Northern
COLLEGE

2019-2020

ANNUAL REPORT

Approved by the Board of Governors on June 18, 2020

northerncollege.ca

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BOARD CHAIR'S MESSAGE

We are pleased to present Northern College's Annual Report for 2019-2020. A culmination and celebration of so many activities and achievements, this report outlines the Business Plan initiatives with defined, measurable outcomes from the past year, as well as reviewing the many other objectives we have reached working together with all those who support us and our learners.

Guided by our vision of success for all through learning and partnerships—and by our mission to provide northern communities with quality, accessible education through innovative programs, services, and partnerships—we know what success looks like, and have set about achieving our goals.

The measurable outcomes that you see on these pages are more than just words. These milestones have real meaning to our learners who are inspired to go the distance when supported with excellence in post-secondary education, apprenticeship, and corporate training.

Motivated by our long and successful history of educating and inspiring current and future workers, we are propelled to be and do even more.

We have no doubt that Northern College will continue to shine bright and attract learners to the North—where quality education and opportunities abound.
Warmest regards,

George Pirie, Chair
Northern College
Board of Governors

PRESIDENT'S MESSAGE

Welcome to our 2019-2020 Annual Report. Over the past year, we have worked together with our learners, staff, faculty, partners, and communities to accomplish great successes, and we're proud to have strengthened the presence of post-secondary education in Northeastern Ontario as a result.

On these pages, you will see the many ways in which we show up for our students and the communities we serve. Holding true to our College's values and principles, our achievements remain rooted in our ability to strengthen this corner of the world by creating dynamic learning environments for all students who choose to grow stronger in Northeastern Ontario.

We contribute to the North by training the workforce needed to sustain and lead it. And we know that our students and graduates are contributing to our region in meaningful ways that truly make a difference.

As with everything we do, the projects and outcomes outlined in the following pages have been accomplished in a fiscally responsible manner that has maximized the use of College resources. Key investments have been and will continue to be made in critical infrastructure renewal to keep our College buildings safe, refreshed, and inspiring.

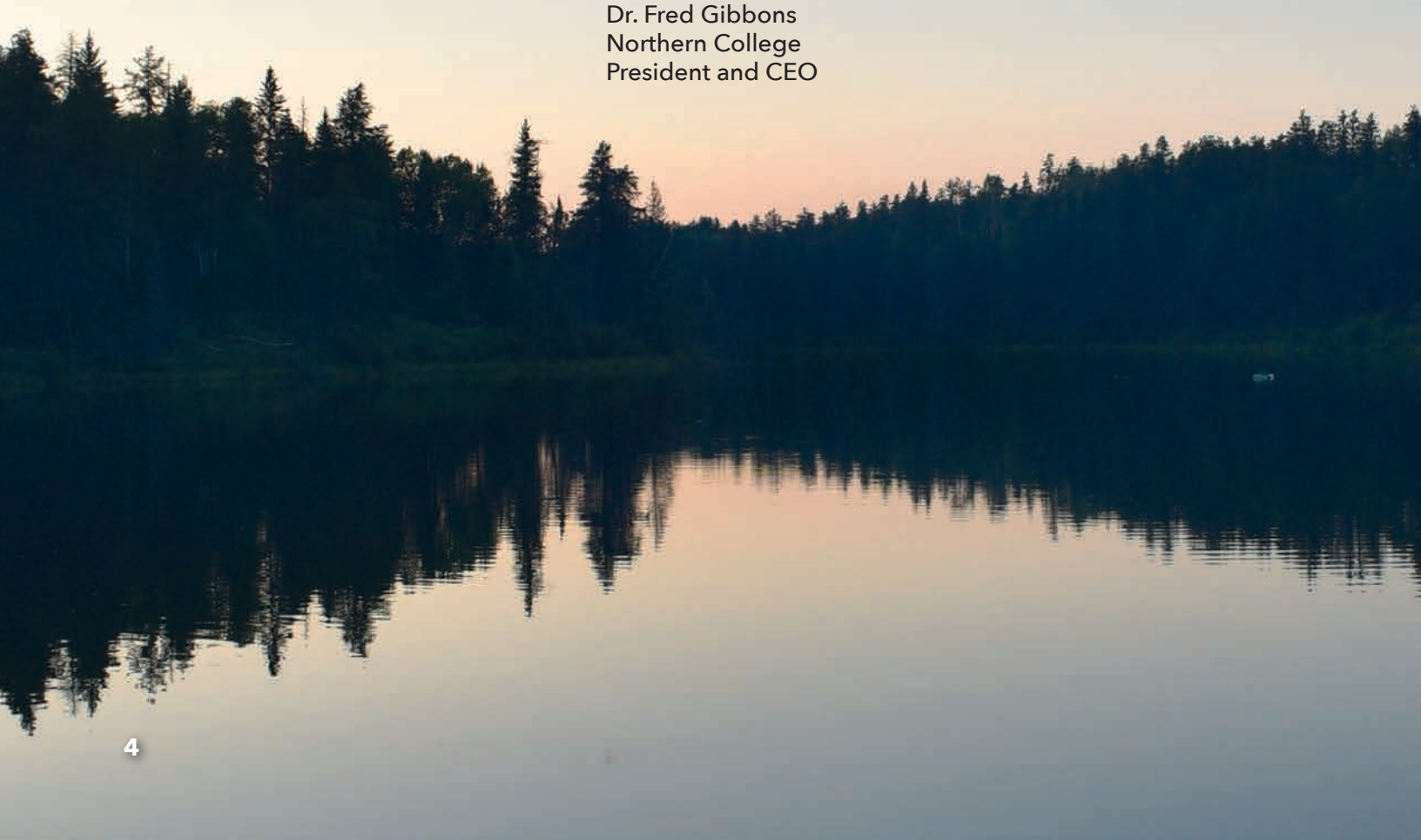
As a learning organization, the training and development of our staff to support the implementation of initiatives outlined here, as well as projects that will contribute to or sustain new sources of revenue and research—like the state-of-the-art Innovation Hub currently being completed—will also be undertaken to provide invigorating experiences for all who seek to work and learn with us.

At Northern College, we believe in our learners. We believe in those who have passed through our halls, classrooms, shops and labs. And we believe in the positive impact we are having on them as they go on to forge a better world.

Seeing what we have accomplished over the past year, we are without a doubt proud to be North, and proud to be Northern.

We trust that as you read this, you will be too.

Dr. Fred Gibbons
Northern College
President and CEO



2019-2020 ADMINISTRATIVE STAFF POSITION	NAME
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	Mitch Dumas
Administrative Assistant, Office of the V.P. Corporate Services	Mikayla Toyne
Ex. Director, Student Services, Institutional Research and Registrar	Cam McEachern
Ex. Director, Community, Business Development & Employment Services	Christine Heavens and David Rossi
Director, Marketing, Communications and External Relations	Susan Hunter
Director, Technology and Learning Innovation	Glenn MacDougall
Dean, Health Sciences & Emergency Services	Sarah Campbell
Dean of Sciences	Doug Clark
Dean, Trades, Technology and Apprenticeship Programs	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, Haileybury	Tammy Mackey
Campus Manager, Kirkland Lake	Drew Enouy
Campus Manager, Timmins	Christine Bender
Campus Manager, Moosonee	Diane Ryder
Administrative Assistant, Moosonee	Emily McDonald
Manager, Admissions, Student Recruitment and Enrolment Services	Jaret Dicks
Manager, Plant & Property	Stephane Lefebvre
Manager, Human Resource Services	Natalie Dorval
Human Resources Generalist	Sarah De Pinto
Recruitment & Retention Specialist	Samantha Frappier
Pensions and Benefits Specialist	Allison Gallant
Human Resources Coordinator	Julie Clancy
Payroll Specialist	Corinne McEwen
Controller	Chantal Morin
Senior Accountant	Jodi DeLaurier
Financial Analyst	Eric Poulin
Manager, Employment Services and Academic Upgrading	Kelly Torresan
Executive Director, East End Family Health Team	Diane Stringer

As at March 31, 2020

EXECUTIVE SUMMARY

VISION

Success for all through learning and partnerships.

MISSION

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

GUIDING PRINCIPLES

- Learning for success
- Career opportunities through innovative education and transferable skills
- Practical, hands-on experiences
- Value for investment
- Support for lifelong learning
- A healthy, adaptive, and progressive organizational culture

This 2019-2020 Annual Report is a testament to the goals accomplished by Northern College. It provides us with a recap of the inspiring events and achievements that have raised the bar on post-secondary education and corporate training in Northeastern Ontario. As an exercise, this report also presents us with the opportunity to press pause for a moment and take stock of how our College has positively impacted the communities we serve.

Creating strong educational experiences ultimately improves the lives of learners, their families, and their workplaces. And all this is occurring at a time when the global demand to foster and attract talent has never been more competitive.

The preparation of this annual report has been guided by the framework and directions outlined within Northern's Strategic Plan—in accordance with the College's Strategic Mandate Agreement—and based on our key areas of strength and differentiation, as well as Northern's Strategic Enrolment (SEM) Plan, Vision, Mission and Guiding Principles. New this year, are the College's additional organizational documents providing further strategic guidance to the institution, including Academic, Recruitment, Marketing and Communications strategic plans.

In the ways outlined on the following pages, it is clear that Northern College has risen to yet another level of achievement, guided by a promise to deliver the best college education in Ontario, and accomplishing this task with the dedication and expertise of our people, partners, leaders, and volunteers, along with the Board of Governors who guide our efforts.

OVERVIEW OF STRATEGIC DIRECTIONS FOR 2016-2020

The success of the students and communities we serve remains at the heart of everything that Northern College does, and is the reason our organization exists. With this in mind, all actions outlined in our Business Plan roll up into the following goals that have been identified as the four major strategic directions to help frame the College's objectives and initiatives as we move forward in implementing our vision.

The four strategic directions of Northern College are as follows:

- **ACCESSIBLE EDUCATION**
  We are committed to maximizing educational access, engagement, and choice for our communities. We help our learners succeed by integrating innovative delivery methods with technology and a comprehensive suite of student support services.

- **SIGNATURE PROGRAMS**
  We are building a reputation as a world-class provider of selected programs that leverage the strengths, partnerships and assets of each of our four campuses, while continuing to respond to the specific education and training needs of northern Ontario communities.

- **THE NORTHERN EXPERIENCE**
  Our goal is to help learners achieve their full potential by providing unique academic, social, and real-world experiences. We are committed to providing an environment that embraces continuous improvement, innovation, and ongoing quality management.

- **INDIGENOUS PERSPECTIVES**
  We appreciate and respect the Indigenous worldview and its contribution to contemporary thinking. We facilitate opportunities in which different perspectives are presented, valued, and understood, so our learners are prepared for an increasingly diverse workplace.

INTRODUCTION

THE PROOF IS IN THE NUMBERS

Teaching is our passion. And we've worked hard over the past few years to invest in the quality of our programs and student success. We're quite pleased with the results. Because as they say, the data speaks for itself. During the 2019-2020 academic year:

- Northern College led Ontario's English-speaking colleges in student satisfaction with 92.9 percent of students reporting that their programs are providing them with the skills they need for future employment. (Source: Colleges Ontario)
- Attracting approximately 650 international students on our northern campuses in the 2019-2020 academic year, Northern continues to be a college of choice for learners from around the world.
- With a 30 percent increase in high school applicants, Northern College was one of the few Ontario institutions to report positive growth in domestic student applications. And while colleges across the province were reporting decreases, Northern showed a six percent enrolment growth—alongside increases in every other measurable metric—leading all colleges in the province. (Source: Ontario Colleges Application Service)
- The College exceeded provincial graduation averages from Board-approved programs, with 94 percent of students receiving their certificates. (Source: Strategic Mandate Agreement (SMT), 2017-2020)

Please read on.
You'll be impressed with our other achievements, too.

ACCESSIBLE EDUCATION

THE ROAD AHEAD: DEVELOPMENT OF AN ACADEMIC PLAN

As an institution, Northern College is known for its caring environment and high-quality programming. Our small size defines our relationship with students. This year saw the development of an impressive **academic plan**—a thorough and highly-collaborative project.

The purpose of the academic plan is to provide a 'road map' for the **integration of program delivery** with Northern College's Strategic Plan. Articulation of this academic plan enhances program delivery while supporting faculty to ensure student success. This academic plan addresses how successful learning is incorporated with three key elements: 1) graduates/students; 2) educational philosophy; and 3) faculty development. Individual learning journeys will be supported through the implementation of this plan. Implementation of the academic plan is ongoing and will be evaluated yearly.

SOS FOR STUDENT SUCCESS: EARLY INTERVENTION

One main tenet of the academic plan highlights the fact that we are here for students. They are central to all that we do, and as such, represent our core purpose. To help students succeed, an **early intervention system** was developed over the past year to identify learners experiencing challenges in their studies. As time is of the essence to assist those who encounter difficulties as they learn—and since a cross-functional approach is needed to be impactful – this seamless early-intervention system is **fully integrated** with the College's online student records and allows faculty to 'alert' the Student Life Advising team when a student needs help. In this way, it represents a faster and more efficient way to help learners.

The introduction of this early-warning system helps us be proactive in student success scenarios. The implementation of this detection tool demonstrates the way in which the organization continues to build on new and exciting opportunities to reach out to students before they are in dire need of assistance. In responding to students' needs in this way, the organization can set the student up for greater success, now and into the future.

PIVOT TO ONLINE LEARNING

As our institution progresses to meet the needs of the fourth industrial revolution—automation and the integration of artificial intelligence—the need for our faculty to be **digitally competent** grows. This was accelerated in March of this year when the organization had to quickly pivot, and did so successfully due of the impact of physical distancing restrictions resulting from COVID-19.

DIGITAL COMPETENCY: REMOTE LEARNING AS THE NEW NORMAL

Digital competency is a cornerstone of the 21st century. Advancing our goal of maximizing educational access to as many learners as possible—as well as increasing engagement of and choice for learners wishing to study and improve their lives while living in our communities—Northern College will continue to support innovative educational delivery methods and frameworks that build internal capacity and curriculum to better create authentic and impactful learning experiences, including those online.

For further growth moving forward, this past year saw the introduction of a faculty **digital competency self-assessment tool** which provides a base-line for assessing the comfort level and effectiveness of digital competency. This was implemented as it has become increasingly important for our faculty to have digital competency in a world where everyone and everything, it seems, has gone online.

The introduction of this tool expands the continued legacy of Northern as a leader in digital spaces with rich learning experiences delivered through online presentation of our diverse curriculum. Recognizing we are a learning organization, self-assessment tools like these allow for growth and development of those closest to our learners—our esteemed faculty.

TRANSFER AGREEMENTS: WORKING TOGETHER FOR STUDENT MOBILITY

Accessible education extends well beyond the walls and classrooms of Northern. Providing further opportunities for accessibility in education, we continue to look beyond our campuses to make education work for students across the province. To this end, the College collaborated with other post-secondary institutions in Ontario's North this past year to provide students with the ability to **transfer their credentials** from one institution to another—without the need to back-track and retake courses already completed.

On March 13, 2020, in Sault Ste. Marie, the Ontario Council on Articulation and Transfer (ONCAT) celebrated the signing of the Northern Business Fundamentals Co-Registration MOU at Algoma University. The MOU involves Northern College working with a **wide array of partner institutions,** including Algoma, Laurentian, Lakehead, and Nipissing universities, along with Cambrian, Canadore, Collège Boréal, Confederation, and Sault College. With Ross Romano, the Minister of Colleges and Universities in attendance to congratulate ONCAT, and all the northern colleges and universities working together, the event addressed the need to foster greater student mobility in communities across Ontario with regard to post-secondary education.

Thanks to this innovative and much-needed Memorandum of Understanding, students will now have the opportunity to seamlessly experience the learning environments, opportunities, academic supports, and services offered by both a university and a college, with this new level of mobility providing additional skills and learning opportunities for the marketplace.

SIGNATURE PROGRAMS

Northern continues to build on our reputation as a world-class provider of specialty programs, leveraging the strengths of every campus and offering while responding to the educational and training needs of northern communities.

As we continue to invest in marquee programming that both characterizes our four campuses and defines the institution's educational strengths, work is well under way to ensure these long-standing cornerstones continually evolve to respond to an ever-changing industrial sector and credentialing climate.

INSPIRING SPACES FOR 21ST CENTURY LEARNING

Educational spaces should reflect what students are learning and the relevance of their chosen vocation. The electrical program area was refreshed to create a warm, inviting, and user-friendly space for students to gather, discuss projects, and compare notes.

Formerly known as 'The Hydro One Energy Centre' at the Timmins campus, this area houses the shared learning environments for the Electrical Apprenticeship and Electrical Engineering Signature Programs. As part of a larger effort to **pivot the program identity** and bring it in line with a more modern image of the Electrical Industry, a collaboration between the Marketing, Technology and Trades, and Plant and Property departments undertook a project in February 2020 to update the look and atmosphere of this campus wing. A focus on environmental sustainability and technological advancement has been incorporated into the program curriculum through content updates, and with the improvements to the physical space and lab environments, students feel they are in a modern program supported by modern facilities.

"I" IS FOR INNOVATE

The department of Applied Research, Entrepreneurship and Innovation—along with many other departments including Plant and Property, and Technology and Learning Innovation—has been working diligently to create the **new Innovation Hub.** Located in the lower F-wing of the Timmins campus and, with Board approval, soon to be renamed the I wing, the hub encompasses over 23,000 square feet of shops, labs, and classrooms. Primarily used for **research and development**, industry partnerships, student experiential learning, and technology development and adaptation, the project has been in the works since 2018 and is slated for completion by December 2020. The repurposing of this wing will allow students to learn with state-of-the-art equipment and facilities, all while working alongside industry partners to better prepare them for their future careers.

With the support of industry partners, including our major corporate donor Kirkland Lake Gold, the Innovation Hub is **expanding its focus** on mining technology and process improvement research with the creation of a mining-centric, multi-purpose facility. The college has invested in the support and renovation of new laboratory spaces, including a new Prototyping Lab, Virtual Reality lab, Alternative Energy Lab, Advanced Manufacturing Lab, Mining Exploration shop, as well as improvements to support spaces.

VETERINARY SCIENCES: HAILEYBURY CAMPUS RENEWAL AND EXPANSION

With initial planning under way this past year for improvements to the Haileybury campus, the Veterinary Technician program offerings at Northern will see an **expanded and newly renovated building.** Concept drawings were developed in 2019 to expand and improve both physical lab spaces and teaching areas for an enhanced learning experience.

The programs offered here, such as Wildlife Rehabilitation and Companion Animal Rehabilitation, are the only two of their kind in the country and meet a critical need in supporting the wildlife and companion animals that make our world richer. **Institutional distinctiveness** in these as well as other programming is further outlined in the College's Strategic Mandate Agreement with the Province of Ontario and demonstrates the College's widespread and lasting impact on the region.

The conceptual plans developed for the Haileybury campus expansion have involved the input of staff, faculty, and the students who will be using the space. With these plans, the College can better accommodate high-tech programs in the state-of-the-art surroundings required for the excellence modelled here. With the majority of students coming from out of the region to attend this program, remaining competitive in this field will continue to position the College as an educator of choice. Always eager for shovel-worthy, shovel-ready projects, renewing the Haileybury campus will benefit the community as well as the College.

NORTHERN EXPERIENCE

Northern College helps learners achieve their full potential by providing unique academic, social, and real-world experiences as part of the Northern Experience. To continue strengthening the breadth and quality of this Northern Experience, unique programming opportunities continue to be developed to position the College as an educator of choice for learners—whether from within our region or those seeking to move here and help us grow the North.

EXCELLENCE IN PROGRAMMING

Northern College continually embraces growing trends in post-secondary education and the world around us. We are committed to programs that appeal to learners and help grow our organization, and to that end we are always looking for new and innovative ways to address industry needs so that students have whatever they need to succeed. More so than our university counterparts, colleges are intrinsically bound to the requirements of industry–and that link necessarily differentiates our approach to education. Because of this close connection, Northern's programming reflects what the world needs from the talent we are fostering.

This past year saw the development of **several new programs unique to Northern,** including Information Systems Business Analysis and Supply Chain Management, both geared primarily to on-shore international students. Information Systems Business Analysis is a two-semester Graduate Certificate while the Supply Chain Management program is a four-semester Graduate Certificate.

TIMELY PANDEMIC PROGRAM OFFERING

In June 2019, MCU approved funding for the new Emergency Management, Terrorism and Pandemic Planning graduate certificate, and work began immediately on curriculum

development, in consultation with the City of Timmins and our Emergency Services partners and programs. This new program covers pertinent topics such as Cybersecurity and Threat/Risk Assessment. The program will make the new Advance Disaster Management Simulation System a keystone learning system within the Emergency Services Programs, and will further elevate the profile of Northern College as a **centre for excellence in Emergency Services** training. The first intake of this new graduate certificate program is scheduled for September 2020.

Emergency services at Northern are delivered on the Timmins campus in a cross-collaborative, state-of-the-art new building, with fire departments and emergency services working on-site. Following the unveiling of our Integrated Emergency Services Complex in the fall of 2018, Northern College experienced **a new era of tangible, technology-focused experiential learning** that has seen a notable rise in enrolment for our suite of emergency services programming. Students now have access to the latest in simulator training designed to instill essential, cross-disciplinary cooperation alongside emergency service professionals, as well as on-site placement opportunities—introducing a new approach to on-site collaborative post-secondary education that's unique to the province, if not the country.

ACCOMMODATION AND HUMAN RIGHTS MANAGEMENT

In October 2019, Northern announced a new program it had developed as part of a collaboration between Ontario's six northern colleges, designed to **fill a growing training gap** in the specialized areas of human rights, disability management, and accommodations. Accommodation and Human Rights Management is a one-year, three-semester Ontario College Graduate Certificate offered to students for Northern College's Fall 2020 semester. Northern College is pleased to announce the creation of this new graduate program housed within the **School of Business and Office Administration.**

SOCIAL SERVICE WORKER CURRICULUM UPDATE

Keeping curriculum vibrant and up-to-date is a continual exercise. This year saw the College's Social Service Worker program updated to reflect the new Ministry of Colleges and Universities (MCU) vocational learning outcomes (VLOs). With the new SSW VLOs now mapped and integrated into the existing program curriculum, a 'new' SSW program synopsis will launch in Fall 2021.

It's clear that in 2019-2020 Northern continued to deliver on its promise to position itself to offer unique, **compelling high-quality program choices** that attract learners from both near and far, positioning it as a key player in the region's attraction and growth strategies. The introduction of these varied programs, coupled with checks for both quality and consistency, demonstrate the organization's commitment to providing an environment that embodies the values and principles underpinning the entire College's approach to post-secondary delivery, including continuous improvement, innovation, and ongoing quality management.

PLANNING FOR THE NEXT GENERATION: EARLY CHILDHOOD EDUCATION LAB

Learning spaces where experiential activity meets real life are especially important to students. As part of our ongoing effort to provide students with the highest quality experiential learning opportunities, the School of Business and Community Services began initial plans to launch a new Early Childhood Education (ECE) lab this past year, designed to **provide beneficial programming** for young people and families within the College's catchment area while offering ECE students first-hand experience in their field of study.

As with many of the College's larger undertakings, successful planning for a project of this magnitude is not possible without the strong connection to, and **support from local stakeholders,** including the Cochrane District Social Services Administration Board (CDSSAB), local school boards, the YMCA, and North Eastern Ontario Child and Family Services (NEOFACS).

QUALITY ASSURANCE – EXCELLENCE IN ALL THAT WE DO

Ever-committed to excellence in education, the College will be placing a renewed focus on its existing academic auditing processes to ensure that only the highest-quality offerings are made available to learners. These stringent reviews accentuate Northern's commitment to continuous improvement, as well as its commitment to developing tangible pathways between foundational educational offerings and the importance of life-long learning and, where needed or required, academic upgrading. As part of our Self-Study Audit Report to College Quality Assurance Audit Process (CQAAP), we committed to review all program recommendations for the past five years.

The purpose of this was to **assess how effective we are** at completing program recommendations stemming from our program reviews. This was a business plan initiative in the 2019-2020 year to assess our effectiveness at implementing program recommendations. The review of recommendations from the past five years were then tabled with the Quality Assurance Committee and the Senior Management team.

The enticing new programs, quality improvements, and experiential learning opportunities that Northern College implemented over the past year all reflect the alignment of offering a unique learning experience in the communities of Ontario's Northeast. Doing so positions the College as an enticing destination for potential students to secure an education and a job, and grow roots deep into the Canadian Shield. The approaches taken serve the dual purpose of promoting both the College's offerings while growing the region with community attracting strategies that blend learning with an invigorating Northern Experience.

INDIGENOUS PERSPECTIVES

Northern College continues to engage in meaningful and mutually beneficial relationships with Indigenous peoples, communities, and organizations. Development and success of Indigenous learners is supported by undertaking several compelling initiatives that position the College as an **educator of choice for Indigenous learners.**

Located in the communities of Moosonee, Kirkland Lake, Haileybury, and Timmins, Northern acknowledges the lands of the Ojibway, Cree, Algonquin, and Metis 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, Attawapiskat, and Weenusk.

We continue to focus on improving inclusion and support of Indigenous programs, services, and activities at our campuses that together contribute to Northern becoming the College of choice for Indigenous Peoples. Compelling programming in Moosonee is seeing learners **empowered and engaged,** with the successful pre-health program delivery with First Nation communities, as well as interactive videoconferencing to remote communities with Indigenous learners.

INTERACTIVE VIDEOCONFERENCING

In the spring of 2019, our Moosonee campus began a plan to deliver its first full-time program through **interactive videoconference** technology to the remote First Nation communities of James Bay. Located in each of the communities, Northern College Access Centres have offered adult academic upgrading and other short training courses, but none through interactive videoconference technology or a full-time program.

INDIGENOUS PATHWAYS TO HEALTH

In September 2019, we began the Indigenous Pathways to Health Programs—a three-semester Indigenous program that would prepare students from remote First Nations to enter the health science programs of their choice. Northern College enhanced this program by including Medical Cree Terminology, Medical English Terminology, Indigenous Health and Wellness, along with other relevant courses that were embedded with **specific Indigenous content** to engage students. Another unique feature of the program was that students attended one week per semester in Timmins to help with the eventual transition to a southern urban campus, where many would study programs in Nursing, Paramedics, Medical Lab Technician, and other health-related programs in order to meet their long-term career goals.

Comments from the students in this program were highly favourable, including:

- "After being out of college for three years, I decided to apply for this program. It was the best choice I have made for me and my daughter. I really enjoy this program."
- "They offered extra courses that allowed us to practice our cultural traditions and even a course where you learn medical terminology in Cree—I thought that was pretty neat."
- "I've made friendships, exceeded my expectations for my grades (thanks to the small classes), we are offered one-on-one time if we need it."

Building on the success of the first interactive videoconference program to remote First Nation communities, and the **program developed for Indigenous students** from the James Bay (Weeneebek) region in the Indigenous Pathway to Health Programs (to be completed on July 24), Northern College will offer a pathway to Trades in the future.

INDIGENOUS SPACES: PLACES TO GATHER

Northern College has a well-established support network for Indigenous students. The Indigenous students' spaces on each campus are welcoming areas where students have access to many supports that **address the barriers** they may face while learning. Integral to the Indigenous student centres are Indigenous Elders and Indigenous support staff, including Indigenous Student Advisors available at all campuses. Adjacent to the lounge on the main campus are computers with software and printers for independent and collaborative learning. The Indigenous Friendship lounges on all campuses are gathering places for meals, relaxation, socializing, and support. Also present on Northern's campuses are teepees and other culturally-specific areas where students and community members can come together to smudge, participate in ceremony, and incorporate Indigenous ways of knowing into their daily lives.

SEEING OURSELVES: EXPANDING THE INDIGENOUS DEPARTMENT

To further complete a circle of care for Indigenous learners and invite an increasing number of Indigenous learners to the College, Northern took steps this year to prepare for the hiring of an Indigenous-specific recruiter. The College will continue to expand its Indigenous focus with the establishment of another new position—**a Pathways Navigator position.** These are in addition to the previous establishment of an Indigenous department with a dedicated manager and Indigenous administrative support person. All of this was done in line with our goal to become the college of choice for Indigenous learners, whereby we are intentional about meeting and addressing Indigenous learners' needs.

NORTHERN COLLEGE INDIGENOUS COUNCIL ON EDUCATION

All activities undertaken at Northern that impact Indigenous students are overseen by the Northern College Indigenous Council on Education (NCICE) who provide regional representation and meet with our senior management team to review the **College's commitment to Indigenous learners and communities.** At the meeting held in January 2020, the agenda included the College's Indigenous Services and Initiatives Strategic Plan, College PD, Indigenous Awareness Curriculum, a Sacred Garden idea/proposal, and the Community Safety and Well-being Plan.

A SOLID COMMITMENT TO JUSTICE

This year, the Northern College Indigenous Council on Education (NCICE) reviewed a draft statement of commitment initially developed by a working group and approved in principle by the Board of Governors, subject to final approval by NCICE. The commitment now reads: 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 the Indigenous Peoples' teachings.**

INDIGENOUS LEARNING PARTNERS

In the fall of 2019, Oshki-Pimache-O-Win: The Wenjack Education Institute (Oshki-Wenjack) partnered with Northern College for the delivery of technical training equivalent to Level 1 Millwright and Level 1 Electrical in Longlac and Nakina. The two intakes of training were a collaborative effort of Oshki-Wenjack, Northern College, Buchanan, Longlac Lumber Inc., Nakina Lumber Inc., Rocky Shore Development Corporation, and Agoke Development Corporation. First Nation training participants were from the Rocky Shore Development Corporation and Agoke Development Corporation affiliate communities. Northern College delivered the training using Oshki – Wenjack's **mobile lab to support the delivery of apprenticeship training** while Longlac Lumber Inc. and Nakina Lumber Inc. sawmill sites supported the setup and deployment of the mobile lab. With graduation set for later this summer, the 18 graduates, 3 of which were women, are well prepared to further their learning and careers in the trades.

TRUTH AND RECONCILIATION PROFESSIONAL DEVELOPMENT

To increase steps in advancing Truth and Reconciliation Initiatives, this year marked the pilot of Professional Development for College staff on a voluntary basis. The training allowed staff to learn about the treatment of Indigenous peoples in Canada and how to address these inequities in education. In aspiring to become the College of choice for Indigenous learners, Northern College will allocate additional resources to **impactful learning experiences** and advance integrated curriculum development that greater reflect Indigenous values and teachings, as well as incorporate Indigenous knowledge and worldviews into post-secondary programming. Plans for this strategic direction include identifying how to increase employee diversity with respect to Indigenous representation on staff and faculty, and improving the inclusion of designated groups.

STUDENT SUCCESS

DEVELOPMENT OF A CAMPUS MENTAL HEALTH STRATEGY

From 2018 to 2020, Northern College participated in the development of a Campus Mental Health Strategy. Prepared by the Mental Health Lead, the strategy was developed from the contributions of key participants, including students, support staff, faculty, administration, and community partners. Focus groups were held to determine service gaps and strategic priorities. The purpose of this development is to create a supportive, inclusive, and healthy campus aimed at **fostering student and institutional success.** The impacts of this strategy will only be measurable once it has been implemented. The draft was presented to the college Senior Management Team and Board of Governors to move the college forward in establishing increasingly holistic practices to promote well-being for the organization.

NEW POSITION: MENTAL HEALTH ADVISOR

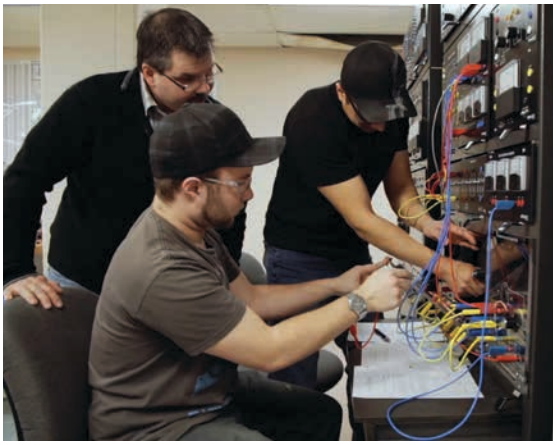
In March 2020, a new position was created to support student mental health and academic success. Working with the Student Advising Services team, this new position complements the comprehensive services and programs by supporting the implementation of the campus mental health strategy, offering **direct support to students,** and providing resources, training, and health promotion to the college community. This new set of supports aims to enhance the student experience and optimize student success.

JACK CHAPTER

In September 2019 to March 2020, Northern College supported the student-led Jack Chapter. Part of Canada's largest youth movement to support mental health, the Chapter organized and participated in a number of events and activities throughout this academic year, including Orientation, Bell Let's Talk Day, a Holi celebration, and the creation of a Facebook page encouraging students to connect. They also participated in Coldest Night of the Year, a community-based event in the fight against homelessness and food insecurity. Jack Chapter is not a campus service, but offers **promotion and advocacy** for student mental health. They worked closely with the College's Student Advising Services.

HOLIDAY CHEER CAMPAIGNS

In October 2019, a campus committee dressed up with our mascot to deliver Halloween treats to students. Our Learning Resource Centre staff created an educational piece for our international students on the history of celebrating this holiday. In December 2019, a collaboration between various campus departments offered several supportive gestures for students. A jingle-mobile with holiday snacks and draws was delivered by our mascot, a holiday dinner was prepared for 30 students, a giving-tree with practical items was filled, and a photo opportunity with Santa was held. In March, our student government organized a Holi festival to **celebrate positivity and new beginnings.** Our campus committee also brought the students a snack-mobile and draw to celebrate St. Patrick's Day, as well as providing snacks to students during exam time. These celebrations gain much attention from students and contribute to enhancing campus morale, connections, and interest in Canadian culture.



PREMIER'S AWARD NOMINEES

Catia Carrier, a graduate of Northern College's Social Service Worker program (Class of 1998), was a nominee of Northern College's Premier's Award with Colleges Ontario this past year. Following her education at Northern, Carrier went on to obtain a Bachelor, as well as a Master's Degree in Clinical Psychology. Her consulting business won the Northern Ontario Business Award Finalist in 2019 for her work in improving community services for remote Indigenous communities and rural city centres like Timmins, and for offering holistic, patient-centric psychotherapy and consulting services to those in need. Through contracts with Health Canada, **Carrier has worked tirelessly** to not only provide treatment, but to serve as an advocate for expanding mental health services in northern Ontario.

The second Premier's Award nominee from Northern College this past year was **Bruce Armitage,** a rising star in a changing industry. A graduate of Northern College's Electrical Engineering Technology and Technician programs (Class of 2002), Armitage went on to obtain a Bachelor of Engineering at Lakehead University. Now an energy manager with Tahoe Canada—employed in an industry known for high energy consumption—Armitage has not only achieved annual, verified, persistent energy savings of over $12 million for Tahoe Resources, he has created a **holistic and sustainable energy management** program that he took from infancy to industry-leading in under a year. Armitage's 2018 awards testify to his recognized innovation and leadership. These include: IESO-CIPEC's National Energy Management Leadership Award; CIPEC's Energy Manager of the Year; IESO's Most Non-Incented Energy Savings; two IESO honorable mentions: Most Innovative Project; and, Best Energy Savings Campaign.

STEPPING ON STAGE, AND OUT INTO THE WORLD

Marking our 52nd graduating class since 1967, nearly 600 new Northern graduates were celebrated at our four campuses this year. Featuring all the pomp and circumstance that such occasions demand, the ceremonies represent an important and memorable shift as these young minds proudly enter the workforce with newly-minted skills. Thanks to ongoing support from community donors, generous graduation bursaries are provided annually to **exemplary students** from each of our programs.

WELL-EARNED PRAISE

Again this year, several outstanding students were recognized with prestigious awards. We were thrilled when **Jeffrey Schok** was awarded the Governor General's Academic bronze medal. A 2019 graduate of Haileybury's Mining Engineering Technician program, Schok's passion, outstanding grades, and knack for balancing his career and studies—all while raising three children—made him the obvious candidate for Canada's highest academic honour.

Meanwhile, **Jenna Gilbert**—a student in the social service worker program at Haileybury—was the recipient of a $5,000 Colleges and Institutes Canada Bursary, part of a special program that supports rural students on a national level. "I've been working full time, and I never thought I'd be able to go back to school," Gilbert said. "This bursary allows me to work less, focus on my studies, and who knows, maybe I can even look at doing a Bachelor in Social Work after this."

ALL HANDS ON DECK

When the call came in to build a submarine, our Mechanical Techniques - Welder Fitter students enthusiastically stepped in to help construct a one-person, pedal-powered racing sub for the University of Waterloo. The submarine itself is designed by mechanical engineering students and destined for a U.S. competition. As for our welders, they first mastered a prototype before bringing the full-scale aluminum structure to life.

CAREER READY

Under the Career Ready Fund established in 2018/2019, Northern College piloted a successful project that saw the on-boarding of two dedicated Work Integrated Learning (WIL) Support Officers. Created to harness and implement faculty ideas with respect to **industry-connected learning activities,** these part-time positions were extended as part of the 2019 Business Plan. To date, their many valuable contributions include industry tours, panel discussions, work placements, and support for the annual Pi Day activities.

GLOBAL LEARNING, LOCAL SUCCESS

Due to the growing international presence on our campuses, Northern is spearheading new strategies to increase student success. Beginning in September 2019 (and including the Winter 2020 semester), the College has been administering a post-admission English proficiency assessment for all international learners. Approximately 300 students have been evaluated, and the results allow us to better support them with English as a Second Language (ESL) learning as well as English Academic Preparation (EAP) programming.

COMMUNITY INVOLVEMENT

IT TAKES A VILLAGE

At Northern, we're committed to the idea that lessons learned in the classroom can and should be translated to the real world, and that community citizenship is just as important as long-term career success. We also believe that community involvement is **key to building a strong college.** We're proud of our deep roots, and honour those who help us strengthen these critical bonds.

BRIDGING THE GAP

Partnering with a local high school and the not-for-profit organization StopGap, a community-minded group of General Arts students pitched in to make Timmins more accessible. The volunteer coalition created and installed custom removable service ramps allowing customers with disabilities to access their favourite local businesses.

A HELPING HAND

Committed to providing support to those most at-risk, Northern College partnered for the first time with Anti-Hunger Coalition Timmins to host the Coldest Night of the Year fundraiser event. Since 2011, the family-friendly walk has raised millions for charities that serve hungry, homeless, and hurting people across the country.

ALL IN

Northern College is working even more closely with the local school board (DSB1) to strengthen ties and promote successful outcomes for area students. To that end, we hosted the school board's annual general meeting on the Timmins campus where an interactive visit made a lasting impression. Area principals and vice-principals were plunged into state-of-the-art simulated emergencies. After all, no better way to promote a strong college education than to experience it through the eyes of Northern students!

OUR PEOPLE

Human resources are the greatest strength of any organization, and we were again privileged to celebrate ours this year. With award ceremonies held on our four campuses, the College marked the successes of some, the arrival of others, and the retirement of one of its finest.

A FOND FAREWELL—BUT NOT YET

There was a tremendous outpouring of appreciation for **Northern College President Dr. Fred Gibbons** when he announced his retirement late last year. Since taking the helm in 2009, he has been instrumental in positioning Northern as a college of choice among students, industry, and our community partners. A passionate and energetic leader, Dr. Gibbons has spearheaded various initiatives to improve and expand campus facilities, and has forged partnerships that benefit the college and the many communities we serve. Originally scheduled to take his leave in June 2020, Gibbons has delayed his retirement due to COVID.

HIGH ACHIEVEMENT

Northern recognized two of its finest by conferring the designation of professor emeritus on **Johanne Carbonneau** and **Jack Pacey.** In her three decades at Northern, Health Sciences professor and former course coordinator **Johanne Carbonneau** has shaped generations of nursing professionals, pioneered changes in teaching techniques, and was the driving force behind degree-level nursing studies (BScN) being offered in Timmins and Kirkland Lake. **Jack Pacey** has been a staple of the School of Welding in Kirkland Lake for well over 30 years, sharing his deep expertise and compassion with countless students who credit him for teaching them how to learn.

No one was surprised when long-standing Engineering Professor **Mary Anne Church** was named Outstanding Educator of the Year by the Ontario Association of Certified Engineering Technicians and Technologists (OACETT). A committed faculty member for more than 20 years, Church was recognized in part for providing young engineering students with the tangible industry connections they need to develop a meaningful career.

NEW DIRECTIONS

Previously the College's Controller, **Mitch Dumas** was promoted to Vice President of Corporate Services, and as such, is now responsible for all non-academic departments, including Human Resources, Community, Business Development, Employment Services, and Plant & Property. Dumas has extensive expertise in finance and administration within the construction, contracting, and mining sectors, and continues to be a great asset.

Joining the Senior Management Team of the college, Northern was pleased to welcome **Susan Hunter** last November as its Director of Marketing, Communications and External Relations. Hunter has also assumed responsibility for alumni, community relations, and the college's Foundation in her mandate, and brings a wealth of corporate and academic expertise to the newly-created position.

EMPLOYER OF CHOICE

BEST IN THE BUSINESS

Achieving excellence hinges on attracting the brightest minds. And our commitment to engaging our people ensures that we retain key staff and continue to deliver first-class educational opportunities.

INVESTING IN OUR PEOPLE

Faculty members are key to successful program delivery. And while student success is everyone's responsibility, faculty are inherently and more intricately involved in the learning experience.

Faculty are recruited and employed on the basis of **their industry knowledge and expertise.** Northern College then provides an environment that encourages their ongoing development as teaching professionals.

We've also built professional development into Northern's DNA. And that's why the college provides $1,000 annually to all staff and faculty so they can keep learning and upgrading their skills. The stronger they are, the stronger our college, and as they realize their goals, so do we as an institution.

PORTAL FOR LEARNING

Northern staff and students also have unlimited access to LinkedIn Learning—an on-demand library of high-quality instructional videos covering a range of software, business, and creative skills. Designed for all levels of learners, the vast online resource covers everything from personal interest items to training and professional development.

THE FUTURE OF NURSING

Faculty is the cornerstone of our world-class nursing program, and their decades-long commitment has been key to its reputation and success. With **independent nursing degrees** recently announced, the college has renewed its focus on continuing education for faculty. This may result in more opportunities for college employees to gain a doctoral-level education. We value our longstanding partnership with Laurentian University, and as regulations and oversight change, we will continue to evolve to best serve students and faculty of both organizations.

APPRENTICESHIP MADE EASY

There's a major change on the horizon that will allow Northern College to help meet growing industry need for skilled **apprentices** and labour. In its 2019 budget, the provincial government announced the creation of a one-window digital portal for apprentices. The streamlined portal will make the application process as straightforward as applying to college and university, and will result in more people enrolling in apprenticeship training.

BLUE HERON

Northern College's Training Division finalized a Memorandum of Understanding this past year with Blue Heron Environmental to offer courses on the latest in **environmental testing,** regulation techniques, and environmental awareness. The Timmins-based firm joined the College in developing a series of programs designed to aid in a variety of sectors, including mining, construction, forestry and manufacturing, and environmental testing and monitoring. Certification in environmental permitting and inspection, surface and groundwater monitoring, spills preparedness, air and noise monitoring, and streamflow measurement, all combine to help make quality education readily accessible.

KEEPING UP WITH TECHNOLOGY

At Northern, keeping up with new technologies, resources, and instruction techniques is a priority. In August 2019, the Office of the Vice-President of Academic and Student Success—along with Learning and Information Technology (LIT)—sponsored a series of workshops and seminars on Universal Design for Learning (UDL) and Blackboard orientation courses for new part-time and full-time faculty. Throughout the academic year, LIT continued to offer Lunch-and-Learn workshops focused on accessibility, authentic learning, and enhancing student experience.

AMBASSADORS OF JOY

With their mission of boosting morale and creating positive moments for staff, the Usual Suspects is a dedicated team of upbeat Northern employees. Operating on all four campuses, the group hosts memorable events throughout the year, including the annual Northern College Christmas Carolling Cruiser. Held in Timmins, this year staff boarded a school bus to spread holiday cheer, stopping to sing carols at various locations across the city, including seniors' homes, hospitals, and retail centres.

SPECIAL EVENTS

Our campuses come alive when the community comes to learn and play. And this year, Northern played host to a series of win-win events that included new and prospective students from all over the world who help set the stage for vibrant exchanges and experiences.

IN THEIR OWN BACKYARD

Nearly 200 high school students from across the region joined us for **'Go to College' Day** in Timmins last November. Hosted by faculty members and current students, the annual event gives Grade 10 students an introduction to several program areas. And with simulations in trades, emergency services, and nursing, proves that a first-rate education can be found closer to home than they'd imagined.

EASY LANDING

Northern College joined post-secondary institutions across the province in a new initiative that welcomes international students the moment they arrive at Pearson. Located in Terminals 1 and 3 last fall and again this winter, **'Destination Ontario' kiosks** provided arriving students with information, helpful services, and even a free call home to Mom and Dad.

BEST FOOT FORWARD

Giving students direct access to local employers related to their field of study, Northern College celebrated its **Annual Spring Career Fair** this year. Partnering with Employment Solutions Emploi, the event was a resounding success, attracting more than 500 students and 66 employers on campus, 40 percent of whom identified direct hires from the event.

In related news, more than 100 faculty and staff helped turn **Open House season** into another success story. All four lakeside campuses participated in offering course-specific tours that highlight the many perks of studying in Northern Ontario—at the province's smallest English-speaking college.

PROMISING KICK-OFF

Last September in Timmins, the college's Board of Governors and the district school board (DSB1) held an inaugural meeting to cement a partnership aimed at increasing educational and institutional cooperation. With more to come, several ideas and initiatives of common interest came into focus, including an upcoming Community Speakers Series.

LEARNING COMES ALIVE

Making full use of the Integrated Emergency Complex in Timmins, faculty from both Nursing and Emergency Services collaborated on a thrilling mock disaster that allowed students to put their studies into practice. The multi-discipline, simulated emergency was attended by media and supported by our partners (CDSSAB and Dispatch), and a video was created for the professional debrief session that followed.

METRO GIVES BACK

Metro Grocers stepped in with a $1,500 donation to help replenish the cupboards in time for the 2019 Fall semester. Provided to the Northern College Student Association food bank, the funds allowed for the purchase of non-perishable stores, thereby reducing stress at a busy time and helping more students in need gain access to this critical resource.

COVID-19

KEEP CALM AND CARRY ON–FINDING OPPORTUNITIES IN ADVERSITY

We didn't plan on a global pandemic. But when the novel coronavirus hit Canada in early 2020, we responded immediately to keep our people safe. Following federal guidelines, we closed our campuses on March 23rd, but did not close the doors to learning. Laptops were immediately issued to staff, and along with our day-to-day operations, faculty and students quickly migrated online. It's another– albeit surprising– way that our investment in digital technology is paying off.

Working closely with our partners, we also stepped in to provide resources and supplies to frontline workers. And, to further protect the community, we opened up campus housing in Timmins to shelter some of the area's most vulnerable citizens. Meanwhile, in Moosonee, we kicked off an innovative plan with the Ontario government to transform part of the campus into a field hospital to ensure that non-COVID patients on the James Bay Coast have a safe place to seek treatment.

Moving forward, Northern's size will continue to be an advantage in an ever-changing landscape. As a smaller institution in a sparsely-populated region, we will seamlessly adjust to the challenges of physical distancing as we continue to implement pandemic planning to reset the organization for the new normal.

MILESTONES

We're particularly proud of our long-term success stories as they speak directly to who we are as an organization. These are just some of the many milestones we celebrated this past year.

HARD ROCK MINER TURNS 10

Featuring world-class training in an active mine, the **Underground Hard Rock Miner Program** celebrated its first ten years. Offering a straightforward, hands-on learning environment with a staggering 95 percent graduate employment rate, the program has so far partnered with six different mining operations to produce nearly 300 ready-to-hire graduates.

MAKING THE GRADE

When the College of Nurses of Ontario (CNO) put it to the test, **Northern's Practical Nursing Program** earned the highest possible rating. The reviews are conducted every five years to ensure provincial programs make the grade, and with its Category One rating, it's clear our nursing faculty continues to set the highest standards.

FIRST-CLASS FIRST RESPONDERS

After its first year in operation, a plaque was unveiled in the Integrated Emergency Services Complex to commemorate the 13-year journey to completion, and to honour all those involved in the design, construction, and delivery of this state-of-the-art teaching tool.

Unique in the province, our world-class interdisciplinary facility features mock disaster training simulators, training rooms, and athletic facilities, and allows students from emergency service programs to work in tandem with one another, closely echoing the working conditions they'll see once they enter the workforce.

INVESTMENTS

TRUE NORTH STRONG

We believe in the North. And are confident that every investment we make goes a long way to promoting this extraordinary region and its people. Northern College receives generous support from industry. And those funds are often matched by support from government. Along with key partnerships and memorandums of understanding, these investments are critical to our successful operation and expansion—and also critical to the communities we serve.

INVESTMENT IN INNOVATION

As our existing innovation facilities reach maximum capacity—and with a growing number of businesses seeking spaces for innovative dialogue, product, and concept testing—we looked to our partners for critical support to fund an exciting expansion of spaces in which to innovate.

Slated to open on our Timmins Campus in mid-2020 (but delayed due to COVID), the **Innovation Hub** is a 24,000-square-foot applied research facility that will open the door to even more educational and career opportunities for students, as well as promote regional business opportunities. Designed to meet growing industry needs, the new facility will feature state-of-the-art spaces, including classrooms, carpentry and welding shops, along with labs for everything from manufacturing, prototyping, alternate energy, mining exploration, virtual reality, and simulation.

Northern College thanks its many industry and government partners for making the Innovation Hub a reality. Allowing us to remain at the leading edge of technology, this financial support includes just under $200,000 from both the federal (Canadian Foundation for Innovation) and provincial (Ministry of Economic Development, Job Creation and Trade) governments, along with generous support from our private partners, including Kirkland Lake Gold ($500,000), Lakeshore Gold ($10,000), IamGold ($10,000), Orica ($5,000), Levert ($5,000), and Access Mining ($2,000).

All told, Northern College was awarded a combined total of $725,000 for research projects from our private and public partners.

EXPERIENTIAL LEARNING

The college invested $80,000 from the Ontario Centre for Excellence in the Kirkland and Timmins campuses, in part so that technical research projects at Northern can play a part in shaping technological advances within industry. Split equally between the Kirkland Lake and Timmins campuses of the College, and working collaboratively with industry partners, the funds will expand experiential learning opportunities for trades and tech students, and will encourage both students and faculty to get involved in applied research projects.

EDUCATION AND FORESTRY—PARTNERING FOR THE FUTURE

Fostering yet another critical link between the college and industry, Northern formalized a three-year agreement with EACOM Timber Corporation—one of Canada's premiere wood products companies—to cultivate talent, and boost learning and work opportunities.

The first-of-its kind memorandum encourages teaching partnerships, recruitment and employment initiatives, speaking engagement opportunities, applied research, co-op placements, curriculum support, and scholarship offerings. EACOM also contributed $5,000 towards the purchase of critical equipment for the college's shop to further our mutual goals of building a skilled workforce for the future.

CAMPUS IMPROVEMENTS PAY OFF

In Northern's ongoing commitment to maintain infrastructure, support program needs, and improve student experience, we completed $3 million in facilities upgrades across all four campuses in time for the Fall 2019 semester. These widespread repairs and improvements are part of an ongoing, college-wide initiative to ensure our facilities are as modern and energy efficient as possible.

Meanwhile, the college is pleased with the completion of the Kirkland Lake Campus Hub. Focusing on student accessibility and capitalizing on the power of proximity, the innovative project groups staff and services together, and boasts a 360-degree client support center.

COST-SAVINGS AND EFFICIENCIES

THE VALUE OF A DOLLAR

Northern is always looking for cost-savings and efficiencies because running a lean operation means we can invest more in our programs, and do more for our students.

NORTHERN TRAINING DIVISION

As technology and communications pathways continue to evolve, the college is exploring a foundational shift to optimize essential programming—including the longstanding and successful offerings from Northern Training Division—to better attract and retain student and community interest in a complex digital world.

This expansion became particularly relevant in the changing COVID-19 landscape that increased demand and competition for online corporate training. Northern Training Division has actively worked to finalize Phase 2 of a customized college-wide cost management system. Supporting operations with additional efficiency and effectiveness, the system allows any team member to access quotes and training details, helping to ensure student and business satisfaction.

EFFICIENT HUMAN RESOURCES

In April 2019, Northern implemented automated attendance, overtime, and time-off requests for all full-time staff, and in August, automated timesheets and attendance records were also implemented for part-timers. The goal was to reduce the processing time and margin for error resulting from manual entry and submission. And the changes speak for themselves.

Beyond an estimated reduction in paper consumption of 90,000 sheets annually, these changes have: increased employee access to personal information, including annual vacation entitlements and sick bank balances; eliminated the risk of critical forms being lost during the approval/submission process; and, improved the accuracy of attendance records since these are now recorded by employees themselves rather than a third party.

Overall, this has reduced payroll processing time from seven to four days, freeing up 35 hours every two weeks that can be better invested elsewhere.

FACILITY IMPROVEMENTS

The facility renewal projects undertaken over the past year demonstrate Northern College's commitment to continual growth and improvement—not only for the benefit of students, staff, and faculty, but also for the communities we serve. These projects provide a path towards continued expansion and sustainability, where local investment contributes to the economic development and healthy growth of Ontario's northeast through modern learning complexes and teaching facilities.

SUCCESS FUELS CHANGE

Following the implementation of short- and long-term strategies to attract global learners, Northern College has experienced a substantial increase in international student enrolment. Coupled with college-wide efficiencies and cost-savings, this growth is helping to fund key facilities upgrades, with renovations and improvements planned and in progress across all four campuses.

CAMPUS RENEWAL

During summer 2019, the college undertook a nearly $1.2M overhaul in Timmins to improve roadways, curbs, and parking lots—ultimately making the campus safer, more efficient, and more beautiful. The project incorporated new bus stop shelters, improvements to surface drainage, and widening of the main access road and bus drop areas. Funded by Women's Campus Safety, the project also included a significant upgrade to LED lighting for the west parking lot. Similar improvement projects are in the works, first for Haileybury in summer 2020, followed by Kirkland Lake in 2021.

NEW FOCUS IN KIRKLAND LAKE

Focusing on student accessibility and capitalizing on the power of proximity, the **Kirkland Lake Campus Hub** is an innovative project that groups staff and services together, and boasts a new faculty lounge, an Indigenous services space, and a 360-degree client support center. With its goal of consolidating Academic, Training, and Administrative spaces, the hub will also serve to strengthen campus spirit and culture by fostering new interactions and a sense of community among staff and students alike.

The facility renewal projects undertaken over the past year demonstrate Northern College's commitment to continual growth and improvement for not only the benefit of students, staff and faculty, but for the communities where its campuses and service locations are located. The developments and expansions underway provide a path to continued growth and future sustainability for the College, where local investment is contributing to the economic development and healthy growth of Ontario's northeast through stronger and more modern campus learning complexes and teaching facilities.

LEARNING RESOURCE CENTRE

Funded jointly through the Northern College Student Association and Plant and Property, the Learning Resource Centre in Timmins kicked off the first phase of its sleek renovation. Upgraded flooring made a dramatic impact, new furniture and computer stations were installed, and a former corridor was annexed to create modern study areas and reflection lounges. To complete the transformation, upcoming improvement plans include a new reception counter, fresh paint and lighting, and custom curated spaces.

CONCLUSION

It's been an unprecedented year on many fronts—from exciting new initiatives to a global pandemic. But no matter the challenge, Northern College will continue to adapt, improve, and embody the core tenets that have motivated us through more than half a century of excellence.

We will serve our communities with the highest-quality post-secondary education and training. And through tireless support—and with innovative and creative approaches—we will continue to empower learners from all walks of life, to overcome barriers and exceed expectation.

We are small and we are mighty. And the enduring strength of our institution comes from our exceptional people and this exquisite northern landscape we call home.

Come for a visit.
We're convinced you'll want to stay.

APPENDICES

APPENDIX A

Financial Statements of

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

And Independent Auditors' Report thereon
Year ended March 31, 2020

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, 2020
- 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, 2020, 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.

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.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada
June 18, 2020

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Financial Position

March 31, 2020, with comparative information for 2019

	2020	2019
Assets		
Current assets:		
Cash and cash equivalents	$ 119,424,385	$ 54,005,383
Accounts receivable	2,209,363	1,484,256
Grants receivable	1,795,440	3,637,855
Inventories and prepaid expenses	328,048	183,606
Investments (note 2)	6,075,253	6,322,292
	129,832,489	65,633,392
Capital assets (note 3)	50,390,684	47,426,467
	$ 180,223,173	$ 113,059,859
Liabilities and Net Assets (Deficit)		
Current liabilities:		
Accounts payable and accrued liabilities (note 4)	$ 62,807,809	$ 23,614,787
Vacation and leave payable (note 5)	2,211,753	2,159,218
Deferred contributions (note 7)	20,115,126	9,655,996
	85,134,688	35,430,001
Employee future benefit (note 5)	1,248,000	1,313,000
Deferred capital contributions (note 8)	36,793,029	37,370,941
	123,175,717	74,113,942
Net assets (deficit):		
Unrestricted:		
Operating	4,433,225	2,171,162
Employment-related	(3,459,753)	(3,472,218)
Capital (note 9)	13,597,655	10,055,526
Restricted and endowment (schedule)	42,797,044	29,957,730
	57,368,171	38,712,200
Accumulated remeasurement gains (losses)	(320,715)	233,717
	57,047,456	38,945,917
Commitments (note 12)		
Contingency (note 14)		
Guarantees (note 15)		
Effect of COVID (note 18)		
	$ 180,223,173	$ 113,059,859

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, 2020, with comparative information for 2019

	Unrestricted		Equity in	Restricted		
	Operating	Employment-related	capital assets	and Endowment	2020 Total	2019 Total
	(Schedules)			(Schedule)		
Revenue:						
Grants	$ 22,296,543	-	-	-	22,296,543	26,978,774
Tuition fees	14,179,232	-	-	-	14,179,232	10,968,718
Ancillary	2,585,334	-	-	-	2,585,334	2,477,898
International programs and other	23,984,284	-	-	-	23,984,284	17,801,312
Amortization of deferred capital contributions (note 8)	-	-	2,171,975	-	2,171,975	1,774,310
Restricted	-	-	-	1,609,272	1,609,272	901,171
Investment income	134	-	-	1,358,758	1,358,892	1,144,396
	63,045,527	-	2,171,975	2,968,030	68,185,532	62,046,579
Expenses:						
Academic	25,376,341	-	-	-	25,376,341	23,867,038
Administration	5,513,724	-	-	-	5,513,724	5,521,770
Student services	6,915,923	-	-	-	6,915,923	5,867,027
Plant and property	2,373,798	-	-	-	2,373,798	2,538,228
Community services	588,779	-	-	-	588,779	626,309
Employment training programs	2,884,084	-	-	-	2,884,084	3,461,866
Ancillary	2,335,755	-	-	-	2,335,755	2,472,554
Amortization of capital assets	-	-	3,003,838	-	3,003,838	2,353,311
Restricted	-	-	-	617,730	617,730	401,283
Employee future benefits and vacation	-	(12,465)	-	-	(12,465)	93,585
	45,988,404	(12,465)	3,003,838	617,730	49,597,507	47,202,971
Excess (deficiency) of revenue over expenses	17,057,123	12,465	(831,863)	2,350,300	18,588,025	14,843,608
Net assets (deficit), beginning of year	2,171,162	(3,472,218)	10,055,526	29,957,730	38,712,200	23,478,032
Endowment contributions	-	-	-	67,946	67,946	390,560
Transfer of capital assets (note 9)	(1,085,060)	-	4,373,992	(3,288,932)	-	-
Transfer to restricted funds	(13,710,000)	-	-	13,710,000	-	-
Net assets (deficit), end of year	$ 4,433,225	(3,459,753)	13,597,655	42,797,044	57,368,171	38,712,200

See accompanying notes to financial statements.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Remeasurement Gains and Losses

Year ended March 31, 2020, with comparative information for 2019

		2020	2019
Accumulated remeasurement gains at beginning of year	$	233,717	146,613
Realized losses attributable to:			
Equity investments		(86,286)	(15,572)
Unrealized gains (losses) attributable to:			
Equity investments		(468,146)	102,676
Net remeasurement gains (losses) for the year		(554,432)	87,104
Accumulated remeasurement gains (losses) at end of year	$	(320,715)	233,717

See accompanying notes to financial statements.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Cash Flows

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	$ 18,588,025	$ 14,843,608
Adjustments for:		
Amortization of deferred capital contributions	(2,171,975)	(1,774,310)
Amortization of capital assets	3,003,838	2,353,311
Net remeasurement gain (losses) for the year	(554,432)	87,104
Decrease in employee future benefits	(65,000)	(33,000)
	18,800,456	15,476,713
Changes in non-cash working capital (note 13)	40,218,423	6,086,422
	59,018,879	21,563,135
Financing activities:		
Endowment contributions	67,946	390,560
Deferred contributions	10,459,130	3,969,925
	10,527,076	4,360,485
Capital activities:		
Purchase of capital assets	(5,968,055)	(12,533,988)
Deferred capital contributions	1,594,063	6,359,443
	(4,373,992)	(6,174,545)
Investing activities:		
Proceeds on disposition of investments	857,355	397,540
Purchase of investments	(610,316)	(658,984)
	247,039	(261,444)
Net increase in cash	65,419,002	19,487,631
Cash, beginning of year	54,005,383	34,517,752
Cash, end of year	$ 119,424,385	$ 54,005,383

See accompanying notes to financial statements.

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) 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.

(d) Investments:

The investments are recorded at market value.

1. Significant accounting policies (continued):

(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) 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):

(g) 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.

(h) Student organizations:

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

(i) 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	2020	2019
Bonds	Level 1	$ 3,958,130	$ 4,132,220
Canadian and foreign equities	Level 1	2,117,123	2,190,072
		$ 6,075,253	$ 6,322,292

3. Capital assets:

	Cost	Accumulated Amortization	2020 Net Book value	2019 Net Book Value
Land	$ 369,570	–	369,570	369,570
Buildings	66,507,870	29,228,056	37,279,814	38,564,586
Site improvements and betterments	9,733,599	1,010,031	8,723,568	4,485,710
Leasehold improvements	866,897	866,897	–	–
Furniture and equipment	27,920,457	23,902,725	4,017,732	4,006,601
	$ 105,398,393	55,007,709	50,390,684	47,426,467

4. Accounts payable and accrued liabilities:

	2020	2019
Trade and other	$ 62,297,838	$ 23,406,755
Payroll related liabilities	509,971	208,032
	$ 62,807,809	$ 23,614,787

5. Employment related obligations:

	2020	2019
Vacation and leave payable	$ 2,211,753	$ 2,159,218
Non-pension post-employment obligations	$ 306,000	$ 317,000
Sick leave benefits - vesting	44,000	94,000
- non-vesting	898,000	902,000
	$ 1,248,000	$ 1,313,000

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:

	2020	2019
Non-vesting sick leave:		
Accrued benefit obligation	$ 902,000	$ 606,000
Unamortized actuarial gain (loss)	(4,000)	296,000
Total sick leave benefit entitlement liability	$ 898,000	$ 902,000

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:

	2020	2019
Discount rate	2.2%	2.2%
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, 2020.

5. Employment related obligations (continued):

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

	2020	2019
Liability for employee future benefits	$ 385,000	$ 381,000
Fair value of plan asset	(79,000)	(64,000)
Funded status	$ 306,000	$ 317,000

The significant actuarial assumptions adopted in measuring the College's accrued benefit obligation include a discount rate of 2.2% (2019 – 2.2%). 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% 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, 2020 (2019 - $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:

	2020	2019
Balance, beginning of year	$ 9,655,996	$ 5,686,071
Additional contributions received	19,465,879	7,374,921
Amounts taken into revenue	(9,006,749)	(3,404,996)
Balance, end of year	$ 20,115,126	$ 9,655,996

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:

	2020	2019
Balance, beginning of year	$ 37,370,941	$ 32,785,808
Additional contributions received	1,594,063	6,359,443
Amounts amortized into revenue	(2,171,975)	(1,774,310)
Balance, end of year	$ 36,793,029	$ 37,370,941

9. Capital fund:

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

	2020	2019
Capital assets	$ 50,390,684	$ 47,426,467
Amounts financed by:		
Unamortized deferred capital contributions	(36,793,029)	(37,370,941)
	$ 13,597,655	$ 10,055,526

b) Transfer for capital assets:

	2020	2019
Purchase of capital assets	$ 5,968,055	$ 12,533,988
Amounts funded by deferred capital contributions	(1,594,063)	(7,743,267)
	$ 4,373,992	$ 4,790,721

10. Pension plan:

Contributions made by the College during the year amounted to $2,596,271 (2019 - $2,524,698).

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, 2020 indicated an actuarial surplus of $2.9 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 – 294; 2019 - 275)	$ 566,391	612,982	(166,878)	1,012,495
OSOTF II (Bursaries awarded – 112; 2019 - 36)	139,613	132,122	(37,087)	234,648
OTSS (Bursaries awarded – 67; 2019 – 43)	282,962	225,101	(42,825)	465,238
Other (Bursaries awarded – 19; 2019 – 10)	227,628	257,564	(34,300)	450,892
	$ 1,216,594	1,227,769	(281,090)	2,163,273

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:

2021	$ 431,861
2022	373,632
2023	271,247
2024	332,414
2025	49,200
	$ 1,458,354

13. Changes in non-cash working capital:

	2020	2019
Decrease (increase) in accounts receivable	$ (725,107)	$ 316,354
Decrease (increase) in grants receivable	1,842,415	(2,254,760)
Increase in inventories and prepaid expenses	(144,442)	(91,098)
Increase in accounts payable and accrued liabilities	39,193,022	7,989,341
Increase in vacation and leave payable	52,535	126,585
	$ 40,218,423	$ 6,086,422

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.

Various College funding sources require the ability to assess revenue and expenditures for eligibility subsequent to year-end. Management believes that they have accounted for all revenues and expenditures appropriately. Any repayment of funds would be accounted for in the period of resolution.

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 (2019 - $300,000).

The College's investment policy operates within the constraints of the investment guidelines issued by the Ministry of Colleges and Universities ("MCU") 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 $2,209,363 are student receivables in the amount of $383,170. An amount of $129,921 has been provided for an impairment allowance on the student accounts receivable balances.

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 MCU. 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, 2020, 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 $36,042.

(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 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. Effect of COVID:

On January 30, 2020, the World Health Organization ("WHO") announced a global health emergency because of a new strain of coronavirus, the "COVID-19 outbreak". In March 2020, the WHO classified the COVID-19 outbreak as a pandemic, based on the rapid increase in exposure globally. As a result of this, on March 23, 2020, the government of Ontario ordered the closure of all non-essential businesses effective March 24, 2020, through to at least May 29, 2020. In addition, the Canadian government has imposed travel restrictions to Canada until further notice.

On March 16, the College closed its campuses and learning sites and they remain closed to the date of the auditor's report. The plan for continuing education throughout the summer and fall semesters offered by the College will be through online curriculum which could have implications on number of course offerings, enrollment and ancillary revenues.

A significant portion of the College's tuition revenues is derived from international students. If the Canadian border remains closed, this will impact the College's ability to earn revenue from International students who choose to defer their studies until in class sessions resume and travel restrictions are lifted.

As the impacts of COVID-19 continue, there could be further impact on the College, its students and funding sources. Management is actively monitoring the effect on its financial condition, liquidity, operations, suppliers, and workforce. Given the daily evolution of the COVID-19 outbreak and the global responses to curb its spread, the College is not able to fully estimate the effects of the COVID-19 outbreak on its results of operations, financial condition, or liquidity at this time.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Continuity of Restricted and Endowment Funds

Year ended March 31, 2020

Restricted Funds

		Balance, March 31, 2019	Additions, transfers and Investment Income	Bursaries and other disbursements		Balance, March 31, 2020
Leaders of Tomorrow	$	114,182	112,297	23,500		202,979
Endowment income		1,102,412	1,115,472	257,590		1,960,294
Expendable funds		1,216,594	1,227,769	281,090		2,163,273
J.H. Drysdale Award		93,833	20,590	1,500		112,923
Other		2,738,194	1,557,671	335,172		3,960,693
Ancillary		4,525,527	3,512,000	1,335,062		6,702,465
Capital projects and operational initiatives		15,878,644	10,360,000	1,953,838		24,284,806
	$	24,452,792	16,678,030	3,906,662	$	37,224,160

Endowment Funds

		Balance, March 31, 2019	Additions	Transfers		Balance, March 31, 2020
OSOTF I	$	2,748,800	4,000	-	$	2,752,800
OSOTF II		592,475	-	-		592,475
OTSS		1,009,422	11,200	-		1,020,622
Other		1,154,241	52,746	-		1,206,987
	$	5,504,938	67,946	-	$	5,572,884
Total restricted and endowment funds	$	29,957,730	16,745,976	3,906,662	$	42,797,044

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Operating Fund Revenues

Year ended March 31, 2020, with comparative information for 2019

	2020	2019
Grants:		
Post secondary:		
General operating grant	$ 4,193,921	$ 6,414,101
International student recovery	(578,250)	(391,500)
Special support grants	8,530,165	9,651,536
Second Career / WSIB grants	235,744	370,317
Grant for municipal taxation	57,600	69,675
Premise rental grant	151,679	113,818
	12,590,859	16,227,947
Employment and literacy:		
Apprenticeship	1,089,292	1,065,909
Literacy and Basic Skills	2,404,658	2,601,048
Employment programs	3,142,740	4,062,154
	6,636,690	7,729,111
Special purpose grants:		
Indigenous projects	566,656	566,656
Capital support grants	19,889	71,982
Accessibility grants	275,832	293,992
Daycare	632,389	644,032
OSAP bursaries	146,459	199,653
Other	1,427,769	1,245,401
	3,068,994	3,021,716
	$ 22,296,543	$ 26,978,774
International programs and other:		
Daycare fees	$ 109,451	$ 73,356
Rents	199,992	199,992
Contract training	1,575,835	2,487,533
International programs	20,770,528	14,102,961
Other fees	950,956	809,432
Miscellaneous	377,522	128,038
	$ 23,984,284	$ 17,801,312

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Operating Expenses by Cost Object

Year ended March 31, 2020, with comparative information for 2019

	Academic	Administration	Student Services	Plant and Property	Community Services	Employment Training Programs	Total 2020	Total 2019
Academic salaries	$ 12,853,721	-	173,486	-	-	-	$ 13,027,207	$ 12,085,509
Administration salaries	1,148,473	1,856,235	290,678	86,634	-	178,505	3,560,525	3,166,222
Support salaries	3,134,658	1,234,313	2,640,525	701,914	428,672	1,399,894	9,539,976	9,345,982
Stipends and allowances	-	-	226,753	-	-	581,850	808,603	1,090,062
Fringe benefits	3,448,465	751,085	734,900	178,176	94,488	439,143	5,646,257	5,370,804
Instructional supplies	1,930,027	21,786	170,737	-	6,925	11,150	2,140,625	1,884,441
Field work	13,194	-	-	-	20,946	-	34,140	39,572
Staff employment	-	65,072	-	-	-	-	65,072	70,778
Professional development	2,747	55,896	13,371	-	-	6,110	78,124	98,147
Travel	243,947	94,842	152,143	8,728	-	13,697	513,357	534,752
Promotion and advertising	47,280	48,929	1,156,261	-	-	18,540	1,271,010	760,783
Equipment maintenance	25,279	29,476	-	33,921	-	-	88,676	29,344
Telecommunications	172,046	59,810	-	-	-	28,541	260,397	198,361
Office supplies	84,628	116,680	108,361	6,579	-	24,321	340,569	329,933
Janitorial	-	111,615	-	27,394	1,003	-	140,012	114,078
Facilities maintenance	-	-	-	239,114	4,745	-	243,859	304,607
Vehicle	-	-	-	1,003	-	-	1,003	2,090
Insurance	-	198,603	-	-	-	-	198,603	212,701
Bank charges and bad debts	52,156	(89,355)	91,089	-	-	-	53,890	478,141
Professional fees	26,137	471,707	135,906	31,584	2,000	-	667,334	484,271
Contracted services	1,695,589	456,124	990,740	95,436	-	514	3,238,403	3,408,328
Utilities	18,804	-	-	887,490	-	-	906,294	1,010,625
Municipal taxation	-	-	-	75,825	-	-	75,825	87,600
Rentals	479,190	30,906	30,973	-	30,000	181,819	752,888	775,107
	$ 25,376,341	5,513,724	6,915,923	2,373,798	588,779	2,884,084	43,652,649	41,882,238
Ancillary expense							2,335,755	2,472,554
Total expenses							$ 45,988,404	$ 44,354,792

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Ancillary Revenue and Expenses

Year ended March 31, 2020, with comparative information for 2019

		2020		2019
Bookstore Operations				
Revenue	$	83,208	$	70,056
Operating expense		15,742		17,979
Excess of revenue over expense	$	67,466	$	52,077
Student Residence Operations				
Revenue:				
Rent	$	295,250	$	253,093
Service charges		36,194		36,837
		331,444		289,930
Expense:				
Operating		469,770		470,391
Deficiency of revenue over expense	$	(138,326)	$	(180,461)
Parking Grounds Operations				
Revenue	$	122,715	$	135,404
Operating expense		133,093		184,366
Deficiency of revenue over expense	$	(10,378)	$	(48,962)
Ancillary Facilities Operations				
Revenue	$	2,047,967	$	1,982,508
Operating expense		1,717,150		1,799,818
Excess of revenue over expense	$	330,817	$	182,690

APPENDIX B

2019-20 NORTHERN COLLEGE BOARD OF GOVERNORS

	OFFICE	BOARD MEMBER	REGION
EXECUTIVE	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	Mahi Fahimian	Timmins
	Administrative Representative	Dean Lessard	Timmins
	Student Representative	Sarah le Roux	Timmins
	Support Staff Representative	John Harrington	Haileybury
		Bill Allan	Iroquois Falls
		Cathy Ellis	Iroquois Falls
		Lois Kozak	Englehart
		Mike Metatawabin	Timmins
		Pat McConnell	Timmins
		Jeff Molyneaux	Kirkland Lake
		Lillian Trapper	South Porcupine
		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.ca/members.

APPENDIX C

SUMMARY OF ADVERTISING AND MARKETING COMPLAINTS

Northern College did not receive any Advertising or Marketing complaints during the 2019-2020 academic year.

APPENDIX D

Foundation
NORTHERN COLLEGE

ANNUAL REPORT FOR THE FOUNDATION

INTRODUCTION

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 (FAO's) to coordinate donor relations, bursary applications, and award ceremonies. Although not currently resourced to operate an annual giving campaign, the College saw an increase in donors to the Foundation for students over the past year.

SUMMARY OF PERFORMANCE OF INVESTMENTS

2019-2020 was an exceptional year in returns for the funds invested in student supports. Bursaries to students paid from Trust Funds and Tuition Set Aside increased more than $206,000, up 55 percent, including flow-through monies for the academic year, with well over a half million dollars, $584,000, in funds awarded to students to recognize their achievements and support their studies. This amount was up from the previous $378,000 total amount in bursaries given out to students for the 2018-19 academic year.

Phenomenal growth also occurred in the amounts of bursaries awarded from Trust Funds, showing an 82 percent increase from interest generated in an exceptionally strong market, with an additional $233,000 earned this year totaling $517,000 against the $284,000 showing of the previous year.

The Investment Return Earned category was also up this year, with a moderate 19 percent increase over last year's returns. This increase amounted to a total of $214,000 for the year, raising the amount of the Endowment in this portfolio from $1.144M to $1.359M.

One source of decline demonstrated over the past year involved the awards given out from tuition set aside funds, showing a -29 percent drop from $94,000 to $67,000, amounting to a $27,000 total decline.

The total amount of donated endowed funds for the college now nears $6M, at $5,572,884, up from $5,504,938, with a difference of $67,946, with a considerable number of increased investments of donors seen over the past year.

INSPIRING A GROWING NUMBER OF DONORS

Due to the generous nature of our donors as well as the College, students of Northern College received over a half million dollars in Scholarships, Bursaries and Awards during the 2019-2020 academic year. Quinn Truong, a current student of the College in the Civil Engineering program of the College donated $5,000 and intends to donate more. This was her way of thanking the college who supported her with bursaries at a time where she needed it.

Sharon Jones, one of Northern College's biggest supporters, continues to host various on-campus fundraisers in support of our bursary program throughout the year. As a retired school teacher herself from the Porcupine area, Sheri believes in the power of education and wants to help support students, remembering the difference it made for her when she was a university student. In 2019, in addition to her bursary support, Ms. Jones regularly holds bake sales on campus to raise money for bursaries, and contributed to the Integrated Emergency Services Complex equipment campaign to help support the college.

More and more, donors are coming forward to begin donating or continue to support our initiatives, projects, programs with cash as well as in-kind contributions. The local mines were instrumental in the funds raised by the Foundation to help fund the Rural and Remote Nursing Experience. The funds raised made it more affordable for students to participate in this week-long experience in northern communities along the James Bay Coast which was considered an elective on their transcript. The cultural and educational experiences they were afforded is definitely second to none.

The MOU that was signed with EACOM Timber Corporation has boosted our bursary offering in the Trades programs by $4,500 in Timmins and Haileybury over the next three years. Their contribution towards the purchase of a trainer in the trade shop will not only complement the curriculum but provide hands-on, first-hand experience to our students.

The Walkerwood Foundation generously supported our scholarship program by providing a $6,000 contribution annually for four years to fund specific scholarships at each of our campuses with a focus on students entering directly from high school from 2016-2019. Fortunately for the college and our students, the Foundation decided to renew this partnership. The new gift agreement saw a significant increase in support with a longer term. For the next six years, The Walkerwood Foundation will continue to support our scholarship program by offering $10,000 annually for a total of $60,000 which is an increase of $36,000 from our previous agreement with them.

Toromont/CAT continues to provide an annual contribution of $4,000 which is in turn matched by their Resource Foundation. These funds support both our bursary program and the purchase of equipment for specific programs in our trade shop at the Timmins Campus.

This past winter, the Northern College Student Association at the Timmins Campus decided to add a total of $4,000 to their existing endowment fund and an additional $2,000 to support our winter bursary offering.

The Hoyle Community Gaming contacted the Foundation Office in December 2019 to see how they could provide financial support to the Foundation Office, specifically interested in boosting our bursary program. This donation had a direct correlation to our bingo slot at Jackpot City Timmins. The bingo coordinator inquired about our proceeds and what they funded, and given their proximity to the college and their

eagerness to help retain youth in the north, they saw it fitting to make this money available for our youth pursuing post-secondary education at Northern College. They intend to donate more in the future.

HAUNTED TRAIL FUNDRAISER

Activities and events over the past year have brought increased resources into the Foundation to support students in their learning. The largest event held was the Haunted Trail/Frightful Fundraiser held in October 2019. Held in collaboration with Algoma University and with the participation of local high schools in Timmins, the event raised $19,000 with the proceeds directed to the establishment of entrance scholarships for local high schools and youth groups to attend Northern College.

A two-day, five-hour experience involving the work of 140 highly-engaged volunteers—and at a cost of only five dollars per person—the event granted participants access to a haunted trail that featured sixteen stations prepared by local high schools and college staff on a one-and-a-half kilometre stretch of the campus and area. Inside the college, a pumpkin carving contest and Corpse Café in the cafeteria with fun treats, children's games, face painting, and photo booth took place. The college received many accolades, recognition and support from our many community partners, sponsors, local schools, participants, and media outlets.

In addition to financial contributions to entrance scholarships, the event enhanced the college's relationship with local high schools/youth in our community, as well as allowed the College to open its doors to members of our community to enjoy some Halloween fun with their friends and families, thereby strengthening the college's brand and profile.

BOARD OF GOVERNOR (BOG) ENTRANCE SCHOLARSHIPS

The BOG Entrance Scholarships are offered to graduating students at each of the high schools and adult learning/education centres within our catchment area. They are awarded as follows:

- The students selected will be of the highest academic standing and demonstrate community involvement.
- The students must have applied to Northern College and have the intention to enroll as a full-time student in a post-secondary or skills program at any campus of Northern College in the Fall of 2020.

Historically, Northern College would offer one scholarship valued at $500. In the Fall of 2019, the college decided to offer two scholarships valued at $1,000. The endowment fund that was established via the Leaders of Tomorrow Entrance Scholarship Campaign allowed us to afford this increase. A total of $27,000 was awarded in 2019, with 27 recipients receiving a warm invitation to the college and support for the successful beginning to their college-level studies.

B-I-N-G-O

The Northern College Foundation secured a bingo slot with the Ontario Charitable Gaming Association in 2016 at Jackpot City Gaming. Thanks to help and contributions from volunteers, alumni, and designated staff, we are able to honor the two slots per month that makes us eligible for two shares per month that range from $700-$900. This past year, Bingo generated $23,018.80 in total revenue, including interest, and since its inception, has generated a grand total of $68,444.67.

All proceeds from the Bingo initiative support our bursary program college-wide. Bursaries have been set up at all four campuses with these funds and are distributed at all three of our Scholarships, Bursaries and Awards ceremonies (Fall/Winter and Spring). The said bursaries have been named "The Northern College Commitment to Success Bursary" and are distributed to multiple recipients per campus.

OACETT PARTNERSHIPS

Northern College submitted a proposal early summer of 2019 to be considered for the Enhanced Student Educational Experience Program fund available via the Fletcher Foundation. The ask was to create a new bursary for students in an Ontario Association of Certified Engineering Technicians and Technologists (OACETT) accredited program set to graduate and actively engaged in mining applied research while completing their studies. To be considered, Northern College had to invest $5,000 which they did by accessing funds raised by the bingo initiative. OACETT would match the funds if approved which they did to create the said bursary. Fortunately, they were able to match their funds 2-to-1 which translated into $10,000 on their part for a total $15,000 for this newly-created fund. This bursary will be available in perpetuity and awarded annually at our graduation awards ceremony college-wide.

The Northern College Foundation Office and the OACETT Chapter Chair (Timmins Regional Chapter) Charles Boulet met in early 2019 to see how the two entities could work together to raise awareness of OACETT amongst students and also to discuss how we could raise funds to increase the existing bursary endowment fund. After a few discussions and meetings, a partnership was struck. This would see the OACETT Timmins Chapter members provide assistance to the Northern College Foundation's existing bingo initiative at the Jackpot City Gaming Centre in Timmins.

It was deemed fair that for every six bingos worked by OACETT volunteers and chapter members, Northern College would transfer $1,000 to the OACETT endowment fund in exchange. To this end, we have given an extra $1,000 bursary to a student in the fall which saw two recipients for the OACETT Engineering Technology Bursary. In addition, another $1,000 was added to the newly created Enhanced Student Educational Experience Program Bursary increasing the total of this new fund to $16,000 this early March. This transfer was to honor their second round of bingo volunteer support since last summer/fall.

Charles Boulet of the OACETT Chapter Chair (Timmins Regional Chapter), in December 2019, came forward with a personal donation of $5,100 which he put forward for possible matching funds from the Fletcher Foundation. Fortunately, things worked out in his favor. His donation was matched by the Fletcher Foundation on a one-to-one basis in January 2020. That said, a contribution of $10,200 will be made to the existing OACETT Engineering Technology Bursary which will see that increase the existing principal, bringing the total to $52,715. What this will do is it will allow us to award three $1,000 bursaries to the Kirkland Lake, Haileybury, and Timmins campuses using the existing criteria as opposed to only the one on rotation.

In sum, with all of these efforts combined, the OACETT-funded bursaries have seen an increase of $27,200 with a total contribution of $15,100 from the Fletcher Foundation in the last year. Though originally scheduled this spring, a media event to share the great news and partnership was postponed due to COVID-19.

Overall, it was a highly successful year at the College for the Foundation. All donors and supporters collectively make up a giving community that is benefitting learners and communities alike, and creating a sense of excitement and support for our learners across all campuses.

$27,200 increase brings OACETT Engineering Technology Bursary principal to **$52,715 total**

APPENDIX E

2019-2020 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 2019-2020 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
TOTAL VOTING MEMBERS	13

**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 one meeting on November 27, 2019. A second meeting was scheduled on February 28, 2020 but needed to be cancelled due to a lack of quorum. Additional meetings were not held due to circumstances around COVID-19.

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 the Arrive and Thrive survey and report; they received updates from our new Director of Marketing, Communications and External Relations; and they learned about policies under development or that were adopted such as the Respectful Organizational Policy. Updates on enrolment were shared with the Council.

The "Information Sharing" standing agenda item continues to be an important part of 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. In previous terms, student representation was a challenge, but student representation for this term was strong. Due to COVID-19 and restrictions surrounding gatherings, the second and third meetings were not held.

6. Summary

Members of College Council are engaged and continue to make valuable contributions towards achieving our mandate to promote communications throughout the college. In order to elevate the profile of College Council and encourage participation, Certificates of Appreciation are presented to members completing their terms at campus Employee Recognition Events.

Five internal members are completing their term of service as of August 2020, and the election process to select new representatives will be initiated in early Fall 2020. Three students are also completing their terms.

MOVED BY: **Amanda Farrow**
SECONDED BY: **Jocelyn Vlasschaert**

THAT College Council approves the 2019-2020 Annual Report as presented; and that the report be included in the 2019-20 Northern College Annual Report to be submitted to the Ministry of Colleges and Universities.

APPENDIX F

2019-2020 COLLEGE COUNCIL MEMBERSHIP LIST

REPRESENTATIVE	CORE	TERM ENDS AUGUST 31	CAMPUS REPRESENTED	EXT.
Elizabeth Brownlee	Academic	2020	HL/KL	3738
Tyy Dearden	Academic	2021	HL/KL	3658
Tanya Spencer Cameron	Academic	2021	Timmins/JBEC	2124
Jocelyn Vlasschaert	Academic	2021	Timmins/JBEC	2140
Jessica Lafreniere	Support	2020	KL/HL	3664
Anna Sawicki	Support	2021	KL/HL	8831
Amanda Farrow	Support	2020	Timmins/JBEC	2123
Danielle Bonnah	Support	2020	Timmins/JBEC	2166
Diane Stringer	Admin	2020	All campuses	6907
Dean Soon	Student	2020	Accessibility Services	
Patricia Clement	Student	2020	Indigenous Student Association	
Tenisha Clarke	Student	2020	NCSA	
Fred Gibbons	President & CEO			7136

RESOURCE MEMBERS		
Audrey Penner	VP Academic & Student Success	6867
Cam McEachern	Ex. Director, Student Serv./Registrar	2193
Sarah Campbell	Dean, Health Sciences & Emergency Services	2177
Doug Clark	Dean, Sciences	8833/3627
Aaron Klooster	Dean, Trades and Technology	2292
Dean Lessard	Dean, Business & Community Services	2407
David Rossi	Ex. Director, Community, Business Development & Employment Services	2139
Trudy Wilson	Manager of Indigenous Services & Initiatives	7125
Sam Frappier	Recruitment and Retention Specialist	2150
Susan Hunter	Director of Marketing, Communications and External Relations	2206
Mikayla Toyne	Administrative Assistant	7208

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