaching techniques and the latest in technology to produce cutting edge graduates trained through a unique integrated learning experience.

As we continue to strive to be Ontario's Indigenous college of choice, a number of initiatives moved from concept to reality over the academic year, with the creation of a full time, Indigenous Manager's position. Filled in August of 2018, this position guides the creation of policies and initiatives aimed at and solidifying meaningful and mutually beneficial relationships with Indigenous People.

These exciting developments provide only a small sample of the many successful initiatives that revolved around improved opportunities, conditions and options for students that were undertaken at Northern College this year, which are outlined in greater detail throughout this report.

The Board of Governors would like to congratulate the entire team of Northern College employees for their dedication, hard work and contributions to another very successful year. We would also like to sincerely thank our students for choosing Northern College and trusting us to deliver the education and training that will move them along their path to success.

Sincerely,

George Pirie, Chair
Northern College Board of Governors

President's
Message

This past academic year marks the third year of being guided in our efforts by the direction laid out in our 2016-2020 Strategic Plan.

The many accomplishments during 2018-2019 flow from our overarching vision of achieving success for all through learning and partnerships. Many of the initiatives undertaken over the past year build on the strengths of our institutional distinctiveness.

In this moment of reflection, I am struck by the range of accomplishments achieved over this past year; reassured by our continued commitment to diversification, innovation and responsiveness to the needs of our students, employees and communities.

With 50 years of history behind us, we moved into the 2018-2019 academic year with our sights firmly set on growth and diversification, recognizing that adaptability in an ever changing academic climate is the key to success for our students, faculty and staff.

Our unwavering commitment to student success and providing high quality programming is reflected in the initiatives we've undertaken to continue to adapt our approach to post-secondary learning. This objective is most directly expressed in our new Integrated Emergency Services Complex at our Timmins Campus, unveiled in October of 2018. The state of the art facility offers emergency services students an unrivaled learning experience utilizing the latest in true-to-life training technology and experiential learning facilities.

To support applied research, Northern College has secured funding to renovate a portion of the Timmins Campus to create a mining centric hub designed to nurture innovation and encourage student entrepreneurial endeavors.

The forecasted decline in post-secondary direct enrollment in Ontario continues to drive Northern College to recruit additional students from new markets outside the traditional geographic catchment area with the goal of increasing overall enrollment. With a recruitment plan in motion, we attracted a record number of international students across each of our campuses, far exceeding initial goals.

These exciting new developments provide only a sample of the many successful initiatives that revolved around improved opportunities, conditions, and options for students that were undertaken at Northern College this year.

I can say, with unwavering confidence that Northern College will continue to evolve as a post-secondary institution for the success of our learners, our communities and our staff.

It is an honour to serve as president for this great institution that does not shy away from change, but embraces it. This is an exciting time for Northern College, an exciting time for northern Ontario, and together we will continue to create our mutual success.

Sincerely,

Dr. Fred Gibbons,
President and CEO

Administrative

Staff

President and CEO	Fred Gibbons
Executive Assistant, Office of the President and Board of Governors	Pierrette Fortier
V.P., Academic and Student Success	Audrey Penner
Administrative Assistant, Office of the V.P. Academic & Student Success	Debbie Nankervis
V.P., Corporate Services	Vacant
Administrative Assistant, Office of the V.P. Corporate Services	Stephanie Tamming
Executive Director, Student Services, Institutional Research and Registrar	Cam McEachern
Executive Director, Community, Business Development & Employment Services	Christine Heavens
Director, Technology and Learning Innovation	Glenn MacDougall
Dean, Health Sciences & Emergency Services	Sarah Campbell
Dean of Sciences / Manager of College Foundation	Doug Clark
Dean, Trades and Technology	Aaron Klooster
Dean, Business and Community Services	Dean Lessard
Manager, Applied Research, Entrepreneurship and Innovation	Amy McKillip
Manager, International Operations	Edna Zhang
Manager, Indigenous Services and Initiatives	Trudy Wilson
Campus Manager, Moosonee	Diane Ryder
Administrative Assistant, Moosonee	Ryan Mills
Campus Manager, Haileybury	Tammy Mackey
Campus Manager, Kirkland Lake	Allan French
Campus Manager, Timmins	Christine Bender
Manager, Marketing, Communications, Student Recruitment and Alumni	Jaret Dicks
Manager, Plant & Property	Stephane Lefebvre
Manager, Human Resource Services	Natalie Dorval
Human Resources Generalist	Sarah DePinto
Pensions and Benefits Specialist	Samantha Frappier
Payroll Specialist	Ruth Bell
Controller	Mitch Dumas
Senior Accountant	Jodi DeLaurier
Financial Analyst	Dustin Fournier
Manager, Employment Services and Academic Upgrading	Kelly Torresan
Executive Director, East End Family Health Team	Diane Stringer

As of March 31, 2019

Northern College
Introduction

Northern College celebrated a number of successes during the 2018-2019 academic year, marking the completion of many long term projects while solidifying future growth at all four of its campuses and contributing to the realization of its vision of success for all through learning and partnerships.

Northern College's 2018-2019 Annual Report allows us to share the college's progress over the past academic year in meeting the goals and objectives outlined in our 2018-2019 Business Plan and guided by our 2016-2020 Strategic Plan. The college has identified 39 distinct initiatives going into the 2018-2019 year producing desired outcomes which have either been achieved or have been embedded in the college's ongoing operations.

This Annual Report highlights a broad range of these initiatives implemented throughout the past year, organized around our four strategic directions as identified in Northern College's 2016-2020 Strategic Plan.

We acknowledge the lands of the Ojibway, Cree, Algonquin and Métis Peoples that our campuses occupy. The First Nation communities now located on these lands include Beaverhouse Flying Post, Wahgoshig, Taykwa Tagamou, Mattagami, Matachewan, Temagami, Timiskaming, Moose Cree, Fort Albany, Kashechewan, Attiawapiskat, and Weenusk.

Accessible Education

Outcomes of Related Initiatives

With our direction to maximize educational access, engagement and choice for all learners in our communities, Northern College continues to enhance learning and make strides in harnessing information technology with innovative delivery methods to reduce geography, distance and time barriers.

As we continue to grow as an international educational body, Northern College invested in inter-cultural training for students, staff and faculty to ensure that the high quality education and state of the art teaching methods our college is known for aren't lost in translation. Through partnership with Centennial College, we launched an inter-cultural and class room diversity suite of digital professional development activities to better equip faculty and staff to work with international students.

In order to facilitate growing educational relationships abroad, Northern College invested in hiring staff to aide in international recruitment within the Chinese market. We also created a quality assurance agent position in the fall of 2018 to ensure that consistent academic entry standards are being met within the Chinese market before international students are accepted into programs at Northern College.

Finally, to fully realize the potential of the new Integrated Emergency Services Complex located at our Timmins Campus, Northern College invested in the creation of an Emergency Management, Terrorism and Pandemic Response Program that will offer community services students further pathways for development. Drawing on the integrated, cross disciplinary facilities on offer, this program will focus on creating an experiential skill-set for students working in emergency services. The program is slated to start in the fall of 2019.

Signature Programs

Outcomes of Related Initiatives

Northern College continued to build its reputation as a world-class provider of selected programs that take advantage of the strengths of each campus while being responsive to the education, training and employer workforce needs of our northern communities.

To ensure those workforce demands are being met, Northern College realigned its compressed Automotive Program to reflect a more traditional academic experience, offering a traditional four semester program for the fall 2018 intake, resulting in increased enrolment.

Northern College is committed to fostering innovation across its campuses, investing in a department specifically designed to grow student ideas into tangible business opportunities. To this end, the college has secured funding to create a multi-disciplinary space that allows collaboration and experiential learning for students.

Finally, Northern College committed to a series of modest international recruitment goals for the 2018-2019 academic year. Our 2018 fall intake saw well over 400 new international students join our Northern College family, well eclipsing initial goals with a relatively smooth transition period and successful academic year.

The Northern Experience

Outcomes of Related Initiatives

Northern College continued to help learners achieve their potential by providing unique academic, social and real-world experiences. We championed an environment that nurtures continuous improvement and ongoing quality management.

In this pursuit Northern College successfully completed construction of a brand new 40,000 square foot Integrated Emergency Services Complex at its Timmins Campus in time for the fall 2018 intake. This state of the art facility offers emergency services students access to the latest in technology and cross-disciplinary training which will place upcoming graduates in a peerless position as they enter the workforce.

As part of an ongoing effort to solidify Northern College's international presence, Northern College's Marketing and Recruitment Department created culturally specific marketing and recruitment materials for a variety of international markets to reflect the experiences and stories of successful international graduates. This effort to paint a sincere and experiential vignette of the Northern Experience is currently being distributed in India, one of the college's largest foreign markets.

Indigenous Prespectives

Outcomes of Related Initiatives

Northern College continued to engage in meaningful and mutually beneficial relationships with Indigenous peoples, communities and organizations and supported the development and success of Indigenous learners by incorporating Indigenous knowledge and world views in our programming.

As part of our ongoing investment in becoming Ontario's Indigenous college of choice, Northern has implemented a full time Indigenous Leadership position in August of 2018 to better coordinate those efforts while supporting cultural awareness, appreciation and respect. The position serves as a guiding presence as the College works towards developing an Indigenous strategic plan to better support Indigenous programs, services and activities.

To compliment the creation of this new position, the College is working towards improving employee diversity, by establishing a baseline understanding of our employee demographic through a survey conducted in late 2018. With this new statistical benchmark, the College can proceed to develop plans to increase diversity.

In a continued effort to ensure program sustainability, Northern College has developed an assessment rubric to determine program viability. This rubric outlines a range of quantified factors designed to assess whether programs are meeting expectations, helping to guide the often difficult choice of making changes to our educational offerings. This initiative was undertaken to ensure programs, which support all areas including Indigenous development, are designed for sustainability.

Appendix A

2018- 2019 Audited Financial Statements

FOR THE YEAR ENDED
MARCH 31, 2019

KPMG LLP
Claridge Executive Centre
144 Pine Street
Sudbury Ontario P3C 1X3
Canada
Telephone (705) 675-8500
Fax (705) 675-7586

INDEPENDENT AUDITORS' 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, 2019
- the statement of operations and changes in net assets 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 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, 2019, and its results of operations 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 ***"Auditors' Responsibilities for the Audit of the Financial Statements"*** section of our auditors' 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 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.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

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 accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

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

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

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

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

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to the events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 auditors' 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.
- Obtain sufficient audit evidence regarding the financial information of the entities or business activities within the Group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada
June 11, 2019

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Financial Position

March 31, 2019, with comparative information for 2018

	2019	2018
Assets		
Current assets:		
Cash	$ 54,005,383	$ 34,517,752
Accounts receivable	1,484,256	1,800,610
Grants receivable	3,637,855	1,383,094
Inventories and prepaid expenses	183,606	92,508
Investments (note 2)	6,322,292	6,060,848
	65,633,392	43,854,812
Capital assets (note 3)	47,426,467	37,245,790
	$ 113,059,859	$ 81,100,602
Liabilities and Net Assets (Deficit)		
Current liabilities:		
Accounts payable and accrued liabilities (note 4)	$ 23,614,787	$ 15,625,445
Vacation and leave payable (note 5)	2,159,218	2,032,633
Deferred contributions (note 7)	9,655,996	5,686,071
	35,430,001	23,344,149
Employee future benefit (note 5)	1,313,000	1,346,000
Deferred capital contributions (note 8)	37,370,941	32,785,808
	74,113,942	57,475,957
Net assets (deficit):		
Unrestricted:		
Operating	2,171,162	1,676,836
Employment-related	(3,472,218)	(3,378,633)
Capital (note 9)	10,055,526	5,843,806
Restricted and endowment (schedule)	29,957,730	19,336,023
	38,712,200	23,478,032
Accumulated remeasurement gains	233,717	146,613
	38,945,917	23,624,645
Commitments (note 12)		
Contingency (note 14)		
Guarantees (note 15)		
	$ 113,059,859	$ 81,100,602

See accompanying notes to financial statements.

On behalf of the Board:

George Pirie — Chair, Board of Governors

Fred Gibbons — President, Chief Executive Officer

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Operations and Changes in Net Assets (Deficit)

Year ended March 31, 2019, with comparative information for 2018

	Unrestricted		Equity in	Restricted		
	Operating	Employment-related	capital assets	and Endowment	2019 Total	2018 Total
	(Schedules)			(Schedule)		
Revenue:						
Grants	$ 26,978,774	-	-	-	26,978,774	28,896,467
Tuition fees	10,968,718	-	-	-	10,968,718	5,162,705
Ancillary	2,477,898	-	-	-	2,477,898	2,628,789
International programs and other	17,801,312	-	-	-	17,801,312	14,827,382
Amortization of deferred capital contributions (note 8)	-	-	1,774,310	-	1,774,310	1,408,567
Restricted	-	-	-	901,171	901,171	344,533
Investment income	60	-	-	1,144,336	1,144,396	677,923
	58,226,762	-	1,774,310	2,045,507	62,046,579	53,946,366
Expenses:						
Academic	23,867,038	-	-	-	23,867,038	22,222,597
Administration	5,521,770	-	-	-	5,521,770	5,285,055
Student services	5,867,027	-	-	-	5,867,027	4,550,439
Plant and property	2,538,228	-	-	-	2,538,228	2,436,000
Community services	626,309	-	-	-	626,309	582,867
Employment training programs	3,461,866	-	-	-	3,461,866	3,447,490
Ancillary	2,472,554	-	-	-	2,472,554	2,484,597
Amortization of capital assets	-	-	2,353,311	-	2,353,311	1,858,583
Restricted	-	-	-	401,283	401,283	298,181
Employee future benefits and vacation	-	93,585	-	-	93,585	68,938
	44,354,792	93,585	2,353,311	401,283	47,202,971	43,234,747
Excess (deficiency) of revenue over expenses	13,871,970	(93,585)	(579,001)	1,644,224	14,843,608	10,711,619
Net assets (deficit), beginning of year	1,676,836	(3,378,633)	5,843,806	19,336,023	23,478,032	12,694,069
Endowment contributions	-	-	-	390,560	390,560	72,344
Transfer of capital assets (note 9)	(4,790,721)	-	4,790,721	-	-	-
Transfer to restricted funds	(8,586,923)	-	-	8,586,923	-	-
Net assets (deficit), end of year	$ 2,171,162	(3,472,218)	10,055,526	29,957,730	38,712,200	23,478,032

See accompanying notes to financial statements.

Year ended March 31, 2019, with comparative information for 2018

		2019	2018
Accumulated remeasurement gains at beginning of year	$	146,613	264,002
Realized gains attributable to:			
Equity investments		(15,572)	(33,154)
Unrealized gains (losses) attributable to:			
Equity investments		102,676	(84,235)
Net remeasurement gains (losses) for the year		87,104	(117,389)
Accumulated remeasurement gains at end of year	$	233,717	146,613

See accompanying notes to financial statements.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Cash Flows

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	$ 14,843,608	$ 10,711,619
Adjustments for:		
Amortization of deferred capital contributions	(1,774,310)	(1,408,567)
Amortization of capital assets	2,353,311	1,858,583
Net remeasurement gain (losses) for the year	87,104	(117,389)
Decrease in employee future benefits	(33,000)	(29,000)
	15,476,713	11,015,246
Changes in non-cash working capital (note 13)	6,086,422	8,302,725
	21,563,135	19,317,971
Financing activities:		
Endowment contributions	390,560	72,344
Deferred contributions	3,969,925	3,401,086
	4,360,485	3,473,430
Capital activities:		
Purchase of capital assets	(12,533,988)	(11,314,290)
Deferred capital contributions	6,359,443	5,420,020
	(6,174,545)	(5,894,270)
Investing activities:		
Proceeds on disposition of investments	397,540	1,070,830
Purchase of investments	(658,984)	(1,218,874)
	(261,444)	(148,044)
Net increase in cash	19,487,631	16,749,087
Cash, beginning of year	34,517,752	17,768,665
Cash, end of year	$ 54,005,383	$ 34,517,752

See accompanying notes to financial statements.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2019

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 are recognized as revenue based on the number of teaching days within the period.

(c) Investments:

The investments are recorded at market value.

1. Significant accounting policies (continued):

(d) 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.

(e) Employment-related obligations:

Vacation entitlements are accrued for as entitlements are earned (note 5).

The College is liable to pay an employee's accumulated sick leave in the event of sickness or injury.

The College is liable to pay 50% of an eligible employee's vested sick leave credit on termination or retirement.

For the post-employment benefits (continuation of life, medical and dental during LTD), these benefits are accounted for on a terminal basis, in comparison to the non-pension post-retirement benefit which is accounted on an accrual basis. This means that the liability for the post-employment benefit is accrued only when a LTD claim occurs. For these benefits, the full change in the liability is being recognized immediately as an expense in the year.

The College is an employer member of the Colleges of Applied Arts and Technology Pension Plan, which is a multi-employer defined benefit pension plan. The College has adopted defined contribution account principles for this Plan because insufficient information is available to apply defined benefit accounting principles (note 10).

1. Significant accounting policies (continued):

(f) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenues and expenses during the reporting periods. Significant items subject to such estimates and assumptions include the carrying value of capital assets, valuation allowances for accounts receivables; and obligations related to employee future benefits. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

(g) Student organizations:

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

(h) Financial instruments:

All financial instruments are initially recorded on the statement of financial position at fair value.

All investments held in equity instruments that trade in an active market are recorded at fair value. Management has elected to record investments at fair value as they are managed and evaluated on a fair value basis. Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

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

Level 1	Fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities
Level 2	Fair value measurements are those derived from market-based inputs other than quoted prices that are observable for the asset or liability, either directly or indirectly
Level 3	Fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data

2. Investments:

	Fair Value Hierarchy	2019	2018
Bonds	Level 1	$ 4,132,220	$ 3,977,976
Canadian and foreign equities	Level 1	2,190,072	2,082,872
		$ 6,322,292 $	$ 6,060,848

3. Capital assets:

	Cost	Accumulated Amortization	2019 Net Book value	2018 Net Book Value
Land	$ 369,570	–	369,570	369,570
Buildings	66,481,841	27,917,255	38,564,586	22,428,979
Site improvements and betterments	5,139,460	653,750	4,485,710	1,944,192
Leasehold improvements	866,897	866,897	–	–
Furniture and equipment	26,572,602	22,566,001	4,006,601	2,857,372
Construction in progress	–	–	–	9,645,677
	$ 99,430,370	52,003,903	47,426,467	37,245,790

4. Accounts payable and accrued liabilities:

	2019	2018
Trade and other	$ 22,483,048	$ 15,134,036
Payroll related liabilities	208,032	491,409
	$ 22,691,080	$ 15,625,445

5. Employment related obligations:

	2019	2018
Vacation and leave payable	$ 2,159,218	$ 2,032,633
Non-pension post-employment obligations	$ 317,000	$ 299,000
Sick leave benefits - vesting	94,000	139,000
- non-vesting	902,000	908,000
	$ 1,313,000	$ 1,346,000

Vacation and leave payable

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

Employee Future Benefits

Vesting Sick Leave:

The College has provided for vesting sick leave benefits during the year. Eligible employees, after 10 years of service, were entitled to receive 50% of their accumulated sick leave credit on termination or retirement to a maximum of 6 months' salary. The program to accumulate sick leave credits ceased for employees hired after March 31, 1991. The related benefit liability was determined by independent actuaries on behalf of the College System as a whole.

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 employees' illness or injury exceeds the current year's allocation of days. Sick days are paid out at the salary in effect at the time of usage. 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 entitlements:

	2019	2018
Non-vesting sick leave:		
Accrued benefit obligation	$ 606,000	$ 918,000
Unamortized actuarial gain (loss)	296,000	(10,000)
Total sick leave benefit entitlement liability	$ 902,000	$ 908,000

5. Employment related obligations (continued):

The unamortized actuarial loss is amortized over the expected average remaining service life as listed below:

Accumulated sick leave benefit plan entitlements	Academic – 10.8 years Support – 11.4 years
Employee future benefits	11.4 years

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

	2019	2018
Discount rate	2.2%	2.6%
Salary escalation	2.0%	2.0%

Other employee future benefits:

The College maintains defined benefit and defined contribution plans providing other retirement and employee future benefits to most of its employees.

The costs of other post-employment benefits (including medical benefits, dental care, life insurance, and certain compensated absences) related to the employees' current service is charged to income annually. The cost is computed on an actuarial basis using the projected benefit method estimating the usage frequency and cost of services covered and management's best estimates of investment yields, salary escalation, and other factors. Plan assets are valued at fair value for purposes of calculating the expected return on plan assets.

The fair values of plan assets and accrued benefit obligations were determined by independent actuaries on behalf of the College System as a whole as at January 1, 2019.

5. Employment related obligations (continued):

Information about the College's post-employment benefits is as follows:

	2019	2018
Liability for employee future benefits	$ 381,000	$ 373,000
Fair value of plan asset	(64,000)	(74,000)
Funded status	$ 317,000	$ 299,000

The significant actuarial assumptions adopted in measuring the College's accrued benefit obligation include a discount rate of 2.2% (2018 – 2.6%). The average retirement age in the College System is assumed to be 63 and the liability has been recalculated as a result of a separation of the benefit pool for retirees and those on long-term disability from active employees.

For measurement purpose, the annual rate of increase in the per capita cost of covered health care benefits was assumed as follows:

	Other benefit plans
Drug	8.0% (grading to 4.0% in 2040)
Hospital	4.0%
Other medical	4.0%
Dental	4.0%

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 have been no amounts drawn on either line of credit noted above at March 31, 2019 (2018 - $Nil). The bank borrowing facilities are secured by a general security agreement.

7. Deferred contributions:

Details of the continuity of these funds are as follows:

	2019	2018
Balance, beginning of year	$ 5,686,071	$ 2,284,985
Additional contributions received	7,374,921	4,013,421
Amounts taken into revenue	(3,404,996)	(612,335)
Balance, end of year	$ 9,655,996	$ 5,686,071

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:

	2019	2018
Balance, beginning of year	$ 32,785,808	$ 28,774,355
Additional contributions received	6,359,443	5,420,020
Amounts amortized into revenue	(1,774,310)	(1,408,567)
Balance, end of year	$ 37,370,941	$ 32,785,808

The balance of the unamortized and unspent deferred capital contributions consists of the following:

	2019	2018
Unamortized deferred capital contributions	$ 37,370,941	$ 31,401,984
Unspent deferred capital contributions	–	1,383,824
	$ 37,370,941	$ 32,785,808

9. Capital fund:

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

	2019	2018
Capital assets	$ 47,426,467	$ 37,245,790
Amounts financed by:		
Unamortized deferred capital contributions	(37,370,941)	(31,401,984)
	$ 10,055,526	$ 5,843,806

b) Transfer for capital assets:

	2019	2018
Purchase of capital assets	$ 12,533,988	$ 11,314,290
Amounts funded by deferred capital contributions	(7,743,267)	(10,538,468)
	$ 4,790,721	$ 775,822

10. Pension plan:

Contributions made by the College during the year amounted to $2,524,698 (2018 - $2,347,687).

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. 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 asset and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2019 indicated a funding reserve of $2.6 billion.

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 – 275; 2018 - 199)	$ 148,688	541,519	(123,816)	566,391
OSOTF II (Bursaries awarded – 36; 2018 - 51)	54,115	116,611	(31,113)	139,613
OTSS (Bursaries awarded – 43; 2018 – 36)	115,635	198,663	(31,336)	282,962
Other (Bursaries awarded – 10; 2018 – 5)	52,179	188,749	(13,300)	227,628
	$ 370,617	1,045,542	(199,565)	1,216,594

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 2023.

(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:

2020	$ 441,519
2021	331,344
2022	229,574
2023	443,714
2024	53,764
	$ 1,499,915

13. Changes in non-cash working capital:

	2019	2018
Decrease (increase) in accounts receivable	$ 316,354	$ (757,672)
Decrease (increase) in grants receivable	(2,254,760)	612,359
Decrease (increase) in inventories and prepaid expenses	(91,098)	31,638
Increase in accounts payable and accrued liabilities	7,989,341	8,318,462
Increase in vacation and leave payable	126,585	97,938
	$ 6,086,422	$ 8,302,725

14. Contingency:

The College is involved in certain legal matters and litigation, the outcomes of which are not presently determinable. The loss, if any, from these contingencies, will be accounted for in the periods in which the matters are resolved.

15. 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.

16. Financial instruments:

(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 this risk relating to its cash and accounts receivable. 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 (2018 - $300,000).

The College's investment policy operates within the constraints of the investment guidelines issued by the Ministry of Training Colleges and Universities ("MTCU") and puts limits on the bond portfolio including portfolio composition limits, issuer type limits, bond quality limits, aggregate issuer limits, corporate sector limits and general guidelines for geographic exposure. All fixed income portfolios are measured for performance on a quarterly basis and monitored by management on a monthly basis. The guidelines permit the College's funds to be invested in bonds issued by the Government of Canada, a Canadian province or a Canadian municipality having a rating of A or better, or corporate investments having a rating of A (R-1) or better.

Included in accounts receivable of $1,411,965 are student receivables in the amount of $316,572. An amount of $518,837 has been provided for an impairment allowance on the total accounts receivable balance.

There have been no significant changes from the previous year in the exposure to risk or 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 College's investment policy operates within the constraints of the investment guidelines issued by the MTCU. The policy's 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 exposure to risk or policies, procedures and methods used to measure the risk.

16. Financial instruments (continued):

(c) 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 corporate and government bonds have interest rates ranging from 1.25% to 5.75% with maturities ranging from December 18, 2020 to June 15, 2027.

At March 31, 2019, 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 $4,130.

(d) 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.

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

(e) Liquidity risk:

Liquidity risk is the risk that the College will not be able to meet all 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. Accounts payable are all current.

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

17. 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.

The College may not incur a deficit without the approval of the Minister of Training 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.

18. Comparative information:

Certain 2018 comparative information have been reclassified where necessary to conform to the current year presentation.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Continuity of Restricted and Endowment Funds

Year ended March 31, 2019

Restricted Funds

		Balance, March 31, 2018	Additions, transfers and Investment Income	Bursaries and other disbursements		Balance, March 31, 2019
Leaders of Tomorrow	$	24,709	95,473	6,000		114,182
Endowment income		345,908	950,069	193,565		1,102,412
Expendable funds		370,617	1,045,542	199,565		1,216,594
J.H. Drysdale Award		80,402	15,431	2,000		93,833
Other		2,053,282	825,682	140,770		2,738,194
Ancillary		388,700	4,195,775	58,948		4,525,527
Capital projects and operational initiatives		11,328,644	4,550,000	-		15,878,644
	$	14,221,645	10,632,430	401,283	$	24,452,792

Endowment Funds

		Balance, March 31, 2018	Additions	Transfers		Balance, March 31, 2019
OSOTF I	$	2,748,800	-	-	$	2,748,800
OSOTF II		592,475	-	-		592,475
OTSS		1,009,362	60	-		1,009,422
Other		763,741	390,500	-		1,154,241
	$	5,114,378	390,560	-	$	5,504,938
Total restricted and endowment funds	$	19,336,023	11,022,990	401,283	$	29,957,730

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Operating Fund Revenues

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Grants:		
Post secondary:		
General operating grant	$ 6,414,101	$ 6,823,798
International student recovery	(391,500)	(76,125)
Special support grants	9,651,536	9,831,627
Second Career / WSIB grants	370,317	524,315
Grant for municipal taxation	69,675	68,700
Premise rental grant	113,818	290,790
	16,227,947	17,463,105
Employment and literacy:		
Apprenticeship	1,065,909	620,423
Literacy and Basic Skills	2,601,048	2,642,083
Employment programs	4,062,154	4,088,077
	7,729,111	7,350,583
Special purpose grants:		
Indigenous projects	566,656	566,656
Capital support grants	71,982	865,825
Accessibility grants	293,992	320,916
Daycare	644,032	671,165
OSAP bursaries	199,653	181,810
Other	1,245,401	1,476,407
	3,021,716	4,082,779
	$ 26,978,774	$ 28,896,467
International programs and other:		
Daycare fees	$ 73,356	$ 57,831
Rents	199,992	199,992
Contract training	2,487,533	2,687,228
International programs	14,102,961	10,953,762
Other fees	809,432	701,995
Miscellaneous	128,038	226,574
	$ 17,801,312	$ 14,827,382

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Operating Expenses by Cost Object

Year ended March 31, 2019, with comparative information for 2018

	Academic	Administration	Student Services	Plant and Property	Community Services	Employment Training Programs	Total 2019	Total 2018
Academic salaries	$ 12,084,009	-	1,500	-	-	-	$ 12,085,509	$ 10,232,035
Administration salaries	941,551	1,632,224	224,865	105,988	-	261,594	3,166,222	2,847,565
Support salaries	2,871,758	1,229,214	2,475,529	682,472	444,749	1,642,260	9,345,982	8,895,119
Stipends and allowances	-	-	303,612	-	-	786,450	1,090,062	1,193,230
Fringe benefits	3,240,204	752,485	657,424	175,580	105,217	439,894	5,370,804	4,915,231
Instructional supplies	1,588,828	-	245,777	-	12,117	37,719	1,884,441	2,220,066
Field work	19,314	-	-	-	20,258	-	39,572	35,980
Staff employment	-	70,778	-	-	-	-	70,778	98,898
Professional development	9,152	59,766	21,648	-	671	6,910	98,147	88,783
Travel	319,626	111,370	75,273	2,744	-	25,739	534,752	639,356
Promotion and advertising	143,438	35,617	543,573	20,976	-	17,179	760,783	614,513
Equipment maintenance	21,164	215	-	4,306	3,659	-	29,344	47,180
Telecommunications	109,510	59,433	-		-	29,418	198,361	244,171
Office supplies	95,939	75,806	134,321	3,604	-	20,263	329,933	288,211
Janitorial	-	78,579	-	35,106	393	-	114,078	75,515
Facilities maintenance	-	-	-	299,862	4,745	-	304,607	243,827
Vehicle	-	-	-	2,090	-	-	2,090	4,135
Insurance	-	212,701	-	-	-	-	212,701	139,215
Bank charges and bad debts	-	426,206	51,935	-	-	-	478,141	327,769
Professional fees	43,679	287,789	132,453	4,850	2,000	13,500	484,271	885,287
Contracted services	1,892,299	453,251	957,337	105,441	-	-	3,408,328	2,475,157
Utilities	3,016	-	-	1,007,609	-	-	1,010,625	1,128,929
Municipal taxation	-	-	-	87,600	-	-	87,600	71,025
Rentals	483,551	36,336	41,780	-	32,500	180,940	775,107	813,251
	$ 23,867,038	5,521,770	5,867,027	2,538,228	626,309	3,461,866	41,882,238	38,524,448
Ancillary expense							2,472,554	2,484,597
Total expenses							$ 44,354,792	$ 41,009,045

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Ancillary Revenue and Expenses

Year ended March 31, 2019, with comparative information for 2018

		2019		2018
Bookstore Operations				
Revenue	$	70,056	$	94,315
Operating expense		17,979		29,591
Excess of revenue over expense	$	52,077	$	64,724
Student Residence Operations				
Revenue:				
Rent	$	253,093	$	318,002
Service charges		36,837		52,424
		289,930		370,426
Expense:				
Operating		470,391		489,660
Deficiency of revenue over expense	$	(180,461)	$	(119,234)
Parking Grounds Operations				
Revenue	$	135,404	$	162,269
Operating expense		184,366		154,163
Excess (deficiency) of revenue over expense	$	(48,962)	$	8,106
Ancillary Facilities Operations				
Revenue	$	1,982,508	$	2,001,779
Operating expense		1,799,818		1,811,183
Excess of revenue over expense	$	182,690	$	190,596

Appendix B

2018 - 2019 Board of Governors

Chair	George Pirie	Connaught
First Vice-Chair	Doug Walsh	Haileybury
Second Vice-Chair	Domenic Rizzuto	Timmins
Governor at Large	Carly Stringer	Timmins
College President	Fred Gibbons	
Academic Representative	Johanne Carbonneau	Timmins
Administrative Representative	Mitch Dumas	Timmins
Student Representative	Renée Desgagnés	Timmins
Support Staff Representative	Eric Poulin	Timmins
	Bill Allan	Iroquois Falls
	Cathy Ellis	Iroquois Falls
	Lois Kozak	Englehart
	Dorothy Larkman	Matachewan
	Pat McConnell	Timmins
	Jeff Molyneaux	Kirkland Lake
	Irene Tomatuk	Moose Factory
	Gail Waghorn	Matheson
Executive Assistant to the Board	Pierrette Fortier	
Treasurer	Mitch Dumas	

Under the Freedom of Information and Protection of Privacy Acts, the mailing addresses and telephone numbers of the members of the Board of Governors are confidential.

Any correspondence to the Board members may be directed to them c/o the Executive Assistant to the Board, Northern College, 4715 Highway 101 East, P.O. Box 3211, Timmins, Ontario P4N 8R6

northerncollege/members

Appendix C

Advertising and Marketing Complaints

Northern College did not receive any Advertising or Marketing complaints during the 2018-2019 academic year.

Appendix D

Foundation Annual Report for Year Ended March 31, 2019

The Northern College Foundation operates as a department of the college and is not separately incorporated. Its financial activity is consolidated and reported within the college's audited financial statements. The Foundation office works with campus Financial Aid Officers to coordinate donor relations, bursary applications and awards ceremonies but is not currently resourced to operate an annual giving campaign.

Endowments, Scholarships and Bursaries

Northern College has Endowed Funds amounting to $5.5 Million that have accumulated over the college's life. This fund grew by $391k in 2019, primarily from the creation of a $300k endowed Five Nations Energy Inc. bursary fund.

In 2016 our Board of Governors launched The Leaders of Tomorrow campaign with a goal to raise a $250k endowed fund to perpetually provide entrance scholarships to students graduating from regional secondary schools. In Fiscal 2019 we raised $35.5k on top of the earlier contributions for a campaign total of $503k. With the greater endowment we have been able to double the number of entrance bursaries, securing the future for these valued scholarships that strengthen the college's connections with our regional post-secondary partners.

Detour Gold donated $30k towards Métis student bursaries as part of their 2012 Impact and Benefit Agreement with the Métis Nation of Ontario (MNO), and the Porcupine Miner's Memorial created a further $25k endowed fund.

In the past 5 years total bursaries awarded have ranged from $320-$378k with last year's peak representing an 11% increase from the previous year, funded by better investment returns on a larger endowment. In that same time frame the percentage of total bursaries awarded that are paid from Trust Funds has grown from 54% to 75%.

Within the college's restricted accounts, there is a separate Ontario Lottery Gaming (OLG) restricted account containing funds designated for bursaries college-wide. The college very much appreciates the generous time our volunteers donated at the Timmins Bingo which raised over $18k for student bursaries. ($25k previous year)

In FY19 the college received $34k in other tax-receipted cash donations, with $23k directed in support of bursaries and $11k in donations for other purposes.

Various programs at Northern College also benefited from $6k of generous in-kind donations of equipment for program use from industry and individuals.

Appendix E

College Council Annual Report

1. **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.

2. **Membership and Participation**

The 2018-2019 Council included 11 core (voting) members and 9 resource members. A membership list is attached. Per our By-Law, representation is as follows:

Core Members

Academic Staff	4
Support Staff	4
Students	3* +3
Administrative Staff	1
President	1

*3 students to be appointed in a principal role and 3 in an alternate capacity. A maximum of 3 students attending a meeting will be counted towards quorum, with principal members being counted first. At any given time, 3 student members will have voting rights for a possible total of 13 core, voting members.

3. **Meetings**

The Council held three meetings, as mandated, on the following dates:

i. November 28, 2018
ii. March 13, 2019
iii. May 9, 2019

4. **Communication**

College Council continues to support communication within the college. Notices of meetings as well as meeting agendas are published on the college's Intranet (Noraction) and members are encouraged to consult with their peers prior to meetings to receive input on agenda topics.

Approved College Council minutes, membership lists and the College Council By-Law are also available to all staff on Noraction.

Council members were informed about various matters this term such as a Mental Health Project under way for the next two years; they received reports from our new Manager of Indigenous Services & Initiatives including a draft strategic plan she is developing; and they learned about policies under development or that were adopted such as the Policy on Free Speech. Updates on enrollment and news on new scholarships were shared with the Council.

The "Information Sharing" standing agenda item continues to be an important part of our meetings, allowing all members to share news and updates from their respective areas.

5. Effectiveness

We appreciate all of our members' commitment to attend meetings and to share important information and to this end, the Council achieved quorum for all of its scheduled meetings. Obtaining student representation has proven to be particularly challenging this year; however, we remain optimistic that next year will yield greater student participation.

6. Summary

Members of College Council are engaged and continue to make valuable contributions towards achieving our mandate to promote communications throughout the college.

Four members are completing their term of service as of August 2019 and the election process to select new representatives will be initiated in early fall 2019.

Moved by: Amanda Farrow
Seconded by: John Harrington

THAT College Council approves the 2018-2019 Annual Report as presented; and that the report be included in the 2018-19 Northern College Annual Report to be submitted to the Ministry of Training, Colleges and Universities (MTCU). Carried.

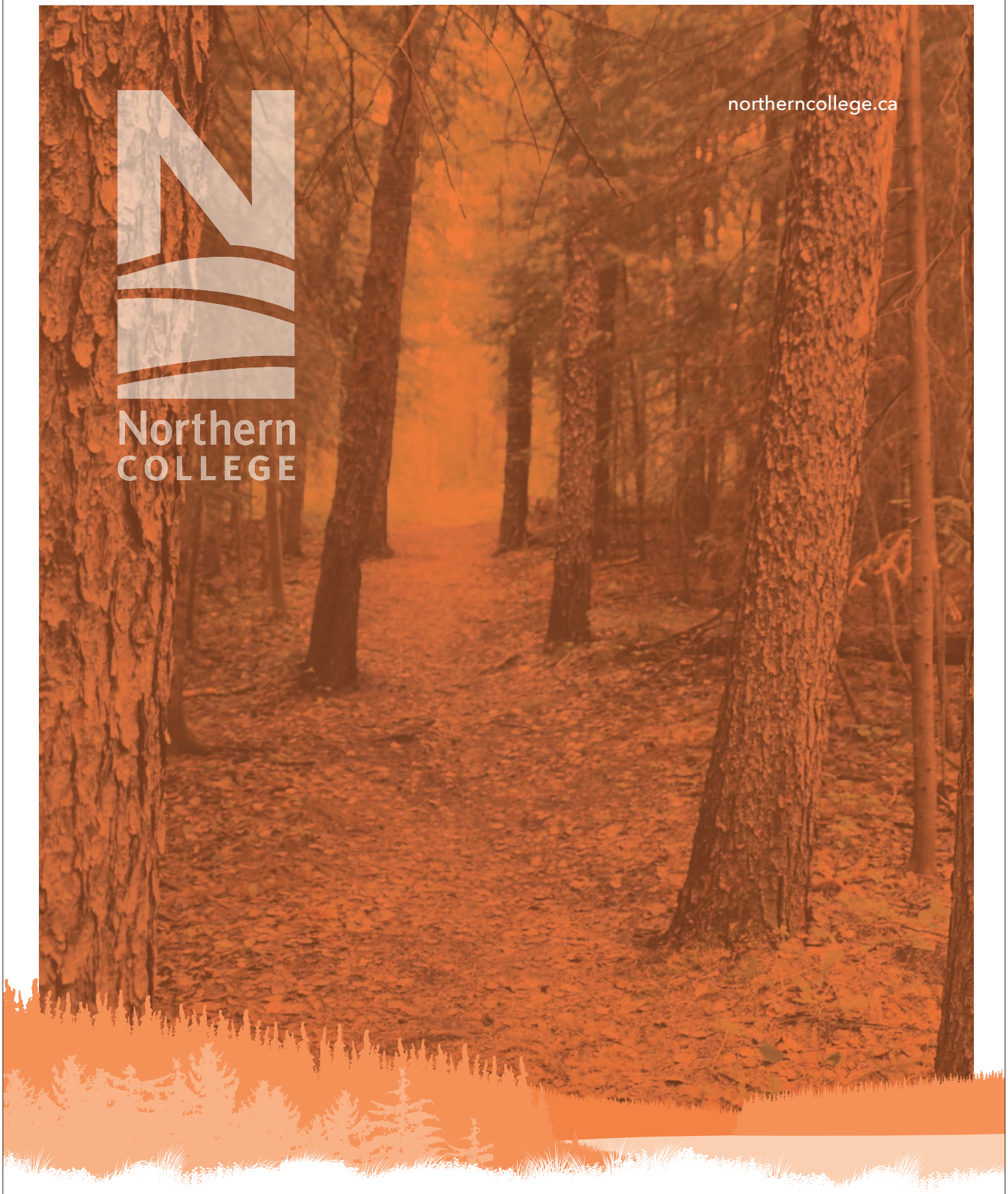
2018 - 2019

College Council Membership List

Representative	Core	Term Ends August 31	Campus Represented
Elizabeth Brownlee	Academic	2020	Haileybury/Kirkland Lake
Tyy Dearden	Academic	2019	Haileybury/Kirkland Lake
Tanya Spencer Cameron	Academic	2019	Timmins/Moosonee
Leata Rigg	Academic	2019	Timmins/Moosonee
Jessica Lafreniere	Support	2020	Haileybury/Kirkland Lake
John Harrington	Support	2019	Haileybury/Kirkland Lake
Amanda Farrow	Support	2020	Timmins/Moosonee
Marc Dinel	Support	2020	Timmins/Moosonee
Diane Stringer	Admin	2020	All campuses
Vacant	Indigenous Student Assoc.	2019	
Julia Marshall	NCSA	2019	
Vacant	Accessibility Services	2019	
Fred Gibbons	President & CEO		

Resource Members

Audrey Penner	VP Academic and Student Success
Cam McEachern	Ex. Director, Student Services, Institutional Research and Registrar
Sarah Campbell	Dean, Health Sciences and Emergency Services
Doug Clark	Dean, Sciences
Aaron Klooster	Dean, Trades and Technology
Dean Lessard	Dean, Business and Community Services
Christine Heavens	Ex. Director, Community, Business Development and Employment Services
Trudy Wilson	Manager of Indigenous Services and Initiatives
Sam Frappier	Payroll and Benefits Specialist
Kyle Gennings	Marketing/Communications Officer
Pierrette Fortier	Executive Assistant



Approved by the Board of Governors June 11, 2019