



ANNUAL REPORT

FOR
NORTHERN COLLEGE
2020-2021



INDIGENOUS LAND ACKNOWLEDGEMENT

We acknowledge 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.





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We wish to thank Anna Sawicki, Northern College employee and outdoor enthusiast, for many landscape photos of the region included in this document.

BOARD CHAIR'S MESSAGE

It is with pleasure that we present Northern College's Annual Report for 2020-2021.

This is the culmination and celebration of so many achievements for Northern during what has been a challenging and uncertain year. This report serves to outline the Business Plan initiatives that we accomplished over this past year, with measurable outcomes that we had set. Included in this document is a testament to our ability to capitalize on our nimble and adaptive approach to education - an approach that proved essential during the ongoing COVID-19 pandemic.

You will find in this document, all of the measurable ways that Northern College has committed itself to offering the best in student-centred, experiential post-secondary education, rooted in tangible, employment focused techniques designed to inspire and employ the next generation of Canadian professionals.



This document serves not only as a way for us to keep you updated on our progress as an educational institution, but also as an outline of the College's accomplishments and inspirations, a reminder that with determination, work ethic, and a desire to work together, anything is possible.

These milestones mark victories for staff, faculty and management at Northern, but fundamentally, they are victories for our students. As our key purpose for being an educational institution, the needs of our students, both personally and professionally serve as a guiding light, allowing Northern to create tangible, meaningful pathways to success.

As Northern continues down this path, we have no doubt that future learners will be drawn to our unique approach to education; an education designed to meet the needs of the many, resting in the hands of the few, and positioned to benefit the lives of all who call this corner of the North home.

Warmest regards, thank you for your support, and enjoy the read,

Doug Walsh
*Chair, Northern College
Board of Governors*

PRESIDENT'S MESSAGE

Welcome

to our 2020-2021 Annual Report.

Over the past year, we have faced unforeseen difficulties, together, with courage and diligence.

Northern College, as an institution and as a community, has overcome countless obstacles, solidifying our understanding of a changing world and how we, as individuals and learners, fit into an altered COVID-19 landscape.

In 2020, Northern College pivoted quickly to continue to deliver our award-winning post-secondary programming and contract training to students via a socially distanced model; a vast undertaking completed with speed and precision thanks to the countless talented individuals who make up the faculty, staff and management teams here at Northern.

Amid all of this uncertainty, Northern College achieved milestone after milestone, implementing a new Strategic Plan, fostering innovative and adaptive learning techniques, and continuing the difficult work of providing a steadfast and solid anchor for students, staff and faculty.

Northern has remained committed to making the necessary in-year adjustments to adapt to educational trends, positioning the College to capitalize on burgeoning opportunities. Placing specific focus on community building, Northern has begun allocating existing resources to open a broader conversation with marginalized groups, fostering the kind of academic environment that allows

for necessary and informative discussions on difficult topics including Truth and Reconciliation as we decolonize the institution and remain committed to equity, diversity, inclusion, and justice.

Redefining access to education has been another key focus for Northern over the past year, with skills development and micro credentials key to the College's work. This continued focus on the changing educational and socio-economic environment will serve Northern well as we continue to build a nimble and responsive approach to meeting the needs of Northerners in their home communities.

Fundamentally, we remain Northern.

We are aware of our role in the region we call home, tethered directly to the health and well-being of our campus communities and all of the residents and residences in between.

Northern remains dedicated to its role in bringing newcomers to our region, equipping them with the skills they need to succeed and inspiring them to stay with the beauty, kindness and opportunity to be found in our home region.

We are Proud to be North and Proud to be Northern.

We trust you will see why, when reading this report.

Dr. Audrey J. Penner
President and CEO, Northern College

2020-2021 ADMINISTRATIVE STAFF

| Position | Name |
|--|--------------------------|
| <i>President and CEO</i> | Audrey J. Penner |
| <i>Executive Assistant, Office of the President and Board of Governors</i> | Pierrette Fortier |
| <i>Acting V.P., Academic and Student Success</i> | Glenn MacDougall |
| <i>Administrative Assistant, Office of the V.P. Academic & Student Success</i> | Debbie Nankervis |
| <i>V.P., Corporate Services</i> | Mitch Dumas |
| <i>Administrative Assistant, Office of the V.P. Corporate Services</i> | Stephanie Tamming |
| <i>Executive Director, Student Services, Institutional Research and Registrar</i> | Cam McEachern |
| <i>Executive Director, Community, Business Development & Employment Services</i> | Christine Heavens |
| <i>Director, Marketing, Communications and External Relations</i> | Susan Hunter |
| <i>Dean, Health Sciences & Emergency Services</i> | Sarah Campbell |
| <i>Dean of Sciences</i> | Doug Clark |
| <i>Dean, Trades, Technology and Apprenticeship Programs</i> | Aaron Klooster |
| <i>Dean, Community Services and Learning Innovation</i> | Dean Lessard |
| <i>Dean of Business, Alternate and Flexible Learning</i> | David Rossi |
| <i>Manager, Applied Research, Entrepreneurship and Innovation</i> | Amy McKillip |
| <i>Manager, International Operations</i> | Edna Zhang |
| <i>Manager, Indigenous Services and Initiatives</i> | Trudy Wilson |
| <i>Manager, Information Technology</i> | Alain Grenier |

| | |
|--|--------------------------|
| <i>Campus Manager, Haileybury</i> | Tammy Mackey |
| <i>Campus Manager, Kirkland Lake</i> | Drew Enouy |
| <i>Campus Manager, Moosonee</i> | Diane Ryder |
| <i>Campus Manager, Timmins</i> | Christine Bender |
| <i>Manager of Student Recruitment</i> | Jaret Dicks |
| <i>Manager, Community and Business Development</i> | Andrew Balmakoon |
| <i>Manager, Plant & Property</i> | Stephane Lefebvre |
| <i>Manager, Human Resource Services</i> | Jennifer Olaisola |
| <i>Project Manager, Equity, Diversity and Inclusion</i> | Natalie Dorval |
| <i>Human Resources Generalist</i> | Sarah De Pinto |
| <i>Recruitment & Retention Specialist</i> | Samantha Frappier |
| <i>Pensions and Benefits Specialist</i> | Allison Gallant |
| <i>Human Resources Coordinator</i> | Dayna Child |
| <i>Payroll Specialist</i> | Corinne McEwen |
| <i>Controller</i> | Chantal Morin |
| <i>Senior Accountant</i> | Jodi DeLaurier |
| <i>Financial Analyst</i> | Eric Poulin |
| <i>Manager, Employment Services and Academic Upgrading</i> | Kelly Torresan |
| <i>Administrative Lead, East End Family Health Team</i> | Debbie Szymanski |

INTRODUCTION: Quantifying Hope.

2020 WAS A YEAR OF FIRSTS.

The first global pandemic in over a century.

The first major cultural shift towards mandatory digital alternatives.

The first test of modern technologies standing in for traditional human connection.

The first opportunity for Northern College to put years of distance learning experience to the truest of tests.

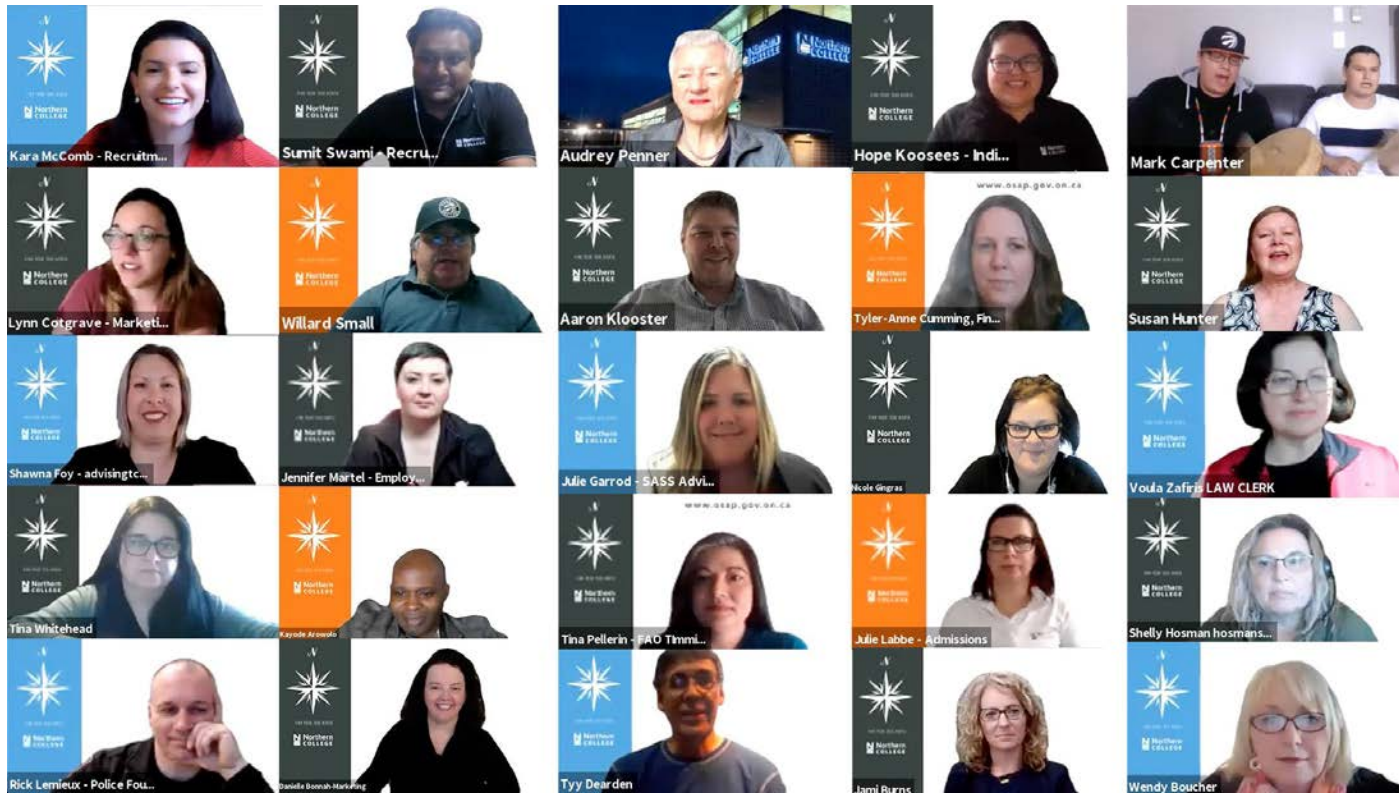
Over this past year, we've learned more about ourselves and each other than we did in the last decade. It was a test of resolve and agility, preparedness and flexibility – a test of everyone at Northern College, and one we passed with flying colours.

We adapted to define connection via innovative approaches, shifting perspectives and embracing an open declaration of caring and kindness, and as a result, 2020 marked a year of learning and growth in new ways at this time in history.

- Despite a global pandemic, Northern College saw strong applications, confirmations, and registrations as prospective students chose to pursue a post-secondary education in the northeast.

- 2020 marked another banner year for student satisfaction at Northern, as over a decade of experience in distance learning techniques proved beneficial to the transition from in-person to at home learning for thousands of students throughout the province. Despite the challenge of this shift in focus, Northern College students reported 90th percentile satisfaction rates with most aspects of their education.
- Northern College released its new Strategic Plan in January 2021, outlining the priorities and areas of focus to guide the institution over the next four years. Along with this new planning document, Northern unveiled a new mission and vision, marking a departure from the past and establishing a guiding mantra that encapsulates innovative and inspiring goals set in the Strategic Plan.
- Northern College continues to produce work-ready and skilled graduates. Yet another year has come and gone and once again, Northern graduates are finding success after leaving our classrooms, shops and labs. Not only are grads finding meaningful and well-paying careers, but their employers are singing their praises.
- In 2020, Northern College shifted its Marketing focus, unveiling a new brand, look, feel and approach to raising the College's profile in the region and the province. Opting for dedicated and consistent marketing campaigns that tied closely to a sense of Northern identity and values, this branding exercise has proved to be building affinity across the North, solidifying positive perceptions of what an education at Northern College means for quality of life, and educational and career success.

ACCESSIBILITY



STUDENT SERVICE AND ADVISING SERVICES

In 2020 and 2021, Northern College's Student and Advising Services implemented a more universal approach to orientation programming.

Typically hosted independently by members of Student and Advising services at each campus, the advent of the COVID-19 pandemic proved the ideal time to shift to a more universal approach to providing students with all they need to know to get situated as they undertake their studies at Northern.

Given the increase in stressors associated with the ongoing pandemic, Student Accessibility and Success Services (SASS) advisors implemented the use of a flagging system to aid in identifying students at risk, allowing supports to be put in place more

efficiently, in turn, ensuring that students are given immediate support when they need it most. This new, proactive approach will be adapted to the variety of services offered by Student and Advising Services.

A new virtual orientation program was rolled out as part of sweeping changes at Northern to accommodate a distance learning model; programming included a computer training 'boot camp' along with regularly scheduled mental health activities like Zumba and 'Central Perk,' a virtual drop in and chat program that connected students with academic success advisors.

These changes were reinforced by a suite of new student success policies and procedures created to address some concerns voiced by students; the success of which is evaluated each year via the 'Arrive and Thrive' survey.

PROVINCIAL SKILLS CATALYST PROGRAM

In September 2020, Northern College received nearly \$500,000 in provincial funding to build and deliver an industry focused, skill development training opportunity for the municipal government sector in northeastern Ontario.

By securing this funding from the Ministry of Labour, Training and Skills Development, Northern College, with its municipal and post-secondary education partners, identified sector specific skills and created highly flexible, hybrid delivered training modules for seventy-five (75) public administration employees to order to build on their understanding of municipal operations, while supporting municipalities in their talent development and succession planning efforts.

The Municipal Skills Accelerator project built learning modules in the following areas: Finance, Indigenous Relations, Human Resources and Organizational Management to meet the needs of municipal governments in northeastern Ontario.

The funding received by Northern College was part of a large \$1.9 million investment, drawn from Ontario's Skills Catalyst Fund, to support unique and innovative projects aimed at helping more than 2,000 northern Ontarians to 'upskill' and 'reskill' in order to secure meaningful employment, while supporting different industries in addressing growing labour market challenges through the provision of focused skill development.

EMPLOYER AND JOB-SEEKER INPUT SUPPORT WORKFORCE DEVELOPMENT PROGRAMMING

As part of its continued focus on the health of local and regional economic partners, Northern College is proud to invest resources in creating the kinds of 'talent pipelines' that connect employers with potential employees.

In November 2020, the College launched an online survey to gather key information that would prove essential in ascertaining the interest of local employers and opening an active dialogue with the healthcare, mining and forestry sectors alongside public service agencies.

The feedback provided critical data regarding employment trends within these industries, forecasting service gaps while also garnering interest and support from those who wish to be a part of a collaborative training partnership.

The survey had a two-pronged approach to collecting data on the training and development of the workforce in Northeastern Ontario, aiding in providing input as well as letters of support that will be crucial in substantiating the College's government funding proposals that will have a direct impact on the training and development of these essential workforces.

A second survey was conducted to collect similar data from those seeking employment, providing two distinct but intrinsic perspectives on the health and well-being of the economic market in the Northeast.

Marrying industry requirements, employment gaps and emerging trends in workforce modernization, this critical data collection will assist Northern College in continuing to provide modern, employment-centric education designed to sustain and improve the regional economy.

A GROWING CONVERSATION ON THE FUTURE OF COLLEGE LEVEL EDUCATION IN ONTARIO

Northern College was invited by the Ontario Ministry of Colleges and Universities to participate in an ongoing discussion about the future of college-level education in the province.

The discussions aim to create a strategy that will give colleges like Northern the opportunity to aid in the creation of several new programming streams including the creation of College-level degree programming, expanding micro credentialing opportunities for students and alterations to existing funding and recruitment structures. This round-table discussion touches on various critical aspects of Ontario's College and post-secondary landscape.

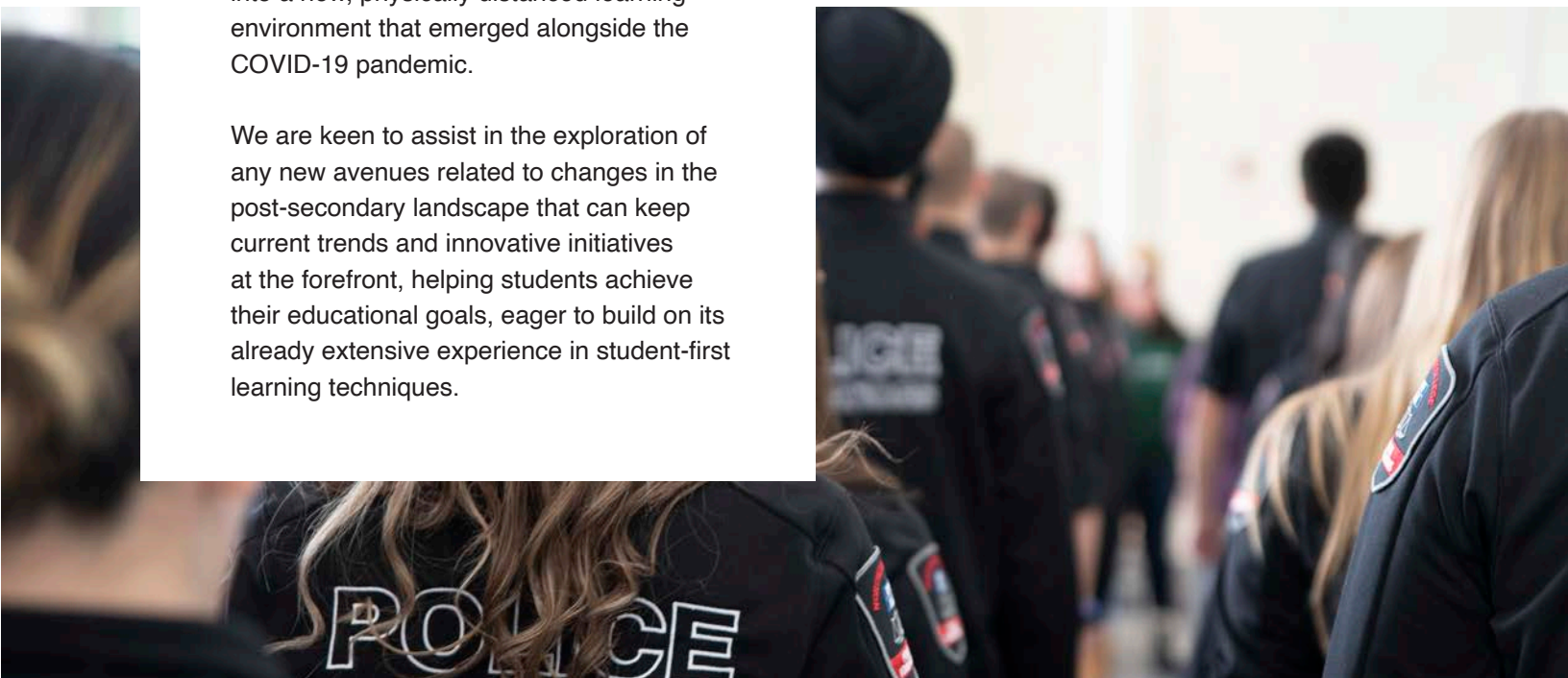
Northern College has long committed to making education as universally accessible as possible, pioneering the distance learning techniques that allowed the institution to transition students quickly and effectively into a new, physically distanced learning environment that emerged alongside the COVID-19 pandemic.

We are keen to assist in the exploration of any new avenues related to changes in the post-secondary landscape that can keep current trends and innovative initiatives at the forefront, helping students achieve their educational goals, eager to build on its already extensive experience in student-first learning techniques.

PRESIDENT'S TASKFORCE ADDRESSES IMPORTANCE OF EQUITY, DIVERSITY AND INCLUSION

As Northern continues to invest focus in greater accessibility, a task force has been created to address issues of inequity, racism and colonization. Working with the Northern College Indigenous Council on Education as a key resource, the Equity, Diversity and Inclusion (EDI) task force aims to use a combination of information gathering and consultation both internally and externally to define a robust portrait of Northern as an ideal college for students, faculty and staff.

Set up early in 2020, and properly resourced, this task force is comprised of student and staff volunteers, and will be instrumental in tailoring tangible goals designed to improve every experience directly and indirectly connected to Northern College and its role as an educational institution and community partner to build a better world.





RECORD ENROLMENT GROWTH IN MINING PROGRAMS

Northern College experienced record enrolment growth in its renowned mining programs over the course of 2020 and 2021 despite the impacts of the COVID-19 pandemic, marking a 50 per cent enrolment increase since October of 2019.

This success is largely attributed to the January Jump Start continuous enrolment program, an initiative that gives students the opportunity to begin studying when it works best for them, rather than a more traditional model that would see them adhere to the existing academic calendar.

Increasingly, Northern is finding success in providing students with an accessible education that meets their career goals as well as industry needs, through delivery methods that allow students to undertake their training from home, outside of a traditional course and classroom schedule. This change of approach has resulted in a significantly increased level of interest from students, far outpacing enrolment expectations – especially during these unprecedented times.

Coupled with this new approach, Northern is also allowing students to spread their work and course load over a longer period of time, creating a flexible learning experience that works for students with full-time jobs

while still providing them with the high-quality education they desire.

Through this altered delivery format, Northern has also identified and mitigated the barriers for student success by creating a wider variety of financial aid options that are aimed at encouraging students to pursue an education that may otherwise have been impossible without financial assistance.

This fundamental change in approach has not only created enrolment growth but has significantly altered the scope of enrolment for Northern's mining programs, with students attending programs from the Northwest Territories and as far afield as Madagascar.

EMPLOYMENT OPTIONS EMPLOI GOES VIRTUAL

As the world moved into a digital space to accommodate the health and safety requirements of the COVID-19 pandemic, Employment Options Emploi (EOE) was no exception.

The EOE mobilized to digitize as much programming and content as possible in order to maximize online connections through critical partnerships with employers who aided in the creation of online appointment booking infrastructure via the website and social media.

This move to digital space was supported by a concentrated focus on social media advertising a streamlining of EOE social media pages, allowing the group to maintain a consistent presence online.

All existing EOE and Academic Upgrading programming were delivered digitally throughout 2020 and into 2021, including virtual job fairs for service providers as well as the creation of digital orientation programming for all new students, accompanied by a virtual version of the student learning handbook.



EAST END FAMILY HEALTH TEAM MANAGING MORE THAN HEALTH

The East End Family Health Team (EEFHT) was met with a formidable task at the beginning of 2020, providing continued access to quality health care in the midst of an unprecedented pandemic.

In keeping with local and regional directives from Public Health agencies, the team at EEFHT modified existing visitation processes to include virtual and in-person visits, allowing clients to receive services in a safe and comfortable format throughout 2020 and into 2021.

Clinics that focus on student health also help support the College as well as the community.

RECRUITMENT TEAM LEADS THE WAY

As the country moved into a complete shutdown in March of 2020 to alleviate the initial pressures of the COVID-19 pandemic, Northern College's recruitment team were placed in a unique position – completing an essential recruitment schedule in a digital environment.

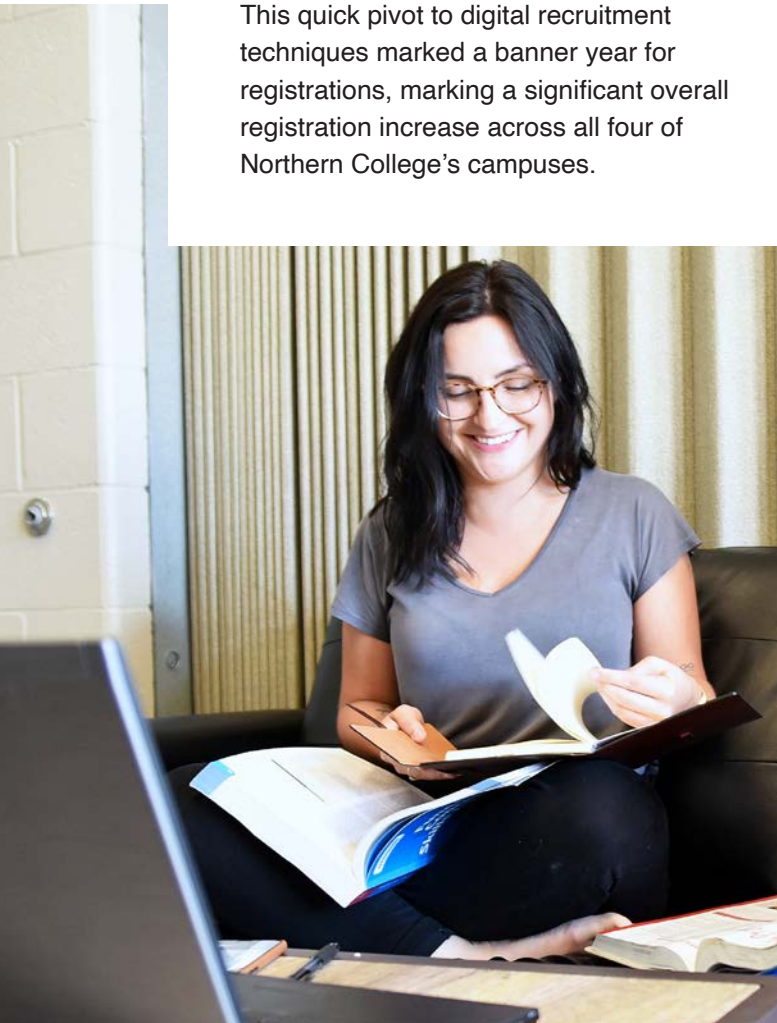
The initial shutdown meant the cancellation of in-person perennial recruitment events like College Dialogues, Skills Ontario and the College's Open House, but in the absence of these high-profile events, Northern College was able to move into a more flexible, à la carte approach to recruitment.

Taking full advantage of the digital tools at their disposal, the Recruitment team created Navigating Northern, a bi-weekly video program designed to connect prospective students with recruiters, staff and faculty in an informal environment, creating meaningful discussions about what an education at

Northern truly provides students. Each of the 26 episodes garnered between 20 and 40 prospective students respectively.

Throughout the 2020 and 2021 recruitment seasons, Northern attended a number of province wide virtual events, including the Ontario Colleges Virtual Fair (2,000 registered students), Canadian Colleges and Universities Fair (9,000 registered students) and the Ottawa District School Board Virtual Fair (1,000 registered students), to name a few. This effort was augmented by a virtual approach to traditional school visits, which saw recruiters interact with schools across Ontario, delivering content to 100 separate schools via zoom to prospective students.

This quick pivot to digital recruitment techniques marked a banner year for registrations, marking a significant overall registration increase across all four of Northern College's campuses.



ALTERNATIVE AND FLEXIBLE LEARNING

In 2020, Northern College made the choice to change its approach to Continuing Education by rebranding its efforts under the new marquis of Alternate and Flexible Learning. This change in title reflects an altered approach that offers students various educational options in the pursuit of post-secondary accreditation through a non-traditional learning format.

Courses offered are now delivered both synchronously as well as asynchronously, providing a modern approach which offers students a flexible approach to learning, with courses and coursework made available to them on their own schedule.

To support this newly branded approach, work has been completed on Northern's website to better support the demand associated with asynchronous access to curriculum, including integrating systems that will best support Ontario Learn initiatives in addition to Skills Catalyst programming.

STUDENT AWARDS GET A BOOST

Northern College is grateful for the support it receives in each of its campus communities annually, contributing to the distribution of, on average, \$500,000 in Scholarships, Bursaries and Awards each year.

In addition to annual Scholarships, Bursaries and Awards, Northern College offered a \$2,500 Proud to be Northern Entrance Award to any student who chose to study in a two-year diploma program at any of the College's four campuses in Northeastern Ontario in 2020.

The College also chose to redirect the funds that the Provincial Government provided

to colleges with the arrival of COVID-19, back to learners. Distributing \$250 to each of its registered, full-time students resulting in a total of several hundred thousand dollars in student aid, supplemented by college-supported emergency student funds amounting to tens of thousands of dollars.

The difference it makes to the lives of learners continues to have a significant ripple effect across the region.

REMOVING STIGMA

In a concentrated effort to address stigma within its campuses and classrooms, Northern created the Members Only project to assist in addressing the barriers created by stigma surrounding disabilities and mental health.

Through the creation of a concept paper, Northern aims to make several changes at its Timmins Campus and throughout the College specifically designed to eliminate the barriers that may alienate some students from accessing supports.

This initiative includes eliminating the need to register for services from the Accessibility Services Department, instantly making all students community members in the Accessibility Resource Centre, achieving the goal of providing students with a sense of belonging from their first day with Northern.

Further changes would address the development of spaces with specific purpose, providing students with room to move, to collaborate, to find peace and tranquility and offer students a calming environment when required, and spaces for socialization and camaraderie when needed. Northern is also placing focus on providing areas to students who need to alleviate anxiety, featuring controllable lighting, greenery and an aquarium.

The goal for Northern is to encourage all of its students to find community in our halls, classrooms and shared spaces on campus, and in our digital spaces, laying the groundwork for them to form strong, supporting bonds that will help them succeed while enjoying a unique, innovative and inclusive post-secondary experience.

LEARNING EXCELLENCE AND INNOVATION DEPARTMENT (LEID)

Northern College's Learning Excellence and Innovation Department (LEID) underwent a full rebrand and website redesign this year that allows for better service for students, staff and faculty.

Given the COVID-19 pandemic, the department moved into a fully digital space, providing longstanding services like orientation for new full and part-time employees, along with professional development services designed to directly address the needs outlined in a survey of employees.

In the spirit of evolving to meet the needs of Northern College, the LEID department has outlined a new College mentoring and coaching policy that, coupled with a leadership institute will provide faculty and support staff with increased accessibility to in demand skills resulting in increased autonomy.

SEAMLESS TRANSITION IN LEADERSHIP

As Northern College named Dr. Audrey J. Penner President and CEO, Information Technology (IT) Director Glenn MacDougall stepped up to fill in the vacancy of Vice President of Academic and Student Success, providing a smooth transition in leadership in the academic area of the organization. In turn, Alain Grenier was named Acting Manager of IT,

overseeing the creation of a new data storage system and transferring College files and records to their new home while in this new role.

As the reality of the COVID-19 pandemic set in, the IT team set about the monumental task of moving all of Northern's operations online. From classes to integral institutional operations, the IT was very responsive to providing essential technological support, implementing Microsoft (MS) Teams as a way for staff to communicate, meet, and work effectively from home.

A number of IT upgrades were conducted, taking advantage of the lack of traffic at all four of Northern's campuses, including cellular repeaters to enhance cell phone coverage on campuses, the creation of redundant internet feeds to reduce outages and improve reliability and the creation of a Virtual Private Network (VPN) to ensure employees had access to College databases from home.

Despite the pandemic and a prolonged work from home order, the IT department completed over 2,400 requests for assistance from students, faculty and staff.

NORTHERN TRAINING DIVISION QUICKLY RESPONDS TO NEW TRAINING LANDSCAPE

Northern College's Training Division continued to offer its services to local learners and organizations, mirroring many other areas of the College in making the swift and effective transition to digital learning spaces.

Programs, including Apprenticeship offerings that were unable to be moved into a digital space were offered on-site, following all social distancing and PPE protocols as outlined by the local, Federal and Provincial governments along with local Health authorities.



HEALTH SCIENCES MOVES FORWARD

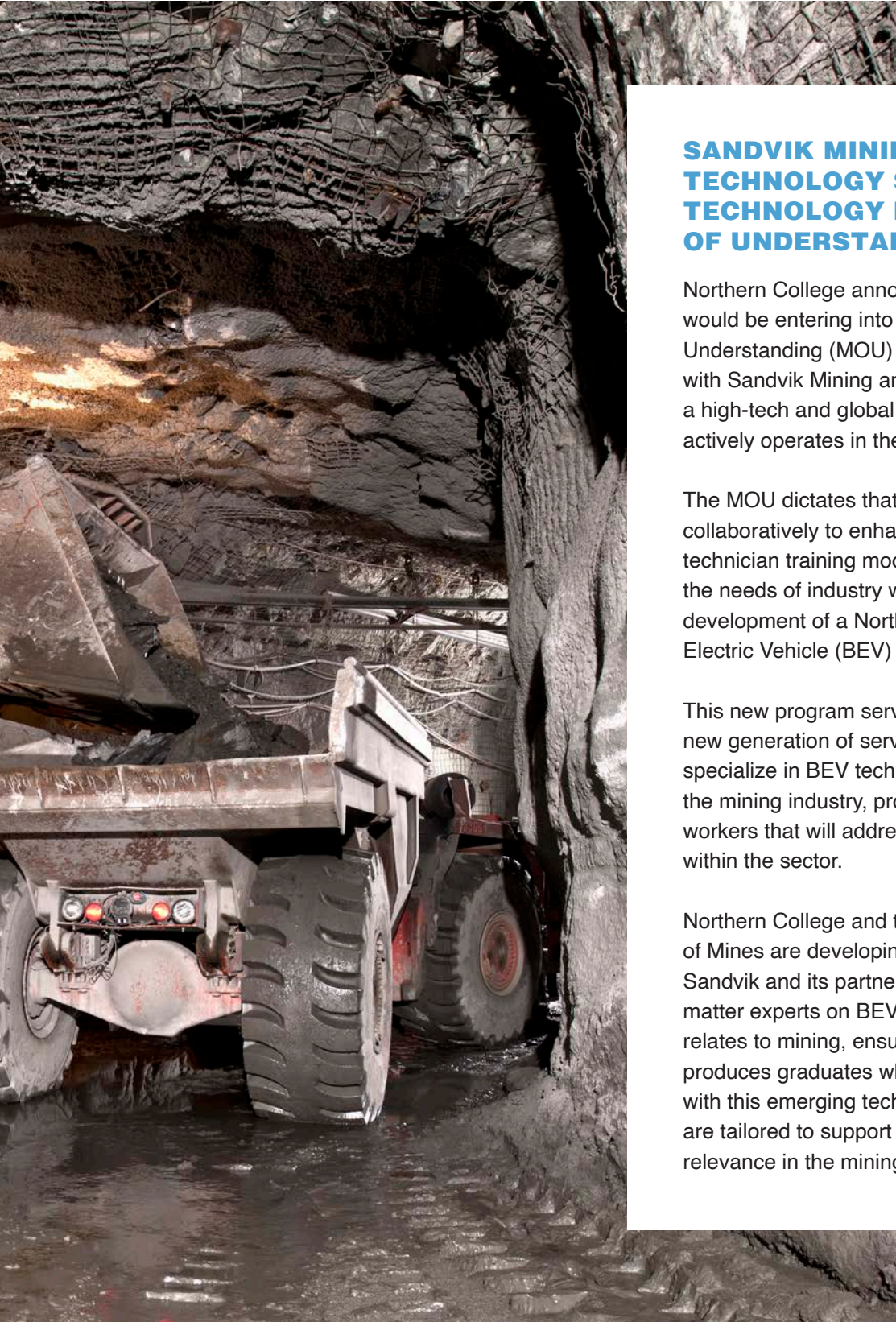
Every one of Northern College's program offerings were faced with challenges during the COVID-19 pandemic, the pivot undertaken by the Health Sciences and Emergency Services area was perhaps the most pronounced.

Work began quickly to figure out avenues that allowed students to remain in a clinical setting, working closely with partner agencies to ensure that students could maintain mandated requirements to complete their studies, while accommodating for the health and safety needs of everyone involved.

As the COVID-19 pandemic continued it became clear that Northern's Bachelor of Science in Nursing, Practical Nursing and Personal Support Worker students would become integral to the continued fight to manage the pandemic at a local level.

Northern College is proud of the contributions and efforts put forth by its students; proud of the partnerships it has built that have benefitted not only its students, but its communities as a whole.

SIGNATURE PROGRAMS



SANDVIK MINING & ROCK TECHNOLOGY SIGN GREEN TECHNOLOGY MEMORANDUM OF UNDERSTANDING

Northern College announced that it would be entering into a Memorandum of Understanding (MOU) in October of 2020, with Sandvik Mining and Rock Technology, a high-tech and global engineering firm that actively operates in the region

The MOU dictates that both parties work collaboratively to enhance existing battery technician training modules to better suit the needs of industry while aiding the development of a Northern College Battery Electric Vehicle (BEV) Technician program.

This new program serves to educate a new generation of service technicians that specialize in BEV technology as it relates to the mining industry, providing qualified, skilled workers that will address a growing need within the sector.

Northern College and the Haileybury School of Mines are developing a program with Sandvik and its partners serving as subject matter experts on BEV technology as it relates to mining, ensuring the program produces graduates who are not only skilled with this emerging technology, but who are tailored to support this growing area of relevance in the mining industry.

HAILEYBURY SCHOOL OF MINES IMPLEMENTS JANUARY JUMP START

In an effort to boost enrolment and overall interest in the program offerings at the Haileybury School of Mines, Northern College developed an innovative and flexible approach to provide students with an education that works on their terms.

Coined the January Jump Start Program, this new approach allowed students to begin their studies as a Mining Engineering Technician outside of the traditional academic calendar. Students were given the opportunity to join the program in January as full-time students, enrolled in courses with no pre-requisites, given them the opportunity to play catch-up before joining students who enrolled according to the traditional academic calendar in September.

The augmented schedule allowed students with full-time jobs to complete their coursework across five semesters rather than four, removing barriers to learning for those who may not have otherwise applied. Since this innovative approach was implemented, students who chose this alternative now account for nearly 30 per cent of the program's annual student intake.



NEW PARTNERSHIP AND PATHWAY FOR INSTRUMENTATION AND CONTROL ENGINEERING TECHNICIAN

The Instrumentation and Control Engineering Technician Program is marking 50 years at the Haileybury Campus, focused on pneumatic, electrical, electronic and digital control systems and instruments that are used in some of Ontario's primary industries.

From mining and forestry to water and wastewater treatment as well as nuclear power generation, the program provides students with meaningful training that prepares them for essential roles in many of Ontario's primary industries.

Graduates of the Instrumentation and Control Engineering Technician program are uniquely equipped to continue their education, whether through the pursuit of a Red-Seal electrical apprenticeship, or by enrolling in and completing Northern's two-year Electrical Engineering technician program with just seven additional courses.

Graduates can now take advantage of a third option to further their training thanks to a partnership with Lambton College which allows them to complete another year of training and earn their Technologist diploma. Students are also provided the opportunity to study Mechatronics in Ireland after graduating from Northern.

New equipment purchases as well as donations of equipment from alumni working in the field ensure that students enjoy training on the latest technology, further cementing their skillset and preparation for a modern working environment, from hydraulics and motor control systems to logic controllers and supervisory control and data acquisition systems.

All lab equipment reflects both a traditional and modern approach, ensuring that students are both prepared and familiar with all types of technologies, allowing Northern College to continue to deliver high-quality, hands-on training that meets industry needs with cutting edge technology.

FEMALE WELDERS RECOGNIZED

2020 marked a banner year for Northern College's world-renowned welding programs, with both students and faculty netting national honours.

Northern College's suite of welding programs continues to produce world leading graduates, helping to fill growing employment gaps in the fields of skilled trades throughout the country and around the globe.

This dedication to the art and science of welding and welding-related technologies continues to shine a spotlight on the efforts of Northern College's students, faculty and staff, with two female students celebrated in Weld Magazine in 2020.

Welding Engineering Technology co-op student Megan Reppard, who graduated in 2020, received several major awards during her time at Northern College, including the CWB Welding Foundation, the Joseph G. Doria Exemplary Student Award and the Hugh A. Krentz Student Award. Zoe Slumkoski gained full-time employment as a Welding Engineering Technologist at BMT Canada shortly after graduation.

These two students represent the best of what can be accomplished with an education at Northern College, both graduating at the top of their classes and heading for careers that will further establish women as key players in skilled trades fields.

WELDING GUEST SPEAKER SHARES INSIGHTS

In an effort to further connect students with industry experts, Northern College's third-year Welding Engineering Technology students were able to learn from the insights and expertise of Nairn Barnes, a Ph.D level Welding Engineer at Supreme Group LP.

Barnes outlined his research work focusing on improving the lifetime and understanding the nucleation and growth of hardfacing overlays, the main focus of the fourth year of his dissertation. In his presentation, Barnes placed focus on in-depth information relating to chromium carbide and nickel-tungsten carbide overlays in addition to a brief discussion on the properties of manganese steels.

The insights provided by Barnes offered students insight into the needs of the oil, gas and mining industries where wear-resistant materials are crucial to continued and efficient operations. Barnes' focus on both welding processes and welding metallurgy proved invaluable to Northern's Welding Engineering students.



NEWLY REDESIGNED COMPUTER ENGINEERING TECHNICIAN PROGRAM AND PATHWAY

Northern College continues its commitment to providing students with the latest in technology, allowing them to enter the workforce post-graduation with the skills that ensure success in the working world.

Northern's Computer Engineering Technician (CET) program is no exception, undergoing both physical upgrades and a curriculum redesign to make the program more accessible to students. This modernization includes the computer lab at Northern's Kirkland Lake Campus, which has been upgraded and expanded to meet the needs of a larger cohort of students, along with an expansion of faculty positions to accommodate future growth.

Thanks to a new partnership with Algoma University, Northern College CET students will be provided with the opportunity to obtain both a two-year CET diploma and a three-year bachelors degree without having to leave campus.

As Northern continues to work towards creating job-ready graduates, further steps

have been taken to cement the Cisco Networking certification as a cornerstone of the CET program, faculty make good use of Acclaim.com to provide five digital badge certifications to students that reflect their studies and growing level of expertise.

Once program coursework is complete, graduates can apply for official certification, with those displaying a high level of aptitude in their studies being eligible for discounts for external certification.

This approach creates highly prepared work-ready graduates armed with what is essentially a dual credit – a diploma from Northern College and certification from an industry recognized external training body.

REFRESHED CURRICULUM IN SCHOOL OF VETERINARY SCIENCES

As with all of Northern College's full-time programming, the suite of veterinary sciences programs made the shift to online learning as part of accommodating the health and safety measures required to mitigate the impact of the COVID-19 pandemic.

Each course was examined, restructured and realigned for online learning and delivery



while accommodating the need for hands-on experiential learning required to produce work ready veterinary graduates.

A new program coordinator, Lee-Anne Smith is bringing fresh perspective and approach to existing programming, with plans set to expand and amend current offerings and curriculum.

Northern's Wildlife Rehabilitation program has been strengthened through a membership to the National Wildlife Rehabilitators Association, which will offer students access to training resources in this highly specialized field.

POPULAR LAW CLERK PROGRAM ENHANCED

Northern's Law Clerk Program has been reinforced through partnership with Canadore College, resulting in significant combined enrolment grown, with the program seeing over 100 students opt to study with Northern.

A growing number of attractive bursaries in this program area will see students continue to be supported to study in this field of study.

Bios of those who teach into this program were assembled for further promotion of this field of study.

STRICT COVID-19 PROTOCOLS IN PLACE

Northern College quickly pivoted to protect students, staff and faculty as the dangers posed by the COVID-19 pandemic become apparent in March of 2020.

The College worked diligently with all levels of government, local and regional health authorities to maintain the strictest health and

safety requirements, reinforced by a cross-campus Pandemic Planning Committee. Northern's Senior Management Team (SMT) supported the direction of online delivery of curriculum, and of employees working from home whenever and wherever possible.

Leaning on over a decade of experience in online delivery, the move was made with relative ease thanks to concentrated efforts by staff and faculty.

Where on-site learning and examinations have been required, strict pre-screening protocols have been put in place, personal protective equipment (PPE) has been provided and physical distancing has been encouraged and enforced.

Working along with innovative and high-tech partners like Contact North and NeoNet, both of whom are located at the College's campuses, Northern graduated most students within anticipated timelines, while others finished their requirements for graduation in the weeks and months that followed.

These same outcomes are anticipated for the 2021 academic year, despite the disruptive nature of the pandemic. As rolling lockdowns continued to affect operations at Northern, all student and staff activities on campus were subject to additional restrictions and precautionary practices to ensure the safety of the Northern College family.

Throughout the COVID-19 pandemic, Northern was forced to revise its open-door policy, advising the public to avoid its campuses, outside of scheduled visits or deliveries. Most faculty and staff have been working remotely since the onset of the pandemic and students are only allowed to attend campuses by appointment only.



NORTHERN COLLEGE EMBARKS ON THE FALL SEMESTER

Over the spring and summer months of 2020, staff and faculty worked hard to adjust their educational programming at Northern to better fit our new physically distanced reality.

The goal was to strike a balance between the health and safety of students and the required curriculum benchmarks of applied learning required to prepare them for the working world.

Northern was uniquely positioned to draw from its experience in advanced distance delivery to help meet the needs of today's learners. While some programming is more easily adapted to students studying from home, others, like those that lean heavily on in-shop or lab training, required more modifications.

Many other COVID-19 adjustments were made on College campuses, employment offices and learning sites, including plexiglass barriers, hand-sanitizer stations, floor mats and signage in addition to sign-in measures that ensure safe distancing. Masks were also distributed to all learners and staff.

Trades and technology programming was the first to see activity on-campus with a summer-long pilot project, greenlit by both levels of government to prepare the learners and faculty at the College for tangible skill building while minimizing the risk of COVID-19.

SUPPORTING NEW FACULTY IN THEIR TEACHING AT NORTHERN

The master course concept developed in 2018 was further refined and implemented to assure curriculum maintenance and quality. All courses were to have a 'master course' established that would be housed in our LMS system. These courses can be made available as templates when new faculty assume course responsibilities. Faculty are encouraged to update the 'master course' each semester to reflect changes in curriculum.

In doing so, curriculum, which is the foundation of our business, can be stored and maintained reliably. This is critical to the delivery of our strategic mandate agreement in which we assure highly qualified graduates.

A GRADUATE FOR TODAY'S WORLD

In order to bring our Academic Plan to life, a picture of the graduate needs to be created. The picture reflects the core skills that we want our students to aspire to and our graduates to be. This goes beyond the vocational skills they will acquire from us and move to the tangible and intangible skills of the worker for this century.

Work continues on defining the graduate profile and competency document. It is important to gather feedback on the proposed profile from faculty. The document developed has been shared with College's Academic and Operations Working Group (AOWG). Comments from AOWG have been used to update the graduate competencies and will be shared with the College's Quality Assurance committee before being brought to the College's Senior Management Team (SMT) for final approval.

THE NORTHERN EXPERIENCE



2020–2023 ACADEMIC PLAN UNVEILED

Northern College announced the release of its inaugural Academic Plan for 2020-2023 in August of 2020. This guiding document will help to oversee the College’s innovative approach to learning, curriculum, student life and enrolment growth over the next three years.

The plan outlines exciting learning and teaching approaches, educational priorities and program growth within the institution. Designed to augment the College’s strategic plan, the Academic Plan assists in programming development and delivery, while providing aspirational goals for students and the institution alike.

Central to the plan are the needs of students, aiding in Northern’s continued commitment to evolve learning environments and processes that best suit the changing job market and learning landscape, while centering learners at the core of our practices.

By applying the principles of ‘Universal Design for Learning’ (UDL), Northern College also continues to develop best practices with regard to course development, curriculum expansion and student-first learning.

CELEBRATING THE CLASS OF 2020

As word began to spread of the international pandemic, staff, faculty and administrators at Northern College knew that the required protective protocols designed to protect every



member of the College family would have far reaching impacts on day-to-day operations.

The measures taken to shelter students from the COVID-19 pandemic were significant, requiring them to self-isolate, maintain safe social distancing protocols and largely avoid their campus of

study. Students adjusted quickly to this new educational reality and rose to the occasion; an adaptability that Northern knows will serve them incredibly well as they embark on their chosen career.

As time passed and the reality of this once in a century pandemic began to set in, The College also realized it would have to take a fundamentally different approach to its traditional convocation ceremony.

On June 19, 2020 Northern hosted its first ever digital convocation ceremony via youtube and the College website, with over 650 graduates crossing a digital stage.

Each graduate received a grad package including celebratory activities, a mortar board and graduate booklet. While the celebration was ground-breaking for Northern College as an organization, no substitute convocation could fully acknowledge the admirable efforts of students who adapted to a significantly altered approach to their education, so the College offered any grad the opportunity to return for a face-to-face convocation on Northern's campus for up to three years past their graduation.

BOARD OF GOVERNORS NAMES NEW COLLEGE PRESIDENT

Northern College's Board of Governors announced a new leader for the institution in July 2020. Dr. Audrey J. Penner was named the College's newest President and CEO after an outside search firm, the Phelps Group, conducted and completed a national search to fill the key leadership role. As the College's eighth President, Dr. Penner succeeds Dr. Fred Gibbons following his retirement announcement in early 2020, with two highly impactful terms at the helm.

Dr. Gibbons extended the original June retirement date at the request of the Board to ensure a seamless transition for the successor during the COVID-19 outbreak. Working closely with President Gibbons as part of the senior management team, Dr. Penner helped guide the organization in her role as Vice President, Academic and Student Success since 2014.

As a Vice President, Dr. Penner led the Academic Division in a number of successful projects, creating an applied research department, integrating the concepts of innovation and entrepreneurship with applied research that will see the College launching an impressive Innovation Hub dedicated to supporting local industry needs in the near future. She also implemented an advanced digital strategy for educational technology which placed Northern College in an ideal position for dealing with the COVID-19 pandemic, outpacing many other organizations during the switch to distance learning models.

During her time as Vice President, Dr. Penner also established a solid international enrollment base, with an increase from fewer than 50 students in 2017 to just over 600 students two years later. That growth assisted

in providing organizational sustainability in the face of a declining local population, in addition to strengthening the labour force of communities in Northeastern Ontario where the College has a significant presence.

Prior to coming to Northern, Penner served as the Director of Learner Supports, Applied Research and Transitions Holland College in Prince Edward Island, where she established a dedicated education technology department and a college technology access centre – one of the first in Canada, while generating more than \$10 million in grant revenue for various research and programming projects.

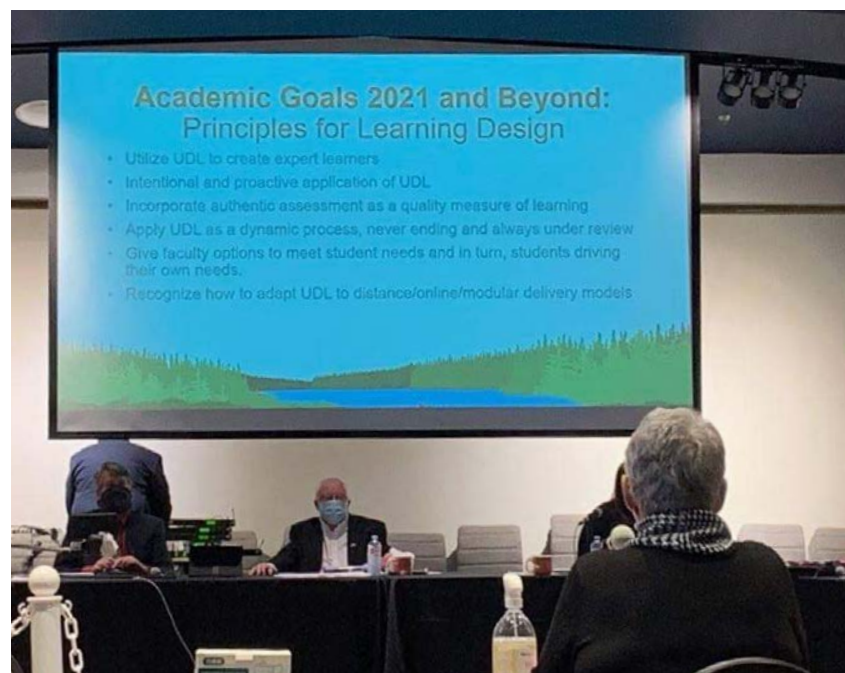
COLLEGE DELEGATIONS OPEN DIALOGUE WITH CAMPUS COMMUNITY PARTNERS

As Northern College continues to look to the future of education in Ontario's northeast, it remains committed to creating the kinds of opportunities that not only connect willing students with in-demand jobs but provides

the kinds of supports that allows for healthy economic growth within the region it calls home.

As part of this process, Northern embarked on a consultative tour in the fall of 2020, with delegations consisting of the President and various key Northern College staff visiting all four of its Campus community Town Council Meetings in Moosonee, Temiskaming Shores, Kirkland Lake and Timmins, in an effort to reaffirm its commitments to these communities. As part of these discussions, Northern College committed itself to an ongoing dialogue with touch points that would provide updates.

The conversations marked the beginning of what Northern hopes will be an ongoing conversation to the benefit of all involved. Discussions included an introduction to Northern's academic plan as well as input for the College's strategic planning process. It also touched on the importance of partnerships and placements as they relate to experiential learning and meeting the needs of industry, alongside the future of the institution.



NORTHERN COLLEGE LAUNCHES NEW STRATEGIC PLAN

Every few years, Northern College undertakes the monumental task of outlining a strategic path forward. The organization's Strategic Plan outlines significant goal setting for the institution, forming an intentional foundation for progress as the College plots a course into the future.

The process involves the outlining of tangible goals designed to move the operational and educational goals of Northern forward, a periodic exercise in goal setting designed to recognize and meet the needs of students and the communities Northern calls home.

As part of its information gathering process, Northern reached out to citizens within its catchment region via a survey in September 2020, resulting in nearly 900 responses, establishing an unprecedented 23 per cent response rate. The insights gleaned from various outreach processes including the survey aided in establishing the foundation of a prosperous future for Northern College. Themes touched on a number of subjects deemed important to learners and communities in the region, including Indigenous education and empowerment, diversity and inclusion, innovative approaches to accessible education, inspiring programs of study and invigorating Northern experiences.

This fact-finding mission proved crucial to the development of the Strategic Plan, approved by the Board at the beginning of the year, with the input of a steering committee comprised of staff and a student representative. This plan marks the beginning of a new era of renewed focus and direction for Northern's next four years.

Also included in the plan were a renewed mission and vision for the organization that further reflects the new Strategic direction of the College.

COLLEGE JOINS PORCUPINE LAKE PARTNERSHIP

Committed to the Northern experience that it promotes to attract students to the region, Northern College partnered with the City of Timmins and the Friends of the Porcupine River Watershed to improve the conditions in and around Porcupine Lake in Timmins.

Northern's Timmins campus is situated along the northern shore of the lake and is committed to revitalizing the natural surroundings, with a focus on increasing the number of students attracted to the idea of attending a post-secondary institution rooted in the natural beauty of Ontario's boreal forests.

All parties involved signed a five-year Memorandum of Understanding (MOU) aimed at increasing community-based workshops designed to inform the public and encourage residents to help make the changes required for the watershed to recover from its current state. Northern, alongside the City of Timmins will lend project management and planning expertise to this ongoing effort.

The process may include conducting fish and wildlife counts, planting indigenous flora to aid in ecosystem repair, measuring contamination levels from local snow dumps and the creation of welcoming outdoors spaces like memorial gardens and an Indigenous sacred garden.

The Porcupine River Watershed represents almost half of the ecosystem within the City of Timmins and is home to a number of different species of fish, birds and wildlife, covering hundreds of kilometers of waterways that may have been compromised by over a century of mining operations.

COMMUNITY LIBRARY MOVES TO HAILEYBURY CAMPUS

In January 2020, Northern College signed an MOU with the City of Temiskaming Shores to provide library services to the general public within the Haileybury region on Northern's Haileybury campus. Work began to renovate the library to accommodate approximately 1,000 new library resources (texts, magazines), about 500 DVD's, and two publicly accessible computer work stations.

Furniture upgrades also began to ensure the Haileybury Campus Library was ready and configured for co-location with the Temiskaming Shores Public Library. New shelving, desks, furniture and branding outside the Library has begun, with photocopiers upgraded to accommodate coin operation. Even though some delays were experienced due to the onset of the pandemic, the library will be fully configured and capable of receiving public patrons later in this academic year.

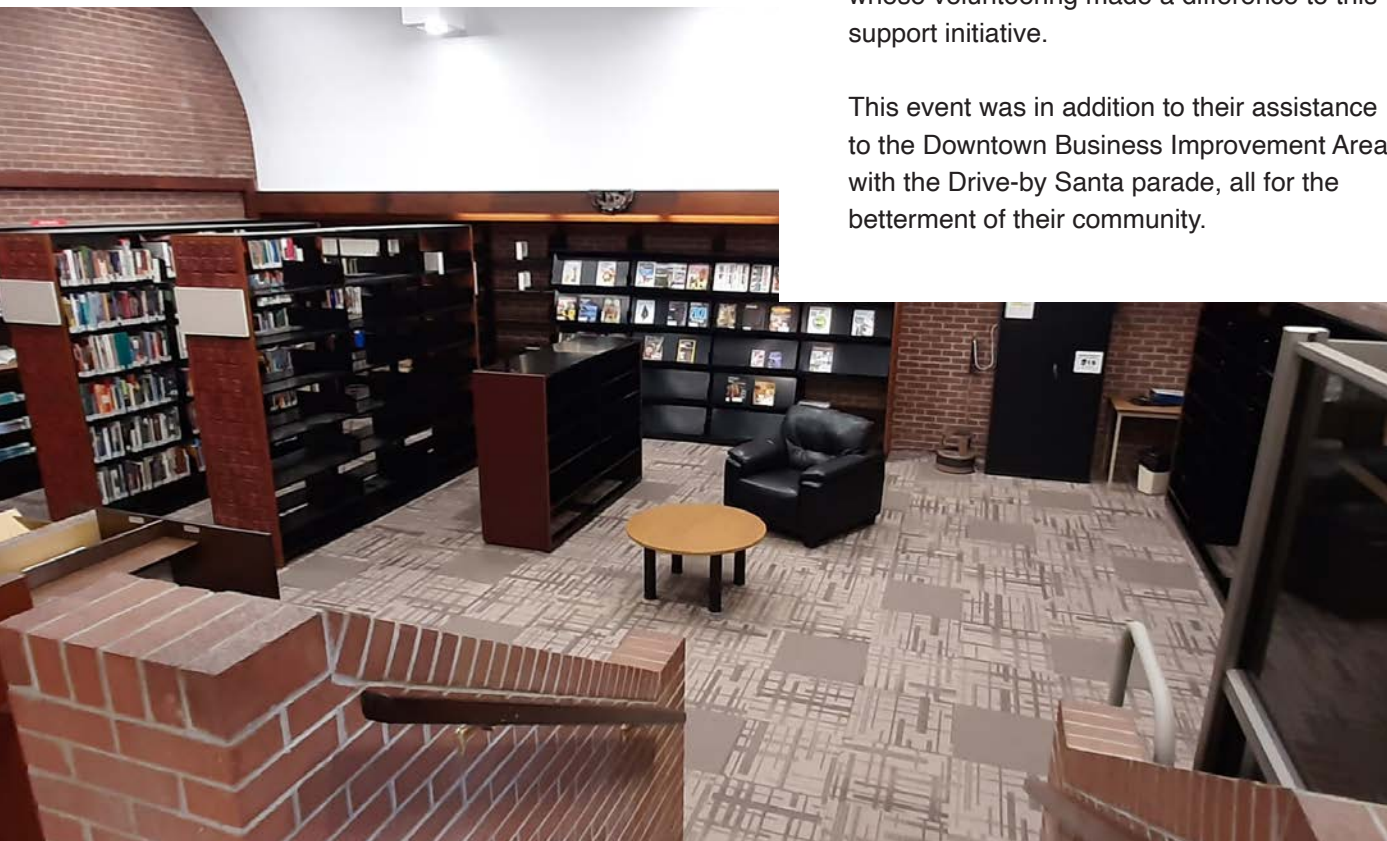
STUDENTS GIVE BACK

NORTHERN STUDENTS CONTRIBUTE TO FOOD DRIVE SUCCESS

Northern College's Police Foundation students participated in the annual Timmins Police Service 'Cram a Cruiser' food drive, providing each participant with insight into what it means to be a community police officer. Held in December of 2020, the event collected over 3,500 kilograms of food in addition to over \$7,000 in cash donations that would be distributed to local food banks.

Students joined members of the Ontario Provincial Police Auxiliary and staff alongside Timmins Police Service members and auxiliary personnel. The Timmins Police Service acknowledged the contributions of Northern College Police Foundations students Emily Brueske, Austin Klomp, Logan Daoust, Jasmin Moore, Kim Wesley, and Matt Walcer, whose volunteering made a difference to this support initiative.

This event was in addition to their assistance to the Downtown Business Improvement Area with the Drive-by Santa parade, all for the betterment of their community.



TRANSLATOR SERVICES OFFERED BY INTERNATIONAL STUDENTS

In an effort to better serve the growing population of International students who have found a home in Timmins as a result of Northern's growing international student body, the Timmins Police Service has enlisted the help of Language Line Solutions. The contractor, hired specifically to provide multi-language translator services 24 hours a day, seven days a week was put to the test during a mock exercise in November of 2020 with the help of Northern College students.

This mock practical exercise involved two of Northern's international students, who approached an officer stationed at the extended service office in the Integrated Emergency Services Complex. Both students were directed to pretend that they could not speak English, interacting with the officer in their native tongue of Punjabi.

The officer enlisted the translation services that are now available to all Timmins Police Officers to successfully interact with both students. Once the exercise was completed, both students were able to verify that the translation service provided a practical efficiency and ease of use that would increase the level of communication between Service officers and international students.

Northern is proud to have facilitated this exercise that takes steps to ensure the safety of its international students as they build a home for themselves in a strange country, further cementing accessibility to services that are intrinsic to the Canadian way of life.

INCREASING THE COLLEGE PROFILE

STRATEGICALLY MARKETING THE NORTH

In 2020, Northern College's Marketing, Communications and External Relations department set about laying the groundwork to create a consistent, wide reaching and inspirational approach to branding Northern and marketing it to the world.

A strategic marketing plan was drafted in 2020 to ensure that goals were outlined alongside dedicated information gathering techniques to guarantee a successful approach to identifying trends and capitalizing on interest. The plan, as approved by the Board of Governors (BOG), was put into effect quickly, finding its first major success in the midst of the COVID-19 pandemic, setting the tone for all promotional campaigns to follow.

MORE THAN A FEELING

Having discovered success in marketing positive messages, as well as inclusion and belonging during those first dark days of COVID-19 uncertainty, the Marketing, Communications and External Relations department cemented those tactics into both its broad, institutional campaigns alongside more specific program pushes.

By providing a growing audience with inspirational messages linked directly to the aspirational nature of a post-secondary education, the department was able to launch a new marketing direction for Northern. This approach balanced reassurance with the power of hope, netting nearly 500,000 views across three commercials on YouTube

alone. The College's impactful commercials were also aired on regional television and radio, resulting in positive feedback from community, industry professionals and members of faculty and staff.

CANADA'S KINDEST COLLEGE

Building on the success of marketing hope and inspiration, the Marketing, Communications and External Relations Department made the bold decision to file for a trademark that would name Northern 'Canada's Kindest College,' in early 2021.

With the trademark successfully acquired, Northern will roll out a variety of digital identifiers that will drive users to Northern College's variety of digital platforms using keywords pulled from the trademark.

It is anticipated that this new moniker will garner attention throughout the post-secondary national landscape, highlighting Northern's personable and welcoming approach

to service, and has already generated conversation within group discussions involving the marketing departments of all 24 of Ontario's publicly funded Colleges.

GOOGLE VIRTUAL TOUR BRINGS CAMPUSES TO PROSPECTIVE STUDENTS

In the Fall of 2020, the Marketing, Communications and External Relations Department, alongside the Recruitment Department began the process of working to create a truly digital reflection of Northern College's four campuses.

Working with Mass Interact, a division of Google, both departments began the process of shooting 360degree images of all four campuses, building a virtual tour of all that Northern has to offer that will be linked directly to Google Maps and embedded on the College website.

The process is still underway, but entering the final stretch, with focus now turned to creating a user friendly interface that allows students from around the world access to an intimate look at Northern's campuses, facilities and classrooms.

COLLEGE COMMUNICATIONS INCREASE IN PRIORITY

Communications have never been more important than they have been with the onset of a pandemic. Intentional communications involved a softening of the institutional tone to aid students and prospective learners in confronting uncertain impacts of COVID-19. The College provided an open channel of communication via social media with a 30% increase in overall traffic, 22.5% increase in traffic to the College website from social channels, and a 109% increase of social media engagement from first quarter.

WELCOME TO CANADA'S KINDEST COLLEGE.™

Can kindness and excellence co-exist?
We believe they were meant for each other.

Highly supportive environments are proven to enhance learning so students can take the risks needed to be entrepreneurial, while expanding their minds and stretching their comfort zones.

We know the challenges facing learners in a new world. With 1,500 students on our four northern campuses, we have an abundance of resources to support them.

Because you want your college education to have an edge, not your College.

Halleybury | Kirkland Lake | Moosonee | Timmins

N Northern
COLLEGE

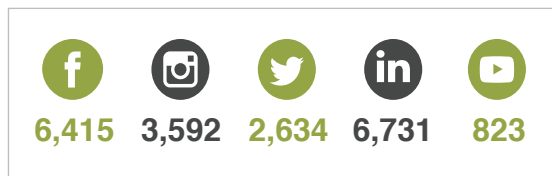
Internal communications also increased, which kept employees well apprised of implications of the pandemic on College operations in transparent, informative, and pro-active way. Continued communications were seen across organization with increased collaboration of various departments with messaging for alignment of one voice and tone for College. Simplification of messaging for readability and connecting to staff and partners was underway, including the inclusion of communications at the forefront of many initiatives rather than after-the-fact, as well as the consulting of departments from across the organization for social media outreach and touchpoints transformed the way the College speaks to learners, the public and prospective students.

SOCIAL MEDIA YEAR IN REVIEW

2020 marked the first year that Northern College invested heavily in its social media presence, onboarding its first, full-time Social Media Liaison in June of 2020. As a direct result, the College began to actively track its social media presence, developing monthly reports on activities, mirroring the methods through which the IT department tracks web usage. Monthly reports were then compiled into an annual snapshot of the Colleges social media presence.

Northern College maintains accounts named 'Northern College' on Facebook, Instagram, Twitter, LinkedIn, and YouTube. On Facebook, aside from Northern's main page, there are additional Facebook Pages for other divisions of the College, including Northern Training Division, Academic Upgrading, Moosonee Campus, and other pages, groups, and user profiles associated with the College that are not represented in this report.

As of December 15, 2020, Northern College has the following number of users on each platform that have "followed" the College to see posts by our accounts.



In 2020, the College made 123 posts on Facebook, 64 on Instagram, 128 on Twitter, and 28 on LinkedIn in addition to 38 uploads to YouTube.

COLLEGE WEBSITE: A RENEWED AREA OF FOCUS

Mirroring the tracking of organic and promoted social media use, the Marketing, Communications and External Relations Department began tracking web traffic between social media pages and the College website. Between June 15 and December 15, 2020, the Social Media Liaison identified that 1.7% of all traffic to web originated from the College's social media pages, with almost 80% of social media traffic directed from Facebook. Website traffic from social media sources is up considerably compared to the previous period and users are also spending more time on the website by over 16%. The website recorded 121,348 organic searches, 202,753 sessions and 662,895 page views.

The College used its social media accounts and websites to promote Programs and Recruitment Efforts, getting through COVID-19 Together, Student Life and Fun Content, the Digital Convocation, Virtual Orientation, Content Pertaining to International Students, Indigenous Content, Scholarships, Bursaries and Awards, the Northern Training Division, Libraries, Academic Upgrading, Community Involvement, and Student Placements.

SUPPORTING INTERNATIONAL STUDENTS

GREAT HOLIDAY ESCAPE

Northern College joined 17 of Ontario's public colleges in offering 'The Great Holiday Escape,' a dynamic and interactive virtual holiday program for international students over the winter holiday break.

From December 15, 2020 to January 6, 2021, the event featured a series of more than 40 online sessions covering a wide variety of topics, including getting ready for winter, culture exchange, tips for your college success, landlord and tenant rights, journey to Canada and resume writing skills.

The event served as a one stop shop for students to access a wealth of virtual sessions specifically designed to help students acclimate to life in Canada throughout the break between the fall and winter semesters.

HOPES AND DREAMS: SHARING STORIES ABOUT OUR JOURNEY TO CANADA

As students of varying backgrounds, hailing from different countries around the globe continues to create a diverse student body. Northern College engaged in several initiatives in 2020 to help assist in welcoming them to Canada and the Canadian approach to life.

Susan Hunter, Northern College's Director of Marketing, Communications and External Relations hosted a session with international students, asking those in attendance to share the inspiration that brought them to Canada and what they hoped to accomplish here.

Students were encouraged to highlight struggles they have overcome to create an auspicious reality for themselves and asked to expand upon the kinds of self-talk they engage in to stay positive and focused.

The session allowed international students who are Newcomers to Canada to participate in a shared experience, finding common ground with their peers through the age-old art of storytelling. The goal of this exercise was to create lasting bonds during this daunting and exciting new chapter of their lives.

RESUME WRITING WITH IMPACT: SUCCESS WORKING IN CANADA

In this workshop, international learners were given advice and provided with tips and tricks as they begin the process of crafting an impactful, professional resume.

Led by Susan Hunter, Director of Marketing, Communications and External Relations, the session focused on providing international students with the basic information they would need to craft a stand-out resume that can help them find meaningful and rewarding work in Canada.

The session placed special focus on techniques that can overcome a lack of Canadian work experience, make the most of experience gained in their home country while ensuring students include only information relevant to the Canadian job market. It also included insights into what hiring managers like host Susan Hunter looks for in a resume and cover letter.



CELEBRATING OUR EMPLOYEES

NORTHERN COLLEGE GOES VIRTUAL TO HONOUR EMPLOYEES

Kyle Gennings, the Marketing and Communications Officer for the College and Sumit Swami, Liaison and Recruitment Officer, working along with Human Resources and Mark Rogers, produced and co-hosted a dynamic program recognizing the employees of Northern College.

The program featured employees celebrating anniversaries, retirements, and winning awards for their efforts. All campuses came together to pay homage to those celebrating a milestone achievement. In this unusual year, the staff pivoted, demonstrating dedication and perseverance while embodying enthusiasm and commitment to our students, communities and one another.

Five-year increments of employment anniversaries were recognized in a friendly way, including favourite vacation spots, foods – including pizza toppings, and goals and dreams.

Retirees this year included: Donald O’Conner (eight years with Northern, a beloved member of our Veterinary Sciences faculty), Brenda Simpson (six years with Northern at our Kirkland Lake Campus, an important member of the Communications Faculty), Suzanne Tremblay (an impressive thirty years with Northern College at our Timmins Campus, PSW program), Peter Rideout (sixteen years with Northern, a staple of the Timmins campus who played a huge role in school of community services, lending his expertise to Early Childhood Education, Social Service Worker and DSW programs), Linda McKay (an impressive 40 years with Northern’s Academic Upgrading, with years of dedication to getting people on the right track to attend post-secondary), Mack Pettigrew (three years with Northern, our resident 80s action movie star is hanging up his uniform and

heading to the sunshine state), Mary-Anne Church (21 years as a cornerstone of its engineering faculty, who has shaped the lives of thousands of engineering professionals). Other retirees included David Silver, Shelley O'Reilley, Carmelle Roy and Ann Parnell.

This year also saw the retirement of Northern's President, Dr. Fred Gibbons. Over his 25-year career at Northern College, Fred has not only been dedicated to the College's success but also to the region's social and economic development, serving as a member and President of the Timmins Chamber of Commerce, as Director on the Timmins and District Hospital Board, and as Chair of the Timmins Economic Development Corporation. Through his participation on other various local, provincial and national committees, including Chair of Colleges Ontario and Chair of the Committee of Presidents representing 24 Ontario colleges, Fred has been a strong advocate for the north and contributed to advancing postsecondary education and training, for the benefit of learners and all of the communities within our college catchment area and beyond.

Northern congratulations each of our retirees and thanks them for everything they gave and did for the students, one another, for the College and the region.

APPLIED RESEARCH AWARD FOR FACULTY MEMBER

For the past five years, Shane Storning has brought an innovative approach to teaching – and like all research-minded individuals, Shane has always committed to providing students with a clear idea of their future. Shane's network of industry experts make

consistent appearances in his classrooms to offer learners valuable perspective and expertise on their chosen field.

Shane lends his expertise to helping students make their innovative ideas work in a competitive environment, playing a key role in developing rigorous and structured testing regimen that allow great ideas to become great products. From impact resistant safety gloves and hard hats, to reliable equipment that allows the mining industry to safely explore unstable areas of mining operations, Shane's impact on the safety of miners and the mining industry is a testament to leadership, innovation and dedication.

COMMUNITY VOLUNTEER WORK RECOGNIZED

Education is about so much more than what is taught in the classroom – education is meant to convey ideals, promote citizenship and shape students into productive and community minded individuals. With this in mind, the achievements of Violet Jewitt were celebrated this year. Violet has long been a champion for our Med Lab programming, taking the time to maintain a constant presence on provincial sub committees, including filling the role of Chair. As a teacher, she is dedicated to shaping well trained and competent Med Lab technicians that fill crucial roles both in the North and around the nation.

When she isn't doing everything possible to ensure the success of her students, Violet is a constant and positive presence in the South Porcupine Community, dedicating her spare time to worthy causes like the South Porcupine Food Bank and Habitat for Humanity – a passion that has taken her around the world.

NORTHERN SPIRIT AWARD GIVEN TO RETIRING FACULTY MEMBER

Since joining Police Foundations three years ago, Mack Pettigrew has helped invigorate the program into one of the crown jewels at Northern. He advocated for more experiential learning, made adjustments to courses to keep students interested, and played a large role in shaping the IESC building to what it can offer students.

Mack has represented Northern on numerous provincial councils, bringing decades of real-world experience into our classrooms and made it his mission to integrate passion, understanding and empathy into an education in Policing at Northern. He's taught students to foster lasting relationships, engage in respectful dialogues with the community and each other, instilling the values of strength, kindness, support and above all integrity in each police foundations students.

INNOVATION AWARD RECOGNIZES FACULTY MEMBER

As international students continue to represent a growing demographic of Northern students, Jocelyn Vlasschaert identified growing issues with their English comprehension skills and decided that she would be the key change agent in ensuring our students succeed. She advocated for the implementation of ACCUPLACER, creating more involved English as a Second Language (ESL) training options for students, developing tests to better assess the competencies of students to place them in specified course curriculum that offered a more proven approach to English comprehension.

The principles Jocelyn developed and incorporated in course design were adopted by the Rural and Northern Immigration Pilot Program, helping both international students and the College succeed.



DISTINGUISHED SERVICE AWARD RECOGNIZES GROUP OF FACULTY

Northern Faculty members Tracy Dougherty, Rose-Marie Deacon, Jason Boissonneault and Jennifer Huggins are excellent examples of identifying a need and executing a response beautifully. This group recognized that Northern had students struggling with the tax filing process and leapt into action, securing the required training for staff and students and hosting two clinics before COVID derailed the remaining ones.

This team and their student volunteers completed fifty tax returns for students, which involved four students travelling to our Kirkland Lake Campus to lend a hand there. Through this effort, these wonderful members of Faculty and their student volunteers displayed a high level of efficiency and purpose to support those in need of guidance through this annual process.

INNOVATION AWARD FOCUSES ON EMPLOYMENT SERVICES TEAM

One of the College teams who displayed a high level of adaptation to the global pandemic over the past year was Employment Options Emploi. The important work they do was made all the more complicated by the switch to a digital learning environment, but this team met the challenge and rose to the occasion. They quickly developed new procedures to accommodate students in a COVID world, while maintaining the safe and secure learning environment they've become so well known for.

The team worked to streamline programming and lesson templates to better suit digital platforms like zoom, using it to their advantage

to create intimate and productive dialogues with experts, bridging vast distances to provide expertise and support. The team also turned their focus to revamping their social media presence to better accommodate a profoundly digital world.

Team members saluted for their efforts in this way included Christine Petrin, Amy Danchuk, Sylvie Camirand, Stephanie Dejardins, Nancy Jodko, Kimberely Brazeau, Joline Brazeau, Angele Rivest, Natalie Blanchet, Carole Roy, Edith Bradford, Jennifer Martel, Christina Liposcak, Christine Bouvier, Jennipher Morrish, Ginette Tremblay, Kate Quinn, Janelle Berthiaume, Caissy McLean and Josee Clement.

CAMPUS MANAGER FEATURED IN PUBLICATION

Northern College Haileybury Campus Manager Tammy Mackey was featured in the Fall 2020 edition Campus Administrator magazine, shedding light on how Northern and its campuses have adapted operations to meet the demands of the COVID-19 pandemic.

In this feature article, Mackey discussed her experiences working from home, the frustrations and challenges she encountered and how college personnel have been managing the change in working environment during the pandemic.

Mackey placed focus on the maintenance of routine, treating home like an office environment and the shift in skillset that allowed for an effective transition from easy, in person conversations to a more distanced style of daily communications. Mackey maintains that these skills, along with the adaptation to digital alternatives will shape the future of College operations and the generalized approach to education.

INVESTMENTS

FACILITY IMPROVEMENTS MADE TO LEARNING RESOURCE CENTRES

Northern College invested in updating its Learning Resource Centres (LRC) at both the Haileybury and Timmins Campuses, giving each area a much-needed facelift.

From new carpeting and furniture upgrades, both LRC areas have been fully renovated to reflect the changing priorities of students and their studies. Book collections have been streamlined and universal access computer numbers have been expanded.

Both locations are now home to study pod rooms, which allow small groups of students to study and work on projects in privacy, peace and quiet.

SPECIAL GRANTS AWARDED TO THE COLLEGE

Northern College was the recipient of over \$250,000 in funding from the College Equipment and Renewal Fund, making the purchase of equipment and access technology possible, improving the student learning experience. The College was also the recipient of \$1.5 million from the Facilities Renewal Grant to support ongoing maintenance of our infrastructure at our 4 campuses.

NEW PROVINCIAL FUNDING OUTLINED IN THE 2020 BUDGET

Northern College applauded the Provincial Government's investment of \$466 million in capital grants over the next three years for Ontario's Universities and Colleges to address critical maintenance, repairs, upgrades, and renewals.



The November 2020 announcement outlines a \$144 million investment for 2020-21, matching the same investment for 2021-22, with an increase to 178 million dollars for 2022-23. This initial funding represents a \$73 million increase over the previous year. These new grants will help address a backlog of maintenance projects, critical repairs, classroom modernization, technological upgrades, and improvements to environmental sustainability.

In addition, the Ontario government invested \$20 million through the College Equipment and Renewal Fund to help Ontario colleges purchase and renew instructional equipment and learning resources. This funding is also being used by Northern College to purchase equipment to support student virtual learning during COVID-19. The total investment of \$164 million in capital funding for 2020-21 will help colleges and universities ensure students, faculty and staff have modern and safe learning environments.

FEDNOR FUNDS BOOST INNOVATION

A \$1.5 million FedNor investment in November provided a substantial boost to the College's new and burgeoning Innovation Hub. The funds stimulate additional innovation, applied research and development activities as well as product commercialization at the 24,000-square-foot facility, located at its Timmins Campus. Of that investment, \$1,203,748 allows state-of-the-art equipment to be purchased to enhance the Hub's innovative research and development capacity.

The College will use another \$378,000 of these funds to hire staff, including an industry liaison co-ordinator and a pre-commercial research technician, to initiate and complete late-stage industry-academic applied pre-commercial projects, such as prototype testing and demonstration. This will help accelerate further industry and academic partnerships for research and development initiatives.

The Innovation Hub features welding and machine shops, as well as several specialized labs that focus on resource exploration technology, advanced manufacturing, prototyping and testing, augmented and virtual reality, analysis and isolated research, and alternative energy. The Hub focuses on leading-edge, automation and advanced manufacturing, robotics and information and communications technology with a particular emphasis on the mining sector.





INNOVATE

INCREASED FOCUS ON APPLIED RESEARCH AND INNOVATION

As the world came to grips with the fallout of the COVID-19 pandemic, sweeping change was underway as Northern College continued construction on large-scale renovations for its Innovation Hub.

Re-purposing the existing F-wing at the Timmins Campus with a renaming of it to the I-wing, the renovation included the creation of a manufacturing Lab, prototyping lab, post printing space, a mining exploration lab, machine shop, alternative energy lab, and a simulated reality lab.

Designed to foster the kinds of innovation that lead to groundbreaking change in industry, Northern's Innovation Hub has already made its mark, with the student-led creation of an automated underground buggy which will be used by CMS.

INNOVATION HUB PROJECTS

The Innovation Hub was quick to meet the PPE demands of the local healthcare sector by designed, manufacturing and distributing protective face shields.

Multiple other projects were also undertaken such as an underground automated buggy which will be used by CMS, allowing one to pivot to remote experiences with students. Experiential learning is now digital, supporting Industry with digital platforms, new capacity for creating research opportunities, as well as building the 3-D face shields.

A sampling of some of the additional research projects the College undertook include:

- **2010A CuNi Alloy**

This project will focus on the weldability of alloy 90-10 Cu-Ni. This alloy provides good service for most applications while being less expensive. Copper-nickel alloys have a remarkable combination of good resistance to both corrosion and biofouling in seawater.

- **2011A Chain Conveyor Alignment**

This project aims to find a way to monitor when and how much their chain conveyor system becomes out of alignment. This is needed because when a conveyor system gets to a certain point of misalignment, the conveyor breaks, causing the plant downtime to fix it.

- **2013A Impact Resistance of Underground Hard Hat**

The goal of this project was to manufacture a suspension harness that will fit in standard hard hats. The need for a new suspension is to improve the brain's protection in case of an impact to the head from a falling object, either being a direct impact from the

top or side and any other direction, which could also create neck injuries.

- **2101R Educator Adaptability as it Relates to Transition to Online Education from the Face-to-Face Environment**

Northern College participated in a study that will investigate factors that influence educator adaptability in transitioning from face to face to online learning.

- **2103A LIBS Machine Testing**

This study aims to test and suggest modifications to the client's equipment to develop a reliable and effective device to measure Platinum Group Element (PGE) surface concentrations on rock samples.

- **2104A Mounted Wheel Chock Assembly Design**

This project's goal was to design a system that allows the wheel chock to be placed in a raised position (stowed) and a lowered position (in contact with the tire). It solves two issues: (1) storing the wheel chocks when not in use, (2) easy application and removal of the chocks.



RESPONDING TO COVID-19

CREATING A SAFE LEARNING ENVIRONMENT FOR COVID-19 ERA

In the weeks following the abrupt onset of COVID-19, Northern College, staff and faculty worked diligently to transition educational operations from traditional, in-person lessons to distance learning delivery methods.

This was achieved swiftly, utilizing the College's wealth of experience with online delivery. Northern was able to pivot quickly and complete a significant portion of winter 2020 semester programming in a remote delivery format.

During the summer months, Northern participated in pilot programming delivery to smaller numbers of students to assess requirements and risks in planning for how increased activity can occur in Fall 2020 and Winter 2021.

The pilot project explored options available to ensure every student has the opportunity to access the same high-quality education available at Northern, including the 'stranded students' who were unable to compete apprenticeships or in-person demonstration of acquired skills due to COVID-19 restrictions.

A pandemic planning taskforce was created to take the summer months exploring consistent ways to monitor student numbers on campus, maintain physical distancing guidelines both in the classroom and on its campuses at large, and implementing the necessary safety measures, processes, and cleaning requirements to maintain a healthy and productive learning environment.

INTERNATIONAL RECRUITMENT OVERCOMING CHALLENGES

The COVID-19 pandemic placed a considerable burden on Northern College's international student body, both current and prospective students.

The global pandemic resulted in a constantly changing landscape of international relations, with borders closed and lockdowns instated, Northern's existing international students were placed in a vulnerable position.

For prospective students, the process of enrolling and attending Northern became infinitely more complicated, but the International Department worked diligently to maintain clear communications, crafted a frequently asked questions document, working closely with the federal and provincial government to keep students as informed as possible during these tumultuous times.

Northern instituted new policy that required each prospective student to be evaluated individually, if and when they arrived in Canada each student would adhere to a mandatory 14-day isolation period, after which they would be tested for COVID-19 by local health authorities.

Only then, would students be given the green light to attend class.

INDIGENOUS PERSPECTIVES



ACCESS TO INDIGENOUS LEARNING IN THE NORTH

With established Access Centres, Northern College works to bring educational opportunities and pathways to the remote James Bay Coastal communities of Fort Albany, Kashechewan, Attawapiskat and Moose Factory.

This permanent Northern College presence in these communities has been a keen point of focus, and demonstrates our commitment to serving those learners living in a region where access to quality, consistent education can be difficult.

Our staff work closely with community leaders to develop educational solutions through offering training in areas that can assist in the continued growth of autonomy in the region, with primary focus on the fields of healthcare, skilled trades, mental health and addiction services.

In addition to regular post-secondary programming, Northern College is working hard to provide students the option of learning, whenever possible, in their own language through collective teaching methods that reflect the region.

With ongoing Academic Upgrading services in each community, an Indigenous Pathways to Pre-Health Sciences program was successfully completed in July 2020 with 12 students meeting the requirements to continue with their post-secondary training. In January 2021, sixteen students began paramedic training in partnership with community-based health authorities.

SENATOR SINCLAIR ON TRUTH AND RECONCILIATION

Northern College and District School Board Ontario North East (DSB1) work in tandem to support the healthy development of our communities, and as educational partners, are mindful of the important role our sector serves in repairing relationships with Indigenous communities.

In an expansion of its longstanding partnership, Northern College and DSB1 were proud to cohost a virtual presentation by Senator Murray Sinclair on Truth and Reconciliation in November of 2020.

Senator Sinclair served the justice system in Manitoba for more than 25 years. He was the first Indigenous Judge appointed in Manitoba and Canada's second. He co-chaired the Aboriginal Justice Inquiry in Manitoba, and as Chief Commissioner of the Truth and Reconciliation Commission (TRC), participated in hundreds of hearings across Canada, culminating in delivery of the TRC's report in 2015.

TREATIES RECOGNITION WEEK SPEAKER

In honour of Treaties Recognition Week, Northern College welcomed Norm Wesley of Moose Cree First Nation, to speak about the significance of treaties as they relate to the past, the present and how they have shaped government relations with Indigenous cultures and peoples.

The event was held via Zoom in November, 2020, attracting nearly 170 participants while helping Northern College to mark Treaties Recognition week, which has been recognized in the first week of November throughout Ontario since 2016.



Senator Sinclair served the justice system in Manitoba for over 25 years, he is the first Aboriginal Judge appointed in Manitoba. Senator Sinclair has been invited to speak throughout Canada, the United States and internationally including the Cambridge Lectures for members of the Judiciary of various Commonwealth Courts in England.

For more information contact:
Andréanne Denis
Communications Officer,
District School Board Ontario
North East
705-360-1151, ext. 17604



FIRST NATION EMERGENCY MANAGEMENT CONFERENCE

In keeping with its goal to build sustainable capacity in remote communities along the James Bay Coast, Northern College hosted a First Nation Emergency Management Conference in February of 2021.

The event, hosted via Zoom and with national reach, was designed to connect various community partners and offer just-in-time training in the latest Emergency Response techniques. Representatives from the City of Timmins, Indigenous Services Canada, the Office of Ontario Fire Marshal and Emergency Management, as well as Northern College, were all in attendance.

The Conference, tailored specifically to address the unique needs of the Indigenous peoples and communities of the region, placed an emphasis on preparation, mitigation and youth initiatives that would be sustainable and make the most of resources available in these communities.

Through a variety of presentations over two days, the conference served as an orientation to First Nations Emergency Management bodies alongside those involved in the field.

“ Just a quick note to acknowledge Northern College’s support in helping Omushkego Education deliver its first virtual 30th Annual Kishay Pisim Mamawihitowin – Great Moon Gathering 2021. With Northern College’s continued offer of partnership and in spite of the pandemic, this year’s annual GMG was a huge success. Your staff and OE staff exemplified teamwork and collaboration. Meegwetch, and in kindness. ”

*Joan Linklater
Director of Education, Omushkego Education
Mushkegowuk Council, Moose Factory*



GREAT MOON GATHERING: THIRTY YEAR ANNIVERSARY

In February, Northern College was honoured to assist the Omushkego Education team in delivering the 30th Annual Great Moon Gathering Educational conference, in a digital format this year. Even though the College has worked closely with the Omushkego Education team in the past, this year, the decision was made to move the conference to an online format, to encourage safety during the pandemic.

Northern College was instrumental in supporting this impactful teaching and sharing opportunity through hosting sessions on Zoom and helping to coordinate logistics of creating and shipping out delegate bags.

With more capacity for participants due to the digital format, the conference was attended by educators from across Ontario, and the stories and teachings were honoured in this way.

INDIGENOUS ELDER LEAVES A LEGACY

Elder David Faries is a Moose Cree First Nation member from Moose Factory. David began with Northern College in September of 2013 and worked at the College until June of 2020. During his time with Northern College’s Timmins Campus, David was a member of the Northern College Indigenous Council on Education (NCICE), the annual powwow committee, and the Native Student Assembly.

David’s input into Indigenous initiatives has greatly impacted our staff in mainstream programs, youth programs and graduations. David has taught the College the rich culture of Indigenous ways through the drum in songs and stories. He shared many of his teachings such as the Medicine Wheel, the Seven Grandfathers, and the Rites of Passage. David’s invaluable mentorship to the college students was like their grandfather’s love, their Mooshoom, their family. Northern College extends its deepest thanks to David Faries. Miigwetch for all you gave.

COVID-19 IMPACTS

BUSINESS PLAN ITEMS DELAYED DUE TO GLOBAL PANDEMIC

As much as the College accomplished this past year, due to physical distancing restrictions, closed communities as result of COVID-19 cases, and reduced amounts of supplies thwarted efforts to complete all of the goals we had set for ourselves.

As a result, the following items were delayed in their completion but continue to be important to the College. Many will be completed this year and appear in the College's current Business Plan:

- Implementation of new emergency notification software college-wide which will improve and modernize all emergency notification systems.
- Introduction of Autobody Collision Damage and Repairer (310B) Trade at the Timmins Campus by applying for TDA status for 301B (Phase I) and converting the existing Carpentry Shop to an Autobody Shop (Phase II).
- Introduction of terminal degrees (PhD, Doctorate in Nursing) to Nursing faculty.
- Expansion of on-site annual income tax preparation clinic on the Timmins Campus of Northern College for internal stakeholders operated by Business students and overseen by faculty. The Income Tax Preparation Clinic successfully held two (2) sessions and completed 25+ student returns. The final two (2) sessions had to be cancelled due to COVID-19.

With the successful launch of pilot, the School of Business plans to host more income tax clinics post COVID-19.

- Upgrade of priority student records functions in MIS to improve records management to better reflect the College's changing student population and changing staff.
- Modernization of Veterinary Sciences Faculty Offices at Haileybury Campus, providing a professional office for faculty to work from, and prospective and current students to view and interact with faculty within.
- Diversification of international recruitment markets and student population with marketing materials, digital platforms for college and program promotions, and in-country/region international recruitment representative in three strategic regions: Southeast Asia, Latin America, and Africa (in the incoming 2 years); develop more flexible virtual joint-venture programs with foreign partners (in the incoming 5 years).
- Development of a community partner utilization strategy for the Early Childhood Education (ECE) Lab in order to enhance work-integrated learning opportunities for Northern College students, including a community partner utilization strategy and Memorandum of Understanding (MOU) with our partner, CDSSAB.
- Expansion of Northern Training Division in Ontario through strategic partnership(s) and development of an MOU. Consideration to be given to aligning with partner(s) that have strong International Student Recruitment expertise.

CONCLUSION

As Northern College looks forward at the years to come, it does so armed with the knowledge gleaned from an unprecedented and difficult year. The highs and lows discovered during these trying times will serve as a both a firm reminder of our obligation as educators and as a source of inspiration as Northern plots a path forward.

The COVID-19 Pandemic and our reaction to it, both as an institution and as the individuals who form it has redefined the way we view the perceptions and strategies once seen as fundamental. This experience has altered approaches, proven adaptability under pressure, and reinforced our ability to thrive and succeed under changed circumstances.

Through this realization, Northern has discovered new avenues through which to map out a redefined idea of success, both for its students and for itself. These victories, as outlined and defined in this document not only mark key victories for Northern College but serve as benchmarks that this institution is committed to building upon in the years to come.

Northern College is committed to defining itself as an accessible educator that offers the best in post-secondary learning opportunities for all students, regardless of their individual needs. 2020 proved that Northern is an adaptable, forward thinking institution and the years to come will continue to reinforce that fact.

In addition to post-secondary learning, our College's connection to communities

and support of economic development is instrumental to the region's success. Community and Business Development department teams, including Applied Research, Entrepreneurship and Innovation, Employment Services, Academic Upgrading, and the Northern Training Division, all focused their efforts on establishing strategic partnerships with businesses and industries, developing key relationships with service providers across the region and maintaining a finger on the pulse of regional labour market needs, and economic drivers.

With College members on and off-campus in Access Centres located across the region, including the James and Hudson Bay Coasts, these teams help the College reach and serve Indigenous and mature learners through innovation, creativity, and solid collaborations, helping our students, businesses, and industries overcome barriers, solve real problems, and develop pathways for success.

2020 was a year defined by impossible circumstances, by strife and difficulty on a global scale, but amidst this uncertainty, Northern College found hope. Hope in the bright young minds of its students, in the capable hands of its faculty, staff and leadership and in the people who help to make its campus communities home for those from near and far.

Northern College found hope in 2020, hidden in plain sight.

On each of the faces of those who make us Proud to be North and Proud to be Northern.



APPENDICES

APPENDIX A

AUDITED FINANCIAL STATEMENTS

2020-2021 AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2021

Financial Statements of

**NORTHERN COLLEGE OF
APPLIED ARTS AND TECHNOLOGY**

And Independent Auditors' Report thereon

Year ended March 31, 2021



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, 2021
- 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, 2021, and its results of operations, its remeasurement gains and losses and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibility under those standards are further described in the "**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.

A handwritten signature in black ink that reads "KPMG LLP". The letters are bold and slightly slanted. A horizontal line is drawn underneath the signature.

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

June 8, 2021

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Financial Position

March 31, 2021, with comparative information for 2020

| | 2021 | 2020 |
|---|----------------|----------------|
| Assets | | |
| Current assets: | | |
| Cash and cash equivalents | \$ 119,229,168 | \$ 119,424,385 |
| Accounts receivable | 1,501,991 | 2,209,363 |
| Grants receivable | 1,918,101 | 1,795,440 |
| Inventories and prepaid expenses | 332,487 | 328,048 |
| Investments (note 2) | 7,301,028 | 6,075,253 |
| | 130,282,775 | 129,832,489 |
| Capital assets (note 3) | 54,299,037 | 50,390,684 |
| | \$ 184,581,812 | \$ 180,223,173 |
| Liabilities and Net Assets (Deficit) | | |
| Current liabilities: | | |
| Accounts payable and accrued liabilities (note 4) | \$ 50,546,804 | \$ 62,807,809 |
| Vacation and leave payable (note 5) | 2,231,475 | 2,211,753 |
| Deferred contributions (note 7) | 15,087,360 | 20,115,126 |
| | 67,865,639 | 85,134,688 |
| Employee future benefit (note 5) | 1,252,000 | 1,248,000 |
| Deferred capital contributions (note 8) | 36,279,727 | 36,793,029 |
| | 105,397,366 | 123,175,717 |
| Net assets (deficit): | | |
| Unrestricted: | | |
| Operating | 5,152,979 | 4,433,225 |
| Employment-related | (3,483,475) | (3,459,753) |
| Capital (note 9) | 18,019,310 | 13,597,655 |
| Restricted and endowment (schedule) | 58,903,429 | 42,797,044 |
| | 78,592,243 | 57,368,171 |
| Accumulated remeasurement gains (losses) | 592,203 | (320,715) |
| | 79,184,446 | 57,047,456 |
| Commitments (note 12) | | |
| Contingency (note 14) | | |
| Guarantees (note 15) | | |
| | \$ 184,581,812 | \$ 180,223,173 |

See accompanying notes to financial statements.

On behalf of the Board:



Chair, Board of Governors



Dr. Audrey J. Penner

President, Chief Executive Officer

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Operations and Changes in Net Assets (Deficit)

Year ended March 31, 2021, with comparative information for 2020

| | Unrestricted | | Equity in capital assets | Restricted and Endowment | 2021 Total | 2020 Total |
|--|--------------------------|------------------------|--------------------------------|--------------------------------|---------------|---------------|
| | Operating (Schedules) | Employment- related | | | | |
| Revenue: | | | | | | |
| Grants | \$ 22,223,291 | \$ - | \$ - | \$ - | \$ 22,223,291 | \$ 22,296,543 |
| Tuition fees | 11,444,665 | - | - | - | 11,444,665 | 14,179,232 |
| Ancillary | 2,172,000 | - | - | - | 2,172,000 | 2,585,334 |
| International programs and other | 28,992,002 | - | - | - | 28,992,002 | 23,984,284 |
| Amortization of deferred capital contributions (note 8) | - | - | 2,385,095 | - | 2,385,095 | 2,171,975 |
| Restricted | - | - | - | 1,018,367 | 1,018,367 | 1,609,272 |
| Investment income | 3,681 | - | - | 1,442,015 | 1,445,696 | 1,358,892 |
| | 64,835,639 | - | 2,385,095 | 2,460,382 | 69,681,116 | 68,185,532 |
| Expenses: | | | | | | |
| Academic | 24,286,071 | - | - | - | 24,286,071 | 25,376,341 |
| Administration | 5,811,088 | - | - | - | 5,811,088 | 5,513,724 |
| Student services | 6,349,949 | - | - | - | 6,349,949 | 6,915,923 |
| Plant and property | 2,462,319 | - | - | - | 2,462,319 | 2,373,798 |
| Community services | 481,069 | - | - | - | 481,069 | 588,779 |
| Employment training programs | 2,694,840 | - | - | - | 2,694,840 | 2,884,084 |
| Ancillary | 2,100,334 | - | - | - | 2,100,334 | 2,335,755 |
| Amortization of capital assets | - | - | 3,525,347 | - | 3,525,347 | 3,003,838 |
| Restricted | - | - | - | 865,305 | 865,305 | 617,730 |
| Employee future benefits and vacation | - | 23,722 | - | - | 23,722 | (12,465) |
| | 44,185,670 | 23,722 | 3,525,347 | 865,305 | 48,600,044 | 49,597,507 |
| Excess (deficiency) of revenue over expenses | 20,649,969 | (23,722) | (1,140,252) | 1,595,077 | 21,081,072 | 18,588,025 |
| Net assets (deficit), beginning of year | 4,433,225 | (3,459,753) | 13,597,655 | 42,797,044 | 57,368,171 | 38,712,200 |
| Endowment contributions | - | - | - | 143,000 | 143,000 | 67,946 |
| Transfer of capital assets (note 9) | (930,215) | - | 5,561,907 | (4,631,692) | - | - |
| Transfer to restricted funds | (19,000,000) | - | - | 19,000,000 | - | - |
| Net assets (deficit), end of year | \$ 5,152,979 | \$ (3,483,475) | \$ 18,019,310 | \$ 58,903,429 | \$ 78,592,243 | \$ 57,368,171 |

See accompanying notes to financial statements.

NORTHERN COLLEGE OF APPLIED ARTS , AND TECHNOLOGY

Statement of Remeasurement Gains and Losses

Year ended March 31, 2021, with comparative information for 2020

| | 2021 | 2020 |
|---|--------------|--------------|
| Accumulated remeasurement gains (losses) at beginning of year | \$ (320,715) | \$ 233,717 |
| Realized losses attributable to: | | |
| Equity investments | (39,734) | (86,286) |
| Unrealized gains (losses) attributable to: | | |
| Equity investments | 952,652 | (468,146) |
| Net remeasurement gains (losses) for the year | 912,918 | (554,432) |
| Accumulated remeasurement gains (losses) at end of year | \$ 592,203 | \$ (320,715) |

See accompanying notes to financial statements.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Cash Flows

Year ended March 31, 2021, with comparative information for 2020

| | 2021 | 2020 |
|---|----------------|----------------|
| Cash provided by (used in): | | |
| Operating activities: | | |
| Excess of revenue over expenses | \$ 21,081,072 | \$ 18,588,025 |
| Adjustments for: | | |
| Amortization of deferred capital contributions | (2,385,095) | (2,171,975) |
| Amortization of capital assets | 3,525,347 | 3,003,838 |
| Net remeasurement gain (losses) for the year | 912,918 | (554,432) |
| Increase (decrease) in employee future benefits | 4,000 | (65,000) |
| | 23,138,242 | 18,800,456 |
| Changes in non-cash working capital (note 13) | (11,661,011) | 40,218,423 |
| | 11,477,231 | 59,018,879 |
| Financing activities: | | |
| Endowment contributions | 143,000 | 67,946 |
| Deferred contributions | (5,027,766) | 10,459,130 |
| | (4,884,766) | 10,527,076 |
| Capital activities: | | |
| Purchase of capital assets | (7,433,700) | (5,968,055) |
| Deferred capital contributions | 1,871,793 | 1,594,063 |
| | (5,561,907) | (4,373,992) |
| Investing activities: | | |
| Proceeds on disposition of investments | 525,372 | 857,355 |
| Purchase of investments | (1,751,147) | (610,316) |
| | (1,225,775) | 247,039 |
| Net increase (decrease) in cash | (195,217) | 65,419,002 |
| Cash, beginning of year | 119,424,385 | 54,005,383 |
| Cash, end of year | \$ 119,229,168 | \$ 119,424,385 |

See accompanying notes to financial statements.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

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.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

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 a member of the Colleges of Applied Arts and Technology ("CAAT") Pension Plan, which is a multi-employer, defined benefit plan. The College also provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental and non-vesting sick leave. The actuarial determination of the accrued benefit obligations for pensions and other retirement benefits uses the projected benefit method prorated on service. The most recent actuarial valuation of the benefit plans for funding purposes was as of January 1, 2020, and the next required valuation will be as of January 1, 2023. See note 10 for additional information.

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

- (i) The costs of post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.
- (ii) The costs of the multi-employer defined benefit pension plan are the College's contributions due to the plan in the period.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

1. Significant accounting policies (continued):

(f) Employment-related obligations (continued):

(iii) The cost of non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service life of the employees.

(iv) The cost of short-term disability and other leaves is determined using management's best estimate of the length of the compensated absences.

(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.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

1. Significant accounting policies (continued):

(i) Financial instruments (continued):

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 | 2021 | 2020 |
|-------------------------------|-------------------------|--------------|--------------|
| Bonds | Level 1 | \$ 3,554,922 | \$ 3,958,130 |
| Canadian and foreign equities | Level 1 | 3,746,106 | 2,117,123 |
| | | \$ 7,301,028 | \$ 6,075,253 |

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

Included within the investments is \$5,715,884 (2020 - \$5,572,884) which are externally restricted for endowments as detailed in the Schedule of Continuity of Restricted and Endowment Funds.

The bonds have interest rates from 1.5% to 3.5% (2020 – 1.5% to 3.35%) and mature between June 2, 2024 and September 1, 2029 (2020 – September 5, 2021 and December 18, 2028).

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

3. Capital assets:

| | Cost | Accumulated Amortization | 2021 Net Book value | 2020 Net Book Value |
|--------------------------------------|----------------|-----------------------------|---------------------------|---------------------------|
| Land | \$ 369,570 | \$ – | \$ 369,570 | \$ 369,570 |
| Buildings | 66,507,870 | 30,538,679 | 35,969,191 | 37,279,814 |
| Site improvements and betterments | 14,929,834 | 1,611,072 | 13,318,762 | 8,723,568 |
| Leasehold improvements | 866,897 | 866,897 | – | – |
| Furniture and equipment | 30,157,922 | 25,516,408 | 4,641,514 | 4,017,732 |
| | \$ 112,832,093 | \$ 58,533,056 | \$ 54,299,037 | \$ 50,390,684 |

4. Accounts payable and accrued liabilities:

| | 2021 | 2020 |
|-----------------------------|---------------|---------------|
| Trade and other | \$ 50,047,855 | \$ 62,297,838 |
| Payroll related liabilities | 498,949 | 509,971 |
| | \$ 50,546,804 | \$ 62,807,809 |

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

5. Employment related obligations:

| | 2021 | 2020 |
|---|---------------------|---------------------|
| Vacation and leave payable | \$ 2,231,475 | \$ 2,211,753 |
| Non-pension post-employment obligations | \$ 330,000 | \$ 306,000 |
| Sick leave benefits - vesting | - | 44,000 |
| - non-vesting | 922,000 | 898,000 |
| | <u>\$ 1,252,000</u> | <u>\$ 1,248,000</u> |

Vacation and leave payable

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

Employee Future Benefits

Non-Vesting Sick Leave:

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year, up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employee's illness or injury exceeds the current year's allocation of days. Sick leave is paid out at the salary in effect at the time of usage. The most recent actuarial valuation of these sick leave benefits was completed February 11, 2020 and the result of this valuation have been extrapolated to March 31, 2021. The related benefit liability was determined by independent actuaries on behalf of the college system as a whole.

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

| | 2021 | 2020 |
|--|-------------------|-------------------|
| Non-vesting sick leave: | | |
| Accrued benefit obligation | \$ 955,000 | \$ 979,000 |
| Unamortized actuarial loss | (33,000) | (81,000) |
| Total sick leave benefit entitlement liability | <u>\$ 922,000</u> | <u>\$ 898,000</u> |

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

5. Employment related obligations (continued):

| | 2021 | 2020 |
|--|-------------|------------|
| Current service cost | \$ 95,000 | \$ 33,000 |
| Interest on accrued benefit obligation | 16,000 | 12,000 |
| Benefit payments | (109,000) | (49,000) |
| Unamortized actuarial (gains) losses | (26,000) | 377,000 |
| Sick leave benefit expense (recovery) | \$ (24,000) | \$ 373,000 |

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 26.2% (2020– 0% - 23.7%) and 0 to 51.0 days (2020 – 0 to 48.0 days) respectively for age groups ranging from 20 and under to 65 and over in bands of five years.

Other employee future benefits:

The College provides extended health care, dental insurance and life insurance benefits to certain of its employees under a multi-employer plan under CAAT. This coverage may be extended to the post-employment period. The most recent actuarial valuation of these employee future benefits was completed February 5, 2020 for the non-pension post-retirement plan and February 11, 2020 for the continuation of medical and dental benefits and the life waiver of premium benefit for employees currently on long-term disability. The results of these valuations have been extrapolated to March 31, 2021.

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

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

| | 2021 | 2020 |
|------------------------------------|------------|------------|
| Accrued benefit obligations | \$ 389,000 | \$ 352,000 |
| Fair value of plan assets | (91,000) | (79,000) |
| Funded status – plan deficit | 298,000 | 273,000 |
| Unamortized actuarial loss | 32,000 | 33,000 |
| Employee future benefits liability | \$ 330,000 | \$ 306,000 |

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

5. Employment related obligations (continued):

| | 2021 | 2020 |
|---|------------------|------------------|
| Current service cost | \$ 2,000 | \$ 2,000 |
| Interest on accrued benefit obligation | 1,000 | 1,000 |
| Experience losses | 39,000 | 18,000 |
| Benefit payments | (2,000) | (3,000) |
| Amortized actuarial gains | (3,000) | (3,000) |
| Employee future benefits expense | \$ 37,000 | \$ 15,000 |

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

| | 2021 | 2020 |
|-----------------------------------|-------------------------------------|------------------------------------|
| Discount rate | 1.70% | 1.60% |
| Dental benefit cost escalation | 4.0% | 4.0% |
| Medical benefits cost escalation: | | |
| Hospital and other medical drugs | 4.0% | 4.0% |
| Drugs | 6.42% decreasing To 4.0% in 2040 | 8.0% decreasing to 4.0% in 2040 |

6. Bank borrowing facilities:

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

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

There have been no amounts drawn on either line of credit noted above at March 31, 2021 (2020 - \$Nil). The bank borrowing facilities are secured by a general security agreement.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

7. Deferred contributions:

| | 2021 | 2020 |
|---------------------------------|----------------------|----------------------|
| Student tuition fees | \$ 12,500,678 | \$ 19,076,055 |
| Externally restricted donations | 107,125 | 73,191 |
| Expenses for future periods | 2,479,557 | 965,880 |
| | <u>\$ 15,087,360</u> | <u>\$ 20,115,126</u> |

Details of the continuity of these funds are as follows:

| | 2021 | 2020 |
|-----------------------------------|----------------------|----------------------|
| Balance, beginning of year | \$ 20,115,126 | \$ 9,655,996 |
| Additional contributions received | 14,458,905 | 19,465,879 |
| Amounts taken into revenue | (19,486,671) | (9,006,749) |
| Balance, end of year | <u>\$ 15,087,360</u> | <u>\$ 20,115,126</u> |

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:

| | 2021 | 2020 |
|-----------------------------------|----------------------|----------------------|
| Balance, beginning of year | \$ 36,793,029 | \$ 37,370,941 |
| Additional contributions received | 1,871,793 | 1,594,063 |
| Amounts amortized into revenue | (2,385,095) | (2,171,975) |
| Balance, end of year | <u>\$ 36,279,727</u> | <u>\$ 36,793,029</u> |

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

9. Capital fund:

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

| | 2021 | 2020 |
|--|----------------------|----------------------|
| Capital assets | \$ 54,299,037 | \$ 50,390,684 |
| Amounts financed by: | | |
| Unamortized deferred capital contributions | (36,279,727) | (36,793,029) |
| | <u>\$ 18,019,310</u> | <u>\$ 13,597,655</u> |

b) Transfer for capital assets:

| | 2021 | 2020 |
|--|---------------------|---------------------|
| Purchase of capital assets | \$ 7,433,700 | \$ 5,968,055 |
| Amounts funded by deferred capital contributions | (1,871,793) | (1,594,063) |
| | <u>\$ 5,561,907</u> | <u>\$ 4,373,992</u> |

10. Pension plan:

Contributions made by the College during the year amounted to \$2,678,140 (2020 - \$2,551,102).

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.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

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 –340; 2020 - 274) | \$ 1,012,495 | \$ 629,015 | \$ 322,697 | \$ 1,318,813 |
| OSOTF II (Bursaries awarded – 81; 2020 -112) | 234,648 | 135,381 | 56,947 | 313,083 |
| OTSS (Bursaries awarded – 87; 2020 – 67) | 465,238 | 233,798 | 57,094 | 641,942 |
| Other (Bursaries awarded –21; 2020 – 19) | 450,892 | 287,859 | 37,050 | 701,700 |
| | \$ 2,163,273 | \$ 1,286,053 | \$ 473,788 | \$ 2,975,538 |

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:

| | |
|------|--------------|
| 2022 | \$ 476,225 |
| 2023 | 345,754 |
| 2024 | 153,199 |
| 2025 | 76,241 |
| 2026 | 62,860 |
| | \$ 1,114,279 |

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

13. Changes in non-cash working capital:

| | 2021 | 2020 |
|--|-----------------|---------------|
| Decrease (increase) in accounts receivable | \$ 707,372 | \$ (725,107) |
| Decrease (increase) in grants receivable | (122,661) | 1,842,415 |
| Increase in inventories and prepaid expenses | (4,439) | (144,442) |
| Increase (decrease) in accounts payable and accrued liabilities | (12,261,005) | 39,193,022 |
| Increase in vacation and leave payable | 19,722 | 52,535 |
| | \$ (11,661,011) | \$ 40,218,423 |

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.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

16. Risk management:

(a) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations, resulting in a financial loss. The College is exposed to credit risk relating to its cash, grants and accounts receivable and investments. The College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, the College's cash accounts are insured up to \$300,000 (2020 - \$300,000).

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

Student and other receivables not impaired are collectible based on the College's assessment and past experience regarding collection rates. The maximum exposure to credit risk of the College at March 31, 2021 is the carrying value of these assets.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

16. Risk management (continued):

(a) Credit risk (continued):

The amounts outstanding at year end were as follows:

| As at March 31, 2021 | Current | 31 - 60 days | 60 - 90 days | 91+ days | Total |
|-------------------------|--------------|-----------------|-----------------|-------------|--------------|
| Grants receivable | \$ 1,918,101 | \$ – | \$ – | \$ – | \$ 1,918,101 |
| Accounts receivable | 1,099,211 | 306,165 | 237,101 | 234,152 | 1,876,629 |
| Gross receivables | 3,017,312 | 306,165 | 237,101 | 234,152 | 3,794,730 |
| Impairment allowances | (17,272) | (99,458) | (129,389) | (128,519) | (374,638) |
| Net receivables | \$ 3,000,040 | \$ 206,707 | \$ 107,712 | \$ 105,633 | \$ 3,420,092 |

| As at March 31, 2020 | Current | 31 - 60 days | 60 - 90 days | 91+ days | Total |
|-------------------------|--------------|-----------------|-----------------|-------------|--------------|
| Grants receivable | \$ 1,795,440 | \$ – | \$ – | \$ – | \$ 1,795,440 |
| Accounts receivable | 1,649,744 | 653,685 | 199,247 | 92,331 | 2,595,007 |
| Gross receivables | 3,445,184 | 653,685 | 199,247 | 92,331 | 4,390,447 |
| Impairment allowances | (65,313) | (109,948) | (140,923) | (69,460) | (385,644) |
| Net receivables | \$ 3,379,871 | \$ 543,737 | \$ 58,324 | \$ 22,871 | \$ 4,004,803 |

The maximum exposure to investment credit risk is outlined in note 2.

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

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

16. Risk management (continued):

(b) Market risk:

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

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

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

(i) Currency risk:

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

(ii) Interest rate risk:

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

The College's bond portfolio has interest rates ranging from 1.5% to 3.5% with maturities ranging from 2024 to 2029. At March 31, 2021, 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 \$32,076 (2020 - \$36,042.).

(ii) 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 mutual fund holdings within its investment portfolio. At March 31, 2021, a 10% movement in the stock markets, with all other variables held constant, would have an estimated effect on the fair values of the College's equity holdings of \$374,611 (2020 - \$211,712).

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

16. Risk management (continued):

(c) Liquidity risk:

Liquidity risk is the risk that the College will not be able to meet all of its cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise. The College also maintains an unsecured line of credit with a Canadian chartered bank in the amount of \$1 million (2020 - \$1 million) to cover short-term funding needs. There was no balance outstanding on the line of credit at March 31, 2021 (2020 – \$Nil). Accounts payable are all current.

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

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

| As at March 31, 2021 | Within 6 months | 6 – 12 months | 1 – 5 years | 5+ years | Total |
|-------------------------|--------------------|------------------|----------------|-------------|---------------|
| Accounts payable | \$ 50,546,804 | \$ – | \$ – | \$ – | \$ 50,546,804 |
| Lease commitments | 238,112 | 238,112 | 638,055 | – | 1,114,279 |
| | \$ 50,784,916 | \$ 238,112 | \$ 638,055 | \$ – | \$ 51,661,083 |

| As at March 31, 2020 | Within 6 months | 6 – 12 months | 1 – 5 years | 5+ years | Total |
|-------------------------|--------------------|------------------|----------------|-------------|---------------|
| Accounts payable | \$ 62,807,809 | \$ – | \$ – | \$ – | \$ 62,807,809 |
| Lease commitments | 215,931 | 215,931 | 1,026,492 | – | 1,458,354 |
| | \$ 63,023,740 | \$ 215,931 | \$ 1,026,492 | \$ – | \$ 64,266,163 |

(d) Other risk:

The College's main sources of revenue are tuition fees and government operating grants. In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This resulted in the Canadian and Provincial governments enacting emergency measures to combat the spread of the virus. The College halted all in-person activity and closed its facilities to staff and students and moved to an online education format in March 2020 based on recommendations from Public Health Ontario. In spring 2020, the College allowed for essential staff to return to campus and practical training to be completed in person. The College will continue to operate in this hybrid model with online program delivery and practical training until government and Ministry regulations allow a full return to campus.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2021

16. Risk management (continued):

(d) Other risk (continued):

In response to the adverse impact the pandemic has had on domestic and international tuition fee revenue, as well as ancillary revenue including residence and parking fees, the College has undertaken certain cost cutting measures. The Provincial government has provided financial relief in the form of grants totaling \$924,528 which has been included in revenue in the statement of operations. A further amount of \$282,958 has been approved and will be utilized by June 30, 2021.

The impact of COVID-19 is expected to negatively impact operations for a duration that cannot be reasonably predicted. The further overall operational and financial impact is highly dependent on the duration of COVID-19, including the potential occurrence of additional waves of the pandemic, and could be affected by other factors that are currently not known at this time. Management is actively monitoring the effect of the pandemic on its financial condition, liquidity, operations, suppliers, and workforce. Given the daily evolution of the pandemic and the global responses to curb its spread, the College is not able to fully estimate the effects of the pandemic on its results of operations, financial condition, or liquidity at this time.

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.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Continuity of Restricted and Endowment Funds

Year ended March 31, 2021

Restricted Funds

| | Balance, March 31, 2020 | Additions, transfers and Investment Income | Bursaries and other disbursements | Balance, March 31, 2021 |
|--|-------------------------------|--|---|-------------------------------|
| Leaders of Tomorrow | \$ 202,979 | \$ 115,296 | \$ 27,000 | \$ 291,275 |
| Endowment income | 1,960,294 | 1,170,757 | 446,788 | 2,684,263 |
| Expendable funds | 2,163,273 | 1,286,053 | 473,788 | 2,975,538 |
| J.H. Drysdale Award | 112,923 | 23,975 | 8,000 | 128,898 |
| Other | 3,960,693 | 5,377,730 | 383,547 | 8,954,876 |
| Ancillary | 6,702,465 | 2,272,624 | 1,512,859 | 7,462,230 |
| Capital projects and operational initiatives | 24,284,806 | 12,500,000 | 3,118,803 | 33,666,003 |
| | \$ 37,224,160 | \$ 21,460,382 | \$ 5,496,997 | \$ 53,187,545 |

Endowment Funds

| | Balance, March 31, 2020 | Additions | Transfers | Balance, March 31, 2021 |
|--------------------------------------|-------------------------------|------------|-----------|-------------------------------|
| OSOTF I | \$ 2,752,800 | \$ - | \$ - | \$ 2,752,800 |
| OSOTF II | 592,475 | - | - | 592,475 |
| OTSS | 1,020,622 | 20,500 | - | 1,041,122 |
| Other | 1,206,987 | 122,500 | - | 1,329,487 |
| | \$ 5,572,884 | \$ 143,000 | \$ - | \$ 5,715,884 |
| Total restricted and endowment funds | \$ 42,797,044 | 21,603,382 | 5,496,997 | \$ 58,903,429 |

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Operating Fund Revenues

Year ended March 31, 2021, with comparative information for 2020

| | 2021 | 2020 |
|-----------------------------------|----------------------|----------------------|
| Grants: | | |
| Post secondary: | | |
| General operating grant | \$ 5,571,161 | \$ 4,193,921 |
| International student recovery | (441,375) | (578,250) |
| Special support grants | 8,251,474 | 8,530,165 |
| Second Career / WSIB grants | 165,521 | 235,744 |
| Grant for municipal taxation | 55,125 | 57,600 |
| Premise rental grant | 151,679 | 151,679 |
| | <u>13,753,585</u> | <u>12,590,859</u> |
| Employment and literacy: | | |
| Apprenticeship | 715,966 | 1,089,292 |
| Literacy and Basic Skills | 2,416,669 | 2,404,658 |
| Employment programs | 3,000,281 | 3,142,740 |
| | <u>6,132,916</u> | <u>6,636,690</u> |
| Special purpose grants: | | |
| Indigenous projects | 476,030 | 566,656 |
| Capital support grants | 185,340 | 19,889 |
| Accessibility grants | 210,913 | 275,832 |
| Daycare | 437,512 | 632,389 |
| OSAP bursaries | 82,779 | 146,459 |
| Other | 944,216 | 1,427,769 |
| | <u>2,336,790</u> | <u>3,068,994</u> |
| | <u>\$ 22,223,291</u> | <u>\$ 22,296,543</u> |
| International programs and other: | | |
| Daycare fees | \$ 62,417 | \$ 109,451 |
| Rents | 199,992 | 199,992 |
| Contract training | 682,452 | 1,575,835 |
| International programs | 26,267,193 | 20,770,528 |
| Other fees | 678,881 | 950,956 |
| Miscellaneous | 1,101,067 | 377,522 |
| | <u>\$ 28,992,002</u> | <u>\$ 23,984,284</u> |

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Operating Expenses by Cost Object

Year ended March 31, 2021, with comparative information for 2020

| | Academic | Administration | Student Services | Plant and Property | Community Services | Employment Training Programs | Total 2021 | Total 2020 |
|----------------------------|---------------|----------------|------------------|--------------------|--------------------|------------------------------|---------------|---------------|
| Academic salaries | \$ 12,716,705 | \$ - | \$ 40,234 | \$ - | \$ - | \$ - | \$ 12,756,939 | \$ 13,027,207 |
| Administration salaries | 1,206,713 | 2,078,075 | 355,170 | 91,902 | - | 236,273 | 3,968,133 | 3,560,525 |
| Support salaries | 2,973,167 | 1,304,585 | 2,553,332 | 733,427 | 344,834 | 1,371,015 | 9,280,360 | 9,539,976 |
| Stipends and allowances | 4,206 | - | 123,765 | - | - | 350,274 | 478,245 | 808,603 |
| Fringe benefits | 3,525,266 | 826,738 | 788,476 | 193,683 | 79,742 | 410,173 | 5,824,078 | 5,646,257 |
| Instructional supplies | 1,731,780 | 28,123 | 380,819 | - | 12,434 | 81,790 | 2,234,946 | 2,140,625 |
| Field work | 5,444 | - | - | - | 10,355 | - | 15,799 | 34,140 |
| Staff employment | - | 33,907 | - | - | - | - | 33,907 | 65,072 |
| Professional development | 4,388 | 31,570 | 7,903 | - | - | 4,048 | 47,909 | 78,124 |
| Travel | 31,433 | 6,077 | 89,485 | 4,585 | - | 151 | 131,731 | 513,357 |
| Promotion and advertising | 15,654 | 35,456 | 1,331,350 | - | - | 13,691 | 1,396,151 | 1,271,010 |
| Equipment maintenance | 18,031 | - | - | 127,452 | - | - | 145,483 | 88,676 |
| Telecommunications | 177,297 | 57,334 | 52 | - | - | 28,943 | 263,626 | 260,397 |
| Office supplies | 38,664 | 76,934 | 138,422 | 9,528 | - | 10,071 | 273,619 | 340,569 |
| Janitorial | - | 270,258 | - | 20,598 | 143 | - | 290,999 | 140,012 |
| Facilities maintenance | - | - | - | 193,248 | 1,561 | - | 194,809 | 243,859 |
| Vehicle | - | - | - | 1,236 | - | - | 1,236 | 1,003 |
| Insurance | - | 313,907 | - | - | - | - | 313,907 | 198,603 |
| Bank charges and bad debts | 113,147 | 79,845 | 59,728 | - | - | - | 252,720 | 53,890 |
| Professional fees | 8,394 | 273,300 | 85,196 | 49,213 | 2,000 | 500 | 418,603 | 667,334 |
| Contracted services | 1,335,094 | 364,172 | 364,804 | 86,724 | - | - | 2,150,794 | 3,238,403 |
| Utilities | 13,430 | - | - | 841,223 | - | - | 854,653 | 906,294 |
| Municipal taxation | - | - | - | 109,500 | - | - | 109,500 | 75,825 |
| Rentals | 367,258 | 30,807 | 31,213 | - | 30,000 | 187,911 | 647,189 | 752,888 |
| | \$ 24,286,071 | 5,811,088 | 6,349,949 | 2,462,319 | 481,069 | 2,694,840 | 42,085,336 | 43,652,649 |
| Ancillary expense | | | | | | | 2,100,334 | 2,335,755 |
| Total expenses | | | | | | | \$ 44,185,670 | \$ 45,988,404 |

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Ancillary Revenue and Expenses

Year ended March 31, 2021, with comparative information for 2020

| | 2021 | 2020 |
|---|--------------------|---------------------|
| Bookstore Operations | | |
| Revenue | \$ 71,849 | \$ 83,208 |
| Operating expense | 14,699 | 15,742 |
| Excess of revenue over expense | \$ 57,150 | \$ 67,466 |
| Student Residence Operations | | |
| Revenue: | | |
| Rent | \$ 311,035 | \$ 295,250 |
| Service charges | 22,455 | 36,194 |
| | <u>333,490</u> | <u>331,444</u> |
| Expense: | | |
| Operating | 414,169 | 469,770 |
| Deficiency of revenue over expense | \$ (80,679) | \$ (138,326) |
| Parking Grounds Operations | | |
| Revenue | \$ - | \$ 122,715 |
| Operating expense | 79,904 | 133,093 |
| Deficiency of revenue over expense | \$ (79,904) | \$ (10,378) |
| Ancillary Facilities Operations | | |
| Revenue | \$ 1,766,661 | \$ 2,047,967 |
| Operating expense | 1,591,562 | 1,717,150 |
| Excess of revenue over expense | \$ 175,099 | \$ 330,817 |

APPENDIX B

2020-2021 NORTHERN COLLEGE BOARD OF GOVERNORS

| | Office | Board Member | Region |
|------------------|---|-------------------|-----------------|
| Executive | <i>Chair</i> | Doug Walsh | Haileybury |
| | <i>First Vice-Chair</i> | Carly Stringer | Porcupine |
| | <i>Second Vice-Chair</i> | Domenic Rizzuto | Timmins |
| | <i>Governor at Large</i> | Cathy Ellis | Iroquois Falls |
| | <i>College President</i> | Audrey J. Penner | All |
| | <i>Academic Representative</i> | Mahi Fahimian | Timmins |
| | <i>Administrative Representative</i> | Dean Lessard | Timmins |
| | <i>Student Representative</i> | Laura Howe | Porcupine |
| | <i>Support Staff Representative</i> | John Harrington | Haileybury |
| | | Lois Kozak | Englehart |
| | | Pat McConnell | Timmins |
| | | Mike Metatawabin | Timmins |
| | | Jeff Molyneaux | Kirkland Lake |
| | | Cindy Reasbeck | Kapuskasing |
| | | Helene Studholme | Kirkland Lake |
| | | Lillian Trapper | South Porcupine |
| | | Gail Waghorn | Matheson |
| | <i>Executive Assistant to the Board</i> | Pierrette Fortier | All |
| | <i>Treasurer</i> | Mitch Dumas | All |

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
<http://www.northernc.on.ca/members>*

APPENDIX C

SUMMARY OF ADVERTISING AND MARKETING COMPLAINTS

Northern College did not receive any Advertising or Marketing complaints during the 2020-2021 academic year.



APPENDIX D

ANNUAL REPORT FOR THE FOUNDATION

GIVING

AN ANNUAL REPORT FOR THE FOUNDATION



YEAR IN REVIEW: A MESSAGE FROM THE FOUNDATION



What an unusual year it has been. Despite the disruption of a global pandemic, the Foundation at Northern College continued reaching out to students, alumni, and the community, making an impact as much as possible.

With a dedicated staff of one, this small and mighty department of the College saw growth in both the number as well as the amounts of Scholarships, Bursaries, and Awards given to students over the past year. This happened in the midst of a global pandemic that also hit close to home, and its first full year of becoming a formal External Relations arm of the organization.

While Northern College recognizing greater support needed for students, many businesses just could not give in their usual ways when the pandemic first hit. For the first time in College history, Northern funded scholarships that donors had established, some decades ago, but just could not do so with the closure of their businesses. Many times, these awards represented the love for a well-regarded family member, or had been set up for a friend, or long-held business dream made reality.

A year later, with COVID-19 continuing to devastate many small local operations, those donors, even when going through the toughest time in their lives, reached deep and still wanted to give, renewing

their commitment to us after we were there for them, with the students benefitting, particularly in these tough times. This speaks to the purposeful nature of the Foundation's and the College's work: to allow those who experience the greatest financial barriers in completion – that is, students struggling to find enough support to study at the post-secondary level, to continue on and make a substantial impact on society.

Not everyone has parents or family members who can support them in meeting their financial obligations and contribute to the studies of their children. Recognizing this, the College and Foundation staff began formalized talks with NEOFACS in January to extend a hand to children and youth in care, including those who have aged out of the foster care system, to attend Northern College and make their dreams come true. At Northern, we are family, and that is exactly what the Foundation and the College aims to make systemic: the importance of belonging and connection. To do so, creating true access despite barriers, resulting in an education that can end cycles of poverty with a new and rewarding career and life earning enough to support oneself will now be possible, the impacts of which will be felt across our College and communities.

New donations this year have also been heart-warming – honouring those who have

passed on while leaving a legacy on the people who knew and admired them. Jenn Landry and David Ramsay are two such examples of legacy makers, with donors coming together to make student support happen in their names while saying goodbye to these much-loved friends and family members. You can read more about these two special individuals on the following pages.

Several new and continued community partnerships have further strengthened and renewed our faith in community and giving, with the Foundation, working alongside the College, sponsoring several events that kept Northeastern Ontario towns and people strong, hopeful and sustainable.

Most scholarships given to students were doubled this past year, increasing our overall average of awards given out from half a million to an impressive \$618,000 over the past year. With approximately 1,500 students total at Northern's four campuses, this total exceeds many of the post-secondary disbursements at public colleges provincially, demonstrating how Northern supports students.

Another way in which we see this support was in the generous decision to double the College's entrance Board of Governors Entrance Scholarships – both in number and in value. After their successful 2016 Leaders of Tomorrow fundraising campaign, the Board's Entrance Scholarship fund is now generously funded in perpetuity and continues to make a substantial

impact. Given to high school students in Northeastern Ontario who plan to attend Northern College for post-secondary education, the Board of Governors Entrance Award increased from a \$500 to \$1,000 value for the second year in a row, with 37 students from 18 regional high schools who demonstrated community involvement and achieved the highest academic standing saying 'yes!' to Northern and with it, agreeing to accept this prestigious and generous scholarship.

All year long, social justice continues to inspire the Foundation staff, and we hope to grow the activities as we focus on the future with renewed hope despite the difficulties of COVID-19 on many community and regional donors.

With a refreshed logo and brand developed over the past year for both the Foundation as well as the Alumni Association here at Northern College, this marks a new beginning for ever greater amounts of work and focus in this area of the College. There is no end in sight of the impact we can have and are having with the dedication to improving the lives of students and society in the many ways it is possible to give.

Thanks for reading and for your ongoing support – you will see here how your gifts make a tremendous impact on the lives of students and the dreams they hold in their hearts.

Susan Hunter

*Director, Marketing,
Communications
and External Relations*

Nicole Gingras

Development Officer

GIVING: THE PRIMARY FOCUS OF THE NORTHERN COLLEGE FOUNDATION

Northern College commits itself to being a post-secondary institution that does everything in its power to support its students throughout their educational journey. This includes student supports like advising, accessibility and peer support systems in addition to a committed and robust suite of bursaries made available to students.

In the latter half of 2020, Northern College issued **382** separate bursaries, amounting to **\$340,000** dollars out of a grand total of **\$618,000** for the year in financial support for students.

This monumental amount is made possible through a variety of avenues including Northern's own funding model alongside the tremendous generosity of local donors, some of whom continue to give to the College despite the significant financial challenges of the pandemic on their businesses and families.

Beyond this, all Northern College students remain eligible to apply for third party provincial and national bursaries; a number of whom received national recognition for their efforts both as students and as campus citizens, further cementing their commitment to leaving a lasting and profound impression on the institution they chose to study with.

Northern applauds the efforts of each one of its students, it is no small feat to graduate

from a post-secondary institution and their commitment to making the most of their time with this College will always be worth celebrating.

PERFORMANCE OF INVESTMENTS

This year saw increases across the board on the performance of both Trust Funds and Endowment Funds.

The majority of the total bursaries awarded, including flow-thru monies was \$618,000, an increase of 6%, or \$33,000. Bursaries paid from Trust Funds amounted to \$581,000, a substantial increase of 12%, or \$64,000.

Investment returns earned totaled over \$1.4M dollars for the year, a 6% increase over an already exceptional performance year in 2019-2020.

The only decrease seen was in bursaries paid out from the Tuition Set Aside funds due to fewer students being on campus using the on-site services supported by these monies.

This past year, 94% of the total bursaries awarded were paid from Trust Funds, which represented an increase of 6%.

As of March 31, 2021, an overall increase in endowed funds was achieved by \$143,000, due to the efforts of the College's Development Officer who set up the funds and engaged members of the community, industry and associations who were inspired to give to the College in support of students and their studies.



COMING TO A MAILBOX NEAR YOU: CELEBRATING GRADUATES WITH A PARTY PACK

In an effort to compliment the move to a digital convocation ceremony, Northern College's Foundation, in tandem with the Alumni Association and the Marketing, Communications and External Relations Department, created a 'grad party pack' designed to promote participation and a sense of togetherness despite the digital setting.

The booklet, which included recipes, celebratory themed crafts and social media content, was issued to each graduate along with a mortar board and a letter from the Foundation congratulating them on the herculean effort of completing their studies under such abnormal and difficult conditions.

GENEROUS KIRKLAND LAKE COUPLE BEQUEATHS LONG-LASTING GIFT TO STUDENTS

In 1971, Dr. George and Elisabeth Charlewood, a prominent Kirkland Lake couple, bequeathed \$895,000 to Northern College. Their generous donation was

then matched dollar-for-dollar by the Ontario Government as part of the Student Opportunity Trust Fund, resulting in substantial growth over the decades.

Last fall, nearly \$300,000 was distributed to 300 current students studying at Northern, with nearly half of that amount, over \$140,000, provided in \$1,000 individual awards to students through the Charlewood Foundation.

RECOGNIZING DONORS OF THE COLLEGE

Advertising purchases were made with publications in campus communities recognizing donors and scholarship, bursary and award recipients. This promotion was supported by website and social media posts. Further advertising highlighted the significant O.E. Walli Foundation's contributions that make such a difference to students.

FOUNDATION SUPPORTING SCHOOLS IN THE COMMUNITY

Northern College partnered with École Publique Renaissance for the high school's 2020 graduation, providing three canopies that signalled the College's commitment to supporting one of its home communities and their high school graduates.

Nicole Gingras, Northern College Development Officer, attended the graduation event, taking photos of recipients of the Haunted Trail event entrance scholarships as well as the Board of Governors entrance scholarships given to local high school graduates.

Moose FM also attended to do a LIVE Facebook segment to promote Northern College and Renaissance.

COVID-19 HAUNTED TRAIL FUNDRAISER

Just one year after the inaugural Haunted Trail Fundraiser, Northern College and Algoma University were forced to cancel the much anticipated second act due to health and safety concerns related to the COVID-19 Pandemic.

The first event, which took place in October of 2019 exceeded all expectations, attracting 3,500 visitors in just five hours, raising \$20,000 in proceeds, that contributed directly to the creation of 21 entrance scholarships for students in Timmins.

Graduates from area schools that participated in the 2019 event were eligible for the entrance bursaries including, O’Gorman High School, Ecole Secondaire Catholique Theriault, Ecole Publique Renaissance and Roland Michener Secondary School.

Grads from all four of these local high schools enrolled in a wide array of courses at Northern, including Welding Engineering Technology, Mechanical Technician – Welder Fitter, Motive Power Technician – Automotive Service, Bachelor of Science in Nursing, Electrical Engineering Technology and Social Service Worker.

Despite the cancellation of the 2020 edition of the Haunted Trail fundraiser, the impact of the bursaries it created are still being felt by Northern College students, and the community at large.

COLLEGE STUDENTS WIN COLLEGES AND INSTITUTES CANADA’S (CICAN) PAUL AND GERRI CHARETTE BURSARY

In 2019 and 2020, two Northern College students studying at its Haileybury Campus were awarded \$5,000 from the Colleges and Institutes Canada (CICan) Paul and Gerri Charette Bursary, each respectively one of twenty recipients from across the country.

In 2019, Social Service Work student Jessica Gilbert received the bursary, saying it would make a considerable impact on her ability to continue her studies. Gilbert credits the support of Northern College’s Foundation and bursaries like this as playing a crucial role in her ability to balance a full-time job with her studies.

In 2020, another Haileybury Campus Law Clerk student, Kafa ‘Kathy’ Khattab received the bursary. Khattab expressed sincere thanks having been selected for the bursary, citing the difference it made in her life and how crucial the funds were in allowing her to continue her studies with Northern.

The Paul and Gerri Charette Bursary is one of dozens of bursaries that have made an incredible impact on students at Northern College. Funds like these, set aside to benefit students attending colleges in remote or rural communities play a critical role in the success of students, and Northern College is grateful to donors like Paul and Gerri Charette for their commitment to aiding in the success of the next generation of working professionals.



DONORS CREATE NEW AWARD TO HONOUR LEGACY OF TEMISKAMING LEADER

A memorial bursary was created in honour of David Ramsay who passed away in July of 2020. David was an MPP for 25 years and held four cabinet posts. A total of \$22,000 was raised by a group of dedicated friends, constituents and co-workers who knew David and held him in the highest regard.



The funds raised were used to establish the David Ramsay Memorial Leadership Bursary. Interest generated will allow the College to give two awards annually to full-time students at the Haileybury and Kirkland Lake campuses as part of our Winter Awards who have met criteria that David embodied, including being a demonstrated student leader/ambassador, acting as a great role model, inspiring others to work collaboratively and creatively, demonstrating initiative, and promoting a work environment that is respectful, collegial and supportive.

Constable Jennifer Landry

"The Board of Directors of the Ontario Provincial Police Association are saddened by the tragic death of Temiskaming Shores Detachment Constable Jennifer Landry. Condolences to Jennifer's family, friends & colleagues. Her years of distinguished service will always be remembered."

President Rob Jamieson

DONORS MEMORIALIZE INSPIRATIONAL LEADER

The world stopped for many in the Northeastern region of the province when word came that beloved OPP officer, Jennifer Landry, an Indigenous graduate of the College, role model and much-loved former College employee at the Kirkland Lake campus, had passed away. The mother of a ten-year-old daughter, Jenn was positive and motivating, and had the power to move people with her smile. Donors both internal and external to the College responded immediately to this loss, anonymously giving a total of \$7,000 to establish a memorial award that recognized her impact. She will continue to be remembered for decades to come because of her presence in the world.

ESTABLISHMENT OF INTERNATIONAL STUDENT AWARDS

Foundation Staff Member and Development Officer, Nicole Gingras, led the team on the creation of the College's first International awards. Working with the Financial Aid Officers of the College, and seeking the support of the Registrar and International departments, a total



of \$33,000 of in-year funding was made available to current international students for the first time in the winter of 2021 with a planned annual disbursement moving forward of \$23,000.

PRESIDENT EMERITUS LEAVES A GENEROUS AND PRESTIGIOUS ESTABLISHED SCHOLARSHIP



A new prestigious award has been created by Dr. Fred Gibbons, immediate past President of the College and his wife Jean. After a successful and lengthy career at Northern College, Gibbons was recognized by the Board of Governors for his

contributions to the organization as well as the communities where there are Northern College campuses.

Gibbons continues with his significant positive impact by giving a \$10,000 donation to students this year. The award will be presented by Dr. Gibbons at the respective graduation ceremony of the fortunate recipient.

NORTHERN HITS THE JACKPOT WITH PARTNERSHIP



Northern College is very thankful for its partnership with the Timmins Charitable Gaming Association at Jackpot City Timmins and OLG. The funds raised in 2020 have allowed

us to provide a total of \$23,400 in bursaries to 40 recipients across our campuses. This support makes a big difference in the lives of our students and their academic success.

FIGHTING HUNGER TOGETHER

Lead Sponsor again this year for the Anti-Hunger Coalition's Coldest Night of the Year (CNOY) in February of 2021, resulted in the College giving a \$5,000 contribution towards the event, swag for 150 bags to increase the profile of the College for grassroots events to end hunger and cycles of poverty, and paid to get NC branded cookies for the goodie bags. Northern College also put a team of staff from across the organization who got together on a cold Saturday morning at Hersey Lake to show their support for this great cause in a physically distanced event.



FIND YOUR NORTHERN FAMILY

With external relations always strengthening communities as well as our organization, Northern College has joined forces with the North Eastern Ontario and Family Children's (NEOFACS) who is an integrated agency providing services to children, youth and their families in the Districts of Cochrane and Temiskaming. The College has begun more formalized discussions to explore ways to support youth in care, including those who have aged out of the system, now and into the future, with pursuing a post-secondary education. Working with recruitment on ways to build and nurture those relationships, this aspect of surrounding students in seamless supports will build community and enhance the lives of those who have had significant barriers facing them in society, creating an even more caring College.

THE FACE OF SCHOLARSHIPS GET A REFRESH

The Scholarships, Bursaries and Awards (SBA) division of the College completed a re-branding exercise this past year. A tool kit was developed with the required assets and purchased for all campuses to have aligned and on-brand collateral into the future



for the hosting of these events, including stationary supplies, tablecloths, retractable banners, and backdrops. This will enhance both the professionalism and the profile of this important aspect of the organization, as many photos are taken at these events and are kept by recipients, donors, and their proud families and supporters.

LOGOS LAUNCH NEW ERA OF GIVING AND OUTREACH

New logos were developed for both the Foundation and Alumni Association of Northern College over the past year. The designs were completed internally by the College's graphic designer, Danielle Bannah. A branding tool kit was also developed for these two sub-brands, including assets such as tablecloths, retractable banners, stationary, and digital templates.





MAKING CONVOCATION ALL IT CAN BE

Digital Convocation was put together with various speakers and a listing of all graduates for the class of 2020 with links to view the various messages and information on our website with social media support.

Grad Party Kits that were developed for all graduates, with an accompanying thank you letter, were sent out to all staff, as well, in recognition of all their efforts and contributions to helping graduate our students during these unprecedented times.

Valedictorian plaques were made for both Haileybury recipients, Jessica Houlachan (morning session), and Samantha Kirton (afternoon event), to honour the process that had begun before the pandemic hit.

Jessica Houlachan was also awarded the 2020 Governor General Award for her high academic achievement in her studies at Northern.



NAVIGATING NORTHERN HIGHLIGHTS IMPORTANCE AND PROCESS OF APPLYING TO AWARDS

The College's staff participated in the Navigating Northern Series to discuss bursary offerings and financial aid in August of 2020, and held a how to apply for online bursaries live via this initiative in September, 2020 and January, 2021. In this way, students were able to see the importance and ease of applying for additional funds to help with the expenses of their studies.

WEBSITE ENHANCEMENTS MADE TO AWARDS PAGES

New copy was developed and integrated into the bursaries section of the College website to provide greater clarity for students looking to apply to them. Simplified, direct language helped reinforce messages of instruction on how to apply. The webpages were also enhanced with recipient testimonials who described how these monies assisted in their post-secondary learning success.

HIGHLY SUCCESSFUL PIVOT FROM ON-SITE AWARDS CEREMONIES

Fall 2020 student awards were sent to all recipients along with an interactive mail out. Recipients were asked to send in words of thanks via video or text with fun cut outs they were provided. A very touching video was created with all the submissions and shared with the College's internal and external communities. Full page ads were also



purchased in each of our communities to recognize the recipients and thank our donors.

A second interactive mailout for winter SBA was also sent to recipients on in March of 2021. This mail out was

supported by a social media campaign, full page ads in local newspapers to announce the recipients and to thank the donors. Another appealing thank you video to donors was developed from the submissions.

DONATIONS

EMERGENCY RESPONSE AREA RECEIVES NEW WHEELS

An Ambulance donation from Cochrane District Social Services Administration Board (CDSSAB) will help students reenact real scenarios, while learning about the important work that they do with those who need them most. First responders will mimic emergency situations where an ambulance is needed while using this newly donated vehicle, supporting students in their learning in this critical field.

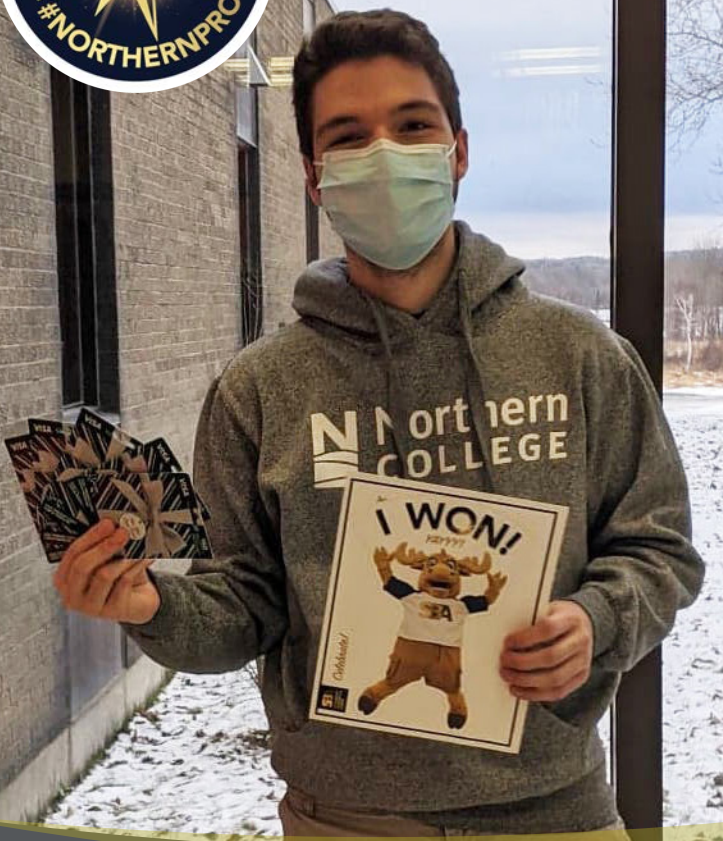
COVID RELIEF WELCOMED BY JAMES BAY COAST STUDENTS

The Walkerwood Foundation reached out in early September to set up a COVID relief fund of \$5,000 for our students. This donation allowed us to establish the Walkerwood Foundation Spirit Award that was awarded to every single student starting the paramedic program via access centres in January across the northern communities who at the time were enrolled in the Academic Upgrading program. Each student received \$275 and there were 18 of them. These funds were provided as a one-time Covid relief fund.

ENDOWMENT FUND INCREASED BY \$20,000

The College has strengthened their relationship with OACETT over the past few years resulting in a \$5,000 investment by the College into the existing OACETT Engineering Technology Bursary endowment that supports bursaries for students in the trades and technology programs across all campuses. This investment was generously matched individually by Charles

Shine



Boulet, local Chapter Chair President and subsequently matched 2/1 by the Fletcher Foundation resulting in a \$20,000 increase to this worthwhile partnership bringing the endowment fund to \$72,000.

MASONS SUPPORT COLLEGE STUDENTS

A \$25,000 donation was received from the Masonic Foundation of Ontario to set up an entrance scholarship that will be awarded for the first time in September 2022. Funds were received in March 2021, and will continue to support the studies of students who are in need to financial assistance to succeed.

SPONSORSHIPS AND COMMUNITY INVOLVEMENT

PROUD COMMUNITY PARTNER THROUGH EVENTS, SPONSORSHIPS, AND DEDICATIONS

- Presented at municipal council meetings in each community with a campus.
- Sponsored the Timmins Chamber of Commerce Golf tournament and entered a team of four.
- Sponsored the State of Mining Address hosted by the Timmins Chamber featuring Canada Nickel.
- Other sponsorships included the Chamber's Mayor's State of the City, in partnership with the Timmins Chamber of Commerce.
- Nova 2021 Sponsorship
- Northern College sponsored two sleighs that are being created for use in the community at the Timmins Community Park Association



- Sponsored the Discover Fitness Winter Warrior Event
- Sponsored PI Day 2021 event with prizes for each campus staff event.
- Delivered fun packs to finalists of the Camp Nova 2020 event. Nicole Gingras and Sumit Swami represented Northern College and hand delivered these goodies working in partnership with the Timmins Chamber of Commerce.
- Led the Academic Plan mail out to all staff late August 2020
- Sponsored the State of Mining Address hosted by the Timmins Chamber featuring Canada Nickel.

BOARD OF GOVERNORS DOUBLE ENTRANCE SCHOLARSHIPS

For the second year in a row, in order to give a greater number of students' financial assistance in times of need and also to help increase domestic recruitment, the College doubled the number and doubled the value of the Board of Governors Entrance Scholarships to high schools across our catchment area. Originally valued at \$500, these scholarships were increased to \$1,000 and were offered to 18 schools in total. The awards are greatly appreciated by high schools and their graduates. Thirty-seven recipients received a total of \$37,000 in total over the past year, distributed to high school graduates planning to attend Northern College for their post-secondary studies.

CONCLUSION

What a year it has been. Despite the challenges facing us, the Foundation continued to seek support for students and community organizations throughout the extended COVID-19 pandemic.

This year, we welcomed Dr. Fred and Jean Gibbons as new donors, redirected funds to Moosonee students with the Walkerwood Spirit of the North award that the Foundation named and disbursed, and saw so many other firsts.

There are so many good news stories to tell that are both heart-warming and inspiring and it felt good to share some of them with you.

We are grateful to all those who give to the College's Foundation and see the value in supporting both students and graduates as they make their way in a changed world that needs them now more than ever.

In the spirit of giving, we will continue to work for students with the College and the wider community to grow our students and thereby, grow the region, as we know the deep and lasting impact this work and support is having on many. There is a ripple effect to giving, and we are very much aware that the work done in this renewed area of the College will continue to impact graduates and their families for decades to come.

Thank you for being a part of it.



APPENDIX E







COLLEGE COUNCIL ANNUAL REPORT

MANDATE

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

MEMBERSHIP AND PARTICIPATION

The 2020-21 Council included 13 core (voting) members and 10 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.*

MEETINGS

The Council successfully held three virtual meetings this term:

- October 23, 2020
- January 13, 2021
- March 25, 2021

COMMUNICATION

College Council continues to support communication within the college. Meetings are announced and discussion topics are published on the college’s Intranet (NorAction) in advance; members are also encouraged to consult with their peers prior to meetings to receive input on agenda items. Approved College Council minutes, membership lists and the College Council By-Law are available to all staff on NorAction.

Council members were informed about the strategic planning process, with one of its core members being on the Strategic Planning Steering Committee. In the fall of 2020, the President launched an Equity, Diversity and Inclusion Task Force – two members of College Council participate on this committee. Updates on the search for a new Vice-President Academic were provided, and, College Council members found the Social Media: Half Year in Review presentation they received in January most valuable. As always, new and revised administrative policies are shared with Council with an encouragement that this information be shared more widely.

The “Information Sharing” standing agenda item remains the most participative

portion of meetings with an opportunity for all participants to share news from their respective areas – and that is what College Council is meant to do – promote communications!

EFFECTIVENESS

Members' commitment to attend meetings and participation during meetings was exceptional this term. The current pandemic has forced individuals to take advantage of technology in greater ways and despite what might have been seen as a barrier to communication, the Council successfully fulfilled its mandate to facilitate communication.

SUMMARY

Members of College Council are engaged and 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 during the College's Annual Employee Recognition Event.

Five staff and three students will be completing their term of service as of August 2021 and the election process to select new representatives will be initiated in early fall.

Moved by: Mikayla Toyne
Seconded by: Jocelyn Vlasschaert

THAT College Council approves the 2020-2021 Annual Report as presented; and that the report be included in the 2020-2021 Northern College Annual Report to be submitted to the Ministry of Colleges and Universities.

Carried.



APPENDIX F

COLLEGE COUNCIL MEMBERSHIP LIST


| Representative | Core | Term Ends August 31 | Campus Represented |
|-----------------------|-----------------|---------------------|------------------------|
| Teena Bates | Academic | 2022 | HL/KL |
| Tyy Dearden | Academic | 2021 | HL/KL |
| Tanya Spencer Cameron | Academic | 2021 | Timmins/JBEC |
| Jocelyn Vlasschaert | Academic | 2021 | Timmins/JBEC |
| Eliisa Ollila | Support | 2022 | KL/HL |
| Anna Sawicki | Support | 2021 | KL/HL |
| Mikayla Toyne | Support | 2022 | Timmins/JBEC |
| Graham Reid | Support | 2022 | Timmins/JBEC |
| Stephane Lefebvre | Admin | 2022 | All campuses |
| Diane Rochefort | Student | 2021 | Accessibility Services |
| Jason Sutherland | Student(s) | 2021 | Indigenous Student |
| John-David Solomon | | | Association |
| Emilina Ticknor | Student | 2021 | NCSA |
| Audrey Penner | President & CEO | | |

| Resource Members | |
|-------------------|---|
| Glenn MacDougall | <i>Acting VP Academic & Student Success</i> |
| Cam McEachern | <i>Ex. Director, Student Serv./Registrar</i> |
| Sarah Campbell | <i>Dean, Health Sciences & Emergency Services</i> |
| Doug Clark | <i>Dean, Sciences</i> |
| Aaron Klooster | <i>Dean, Trades and Technology</i> |
| Dean Lessard | <i>Dean, Community Services and Learning Innovation Tech.</i> |
| David Rossi | <i>Dean, Business, Alternate and Flexible Learning</i> |
| Christine Heavens | <i>Ex. Director, Community, Bus. Dev. & Employment Services</i> |
| Diane Ryder | <i>Acting Manager of Indigenous Services & Initiatives</i> |
| Sarah De Pinto | <i>Human Resource Generalist</i> |
| Susan Hunter | <i>Director, Marketing, Communications & External Relations</i> |

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