



# ANNUAL REPORT

FOR  
NORTHERN COLLEGE  
2021-2022



## **TERRITORY ACKNOWLEDGEMENT**

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



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# MESSAGE FROM THE BOARD OF GOVERNORS CHAIR

I am pleased to share this year's annual report for our College with you.

We have, indeed, achieved much together over these past several months.

Northern College continued to hone its longstanding approach to distance learning this past year, marrying digital classwork to in-person, physically distanced, practical skills training. This approach worked to cement the cornerstones of a solid college education to the mandated requirements to successfully guarantee student safety during the second year of a pandemic. We are proud of what we have accomplished.

Utilizing the same digital approach, Northern continued to see steady domestic and international student enrolment, discovering that a distance approach to student recruitment could be as effective and engaging as traditional, in-person methods. This method of recruitment and program delivery provided the kind of flexible pathways that appeal to an increasingly online student base.

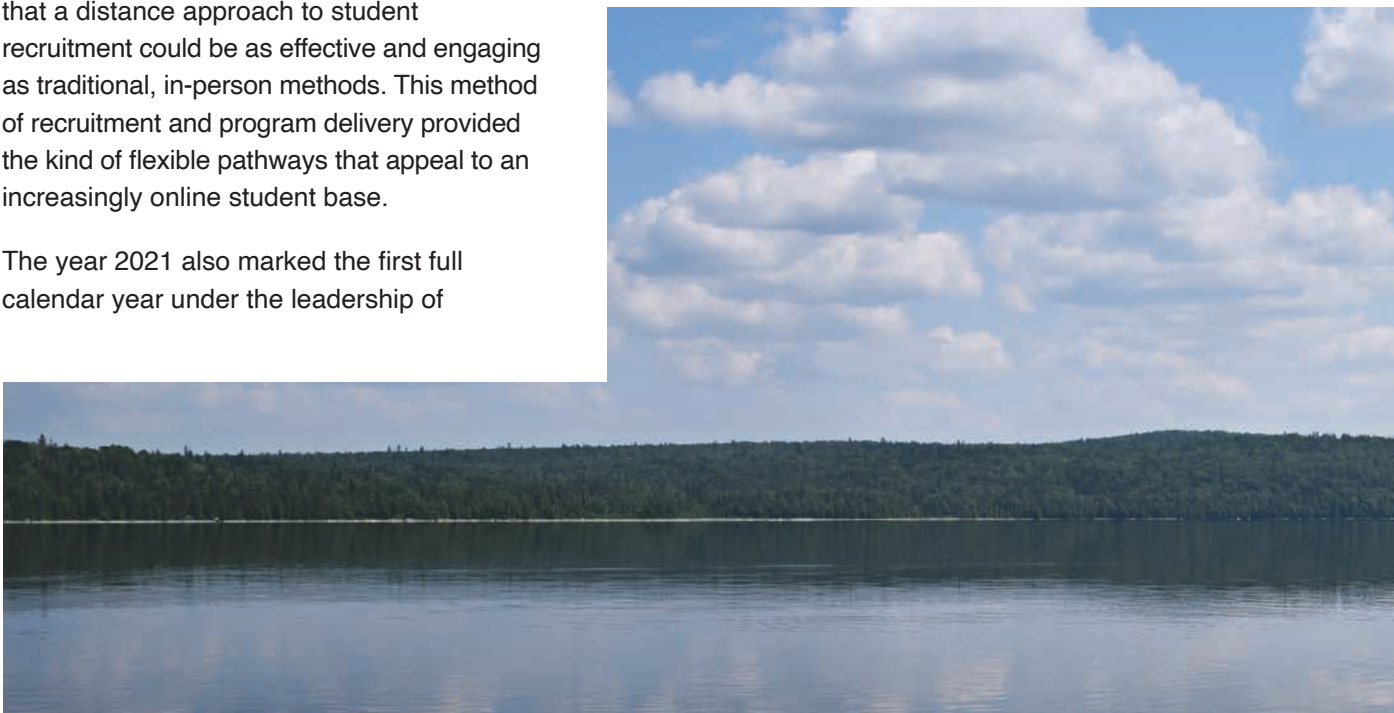
The year 2021 also marked the first full calendar year under the leadership of

Northern's President, Dr. Audrey J. Penner, supported by the Senior Management team which has placed Northern in a unique position to redefine itself as an institution and look forward to a future with confidence, even during these uncertain times.

Even though I am finishing up my term as Chair of the Board of Governors, we hope you continue to celebrate the ways we are growing and improving as a College, and look forward to continue to work on ways in which we can all join in to becoming an even bigger part of that growth to sustain communities, workplaces, and dreams of the North.

Together, we are more.

Doug Walsh  
*Chair, Northern College  
Board of Governors*



# MESSAGE FROM THE PRESIDENT

In 2021, Northern College proceeded with the bold tactic to trademark itself as Canada's Kindest College.

One of the key tenets of Indigenous teachings, this goal allows the organization to be intentional in the ways in which we welcome, support, and honour one another in a difficult time for our world.

With the Canadian Mental Health Association's theme of empathy for this year, it's fitting that Northern College welcomes these same tenets to learning, working and being. Using kindness as a guiding beacon to inspire us in all that we do here at Northern, we can already see the impacts of such an approach with a greater number of learners travelling to see us from far and near to learn with us and be supported by those who deeply and truly care.

Having completed the first year of our new strategic plan, Northern continues to expand

our efforts to further deepen our brand presence and hone our identity and mission as an institution, which could be seen in many impactful initiatives we mastered over the past year.

2021 saw renewed focus on key areas including Indigenous engagement and empowerment. There is a growing sense of belonging and inclusion with EDI initiatives from a taskforce of volunteers from across the organization. A greater number of innovative approaches to access were employed and the groundwork for the creation of invigorating northern experiences for students was established.

We are committed to growing and sustaining the North, and intend to do so for years to come.

We hope you join us in doing just that.

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



## 2021-2022 ADMINISTRATIVE STAFF

**Andrew Balmakoon**

**Christine Bender**

**Sarah Campbell**

**Dayna Child**

**Douglas Clark**

**Sarah De Pinto**

**Jodi Delaurier**

**Jaret Dicks**

**Omer Ducharme**

**Michel Dumas**

**Andrew Enouy**

**David Francis**

**Samantha Frappier**

**Allison Gallant**

**Jessica Goff**

**Christine Heavens**

**Susan Hunter**

**Aaron Klooster**

**Mikayla Lachance**

**Melissa Lalonde**

**Kelly Lamontagne**

**Dr. Richard Lebel**

**Stephane Lefebvre**

**Dean Lessard**

**Tammy Mackey**

**Edris Madadian**

**Cameron McEachern**

**Corinne McEwen**

**Jennifer Monfils Harvey**

**Debbie Nankervis**

**Frederic Nickner**

**Jennifer Olaisola**

**Audrey Penner**

**Eric Poulin**

**Kristine Rivest**

**David Rossi**

**Diane Ryder**

**Debbie Szymanski**

**Stephanie Tamming**

**Sean-Crispin Thomas**

**Kelly Torresan**

**Trudy Wilson**

**Xiaojuan Zhang**

# INTRODUCTION

If 2020 was a year of firsts, 2021 proved to be a year of lessons learned and concepts reinforced. With the Covid-19 pandemic moving into its second year, it continued to redefine the fundamental ways that society would operate, and Northern College continued to adapt to those significant changes.

With the safety of students and staff of paramount importance, Northern continued to build on its successful pivot to distance learning – integrating feedback from students into the way our programming would be delivered, resulting in high student satisfaction rates reflected in Key

Performance Indicator (KPI) results across all significant areas of student engagement.

Many other accomplishments occurred because we took the time to invest in students and education in the North. Areas we are building upon as we move forward include sustaining hope, adapting and overcoming, the expansion of digital, student-first learning approaches, entering fully into being Canada's Kindest College, creating an environment of empathy, and redefining leadership and changing perspectives as we moved through the second year of the first global pandemic in over a century.



# ACHIEVEMENT

## OF COLLEGE'S 2021-2022 BUSINESS PLAN GOALS

### STRATEGIC DIRECTION 1

#### Indigenous Education and Empowerment

Among the many goals of the *Indigenous Education and Empowerment* initiatives, support for increased access to education is integral to Northern College's efforts to further engage Indigenous people and communities.

#### ACCESS CENTRE EXPANSION

The College recognizes without educational Access Centres, First Nations community members across the North would be forced to leave their communities to access Academic Upgrading and post-secondary programming. Staying in one's community for learning has proven to be a preferred delivery model. Through collaboration with and financial support of the Ministry of Labour, Training and Skills Development, Northern College has recently expanded the number of these Access Centre locations. This year, the College met its goal of identifying new Access Centre locations and is now in the process of seeking Ministry funding for additional sites.

Access Centres are valuable to the communities they serve as they engage learners and generate community pride. These centres support pathways to employment with in-community learning, supports, and infrastructure. In all of these ways and more, our Access Centres support the Truth and Reconciliation Calls to Action for education.

#### TRADES LAB CONSTRUCTION

Ensuring the relevance of Access Centres requires responding proactively to a changing environment within the Centre's community. It is with sustainable service in mind that an underutilized shop space and repair bay in the Moose Factory Tribal Council building was repurposed and upgraded with insulation, soundproofing, and ventilation to support installation of a Trades Lab.

Equipment from the Timmins Campus carpentry lab was moved to the new site, and welding stations were purchased and installed. With this new facility, the College is delivering pre-apprenticeship programming at Moose Factory to improve access for Indigenous learners from Moosonee and along the James Bay Coast. This boosts regional skills and employability in the construction sector of the North.

#### EXPANDING INDIGENOUS KNOWLEDGE IN THE CURRICULUM

The purpose of *Indigenous Education and Empowerment* initiatives also supports Northern College students and employees in partnering with Indigenous learners, people, organizations and communities to become the College of choice for Indigenous learners. Northern College has created a mandatory general education elective designed to ensure a common base of knowledge regarding Indigenous terminology, history,





bias, stereotypes, and treaty rights. This also builds understanding while situating contemporary issues.

As of Fall 2022, all Northern College students will be required to take this important elective during their programs of study. Professional learning modules will also be available to the organization's faculty, staff, board members, and administration. All of these steps support the recognition of all aspects of Indigenous learners, their environments and their future success.

## **BREAKING GROUND ON SACRED GARDEN**

Incorporating the values of Indigenous learning saw efforts of greater inclusiveness for Indigenous students through Northern College's new Sacred Garden. The sod was first turned at the Timmins Campus on October 29, 2022. The Sacred Garden will produce herbs and medicines, particularly sweet grass, to be used in Ma-mo-kee-keh-nah-no Tipi as well as at other College events.

The outdoor space will be a place for spiritual reflection and learning from the land. It will also be a focal point for certain class discussions and activities in the College's Community Services and Health Care programming, and for the Algoma University Social Work degree program. Northern College looks forward to engaging community members in maintaining the garden and will monitor progress through 2022-23 with a view to launching more such gardens at its other campuses.

## **STRATEGIC DIRECTION 2**

### **Innovative Approaches to Access**

Northern College's *Innovative Approaches to Access* initiatives seek to reduce and eliminate barriers to learning and enhance learner success. Since financial support is a key component of student success, Northern College has replaced its Scholarship, Bursary, and Award Application Portal with a new system which increases student access, improves user experience, and enhances satisfaction.

### **INCREASING BELONGING AND FINANCIAL SUPPORTS**

Awarding one of the highest numbers of scholarships, bursaries, and awards per student ratio in the province, the College's new Scholarship, Bursary and Award application system was created with respect for equity, diversity and inclusion (EDI) in mind. Embedded into the platform are a variety of ways with which students may choose to identify themselves. The new system has been positively received allowing the College to be a case study for success, demonstrating effective implementation and improved student satisfaction.

### **STUDENT SUPPORTS DEEPENED**

Northern College's *Innovative Approaches to Access* initiatives seek to demonstrate creativity and innovation in both programming and institutional responses to emerging changes in society. It is through this lens, the College-wide Student Support and Development framework was created. In a time when informational overload is constant, there is an equally constant risk that students needing help might be confused by the many resources offered by the College.

To anticipate and address this, a framework, process map and intake form, based on a direct and personalized response to events that may inhibit academic success, such as academic, technical, personal, or mental health challenges, has been created. It will be accompanied by an outreach process undertaken each semester to communicate this central resource to students so they can articulate their needs and for the College to respond in determining the most appropriate supports to assist them.

A revitalized student tutoring model was completed and will also be included in this initiative. Students, faculty and staff will all benefit from this framework through which no resource need is missed, and the right resource is quickly provided for timely response.

### **MASTER PLANNING FOCUSES ON NEEDS OF LEARNERS**

In addition to responding to societal change, Northern College seeks to prepare its students to respond to a rapid and ever-changing economy. The College recognizes much has changed since the onset of the Covid-19 pandemic and in this light, acknowledged the necessity for a needs-based re-evaluation of its current and future space requirements.

A Master Plan for College space was commissioned this past year, and campus communities are now engaged to create a plan to serve learners now and into the future. The initiative to complete a Master Plan for space utilization will assess overall space inventory, review space utilization, and help with the planning for future space requirements. This is all done in consultation with the Indigenous, regional, and internal College communities to determine the diverse needs of this learning organization.



### **WEBSITE REDESIGN**

Rooted in the College's *Innovative Approaches to Access* are invigorated efforts to enhance communication and enrich relationships. The College's substantial website redesign will enhance the customer experience for all. It significantly modernizes the College's current site, protects our brand and reputation, attracts future students, and automates many of manual processes that will make better use of our employees' knowledge and talent.

Website redesign included refreshing all content in consultation with all areas of the organization, and restructuring the sitemap to improve navigation and loading times to enhance our digital presence. It will also improve access to information for prospective students and their families, current students, alumni, staff, faculty, and community partners.

### **STRATEGIC DIRECTION 3**

#### **Invigorating Northern Experiences**

Every one of our post-secondary locations is in close proximity to the natural elements. Northern College is shaping our Programming, Student Services and Student Life into a uniquely fitting and powerful "Northern Experience" brand, making the College an institution that will stand out in our service to northern communities, as well as making it outstanding for those seeking to enhance their own lives through studying and living here.

## MULTIPLE-PRONGED APPROACH TO BOOSTING STUDENT PARTICIPATION

This *Invigorating Northern Experiences* initiative follows analysis and market testing of the concept. It has driven commitments for new programming and partnerships (including Agribusiness with Algonquin), accelerated Strategic Enrolment Management (SEM) implementation, Digital Transformation and expanded Student Life initiatives for learners.

Micro-credential planning is underway and reflects participation in the College's uniquely northern experiences while allowing learners to garner general education credit in their diploma programming requirements going forward.

## IELTS CENTRE IN THE NORTH

The College's *Invigorating Northern Experiences* initiatives prepare students to respond and offer solutions to the present and emerging changes in the Northern Ontarian and global environments. With our growing international student population, Northern College regularly encounters those needing evaluation of their English language proficiency. Students, applicants, and community members alike in the northeastern region of the province require IELTS (International English Language Testing System) scores for a multitude of reasons.

This testing system, one of the highest regarded and most frequently used English language proficiency assessments worldwide will now be offered close to home. A partnership between Northern College with a fully established IELTS Centre within the Ontario college system is being finalized for Spring 2022 implementation after plans and preparation for this important advancement took place over 2021.

## ENHANCED EMPLOYMENT SERVICES OUTREACH

Enhanced Employment Services Outreach Another initiative enhancing Northern Experiences is the development of practices to connect students with Employment Services before graduation, helping graduates access services that support their success. This initiative seeks to empower grads with tools and skills required to secure successful careers post-graduation, thus enhancing quality of life for those who remain in the North. Thanks to practices put in place under this new initiative, graduates will gain increased access to employers and job vacancy information. They will also have access to a team of experts supporting their job search, helping them refine their interview skills and the quality of their resume.

## STUDENT COACHING AND MENTORING

Northern College is supporting Northern Experiences through collaborations internally and externally to the benefit of the College, students and staff. The College has researched and proposed a college-wide Individualized Student Coach/Mentor strategy to follow learners as they progress through the Strategic Enrolment Management (SEM) funnel and support them in resolving academic and non-academic issues from program application through to receiving Alumni services. The College is now looking to next steps of operationalizing the plan created in 2021 and expects it to result in tremendous benefit to both students and staff.

The achievements listed above are concrete examples of how Northern College has once again responded to its three Strategic Directions, *Indigenous Education and Empowerment*, *Innovative Approaches to Access*, and *Invigorating Northern Experiences*.

# IDEAL NORTHERN COLLEGE



In January of 2021, the Northern College President, Dr. Audrey J. Penner, created a Task Force for Equity, Diversity, and Inclusion (EDITF) to make Northern an ideal college for everyone.

Since April 1, 2021, several ventures have taken place to move initiatives forward to accomplish this.

The EDITF created a composite of what the Ideal College would look like at Northern College, to be experienced and viewed, as well as a terminology document to guide the respectful discussion on issues related to social justice.

The Ideal College indicators created consist of the following:

- We are welcoming and inclusive.
- We ensure all voices are acknowledged and heard.
- We are committed to ensuring accessible services and education for all styles of learning.
- We have diverse employee demographics that represent regional community populations.
- We are committed to removing barriers.
- We are committed to equal access to learning and technology.
- We will ensure everyone is understood and may contribute in a meaningful way.





The cultural issues to be addressed at Northern include:

- Further develop a culture of respect, empowerment, accountability, self-reflection, growth and openness.
- Establish an environment conducive to allow for greater connection.
- Encourage people to participate to ensure equity, diverse representation and equal voices are at the table.
- Provide spaces for diverse populations to feel safe, welcomed and to be heard.
- Recognize and rise above bias, stereotypes, assumptions, and discrimination.

The actions that will help us shift the culture here are:

- Build knowledge of Indigenous history and understanding how it affects the Peoples today.
- Provide cultural competency training and resources.
- Review policies and procedures with a focus to EDI.
- Improve continuously.
- Collect student and employee demographic information to better understand our community.
- Continue to engage with in discussions.
- Decolonize the organization by Indigenizing in all possible areas.
- Create comfortable and safe spaces.
- Improve our presence in the diverse communities that we serve.

## BENCHMARKING

Part of the journey for the College to advance the areas of Equity, Diversity and Inclusion begins with assessing where the organization currently is. An internationally recognized Global Benchmark Assessment tool was used with employees in departments and groups throughout Northern to decide how the organization is doing and what has yet to be done.

These benchmarks consist of 15 categories with a scoring from 1-5, 1 being inactive and 5 being best practice. From there, the scoring for each category were averaged and brought to the Task Force to determine priority of which categories needed to be improved first.

The Equity, Diversity and Inclusion Task Force linked the Global Benchmark categories back to our Ideal College statements to ensure we are keeping on track with where we want to be as an organization.

Once the categories were ranked either high, medium, or moderate/low priority, the Task Force then shifted its focus on creating a plan of action for the high priority categories. From there, affected departments were contacted and asked to work on the tasks that will help the College improve its overall EDI ranking within the Global Benchmarks.

This process of measurement has allowed the organization to stay true to our Ideal College Statements while leaving room for continuous improvement. Moving forward, another Global Benchmark Assessment will be rolled out, allowing for a comparison analysis to also take place to see what improvements have been made across the institution in this way.

# TELLING THE NORTHERN COLLEGE STORY

## SUPPORTING THE LARGER COMMUNITY

Year two of a global pandemic impacted everyone. The College responded by undertaking the following initiatives to offset the impacts of COVID-19, as well as continue long-standing partnerships to enhance student placements and work integrated learning.

### RESPONSE TO THE PSW SHORTAGE IN ONTARIO

In response to the sudden and significant shortage of PSWs as a result of the ongoing COVID-19 pandemic, Northern College

launched an accelerated PSW Program at Timmins, Kirkland Lake and Haileybury campuses last spring. This program included full tuition funding, supplies subsidies and paid placements, and allowed a significant number of additional graduates to enter the workforce in each of these campus communities to further support hospitals and long-term care agency partners and the patients they care for.

Feedback from graduates in these just-in-time programs yielded the fact that the delivery of free programming allowed students to access post-secondary education without financial barriers previously preventing them from doing so. This initiative saw Northern College graduates entering a rewarding field as well as supporting their communities and our health-care sector as a whole.



## **VOLUNTEERING TO SUPPORT COVID-19 VACCINATIONS**

Throughout 2021 and 2022, Northern College worked to support the ongoing pandemic in a wide variety of ways, including the hosting and supporting of vaccination clinics. Hosted on the Northern College campus and typically held in campus gyms, these events saw community members have greater access to life-saving vaccines.

One drive-through clinic in particular, hosted in September of 2021, became the largest Covid vaccination event held in the City of Timmins. With 800 attendees, this event saw a larger response than anticipated. The quick response of College maintenance employees who pitched in to direct traffic seamlessly helped to keep the event successful. Scheduled to begin at 11am, cars began lining up at 8:30am that morning.

The Cochrane District Social Services Administration Board (DSSAB) partnered with the College and the Porcupine Health Unit for this particular clinic, allowing vehicles to pull through the emergency services bays located on the campus in the Integrated Emergency Services Complex (IESC), and be served quickly, safely, and efficiently. The result was impactful for all.

## **STUDENTS RISE TO CHALLENGE OF SUPPORTING COMMUNITY HEALTH**

In late December 2021, the Porcupine Health Unit reached out to Northern College to request support for the delivery of COVID-19 vaccination clinics to communities in the North. In response to this, the BScN Program faculty and students, as well as other employees of the College, arranged five additional clinics offered in January and February 2022 in the Northern College

gym, which were fully run and supported by Northern College Nursing faculty and students, along with College employees who also volunteered in various capacities. Students were able to count this time towards their preceptorship hours, creating a win-win situation that benefitted learning as well as helped support community health as well as relieve overwhelmed and weary health unit workers.

In coming together as a team, the Northern College Nursing program, with the support of their colleagues, was able to increase the delivery of COVID-19 vaccinations for our communities, thus helping to ensure that we are protecting those most vulnerable and supporting local hospitals in the process.

## **NORTHERN COLLEGE LIBRARY PARTNERSHIPS**

Northern College has signed two memoranda of understanding with community partners to provide library services. The Haileybury Campus has agreed to assist the City of Temiskaming Shores and the Temiskaming Shores Public Library in providing services to the residents in this geographic area. In Timmins, the Learning Resource Centre on the Northern College campus has agreed to assume library services for allied health staff at the Timmins and District Hospital. In return, the College and students receive access to additional databases and resources that will enhance program delivery and student learning while supporting our on-going program certification requirements in Nursing.

## **SCHUMACHER WELL BEING SURVEY**

Working with the Manager of Applied Research, Entrepreneurship, and Innovation (AREI) department, the School of Community

Services received ethical approval from Northern College's research board for a community survey of Schumacher residents and stakeholders. In partnership with the Schumacher Arts & Culture Heritage Association, Northern College will be undertaking this applied research project designed to identify areas for improvement and development in the community of Schumacher, Ontario.

## NEW PROGRAMS AND PROJECTS

### ADDICTION AND MENTAL HEALTH WORKER

Northern College's Addiction and Mental Health Worker Program received Ministry approval and was launched during the Winter 2022 semester to both domestic and international learners. Building relationships with a number of community partners has assisted in creating a diverse and representative Program Advisory Committee which will support the further growth and development of this important program.

### MUNICIPAL SKILLS ACCELERATOR PROJECT

The Municipal Skills Accelerator Project, a two-year Ministry of Labour, Training and Skill Development funded project, concluded on March 1, 2022, with the creation of eight municipal skill micro-credentials designed to up-skill employees already in the workforce as part of a talent development program and succession plan initiative.

The collaboration between local government officials, regional partners and College staff was key in identifying learning domains and skills, and creating relevant content and capstone evaluations. Ultimately, the relevancy and transferability of the eight skills allowed for 964 participants across four distinct sectors to participate: municipal government (909), health care (23), public education (25) and Indigenous management (7), representing over 100 distinct communities.

The partnerships and curriculum development framework resulting from this project undoubtedly builds the internal capacity of participating agencies, forms the relational foundation for future collaborations, and ensures the application of a 'best practice' framework for future projects.







## **eCAMPUS VLS STRATEGY PROJECT**

Northern College's Learning Excellence and Innovation Department (LEID) received funding from eCampus Ontario and successfully converted ten in-person general education courses to fully online, asynchronous formatted courses. These courses are now being offered on an open Learning Management System (LMS) course shell, and were uploaded to eCampus Ontario in February of 2022. The learning employs Open Educational Resources (OER), which informed curriculum content, instructional and learning strategies, as well as assessment resources.

## **STUDENT PARTNERS PROGRAM (SPP) FOR SOCIAL SERVICE WORKERS**

The Social Service Worker (SSW) program at Northern College has partnered with McMaster University's Student Partners Program (SPP) in offering Northern College students additional experiential learning opportunities. SPP representatives assume different client roles so that SSW students have opportunities to practice their interviewing techniques, as well as develop their ability to identify client needs and offer support. This mandatory learning opportunity is supervised by a lab assistant who observes and debriefs with the students following their mock interviews.

## **PARTNERSHIP WITH THE CANADIAN MENTAL HEALTH ASSOCIATION**

Students in Northern College's Social Work Practice II course have been attending the Canadian Mental Health Association (CMHA) residence at the Ramada Inn in Timmins. Under the supervision of a lab assistant and representative of the CMHA, students have run group activities for residents. These sessions provide support to residents who are transitioning from homelessness into their own accommodations.

## **PROFESSIONAL DEVELOPMENT FOR EMPLOYEES**

The Learning Excellence and Innovation Department (LEID) team planned highly engaging all-day professional development sessions for Northern College faculty, support staff and administration of Northern College over the past year. Scheduled at the onset of the 2021 Fall Semester, the Inspiring a Roadmap for Student Success sessions included two informative and inspiring keynote addresses from Flower Darby and Dr. Emily Faries, as well as five workshops.

This professional learning opportunity was well received and ushered in an academic year which would see monthly learning sessions hosted by Northern College staff and following the Multi-College Collaboration Model (MCCM). This was the first academic year where regularly scheduled professional development was offered for faculty, an initiative which will continue during the next academic year.

## **OTHER VIRTUAL EVENTS**

Digital convocation and a virtual employee recognition event were some of the events the College held during a time of lockdown to protect the health and wellness of workers and students. Considerable additional preparation was required for these largely pre-taped events, with live segments delivering a more personable touch. Both events held were warmly received, with staff and students appreciating the moments created for connection as they shared, talked, and celebrated one another and their achievements online during highly unusual times.

## **PROGRAM DEVELOPMENT AND QUALITY ASSURANCE**

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### **ONTARIO COLLEGE CERTIFICATES FOR APPRENTICES**

As part of a provincial initiative to grant Ontario college credentials to apprentices who have finished three levels of in-class training, Northern College's Board gave its approval to grant Ontario college certificates to be delivered including General Construction Carpentry Techniques – Apprenticeship, Welding Techniques – Apprenticeship, Motive Power Fundamentals -Automotive Service Apprenticeship, Heavy Equipment Techniques – Apprenticeship, Manufacturing Techniques - Millwright Apprenticeship, and the Electrical Techniques – Apprenticeship. The first certificates will be granted at the June 2022 graduation at the Timmins Campus.

## **3-YEAR WELDING DEGREE**

Ontario Colleges have been advocating for the ability to grant 3-year undergraduate degrees for a number of years. Anticipating approval for this from the Ministry of Colleges and Universities (MCU), Northern College has signalled its intention to pursue this status. The 3-year degree will open up new funding, enhance the College's ability to participate in applied research, and prompt new enrolments in a program that industry has identified as a priority.

## **COMPUTER PROGRAMMING**

Northern College's Board of Governors and the Ontario College Quality Assurance Service (OCQAS) have given their approval to offer a 2-year Computer Programming diploma in partnership with Algonquin College. The program will be open to both domestic and international students, and will expand Northern College's suite of computing credentials, alongside its Computer Engineering Technician and B.Sc. in Computer Science offered with Algoma University. This will also open up options for students to attain a collaborative 3-year advanced diploma in the same field via a college consortium such as the MCCM.

## **SURVEY ENGINEERING**

Northern College has worked with its program advisory groups and industry contacts to develop a plan for delivering a 2-year diploma program in Survey Engineering by Fall 2023. The College conducted a special industry consultation in October 2021 to attain specific feedback by industry sector on what the academic and equipment requirements would be for such a program, and which elements of its previously offered program would be preserved in a future program.

## CIVIL ENGINEERING DIPLOMA

Northern College has received the Ministry of Colleges and Universities' (MCU's) approval to offer the 2-year Civil Engineering Technician diploma beginning in Fall 2022, replacing its 3-year advanced diploma in the same field. Program Advisory Committee, employer, and student feedback supported this important credential type change which will aid in focusing enrolment.

## QUALITY AUDIT OF WELDING ENGINEERING PROGRAMS

The College's Kirkland Lake based welding engineering programs were up for a reassessment audit from the Canadian Welding Bureau (CWB) in the 2021-22 year. Northern College was measured against the International Institute of Welding (IIW) syllabi, as were its facilities and teaching staff, its books and documentation, and its safety (including adaptations to the COVID-19 pandemic), and found to be compliant in all of these important and rigorous categories.

## MOTIVE POWER EXPANSION

Northern College secured over a half-million-dollar provincial grant to support the expansion of its motive power programming. Specifically, it will be securing equipment and curriculum to support its future offerings in Auto Body and Collision Damage Repair and Truck and Coach Technician. Through the same project, the College developed micro-credentials in Battery Electric Vehicle (BEV) Service and Maintenance, Parts and Service Management Fundamentals, and Dealership Delivery and Customer Experience Specialist.



## APPRENTICESHIP TRAINING

### AUTO BODY AND COLLISION DAMAGE REPAIRER TRADE

Northern College was approved as a TDA (Training Delivery Agent) site for the Auto Body and Collision Damage Repairer Trade this past year. This trade is seeing significant growth in Northern Ontario given a very active resource-based economy and consistently high valuations of commercial and personal use vehicles. The College has partnered with Line X and The Bucket Shop in order to deliver this training for all apprenticeship levels.

### APPRENTICESHIP INCREASES

The College continues to be a very busy site for apprenticeship training. In 2021-22, Northern College conducted the following training across four priority trade areas: Millwright, Electrical, Automotive, and Heavy Duty Equipment Mechanic (HDEM). Millwright had Levels 1, 2, and 3 delivered with 15 seats in each, for a total of 45 apprentices taught; Electrical also had all three levels of training delivered with large numbers of 36 seats (Level 1), 36 seats (Level 2), and 36 seats (Level 3), respectfully. Automotive saw Levels 1 and 2 delivered, with 5 seats and 12 seats respectively, and Heavy Duty Equipment Mechanic (HDEM) with 7 (Level 1) and 12 (Level 2) seats trained.

## COLLEGE AND HIGH SCHOOL PARTNERSHIPS

### SCWI AND DUAL CREDIT

The School-College-Work-Initiative (SCWI) is a collaborative partnership with the Ministry of Education, Ministry of Labour Training and Skills Development, Council of Ontario Directors of Education (CODE), School-College-Work-Initiative, Northern College, District School Board Ontario North East (DSB1), Northeastern Catholic District School Board (NCDSB), James Bay Lowland Secondary School Board (JBLSSB) and Moose Cree Education Authority.

In this initiative, eligible students enroll in a college course offered through the SCWI program. Upon successful completion of the course, the related credit appears on the student's college transcript as well as on their secondary school transcript.

SCWI has been very active this past year despite challenging circumstances for students. During the Fall 2021 Semester, 35 of the 37 students across various program areas successfully completed a dual credit: 8 students in Criminology; 4 students in General Construction Level 1 with oversight; 19 Specialist High Skills Major (SHSM) students in Anatomy & Physiology 1&2; and 4 Primary Target Group (PTG) students in Anatomy & Physiology 1&2.

### INDIGENOUS THOUGHT LEADER GIVES TALK

DSB1 and Northern College were proud to co-host a virtual presentation by Jesse Wenté, broadcaster, Indigenous advocate, and pop culture philosopher in November of 2021. Jesse is the author of the book, *Unreconciled: Family, Truth and Indigenous Resistance*. Through his presentation, Wenté shared his personal story and ways to move forward towards a just country. Such presentations help move the College, school board and region forward in Truth and Reconciliation.

## STUDENT LIFE

### INVIGORATING NORTHERN EXPERIENCES FOR STUDENTS

Despite challenges presented by the COVID-19 pandemic, the planning of student activities at Northern College continues with a special focus on promoting physical exercise and mental well-being. This year, Northern College students were able to access a variety of free events both at the Timmins Campus as well as throughout the Timmins-Porcupine communities by presenting their Student ID card.

Made possible by the College's Student Advising team and its NSCA student body, activities included reopening the weight room at the Timmins Campus' Wellness Fitness



Centre, community curling, public skating, swimming, bowling, as well as the South Porcupine Winter Carnival.

Northern College student ID cards are used on campus to enter the Wellness Fitness Centre, to receive discounts at the Northern College Bookstore, to sign out reading material from the campus library, and to attend organized activities on or off campus and receive discounts where applicable. The lifting of limitations at the Wellness Fitness Centre and the extension of its hours of operation as well as the reopening of the community squash league and the implementation of other intramural and extramural sports are to be looked forward to this spring.

## **RAISING THE ORGANIZATION'S PROFILE AND PRESENCE**

### **BRANDING CONSISTENCY**

2021 saw the refresh of Northern College's logo with charcoal grey and orange while its logo architecture remained largely the same. For greater alignment, this renewal came with the creation and implementation of a cohesive and all-encompassing renewed set of Branding Guidelines. This quick reference guide outlines the basics of maintaining brand consistency at all operational levels, including an all-encompassing approach including logo usage, approved colours and pantones, tips for inclusive and positive, affirming communications, as well as social and traditional media guidelines best practices and expectations.

The Marketing Department held a digital seminar to present the guide, answer questions and provide clarifying information to those who attended. The guide, along with logo packages were uploaded to NorAction

and made available to Northern College employees and others using the College's branding in promotions.

### **ALL SIGNS POINT NORTH**

With an area to cover roughly the size of the country of France, the College maximized its reach across the region with the purchase of 30 billboards placed throughout the province, with 8 separate layouts, seeking to raise the general profile of the institution. Inviting travelers to come north and be proud to be there, the billboard campaign served the dual purpose of promoting what Northern College offers to the broader public while encouraging travelers and prospective learners to come and explore what makes the region and College unique. This campaign represents one of the broadest traditional marketing pushes the College has undertaken at one time.

### **WHY COME NORTH?**

Throughout 2021, Northern College continued to create compelling television commercials that aired across major U.S. as well as Canadian broadcasting networks. Created in-house by Northern College employees, the spots used an aspirational approach to underpin them, positioning an education at Northern College alongside a larger community attractive strategy complete with invigorating Northern views. Choosing to highlight a broader take on the attainment of a beautiful life in Northern Ontario and what the region has to offer in terms of augmenting quality of life, the commercials were well received.

### **CANADA'S KINDEST COLLEGE**

In 2021, Northern College made the bold decision to trademark itself as 'Canada's Kindest College.' This intentional decision to highlight kindness as key to the creation of a welcoming learning and working environment,

served the purpose of being inclusive and inviting while cementing something that Northern had already become known for. Building upon this worthwhile foundation, the Northern College family continues to work diligently to put students first and capitalize on the advantages that are associated with an affirmed and supported student body.

### **TRANSPARENT, ENGAGING AND INFORMATIVE COMMUNICATIONS**

In 2021, Northern College created a singular email that would allow major communications pieces from a centralized address to be distributed to and received from across the organization. The Communications@Northern inbox served to inform the wider college community of important information regarding Covid protocols, important events, invitations for participation in events and initiatives, and to field questions or concerns from staff, faculty, and, at times, students and community members. Since its creation, the inbox has served to address over 1,000 inquiries from Northern College staff in a timely and friendly manner.

### **LISTENING TO DIVERSE VOICES – SOCIAL MEDIA AT NORTHERN**

The positive impact of being inclusive is seen in our increasingly global world. Northern College is embodying a greater number of Equity, Diversity, and Inclusion (EDI) principles into its social media presence to create welcoming moments for students, prospective students, families, and community members. Between lockdowns, halting global supply chains, and labour shortages, diverse consumers have had more urgent questions for colleges than ever before.

Prospective students have discovered that they can get answers to questions more conveniently using social media. Over the past year, Northern College expanded the ways in which it connected with prospective and current learners online. LinkedIn was the most engaged platform with 8.4K followers, with Facebook coming in second at 6.7K, Instagram at 4.3K follows, and Twitter at 3K followers.

For Northern College, this highlights the essentiality of incorporating social media listening into its everyday operations which allows the organization to build a solid understanding of exactly how its audience and potential customers think about the College. The approach taken has all come together to demonstrate the fact that substantially increased social media engagement is one of the many ways in which Northern College is making an impact across the region.

### **INCREASED POSITIVE PRESENCE IN TRADITIONAL MEDIA**

A large and growing number of positive press stories about Northern College reached the national sphere last year, resulting in an increased organizational profile. Often making top ten lists on both Colleges Ontario and Academica's Top Ten, Northern continued to shine bright with stories of hope, inspiration, excellence and achievement throughout the year. These mentions helped to highlight the good things happening in Northeastern Ontario because of the presence of a post-secondary institution here and strengthened our brand image as an appealing choice for local and out-of-catchment learners.


## INDIGENOUS ROLE MODELS

Recently, Northern College implemented an Indigenous Role Models campaign across all digital platforms, in collaboration with Indigenous Services and Initiatives in the region. The initiative was well received in the community, with online activity building pride and engagement. Supporting other in-community initiatives, such as Public Health, food security and training programs, and keeping in touch with previous employees continues to be a key way in which Northern College supports northeastern Ontario through social media.

Mental health initiatives shared through social media and outreach are an increasingly important part of supporting students and employees through the pressures of a pandemic as support networks are key to keeping equity, diversity and inclusion at the forefront of all that we do.

## INDIGENOUS STUDENT RECRUITMENT

Along with the above, the Indigenous Recruiter at the College participated in the Aboriginal Post-Secondary Information Program (APSIP) tour with various colleges and universities across the province to promote the College to potential Indigenous students. This tour is similar to the College Information Program (CIP) student recruitment tour across the province, taking place during the Fall and Winter terms. The Indigenous Recruiter participated in Skills Ontario presentations for Indigenous Students looking at trades. Talks at high schools and friendship centres also took place, as did campus tours dedicated to prospective learners who are Indigenous.



**Welcome to Northern College!**

We are excited to open our doors and have you visit.  
Book your personal tour today!


Learn more about our College programs, our staff, services, and the amazing opportunities that await you.

Find out about the Proud to Be Northern Entrance Awards for first year students worth \$1,000 to \$1,500.

Visit our website [northerncollege.ca](http://northerncollege.ca) for more information.

**We look forward to seeing you soon!**

PROUD TO BE NORTH. PROUD TO BE NORTHERN.



## VIRTUAL AND IN-PERSON RECRUITMENT

With Proud to be Northern Entrance Awards approved for a value of \$1,000 to \$1,500 for all potential students, recruiters started to really push this great incentive with their networks, student leads, and in marketing, advertising and promoting.

COVID-19 prevented the College from attending schools in person, but there were substantial virtual efforts made in visits and presentations in communities. The Northern College Recruitment team strove to connect with a wide variety of potential learners in multiple regions through diverse mediums throughout the academic year. This regularly included a number of tours, presentations, panels, events, fairs, and touch-ins.

## ACTIVITIES AND EVENTS ATTENDED

Some events attended for 2021-22 included Skills Ontario, college and university Canada-wide recruitment fairs, and multiple school board fairs with Ottawa-Carleton and Pearson English School Boards in Quebec. Northern College recruiters were also able to participate at their first in-person event since the pandemic began, at the Toronto Sportsmen's Show. This was a 4-day event held in March 2022 at the Toronto Convention Centre.

Recruitment also joined together as a team across the College in presentations with DSB1 Grade 10 students about College campuses, programs and services for the School College Work Initiative (SCWI) in May and June. These opportunities all allowed the organization to increase its presence as a potential location for future schooling at the post-secondary level for attendees, thereby boosting enrolment.

## COLLEGE MONDAYS

During the COVID-19 pandemic, recruiters at Northern joined Ontario Colleges' "College Mondays" in which all colleges participated in virtual panels and breakout rooms for prospective students. Thanks to this shift to a virtual format as well as an expanded Northern College recruitment team, the number of schools at which Northern College had a presence, tripled.

## COLLEGE DIALOGUES

College recruiters also attended various virtual events and fairs throughout the spring, including College Dialogues with videos on [ontariocolleges.ca](http://ontariocolleges.ca) that allowed colleges to have four-minute videos online to promote college programs and services. Colleges do panels with guidance counselors across the province for this event in which they present and talk to programs, services, and bursaries to entice a growing number of learners.

## OPEN HOUSES

An online Virtual Open House took place in April of 2021 with College-wide representation from all campuses in Recruitment, Admissions, Senior Management, Deans/Faculty and Support Services. Breakout rooms were made per program to allow prospective students to connect with faculty, to speak to Financial Aid Officers (FAO's), learn about Residence, and enter to win enticing Apple Prize Packs by showing an interest in exploring attending college at Northern.

Another Open House, hosted in November, was the first of its kind for Northern, and took place in the Fall with another Apple package draw prize with an iPad, Smart Watch and Ear Buds won by a now confirmed/registered Vet Tech student from the Pembroke, Ontario area.







## NORTHERN CALLING

Recruiters, along with support and administrative staff, made “Congratulation Calls” to students who had received an offer of acceptance to Northern College. Over 700 calls were made, making the outreach an impactful way to connect with prospective learners and their families. Employees from all across the organization participated in this impactful phoning campaign, each calling ten applicants each. The President of the College, along with the Senior Management Team (SMT), also participated in making the calls and having conversations with those considering Northern.

## SUSTAINING BRAND PRESENCE AND ALIGNMENT

Northern College was able to implement a new, more consistent approach to its marketing efforts over the past year, moving the area from a reactionary position to an anticipatory one. With the newly created position of Marketing Coordinator receiving marketing requests, the existing creative team was placed into a position to solely focus on content creation and consistency.

The creation of a marketing calendar ensured major campaigns and annual pushes were met throughout the academic and recruitment cycle. This closer coordination with other areas of Northern College resulted in successful and far-reaching campaigns, broader advertising reach and a higher level of consistent advertising demonstrating a strong Return on Investment (ROI) on various media platforms.

## GLOBAL IMPACTS OF PANDEMIC ON INTERNATIONAL STUDENT NUMBERS

International recruitment is gradually recovering from the pandemic with an increase in applications and confirmation numbers in the past academic year. However, there still has been a significant delay in the IRCC (Immigration, Refugee and Citizenship Canada)’s processing system for international students’ visas. By the start of the winter 2022 semester, about a third of all international students were approved in their visa status in time for the start of their learning in Canada.

Regardless of international education market recovery, most of Northern’s international students are from Northern India. To implement our goal of international student diversification and to expand Northern’s international student recruitment markets, the College engaged a third party at the end of last December to hire three in-country representatives to assist in the recruitment of international students from Southeast Asia, Latin America and Africa.

## INTERNATIONAL DIVERSIFICATION

By the end of March 2022, Northern engaged the help of an in-country representative in Philippines to promote and recruit students for our college in Southeast Asia. The College also engaged a recruitment representative in Mexico to promote and recruit students in Latin America. The African recruitment representative will be in place once the scheduled interviews are done.

The International students at Northern contribute to the well-being and strength of the community work force, as well as bring diversity to Northern in a variety of ways, which the College both recognizes and appreciates.

## **BRAIDING INDIGENOUS TEACHINGS AND PERSPECTIVES WITHIN PROGRAMS**

Northern College's Northern Training Division has demonstrated innovative ways to merge education with traditional Indigenous teachings and perspectives with the support of the Indigenous communities, Elders, and several James Bay Coast partners. Teams along the James Bay Coast delivered its first-ever Community-Based Paramedic Program and a Personal Support Worker Program exemplifying Northern College's response to the growing shortage of skilled workers in the healthcare field. The implementation of Cree medical terminology is one of the unique features of these programs and reflects the more than 15,000 residents from the area who speak this language. Teams also delivered an Indigenous Pathway to Trades program, incorporating homeland knowledge, renewable energies, and introductory knowledge of various trades.

The success of such initiatives was evident this year, as the Moosonee campus celebrated its largest graduating class to date! Finally, a new land-based healing project was delivered in partnership with Keepers of the Circle and Wahshtaywin. This project demonstrated out-of-the-box thinking by customizing programming to incorporate Indigenous teachings, and a wellness journey of self-reflection while learning hands-on construction skills.

## **BROADENING NEW PARTNERSHIPS AND SERVICES**

Northern College continues to build new partnerships which benefit various sectors, regions, and its students. In the region, a collaboration with Keepers of the Circle benefited over 300 people with access to funded training. The initiative further established a long-term collaboration to support the delivery of mobile trades training in communities.

In Northwestern Ontario, the Sioux Lookout Friendship Accord invited Northern Training Division and the Haileybury School of Mines to partner for the creation of the Sioux Lookout Mining Centre of Excellence. Programming offered through this partnership included Mining Essentials, Underground Hard Rock Miner Common Core, Surface Diamond Driller Assistant Common Core, Environmental and Field Monitor, and AZ Professional Driver. The Centre also supported introductory trades training, Culinary Service and Support Worker Programs, as well as other hospitality sector training, all critical to the mining industry.

Over 227 students, 60% of whom were women, 45% Indigenous and nearly 30% youth, benefited from the collaboration, which included 26 partners and 20 employers. Other important partnerships nurtured this year included the support of the Ministry of Labour, Training and Skills Development, and several health and long-term care employers. Thanks to their support, over 500 Northern College students will receive funded training to work in Personal Support Worker, Personal Support Worker Assistant, Healthcare Support Service Worker, and Food Service Worker roles. Additionally, services provided by Community Employment Services have been expanded

to Moosonee and its surrounding area. This allows the College to work with clients and businesses to support training and education through to employment in the region.

Throughout this process, Northern College continues to build partnerships with businesses and organizations across the region to support community-based programs and fill labour market needs. An example of such collaboration is the Weeneebayko Area Health Authority (WAHA) partnership, which incorporates mentoring, teaching, and access to facilities where WAHA welcomes paramedic students. The success of this partnership is evident, with eight graduates having the opportunity to work and reside in the James Bay Coast Area.

### **BREAKING BARRIERS TO SUPPORT ACCESS TOWARDS EDUCATION**

The COVID-19 pandemic has created many restrictions and barriers to learning. However, Academic Upgrading learners at Northern College have been able to take advantage of

both in-class and online learning. The “hybrid” delivery model provides learners who require face-to-face support with the opportunity to continue their studies both in the classroom and at home. The change in delivery was established following the College’s COVID-19 protocol when a maximum of 10 learners and one instructor were permitted in the classroom at one time. All programming and resources, including virtual science labs, remained available 24 hours a day through the College’s Blackboard Learn platform.

Instructors are available through email, Zoom, and Blackboard Collaborate. Northern College’s Academic Upgrading team also supported the needs of learners who did not have suitable digital technology by providing laptop loans and internet upgrades. This enabled learners who once faced technological barriers to proceed with their studies. As staff continuously brainstormed and innovated to ensure that the individual needs of learners were met despite the effects of the pandemic, it remains a great time to be a learner in a Northern College Academic Upgrading program.



# DELAYS DUE TO GLOBAL PANDEMIC

The College completed most of the goals it set out to achieve, which was remarkable on several fronts considering all of the challenges with COVID-19 over the past year. However, a small number of these projects could not be completed due to supply chain delays as well as limited access to communities experiencing high COVID-19 outbreaks.

As a result, work continues on these initiatives across all campuses, including master planning, construction work involving renovations in Haileybury and Moosonee, and the Indigenous Sacred Garden on the Timmins campus.

## VETERINARY SCIENCES CENTRE EXPANSION

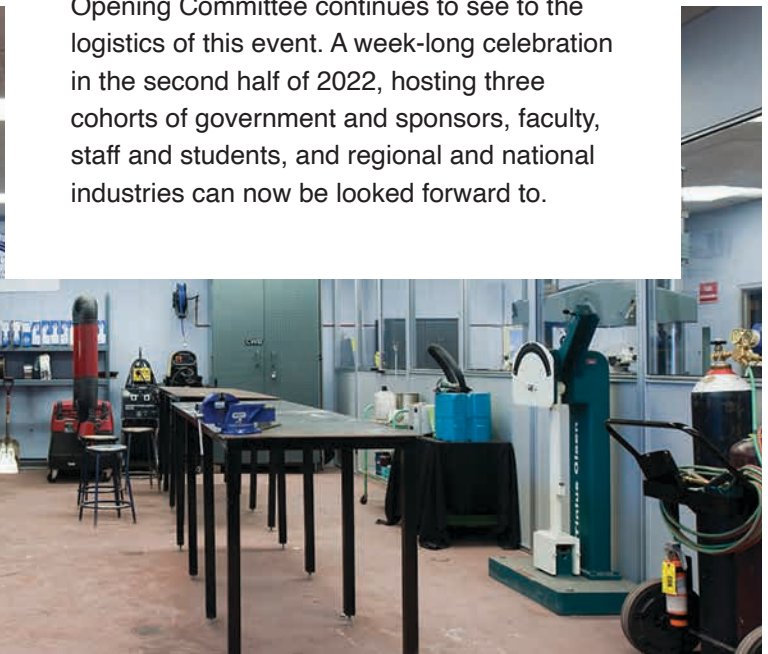
At times, the barriers to learning are found in our physical environment. Such barriers will soon be removed at Northern College's Haileybury

Campus through the campus' Veterinary Sciences Centre expansion. Although delayed due to the pandemic, preparation for a tender for its construction will be issued in 2022, with construction of the new project is anticipated to begin during summer 2022.

The expansion supports the three programs that use the necropsy room: the College's well-regarded Veterinary Technician program, and the Wildlife Rehabilitation and Companion Animal Physical Rehabilitation programs which are unique in Canada.

## INNOVATING ACROSS THE NORTH

The College's new Innovation Hub will open many doors to learning in the near future. While its Grand Opening scheduled for June 2021 was slowed by the continued impact of the COVID-19 pandemic as well as by change in the Innovation Hub's leadership, the I-Hub's Grand Opening Committee continues to see to the logistics of this event. A week-long celebration in the second half of 2022, hosting three cohorts of government and sponsors, faculty, staff and students, and regional and national industries can now be looked forward to.



# CONCLUSION

## **WHAT DID COVID TEACH US?**

During the second year of a global lock down and disruptions to almost all aspects of society, the College saw some definite gains despite the uncertainty posed by a global pandemic.

The College was able to continue to deliver its primary activities despite work-from-home orders, it was there for other organizations needing guidance and supports, and it increased its outreach and support to students and employees enduring the ramifications of a changed world.

Working together collaboratively across the organization and the region, major impactful projects were successfully launched to help train the work force, a greater number of positive news stories about the College made their way across the nation, and Northern College continued to grow its strengthening brand presence in the region and across the province.

As we reflect on a difficult year for many, we are grateful for the lessons learned, the moments experienced together, and are hopeful for a post-pandemic future that sees an even larger number of learners come to Northern and choose to fulfill their dreams and career goals here in Northeastern Ontario, Canada.



# APPENDICES

# APPENDIX A

## AUDITED FINANCIAL STATEMENTS

Approved by the Northern College Board of Governors on June 14, 2022.

### Management's Responsibility for Financial Reporting

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

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

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

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

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



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Mitch Dumas  
Senior Vice President, Corporate Services



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## 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, 2022
- the statement of operations and changes in net assets for the year then ended
- the statement of remeasurement gains and losses for the year then ended
- the statement of cash flows for the year then ended
- and the notes 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, 2022, 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.





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

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

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

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

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

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

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

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

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

We also:

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

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



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- 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 signature is written in a cursive, slightly slanted style. Below the signature is a horizontal line that starts under the 'K' and ends under the 'P'.

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

June 14, 2022

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Statement of Financial Position

March 31, 2022, with comparative information for 2021

	2022	2021
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 120,260,038	\$ 119,229,168
Investments (note 2)	15,799,638	7,301,028
Accounts receivable	4,525,167	1,501,991
Grants receivable	1,451,531	1,918,101
Inventories and prepaid expenses	338,166	332,487
	<u>142,374,540</u>	<u>130,282,775</u>
Long-term investments (note 2)	32,000,000	-
Capital assets (note 3)	54,915,436	54,299,037
	<u>\$ 229,289,976</u>	<u>\$ 184,581,812</u>
<b>Liabilities and Net Assets (Deficit)</b>		
Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 75,093,189	\$ 50,546,804
Vacation and leave payable (note 5)	2,141,458	2,231,475
Deferred contributions (note 7)	20,830,941	15,087,360
	<u>98,065,588</u>	<u>67,865,639</u>
Employee future benefit (note 5)	1,286,000	1,252,000
Deferred capital contributions (note 8)	36,657,829	36,279,727
	<u>136,009,417</u>	<u>105,397,366</u>
Net assets (deficit):		
Unrestricted:		
Operating	5,906,723	5,152,979
Employment-related	(3,427,458)	(3,483,475)
Capital (note 9)	18,257,607	18,019,310
Restricted and endowment (schedule)	71,989,605	58,903,429
	<u>92,726,477</u>	<u>78,592,243</u>
Accumulated rereasurement gains	554,082	592,203
	<u>93,280,559</u>	<u>79,184,446</u>
Commitments (note 12)		
Contingency (note 14)		
Guarantees (note 15)		
	<u>\$ 229,289,976</u>	<u>\$ 184,581,812</u>

See accompanying notes to financial statements.

On behalf of the Board:



Chair, Board of Governors

Doug Walsh



President, Chief Executive Officer

Dr. Audrey J. Penner

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Operations and Changes in Net Assets (Deficit)

Year ended March 31, 2022, with comparative information for 2021

	Unrestricted		Equity in capital assets	Restricted and Endowment	2022 Total	2021 Total
	Operating (Schedules)	Employment- related				
Revenue:						
Grants	\$ 24,784,205	\$ -	\$ -	\$ -	\$ 24,784,205	\$ 22,223,291
Tuition fees	8,958,667	-	-	-	8,958,667	11,444,665
Ancillary	2,168,436	-	-	-	2,168,436	2,172,000
International programs and other	28,713,314	-	-	-	28,713,314	28,992,002
Amortization of deferred capital contributions (note 8)	-	-	2,616,025	-	2,616,025	2,385,095
Restricted	-	-	-	310,458	310,458	1,018,367
Investment income	2,784	-	-	1,934,446	1,937,230	1,445,696
	64,627,406	-	2,616,025	2,244,904	69,488,335	69,681,116
Expenses:						
Academic	29,015,121	-	-	-	29,015,121	24,286,071
Administration	6,790,743	-	-	-	6,790,743	5,811,088
Student services	6,786,987	-	-	-	6,786,987	6,349,949
Plant and property	2,501,047	-	-	-	2,501,047	2,462,319
Community services	525,977	-	-	-	525,977	481,069
Employment training programs	2,831,328	-	-	-	2,831,328	2,694,840
Ancillary	2,244,765	-	-	-	2,244,765	2,100,334
Amortization of capital assets	-	-	3,782,474	-	3,782,474	3,525,347
Restricted	-	-	-	1,007,956	1,007,956	865,305
Employee future benefits (recovery)	-	(56,017)	-	-	(56,017)	23,722
	50,695,968	(56,017)	3,782,474	1,007,956	55,430,381	48,600,044
Excess (deficiency) of revenue over expenses	13,931,438	56,017	(1,166,449)	1,236,948	14,057,954	21,081,072
Net assets (deficit), beginning of year	5,152,979	(3,483,475)	18,019,310	58,903,429	78,592,243	57,368,171
Endowment contributions	-	-	-	76,280	76,280	143,000
Transfer of capital assets (note 9)	(477,694)	-	1,404,746	(927,052)	-	-
Transfer to restricted funds	(12,700,000)	-	-	12,700,000	-	-
Net assets (deficit), end of year	\$ 5,906,723	\$ (3,427,458)	\$ 18,257,607	\$ 71,989,605	\$ 92,726,477	\$ 78,592,243

See accompanying notes to financial statements.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Statement of Remeasurement Gains and Losses

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Accumulated remeasurement gains (losses) at beginning of year	\$ 592,203	\$ (320,715)
Realized losses attributable to:		
Equity investments	(173,909)	(39,734)
Unrealized gains attributable to:		
Equity investments	135,788	952,652
Net remeasurement gains (losses) for the year	(38,121)	912,918
Accumulated remeasurement gains at end of year	\$ 554,082	\$ 592,203

See accompanying notes to financial statements.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Statement of Cash Flows

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 14,057,954	\$ 21,081,072
Adjustments for:		
Amortization of deferred capital contributions	(2,616,025)	(2,385,095)
Amortization of capital assets	3,782,474	3,525,347
Net remeasurement gain (losses) for the year	(38,121)	912,918
Increase in employee future benefits	34,000	4,000
	<u>15,220,282</u>	<u>23,138,242</u>
Changes in non-cash working capital (note 13)	21,894,083	(11,661,011)
	<u>37,114,365</u>	<u>11,477,231</u>
Financing activities:		
Endowment contributions	76,280	143,000
Deferred contributions	5,743,581	(5,027,766)
	<u>5,819,861</u>	<u>(4,884,766)</u>
Capital activities:		
Purchase of capital assets	(4,398,873)	(7,433,700)
Deferred capital contributions	2,994,127	1,871,793
	<u>(1,404,746)</u>	<u>(5,561,907)</u>
Investing activities:		
Proceeds on disposition of investments	4,659,424	525,372
Purchase of investments	(45,158,034)	(1,751,147)
	<u>(40,498,610)</u>	<u>(1,225,775)</u>
Net increase (decrease) in cash	1,030,870	(195,217)
Cash and cash equivalents, beginning of year	119,229,168	119,424,385
Cash and cash equivalents, end of year	<u>\$ 120,260,038</u>	<u>\$ 119,229,168</u>

See accompanying notes to financial statements.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

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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, 2022

## 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, 2022

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## 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, 2022

## 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	2022	2021
Canadian and foreign equities	Level 1	\$ 4,428,310	\$ 3,746,106
Fixed income	Level 2	2,969,505	–
Pooled funds	Level 2	401,823	–
Bonds	Level 1	–	3,554,922
Guaranteed investment certificate	Level 1	8,000,000	–
		<b>\$ 15,799,638</b>	<b>\$ 7,301,028</b>

The long-term investments include a guaranteed investment certificate in the amount of \$32 million bearing interest at 1.58% with a maturity date of April 14, 2026.

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 \$5,792,164 (2021 - \$5,715,884) which are externally restricted for endowments as detailed in the Schedule of Continuity of Restricted and Endowment Funds.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

### 3. Capital assets:

	Cost	Accumulated Amortization	2022 Net Book value	2021 Net Book Value
Land	\$ 369,570	\$ –	\$ 369,570	\$ 369,570
Buildings	66,507,870	31,848,815	34,659,055	35,969,191
Site improvements and betterments	18,944,510	2,442,386	16,502,124	13,318,762
Leasehold improvements	866,897	866,897	–	–
Furniture and equipment	30,542,119	27,157,432	3,384,687	4,641,514
	<u>\$ 117,230,966</u>	<u>\$ 62,315,530</u>	<u>\$ 54,915,436</u>	<u>\$ 54,299,037</u>

### 4. Accounts payable and accrued liabilities:

	2022	2021
Trade and other	\$ 74,483,575	\$ 50,047,855
Payroll related liabilities	609,614	498,949
	<u>\$ 75,093,189</u>	<u>\$ 50,546,804</u>

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

## 5. Employment related obligations:

	2022	2021
Vacation and leave payable	\$ 2,141,458	\$ 2,231,475
Non-pension post-employment obligations	\$ 296,000	\$ 330,000
Sick leave benefits - vesting	46,000	-
- non-vesting	944,000	922,000
	\$ 1,286,000	\$ 1,252,000

### Vacation and leave payable

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

### Employee Future Benefits

#### 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, 2022. 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:

	2022	2021
Non-vesting sick leave:		
Accrued benefit obligation	\$ 928,000	\$ 955,000
Unamortized actuarial gain (loss)	16,000	(33,000)
Total sick leave benefit entitlement liability	\$ 944,000	\$ 922,000

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

## 5. Employment related obligations (continued):

	2022	2021
Current service cost	\$ 79,000	\$ 95,000
Interest on accrued benefit obligation	17,000	16,000
Benefit payments	(104,000)	(109,000)
Unamortized actuarial gain	(75,000)	(26,000)
Sick leave benefit recovery	\$ (83,000)	\$ (24,000)

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% (2021– 0% - 26.2%) and 0 to 51.0 days (2021 – 0 to 51.0 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, 2022.

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:

	2022	2021
Accrued benefit obligations	\$ 363,000	\$ 389,000
Fair value of plan assets	(98,000)	(91,000)
Funded status – plan deficit	265,000	298,000
Unamortized actuarial loss	31,000	32,000
Employee future benefits liability	\$ 296,000	\$ 330,000

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

## 5. Employment related obligations (continued):

	2022	2021
Current service cost	\$ 2,000	\$ 2,000
Interest on accrued benefit obligation	1,000	1,000
Experience (gains) losses	(24,000)	39,000
Benefit payments	(2,000)	(2,000)
Amortized actuarial gains	(3,000)	(3,000)
<b>Employee future benefits expense (recovery)</b>	<b>\$ (26,000)</b>	<b>\$ 37,000</b>

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

	2022	2021
Discount rate	1.70%	1.70%
Dental benefit cost escalation	4.0%	4.0%
Medical benefits cost escalation:		
Hospital and other medical drugs	4.0%	4.0%
Drugs	6.29% decreasing To 4.0% in 2040	6.42% 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, 2022 (2021 - \$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, 2022

**7. Deferred contributions:**

	2022	2021
Student tuition fees	\$ 19,172,816	\$ 12,500,678
Externally restricted donations	217,111	107,125
Expenses for future periods	1,441,014	2,479,557
	<u>\$ 20,830,941</u>	<u>\$ 15,087,360</u>

Details of the continuity of these funds are as follows:

	2022	2021
Balance, beginning of year	\$ 15,087,360	\$ 20,115,126
Additional contributions received	20,348,805	14,458,905
Amounts taken into revenue	(14,605,224)	(19,486,671)
Balance, end of year	<u>\$ 20,830,941</u>	<u>\$ 15,087,360</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:

	2022	2021
Balance, beginning of year	\$ 36,279,727	\$ 36,793,029
Additional contributions received	2,994,127	1,871,793
Amounts amortized into revenue	(2,616,025)	(2,385,095)
Balance, end of year	<u>\$ 36,657,829</u>	<u>\$ 36,279,727</u>

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

## 9. Capital fund:

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

	2022	2021
Capital assets	\$ 54,915,436	\$ 54,299,037
Amounts financed by:		
Unamortized deferred capital contributions	(36,657,829)	(36,279,727)
	\$ 18,257,607	\$ 18,019,310

b) Transfer for capital assets:

	2022	2021
Purchase of capital assets	\$ 4,398,873	\$ 7,433,700
Amounts funded by deferred capital contributions	(2,994,127)	(1,871,793)
	\$ 1,404,746	\$ 5,561,907

## 10. Pension plan:

Contributions made by the College during the year amounted to \$ 2,879,378 (2021 - \$2,678,140).

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, 2022 indicated an actuarial surplus of \$4.4 billion.



# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

## 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 – 530; 2021 - 340)	\$ 1,318,813	\$ 812,077	\$ 603,296	\$ 1,527,594
OSOTF II (Bursaries awarded – 87; 2021 - 81)	313,083	174,780	71,539	416,324
OTSS (Bursaries awarded –77; 2021 – 87)	641,942	307,315	69,815	879,442
Other (Bursaries awarded –24; 2021 – 14)	701,700	405,647	55,010	1,052,337
	\$ 2,975,538	\$ 1,699,819	\$ 799,660	\$ 3,875,697

## 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:

2023	\$ 442,030
2024	185,237
2025	108,289
2026	98,337
2027	21,039
	\$ 854,932

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

## 13. Changes in non-cash working capital:

	2022	2021
Decrease (increase) in accounts receivable	\$ (3,023,176)	\$ 707,372
Decrease (increase) in grants receivable	466,570	(122,661)
Increase in inventories and prepaid expenses	(5,679)	(4,439)
Increase (decrease) in accounts payable and accrued liabilities	24,546,385	(12,261,005)
Increase (decrease) in vacation and leave payable	(90,017)	19,722
	<u>\$ 21,894,083</u>	<u>\$(11,661,011)</u>

## 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 26<sup>th</sup> 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, 2022

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## 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 (2021 - \$300,000).

Accounts receivable are comprised of government, student receivables and other receivables. Student receivables are ultimately due from students, and credit risk is mitigated by financial approval processes before a student is enrolled and the highly diversified nature of the student population. Government receivables are ultimately due primarily from 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, 2022 is the carrying value of these assets.

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

**16. Risk management (continued):**

(a) Credit risk (continued):

The amounts outstanding at year end were as follows:

As at March 31, 2022	Current	31 - 60 days	60 - 90 days	91+ days	Total
Grants receivable	\$ 1,451,531	\$ –	\$ –	\$ –	\$ 1,451,531
Accounts receivable	3,261,574	815,874	858,989	435,730	5,372,167
Gross receivables	4,713,105	815,874	858,989	435,730	6,823,698
Impairment allowances	(92,350)	(255,876)	(298,991)	(199,783)	(847,000)
Net receivables	\$ 4,620,755	\$ 559,998	\$ 559,998	\$ 235,947	\$ 5,976,698

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

The maximum exposure to investment credit risk is outlined in note 2 and note 16.

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, 2022

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## 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, 2022, 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 \$27,535 (2021 - \$32,076.).

### (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, 2022, 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 \$442,831 (2021 - \$374,611).

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2022

## 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 (2021 - \$1 million) to cover short-term funding needs. There was no balance outstanding on the line of credit at March 31, 2022 (2021 – \$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, 2022	Within 6 months	6 – 12 months	1 – 5 years	5+ years	Total
Accounts payable	\$ 75,092,717	\$ –	\$ –	\$ –	\$ 75,092,717
Lease commitments	238,112	238,113	638,054	–	1,114,279
	\$ 75,330,829	\$ 238,113	\$ 638,054	\$ –	\$ 76,206,996

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

### (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, 2022

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## 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 \$871,600 (2021 - \$924,528) which has been included in revenue in the statement of operations.

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, 2022

### Restricted Funds

	Balance, March 31, 2021	Additions, transfers and Investment Income	Bursaries and other disbursements	Balance, March 31, 2022
Leaders of Tomorrow	\$ 291,275	\$ 149,219	\$ 22,000	\$ 418,494
Endowment income	2,684,263	1,550,600	777,660	3,457,203
Expendable funds	2,975,538	1,699,819	799,660	3,875,697
J.H. Drysdale Award	128,898	31,830	21,000	139,728
Other	8,954,876	8,439,255	187,296	17,206,835
Ancillary	7,462,230	774,000	306,925	7,929,305
Capital projects and operational initiatives	33,666,003	4,000,000	620,127	37,045,876
	\$ 53,187,545	\$ 14,944,904	\$ 1,935,008	\$ 66,197,441

### Endowment Funds

	Balance, March 31, 2021	Additions	Transfers	Balance, March 31, 2022
OSOTF I	\$ 2,752,800	\$ -	\$ -	\$ 2,752,800
OSOTF II	592,475	-	-	592,475
OTSS	1,041,122	5,000	-	1,046,122
Other	1,329,487	71,280	-	1,400,767
	\$ 5,715,884	\$ 76,280	\$ -	\$ 5,792,164

<b>Total restricted and endowment funds</b>	<b>\$ 58,903,429</b>	<b>15,021,184</b>	<b>1,935,008</b>	<b>\$ 71,989,605</b>
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# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Schedule of Operating Fund Revenues

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Grants:		
Post secondary:		
General operating grant	\$ 4,493,101	\$ 5,571,161
International student recovery	(278,625)	(441,375)
Special support grants	8,285,620	8,251,474
Second Career / WSIB grants	72,306	165,521
Grant for municipal taxation	51,675	55,125
Premise rental grant	151,679	151,679
	<u>12,775,756</u>	<u>13,753,585</u>
Employment and literacy:		
Apprenticeship	1,301,827	715,966
Literacy and Basic Skills	2,400,129	2,416,669
Employment programs	3,099,119	3,000,281
	<u>6,801,075</u>	<u>6,132,916</u>
Special purpose grants:		
Indigenous projects	547,750	476,030
Capital support grants	245,802	185,340
Accessibility grants	383,639	210,913
Daycare	489,985	437,512
OSAP bursaries	111,028	82,779
Other	3,429,170	944,216
	<u>5,207,374</u>	<u>2,336,790</u>
	<u>\$ 24,784,205</u>	<u>\$ 22,223,291</u>
International programs and other:		
Daycare fees	\$ 102,437	\$ 62,417
Rents	199,992	199,992
Contract training	5,268,617	682,452
International programs	21,538,751	26,267,193
Other fees	755,051	678,881
Miscellaneous	848,466	1,101,067
	<u>\$ 28,713,314</u>	<u>\$ 28,992,002</u>

## NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

### Schedule of Operating Expenses by Cost Object

Year ended March 31, 2022, with comparative information for 2021

	Academic	Administration	Student Services	Plant and Property	Community Services	Employment Training Programs	Total 2022	Total 2021
Academic salaries	\$ 13,715,657	\$ -	\$ 11,510	\$ -	\$ -	\$ -	\$ 13,727,167	\$ 12,756,939
Administration salaries	1,452,843	1,843,606	567,189	95,049	-	260,772	4,219,459	3,968,133
Support salaries	3,509,842	1,512,504	2,926,200	803,765	383,626	1,337,632	10,473,569	9,280,360
Stipends and allowances	691,896	-	154,016	-	-	463,867	1,309,779	478,245
Fringe benefits	3,887,988	863,899	945,745	215,545	85,530	424,708	6,423,415	5,824,078
Instructional supplies	2,191,075	11,432	275,700	-	6,382	34,874	2,519,463	2,234,946
Field work	19,620	-	-	-	18,337	-	37,957	15,799
Staff employment	-	35,488	-	-	-	-	35,488	33,907
Professional development	255	41,016	8,776	-	-	9,332	59,379	47,909
Travel	62,936	33,092	65,130	7,704	-	5,645	174,507	131,731
Promotion and advertising	55,962	91,882	863,670	-	-	39,504	1,051,018	1,396,151
Equipment maintenance	22,567	-	-	83,368	-	-	105,935	145,483
Telecommunications	185,375	56,670	147	28	-	28,918	271,138	263,626
Office supplies	69,175	115,120	83,529	1,224	-	10,076	279,124	273,619
Janitorial	-	528,183	-	30,553	102	-	558,838	290,999
Facilities maintenance	-	-	-	250,293	-	-	250,293	194,809
Vehicle	-	-	-	1,790	-	-	1,790	1,236
Insurance	-	560,688	-	-	-	-	560,688	313,907
Bank charges and bad debts	205,319	386,885	83,543	-	-	-	675,747	252,720
Professional fees	19,131	315,288	111,848	-	2,000	1,000	449,267	418,603
Contracted services	2,522,886	365,352	649,637	88,932	-	-	3,626,807	2,150,794
Utilities	15,624	-	-	834,596	-	-	850,220	854,653
Municipal taxation	-	-	-	88,200	-	-	88,200	109,500
Rentals	386,970	29,638	40,347	-	30,000	215,000	701,955	647,189
	\$ 29,015,121	6,790,743	6,786,987	2,501,047	525,977	2,831,328	48,451,203	42,085,336
Ancillary expense							2,244,765	2,100,334
<b>Total expenses</b>							\$ 50,695,968	\$ 44,185,670

# NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Schedule of Ancillary Revenue and Expenses

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
<b>Bookstore Operations</b>		
Revenue	\$ 44,709	\$ 71,849
Operating expense	39,024	14,699
<b>Excess of revenue over expense</b>	<b>\$ 5,685</b>	<b>\$ 57,150</b>
<b>Student Residence Operations</b>		
Revenue:		
Rent	\$ 266,430	\$ 311,035
Service charges	29,872	22,455
	296,302	333,490
Expense:		
Operating	443,382	414,169
<b>Deficiency of revenue over expense</b>	<b>\$ (147,080)</b>	<b>\$ (80,679)</b>
<b>Parking Grounds Operations</b>		
Revenue	\$ 683	\$ -
Operating expense	110,943	79,904
<b>Deficiency of revenue over expense</b>	<b>\$ (110,260)</b>	<b>\$ (79,904)</b>
<b>Ancillary Facilities Operations</b>		
Revenue	\$ 1,826,742	\$ 1,766,661
Operating expense	1,651,416	1,591,562
<b>Excess of revenue over expense</b>	<b>\$ 175,326</b>	<b>\$ 175,099</b>

# APPENDIX B

## 2021-2022 NORTHERN COLLEGE BOARD OF GOVERNORS

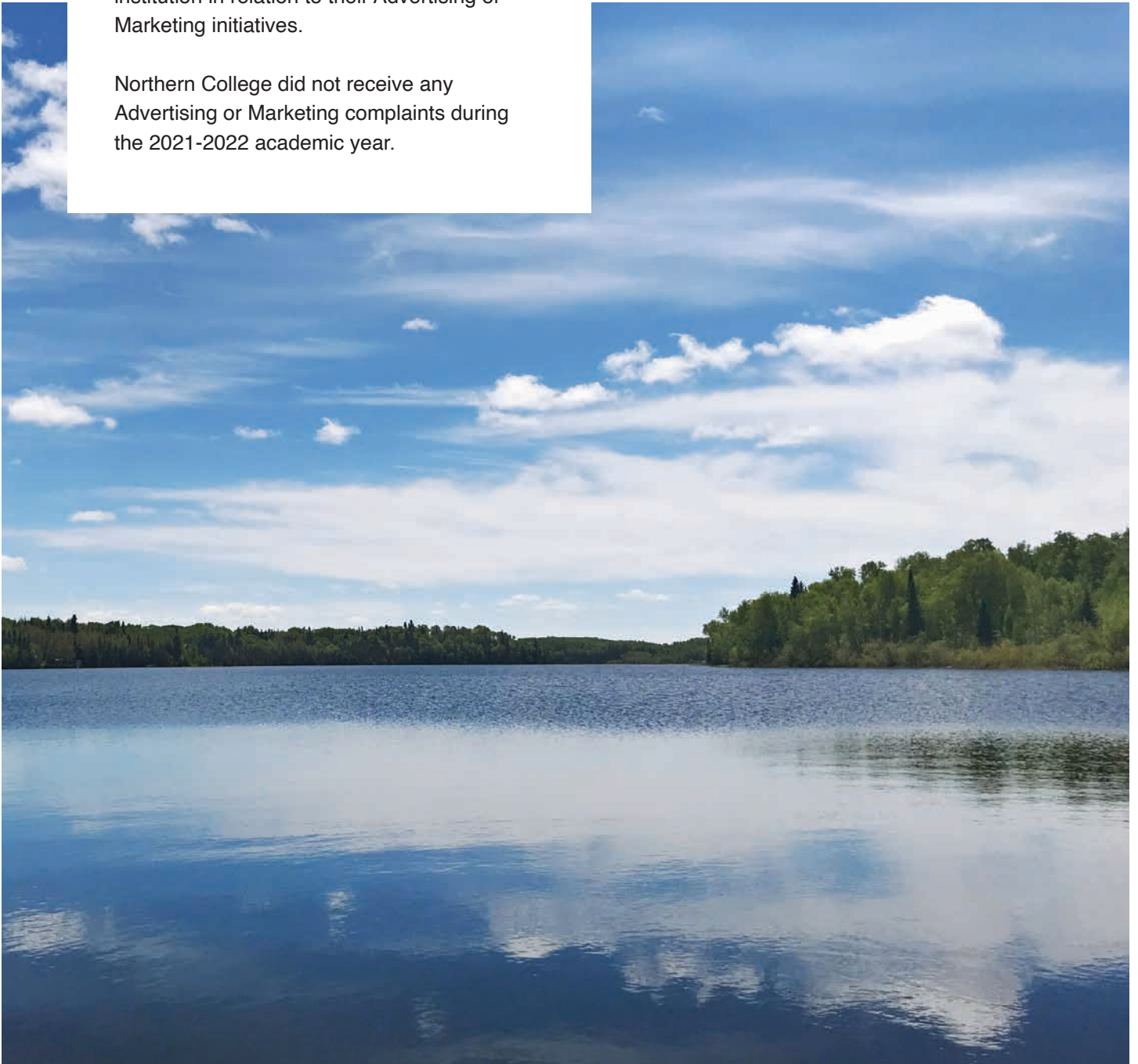
	Office	Board Member	Region
<b>Executive</b>	<i>Chair</i>	Doug Walsh	Haileybury
	<i>First Vice-Chair</i>	Carly Stringer	Porcupine
	<i>Second Vice-Chair</i>	Jeff Molyneaux	Kirkland Lake
	<i>Governor at Large</i>	Cindy Reasbeck	Kapuskasing
	<i>College President</i>	Audrey J. Penner	
	<i>Academic Representative</i>	Patricia Hamilton	Haileybury
	<i>Administrative Representative</i>	Eric Poulin	Timmins
	<i>Student Representative</i>	Aiko McCormack-Andia	Haileybury
	<i>Support Staff Representative</i>	John Harrington	Haileybury
		André Robichaud	Kapuskasing
		Cathy Ellis	Iroquois Falls
		Helene Studholme	Kirkland Lake
		Ken Wojtus	Timmins
		Lillian Trapper	South Porcupine
		Lynne Innes	Moosonee Factory
		Mike Metatawabin	Timmins
		Rod Mathews	New Liskeard
	<i>Executive Assistant to the Board</i>	Debbie Nankervis (Sept 2021-Apr 2022)  Leslie Hanes (May 2022- Aug 2022)	
	<i>Treasurer</i>	Mitch Dumas	

# APPENDIX C

## SUMMARY OF ADVERTISING AND MARKETING COMPLAINTS

All publicly funded colleges in Ontario are to document any complaints voiced to the institution in relation to their Advertising or Marketing initiatives.

Northern College did not receive any Advertising or Marketing complaints during the 2021-2022 academic year.



## APPENDIX D

# GIVING

## AN ANNUAL REPORT FOR THE FOUNDATION

### 2021-2022

### TERRITORY ACKNOWLEDGEMENT

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

## YEAR IN REVIEW: A MESSAGE FROM THE FOUNDATION



Access to education is incredibly important to all of us at Northern College. It is firmly rooted in our strategic directions, but more than that, it reflects our commitment to education for everyone, regardless of their story and their circumstances. We view education as a great equalizer, as it creates opportunity not only in the job market but in building the confidence of our students to prepare them to tackle life and the world at large.

New and continued community partnerships have been of value to both the College and our partners, creating win-win situations that strengthened the North and fulfilled our mission of building community.

Delegations to communities where our campuses are located informed local Town Councils of the activities and updates of the College. Led by Dr. Penner, these sessions included plans for post-Covid and other areas of interest.

2021 marked a transformative year for the Northern College Foundation as it worked to position itself as a modern, accessible and student-focused area of the College.

To achieve a modernization plan within a very short timeframe, the Foundation sought out meaningful partnerships with third-party contractors who are experts in their area.

Through these partnerships with Salesforce, WDCI – Rio Solutions and Cloudstack, the Foundation was able to streamline its methodology and approach to resource management, student applications, data tracking and accessibility. Within a few short months, the Foundation was able to unveil a new digital, online SBA portal which replaced the outdated Oracle system, resulting in a 65 percent increase in SBA applications.

Students weren't the only beneficiaries of this sweeping modernization plan. The new digital tools that resulted from these partnerships also created a new donor relation and engagement system which allows the Foundation to enhance its ability to communicate, track and engage with our donors and partners, all while providing them with the ability to donate online.

This level of transformation within a single calendar year is unprecedented for the Foundation, but it fundamentally guarantees that this vital area of Northern College can continue to grow and evolve with the times and the student body well into the future.

**Nicole Gingras**  
*Development Officer*  
Northern College  
Foundation

**Susan Hunter**  
*Chief Cultural Officer*  
Northern College  
Foundation

## GIVING: THE PRIMARY FOCUS OF THE NORTHERN COLLEGE FOUNDATION

### FUND PERFORMANCE FOR STUDENT SCHOLARSHIPS, BURSARIES, AND AWARDS

Northern College's Foundation is built upon sound investments that ensure students can continue to receive the financial support that they depend on each year to succeed in their studies.

Over the past year, Northern College saw increases across the board on the performance of both trust funds and endowments.

The majority of the total bursaries awarded, including flow-thru monies, was \$911,095, an increase of 47%, or \$293,095.

Bursaries paid from trust funds amounted to \$799,660, a substantial increase of 38%, or \$218,660.

A growing number of scholarships, bursaries and awards were distributed during the 2021-2022 academic year, with many donors stepping forward to support students of Northern.

Investment returns earned totalled over \$1.9M for the year, a 38% increase over an already-exceptional performance year in 2021-2022.

This past year, 97% of the scholarships, bursaries, and awards given out to students were paid from trust funds, which represented an increase of 3%.



As of March 31, 2022, an overall increase in endowed funds was achieved by \$76,670 due to 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.

### PROVIDING FOR OUR STUDENTS

Throughout 2021 and 2022, Northern College's Alumni and Foundation Office continued its sustained effort to create new revenue streams to fund the hundreds of awards given to students annually. This work to build new relationships and maintain existing ones is a constant point of focus for the department; its success in this effort is reflected in the continued growth of funds made available to students which helps to ensure the success of Northern College students and graduates. These donations are made through monetary contributions and in-kind donations.

Due to the pandemic, on-site award ceremonies were not held. However, interactive mail outs and engaging thank-you videos were created and launched throughout the year. The Foundation also published full page ads in each campus community with the list of award recipients as well as created a high-energy thank you video with the award winners that demonstrated the positive impact of them receiving financial support from donors and the College and its Board.



## **SUPPORTING OUR GRADUATES**

In 2021, a total of \$98,420 in Grad Awards were issued at convocation to 197 graduating students through Northern College's Alumni and Foundation Department. These worthy graduates, who were nominated by faculty and staff, were celebrated via social and traditional media platforms, with ads once again taken out by the department in the local newspapers of each campus community listing every award recipient. This effort to celebrate our grads has become a staple of the graduation season for Northern College.

## **COLLEGE PARTNERSHIP WITH ALGOMA UNIVERSITY BENEFITS STUDENTS**

The Alumni and Foundation department created a five-thousand-dollar entrance award to be made available to those applying for the newly created 2+2 Computer Sciences program offered in partnership with Algoma University. This partnership provides university education to learners in Northeastern Ontario, as well as other benefits as a result of working together. Algoma supported students by donating \$500 to the foodbank around the holidays, which was much appreciated as it helped end student hunger.

## **WELCOME TO THE FAMILY**

Northern College was pleased to announce its partnership with the Child Welfare Political Action Committee (PAC) to create a tuition bursary specifically designed to aid students that are either currently or formerly in extended society care (former Crown Wards).

The creation of these bursaries will allow students who have lived through or are currently living in care additional funding to

support their academic goals, housing and food costs. We hope to make a positive impact on their lives by making every support offered by Northern College available to them during their time studying with us.

As no government statistics exist, some sources estimate that there are approximately 12,000 current and 100,000 former youth in care in Ontario, according to the Child Welfare PAC, a federal not-for-profit promoting better outcomes for youth from care. From age 18 to 21, those in care receive an allowance of approximately \$875 a month. When this support ends, pursuing a postsecondary education becomes increasingly difficult. Northern College seeks to be there for those who have not had family support, as we become their new family.

## **BOARD ENTRANCE SCHOLARSHIPS FOR REGIONAL HIGHSCHOOL GRADUATES**

Thirty Board of Governors Entrance Scholarships were awarded at 18 high schools within the College's catchment area as part of the 2021 graduation season. A total of 30 thousand dollars was given to these deserving students, who are the highest academic achievers in their grade who demonstrate community involvement.

This is the second year in a row that the Board agreed to offer double the usual amount of \$500 per bursary. With the ongoing pandemic, increasing this scholarship has helped provide further support to students looking to study at College. This also helps youth who are strong leaders remain in the region, and as such, is part of a community attraction and retention program across the North.

## ALUMNI PROGRAM SEES INCREASE

In 2021, Northern's Alumni Association continued to expand its partnership with TD insurance, adding TD Life Insurance to its suite of discounted services offered to Alumni members.



The TD Life Insurance program was launched at the end of February 2022 via email, social media and our website. The funds created by this partnership have allowed for more activities for alumni as well as bursary support with the College.

The Alumni Association received a total of \$40,000 in incentives related to those alumni who purchased home and auto insurance. These funds represent double the amount earned last year, demonstrating how popular these products have been with College graduates.

## DIGITAL APPROACHES TO GIVING

2021 proved to be a year of sweeping changes for Northern College's Alumni and Foundation as the small team undertook a comprehensive modernization effort.

Making use of contemporary technologies offered by third-party contractors, the Alumni and Foundation department focused on accessibility and digital alternatives to streamline the bursary application process for students.

The results were immediate and feedback from students was highly positive. In addition to the clear benefit to students,

this modernization effort also served to streamline existing processes for employees, significantly reducing the strain on this small department.

In total, the department was able to issue more than \$750,000 in award money to students, making Northern one of the most financially supportive institutions per student in the province.

Digital approaches were also used for enhancing the ways of donating money to the Foundation to support learners. A highly secured online platform was implemented, providing easier access to donors who seek to establish and give to scholarships, bursaries and awards for students, as well as other project support and in-kind donations.

## SUPPORTING EMPLOYMENT OPPORTUNITIES

### DIGITAL CAREER FAIRS

Three highly interactive Virtual Career Fair events were held in April, demonstrating the strong partnership between Employment Options Emploi and the Alumni Association.

145 students and alumni in total participated in these events, reinforcing the idea that the success of Career Fairs does not depend on in-person events, but rather, connections made. The appeal for students is such that a digital alternative is more than viable when living across the province and wanting access to employers with jobs to offer Northern College grads.

With almost fifty employers on hand to discuss employment opportunities across

the region, Northern College students and graduates were given access to multiple live and on-demand sessions in the virtual platform each day.

Another nine-day Spring Virtual Career Fair Series was then hosted by the Northern College Alumni Association and Employment Options this spring. Close to 80 employers registered for the series with over 120 students, graduates and Employment Options clients attending multiple one-hour sessions.

### VIRTUAL MEET AND GREETS

Working with external partners to provide mutually beneficial opportunities for its students, staff and graduates is always welcomed by the College. Virtual meet and greet events were held to introduce our soon-to-be graduates and alumni with employers who are looking to fill employment needs and also support our program placements.

Some partners who worked closely with the College for their employment needs include Agnico Eagle, Interfor, Hydro One, and Ontario Power Generation. This has helped strengthen and sustain the growing needs of the workforce.

## RECOGNIZING EXCELLENCE

### PREMIER'S AWARDS

The Northern College Alumni Association is very pleased to recognize the achievements and accomplishments of our graduates. The Ontario College Premier's Awards 2021 digital event saw Northern College put forward five nominations in the health

sciences, social services, technology, recent graduates and business categories along with a nomination for the Minister's Lifetime Achievement Award.

Northern College was proud to nominate Seamus Murphy, Christine Madden, Whitney Jardine, Gail Waghorn and Dr. Fred Gibbons for these prestigious awards.

Dr. Fred Gibbons, Past-President of Northern College received the Minister's Lifetime Achievement Award for his contributions to the province in furthering post-secondary education during his tenure.

All nominees, since they were not able to travel for the event as in past years, were recognized by the College's Foundation with a basket of goodies delivered to their homes to help them celebrate.

### COLLEGES AND INSTITUTES CANADA (CICAN)

Recognizing the contributions of Northern College students and employees is always something that the Foundation staff fully embraces.

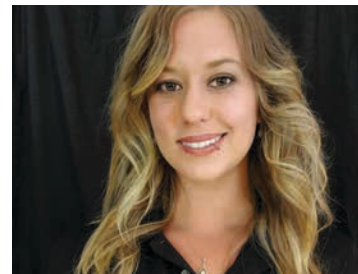
A large number of CICan Excellence Award nominations were put forward this year on behalf of the College,



Seamus Murphy



Christine Madden



Whitney Jardine



Gail Waghorn



Dr. Fred Gibbons

including Nichole Roy (Leadership Excellence for Non-Managerial Staff), Sarah Campbell (Leadership Excellence Award for Managerial Staff), Tanya Spencer Cameron (Leadership Excellence Award for faculty), Oliver Fraser (Leadership Excellence Award for Students) and EDI working group/committee (Excellence in Equity, Diversity and Inclusion).

These individuals went above and beyond to make positive impacts on the institution and in doing so, are legacy makers. Their work on Covid vaccination clinics, mental health initiatives, and supporting a strained health care shortage by instituting programs to train and hire additional workers and has made a substantial impact for the better of countless lives.

### **CICAN PAUL AND GERRI CHARETTE BURSARY**

A first-year Haileybury campus Practical Nursing student is Northern College's nominee for this year's \$5,000 Colleges and Institutes Canada (CICan) Paul and Gerri Charette Bursary.



Northern College student, Jordan Mulder, has overcome significant odds to be attending college, including a learning disability and being a first-generation student. She is the first one in her large family, headed by a single mother, to also complete high school.

The Colleges and Institutes Canada Paul and Gerri Charette Bursary Program provides financial support to college and

institute students who demonstrate financial need and face challenges or barriers to participating in and completing post-secondary education. Students attending colleges or institutes in rural, remote, or northern areas are given preference for the bursaries of up to \$5,000 each. There are 20 bursaries across Canada available this academic year.

## **CONNECTING WITH COMMUNITIES**

### **THANKING COMMUNITY PARTNERS**

In 2021, Northern College's Alumni and Foundation department set about developing an Employer Thank You Incentive Video, developing a series of videos celebrating the local companies who proudly support Northern College students and grads. Each video showcased a local community partner playing a key role in the development of real-world training for Northern College students along with providing employment for Northern Grads.

This campaign was supported with a secondary campaign which saw Northern College Branded 'Proud Community Partner' window decals issued to any local employer wishing to participate. Both campaigns serve to strengthen ties between Northern College and its community partners by celebrating their contributions and offering further opportunities to raise their profile within the Northern College student body.

### **SPONSORING TO SUPPORT THE COMMUNITY**

Throughout 2021, the Northern College Alumni and Foundation department

continued to build on its longstanding history of giving, dedicating funds to sponsoring local initiatives that contribute to student supports, community culture and worthwhile causes that benefit campus communities.

### VAL GAGNE GATHERINGS

Northern College’s Alumni and Foundation department purchased a sign at the Val Gagne Hall again this year to further promote the work it does to connect community members.



### GOLFING

Northern College and the Foundation also participated in the Timmins Chamber of Commerce’s Annual Golf Tournament, sponsoring one employee team to compete in the event. Staff were welcomed to sign up to participate and recruiters were provided with space to promote the College.

### YOUTH SUPPORTS

Northern College continues to grow its partnership with the Youth Wellness Hub, a Timmins based not-for-profit that specializes in providing after-school programming to youth, offering camaraderie, learning opportunities and essential supports for youth in need.

### FUNDING FRANCOPHONE FUN

Northern College and its Alumni and Foundation office donated five thousand dollars to the La Ronde Cultural Centre’s efforts to fundraise for the construction of a new facility, following a catastrophic fire in 2015.

### EVERYONE LOVES A PARADE

Northern College partnered with the Timmins Community Park Association float in the Downtown Timmins Christmas Parade, with its mascot North the Moose making an appearance at the event to the great delight of children and their families.

North, the moose mascot, then travelled to Kirkland Lake to participate in their holiday parade on November 26, and was warmly welcomed.



### SKATING SLEIGHS

The Alumni and Foundation Office sponsored two sleighs which serve as part of the attractions offered by the Timmins Community Park Association (TCPA). Happy Sleigh Days, presented by the TCPA and sponsored by Northern College, took place in February and March and were an opportunity for Northern to be acknowledged for our support of two sleighs as the community enjoyed ice skate rentals and rides in the sleighs, as well as a bonfire and free College giveaways.



## LIGHTING UP THE NIGHT

The College participated in a holiday tree lighting event on Saturday, November 20. Northern brought their moose mascot to the event and handed out candy canes to children in attendance to promote good will leading up to the holidays.

## SPREADING GOOD CHEER

The College donated 500 snack bags to the Salvation Army Kirkland Lake/Timmins Chapters. The snack bags had chips and chocolate bars for the children.

## EXPECTING COMPANY

The purchase of event decorating materials for Northern College was facilitated by the Alumni and Foundation Office in 2021, creating a new revenue stream for the college while simultaneously eliminating the need for decoration rentals for college events and the rental of its facilities for various third-party events.

## WINNING PARTNERSHIP RAISES FUNDS FOR STUDENTS

After a brief hiatus due to Covid, the Alumni and Foundation office was able to resume its longstanding partnership with the Timmins Charitable Gaming Association in November of 2021, adding yet another revenue stream to continue offering much needed awards to eligible students.

## HOCKEY IN KIRKLAND LAKE

In an effort to hearken back to the glory days of the Kirkland Lake Campus, the Alumni and Foundation office sponsored a throwback hockey game for the Kirkland Lake Gold Miners in the community, encouraging alumni members to attend. Although delayed due to Covid, planning is continuing for a special celebration of the Northern College hockey team which will include a homecoming alumni event for the Fall of 2022.



## GIFTS RECEIVED

### THOUGHTFUL SUPPORTERS

The College received many donations throughout the year that strengthened us. Some of the many donations we received included:

- An in-kind donation of used code books for the Welding program in Kirkland Lake from Middleby Canada Company valued at just over \$4,000 in late May 2021.
- A donation of dog beds and blankets to further the comfort of those animals housed at the Haileybury Campus Veterinary Technician wing.
- Used vehicles and learning equipment from many citizens and organizations.

### SUPPORTING THE ARTS

In September of 2021, a blanket and tartan presentation event was held featuring Sylvia Martin, a local artist and former professor of the College who donated her time and materials in the making of her special donation. Ms. Martin gifted the College and our President with a blanket she had woven in the College's official tartan design. An outside event with many attendees,



the event celebrated the Porcupine Handweavers and Spinners Guild's 45th anniversary and honoured Sylvia's dedication to the arts in the community. Mayor Pirie was on hand along with President Audrey J. Penner and members of the Guild, the Timmins Art and Culture community and College staff to congratulate Sylvia and present her with a plaque recognizing her contributions.

### **SWEET COLLEGE SUPPORTER**

Long time volunteer and friend of Northern College, Sherri Jones, coordinated a Sweet and Savoury Christmas bake sale during the holiday season of 2021 which generated enough funds towards specific scholarships for student graduating from both Nursing and Personal Support Worker programs that plan to remain in the region after graduation.

## **CREATING LASTING LEGACIES**

Northern College's Alumni and Northern College Foundation Office is dedicated to recognizing the contributions of longstanding members of the Northern College family and honouring them accordingly.

### **HONOURING NORTHERN COLLEGE FACULTY**

The Foundation worked together with faculty member Neal McNair in celebrating the retirement of longstanding faculty

member Lad Shaba, encouraging those attending his farewell party to donate to a bursary in his honour. Dollars were raised allowing the Foundation to establish the Lad Shaba Student Leadership Award which will be issued to students involved in leadership positions within the NCSA at the Timmins, Kirkland Lake and Haileybury Campuses.

Former faculty member Jane Petroni's retirement and establishment of the Ralph (Bob) and Claire Petroni Memorial Bursary raised over six thousand dollars (as of December 2021), creating an endowment fund to support an annual award offered during Convocation beginning in 2022.

Kathy Smith, a retiree in the SSW program, established a bursary entitled the Kathy Smith Follow Your Dreams Bursary as part of her retirement recognition instead of gifts. Monies have been donated to this award to honour Kathy's contributions to Northern during her time with the College.

### **PRESIDENT EMERITUS**

2020 saw the retirement of Dr. Fred Gibbons as President of Northern College after a 10-year tenure at the helm of the institution. In the fall of 2021, Dr. Gibbons was awarded the status of President Emeritus during Northern College's Annual Employee Recognition Awards.

A prestigious award was created with a significant financial contribution from Dr. Gibbons. To commemorate his contributions to Northern, the Integrated Emergency Services Student Commons will be named in Dr. Gibbons honour, with a plaque installed to mark the occasion.



Rachel Chakasim



David Fairies

## COMMEMORATING THOSE WE LOST

### HONOURING CAMPUS ELDERS

In 2021, Northern College's Alumni and Foundation Office honoured longstanding Moosonee Campus Elder, Rachel Chakasim. Turning to the Northern College family members who knew her best, the College commissioned a video celebrating her life and contributions through stories and anecdotes, creating a touching and heartfelt tribute to her life and the impact that she made on all who had the privilege to know her.

A heart-warming retirement video was also created for Timmins campus David Fairies who retired just as the pandemic began and didn't have a chance to be acknowledged.

### FORMER BOARD MEMBER PASSES

Northern College was saddened to learn of the passing of Abe Aidelbaum's on November 25, 2021. Abe served as a member of the Board of Governors (1975-1981) and as Chairman of the Board (1978-1979). In his years of service to the Northern College Board of Governors, Abe was a key contributor to creating the James Bay Education Centre in Moosonee, Ontario.

In lieu of flowers, and upon the request of the family, donations in Abe's memory were made to a student bursary set up at Northern College's Kirkland Lake Campus in honour of the years of service and contributions Abe extended to Northern College.

### CONTINUED PARTNERSHIP

The Ontario Association of Certified Engineering Technicians and Technologists (OACETT) once again continued their partnership with Northern. Charles Boulet's donation of \$5,000 that was subsequently matched by the Fletcher Foundation for another \$5,000, created a total of \$10,000 that was added to Northern's existing OACETT Engineering and Technology Bursary Endowment Fund. The total in the principal with this donation comes to \$83,215.

### GIVING TUESDAY

The Foundation sent out a communication to all staff regarding Giving Tuesday, a national fundraising campaign that took place on November 30. In the email, staff were thanked for their ongoing contributions and support. They were also provided with an option to donate to current initiatives, including the Sherri Jones holiday baking fundraiser, Abe Aidelbaum's Memorial bursary and all other scholarships, bursaries and awards.

### NOVA AWARDS

Northern College External Relations supported the Nova Awards this year by delivering congrats packs on behalf of the Chamber to the award nominees. College employees Sumit Swami, Ursula Rodrique and Cristina Cromeyer delivered the party packs around the city at the beginning in March, with a warm congratulations from the College.

Northern also created a letter of congratulations to each of the Nova Award nominees letting them know of the difference they make to building community and the fact that even having been nominated was an achievement.





## CONCLUSION

The achievements of the Foundation throughout this past year have been substantial, in large part due to the dedication of the staff of one and the donors who made giving happen.

The impacts of these gifts and activities have strengthened everyone.

The Northern College Foundation supports pathways to a better future for youth and adult learners who have experienced challenges to attending post-secondary school. We are dedicated to working with donors and community members who give in support of learners and our post-secondary institution. Barriers to higher education are real for many of those who seek to improve their lives and much support is needed for them to realize success.

This is important work that we do. It will assist students with learning, provide financial supports to sustain them and help set them on the path to success in life, along with all the student supports that are synonymous with an education at Northern College.

This is the continued work of a concerted effort to facilitate more students who have gone through challenges to access postsecondary education in northeastern Ontario.

To make it to college, so many things would have had to go right in a world that does not always support positive learning. This is especially true of learners in rural and remote geographical areas. It is our hope and intention to be there for these learners, welcome them and surround them with the support needed to further their educational and career paths.

Opportunity is the key to ending cycles of poverty and reestablishing pride and a sense of self worth. We're proud to play a role in providing accessible education to those who seek us out, for the betterment of themselves and for the growth and strengthening of Northeastern Ontario.

**Thanks are extended to everyone for your support over the past year with all of these efforts.**

To apply or learn more about the Foundation, please contact Nicole Gingras, Development Officer at [gingrasn@northern.on.ca](mailto:gingrasn@northern.on.ca).



# APPENDIX E







## COLLEGE COUNCIL ANNUAL REPORT

### 1. MANDATE

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

### 2. MEMBERSHIP AND PARTICIPATION

The 2021-2022 Council included 12 core (voting) members and 12 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	
<b>Total Voting Members</b>	<b>13</b>	

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

### 3. MEETINGS

The Council successfully held three virtual meetings this term:

- November 11, 2021
- February 9, 2022
- May 26, 2022

### 4. 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 before 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 various topics including the Digital Transformation Initiative as well as Finance, Business Plan, and Enrollment updates. The College Council forum was also an excellent means to share important COVID-19 updates and College Council members used the opportunity to ask questions and share concerns.

The Strategic Plan Metrics was discussed at the Fall 2021 meeting. Members provided positive feedback including being proud to be part of Northern College and they were excited about the Strategic Plan.

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 communication!

## 5. EFFECTIVENESS

Members' commitment to attend meetings and participation during meetings was exceptional this term. The pandemic has continued to force individuals to use 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.

## 6. 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 2022 and the election process to select new representatives will be initiated in early fall.

**Moved by:** Chantal Bergeron  
**Seconded by:** Amanda Farrow

THAT College Council approves the 2021-2022 Annual Report as presented; and that the report be included in the 2021-2022 Northern College Annual Report to be submitted to the Ministry of Colleges and Universities.



# APPENDIX F

## COLLEGE COUNCIL MEMBERSHIP LIST

Representative	Core	Term Ends August 31	Campus Represented
Teena Bates	Academic	2022	HL/KL
Vacant	Academic	2023	HL/KL
Christine Raycraft	Academic	2023	Timmins/JBEC
Marc Veilleux	Academic	2023	Timmins/JBEC
Eliisa Ollila	Support	2022	KL/HL
Anna Sawicki	Support	2023	KL/HL
Amanda Sutherland	Support	2022	Timmins/JBEC
Amanda Farrow	Support	2022	Timmins/JBEC
Stephane Lefebvre	Admin	2022	All campuses
Chantal Bergeron	Student	2022	Accessibility Services
John-David Solomon	Student(s)	2022	Indigenous Student Association
Aiko McCormarck-Andia	Student	2021	NCSA
Audrey Penner	President & CEO		

Resource Members	
Aaron Klooster	<i>VP Academic &amp; Student Success</i>
Cam McEachern	<i>Ex. Director, Student Serv./Registrar</i>
Sarah Campbell	<i>Dean, Health Sciences &amp; Emergency Services</i>
Doug Clark	<i>Dean, Sciences</i>
David Francis	<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. &amp; Employment Services</i>
Trudy Wilson	<i>Manager of Indigenous Services &amp; Initiatives</i>
Sarah De Pinto	<i>Human Resource Generalist</i>
Susan Hunter	<i>Chief Cultural Officer (CCO)</i>
Mikayla Toyne	<i>Administrative Assistant</i>

# APPENDIX G

# INDIGENOUS UPDATES

2021-2022



NORTHERN COLLEGE  
INDIGENOUS  
PATHWAYS

**N**Northern  
**COLLEGE**  
INDIGENOUS SERVICES  
& INITIATIVES



HONORING ELDER RACHEL

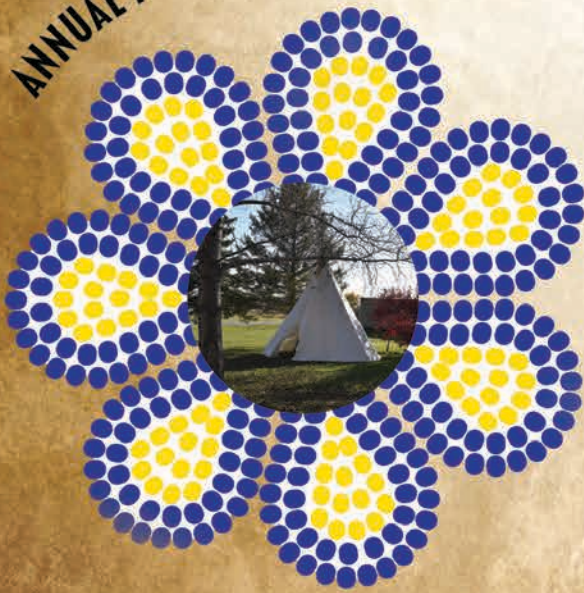


EDI - ALL ARE WELCOME!

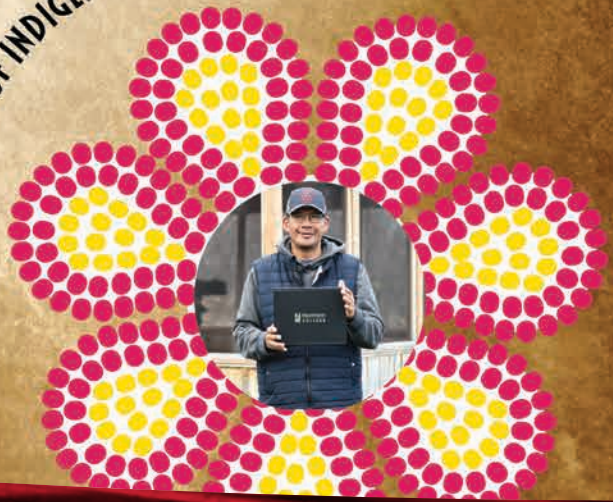
INDIGENOUS CULTURAL AWARENESS WEEK



ANNUAL POW WOW



HEAR THE VOICES OF INDIGENOUS COMMUNITIES



# Board Goals Talking Points

Identify key college initiatives that address Indigenous knowledge and empowerment within the Equity, Diversity and Inclusion toolkit to create talking points for the Board of Governors.

## 1. **What is Northern College doing to develop Indigenous knowledge and empowerment?**

There are several things being done in this area that are a high priority to the organization.

- We are currently in the process of creating a Sacred Garden at our Timmins Campus, and have broken ground on it with a ceremony that an Elder led.
- We also have a permanent tipi at the Timmins Campus and traditional canvas tipis located at all four Campuses that provide spaces for ceremony and connection.
- We provide different forms of professional development (PD) and workshops to staff and students and work with the Deans on updating the curriculum.
- This year the College recognized National Day for Truth and Reconciliation by selling orange shirts to fundraise for Indigenous student bursaries. As well, a plaque unveiling occurred at our Timmins Campus to act as a place holder for where statues will be placed. These statues will be a time lasting awareness piece in honour of those who survived residential schools and in memory of those who did not. During the unveiling drummers and jingle dress dancers led a healing song for all those who attended residential schools and Mike Metatawabin of the Board of Governors for Northern College, shared his story as a residential school survivor.
- The College has also honoured Elder Rachel Chakasim in December with a virtual visit to thank her for her contributions and developed a video for her and her family to recognize her efforts to us as she experiences a decline in her health. Elder Rachel is located in Moosonee/Moose Factory area and helped many, including visiting Northern College Nursing students who travelled North to learn how to exhibit greater levels of compassion for Indigenous patients in health care settings and further the elimination of racism in health care.

## 2. **What are the educational approaches Northern College is employing?**

- Curriculum changes and updates are occurring that embed and integrate Indigenous ways of knowing into knowledge being shared with students. Although work on this has begun, this item will be included in the proposed Business Plan for the organization with clear deliverables.
- The proposed Business Plan is also going to include the development and roll-out of mandatory Indigenous Awareness Training for Northern employees with hopes to eventually provide such training to everyone at the College.
- Guest speakers, such as Senator Murray Sinclair, Stan Wesley, Norm Wesley, Teddy Syrette, and many others, who are Indigenous and have varied backgrounds in knowledge and approaches, are invited in to speak to both students and employees on a wide variety of issues impacting Indigenous peoples today, including land rights, LBTQQ2S rights and realities, understanding of treaties for Treaties Week, Truth and Reconciliation, access to health care, housing and water deficiencies, the impacts of residential schooling, and a wide range of additional themes that are deepening the understanding of the impacts and ramifications of colonization and the journey together as we move ahead.
- Indigenous Cultural Awareness Week has doubled, and is now offered three times a year (once per semester) to deepen understanding of Indigenous cultures and realities.

### 3. **How is Indigeneity represented at the College? (the look, feel)**

- An Indigenous presence is evident on Campus through structures such as our tipis and shaptuan as well as display windows of artifacts and pictures.
- An annual Pow Wow is hosted by the College and has been for the past three decades. Murals and artwork proposals that the College has commissioned were brought to the NCICE for review and approval as we proceed with increasing this presence.
- We also have Elders, Indigenous staff, advisors, recruiters and pathway navigators available to students.
- Guest speakers enhance the environment where post-secondary education happens.
- The Indigenous Cultural Awareness Week strengthens Indigeneity on the College landscape. Also, how the department has grown in the past couples years shows how the college is representing and supporting Indigeneity.
- The placement of publications such as the Feather, which is developed to share in and expand the presence of Indigeneity on Campus is created in-house, in collaboration with cross-departmental reaches across Campuses and access centres of the organization.
- A branding toolkit was developed for the refinement of the look and feel of Indigenous promotion material, with full consultation of Indigenous employees from across the organization.
- A role modelling social media campaign of Northern College Indigenous Grads, although outward facing, helped to inspire current students, employees and grads, as well as further engage community members and partnership organizations.
- Future plans to assess and establish safer spaces for learning that are inclusive and welcoming/less violent or contentious in their dynamics due to structure and lay-out are being developed as the College looks to expand the look and feel of inclusive learning on Campus for all learners and teachers. This will include the greater presence of Elders as well as structural changes.
- Greater video and photography including Indigenous learners and instructors are needed, so camera and video equipment has been purchased and sent up to the Moosonee Campus to assist with the creation of such assets given the impact of Covid on the marketing team to travel to do so.

### 4. **How does Northern College 'hear' the voices of Indigenous communities?**

- Through our students, our Indigenous Council on Education, community partnerships/outreach with local organizations such as Sioux Lookout and many others, and visiting First Nation Communities.
- Indigenous recruiters and pathway navigators and training teams reach and connections with individuals, bands and communities.
- There continues to be solid activity with potential upgrading, program delivery and workplace training and support as the College seeks to become the trainer of choice within a greater number of communities.



- The College's Indigenous Recruiter has built a relationship with Outland Youth Employment Program where we connected with their attendees at their camp at Esker Lake in Kirkland Lake. Pathway Navigator Hope Kooseses participated at the camp for two days, and through this great experience we are partnering with OYEP for a week long partnership in Summer of 2022. This was also our first recruitment cycle in which we had Indigenous representation with the Aboriginal Post-Secondary Information Program (APSIP).
- Northern participated in all virtual events, and is also represented on the Executive Planning Committee with Hope Kooseses. Hope along with Northern College and Nishnawbe Aski Nation in which Hope has been highlighted as a Role Model to Indigenous Youth through their campaign in promoting post-secondary education to Indigenous youth.
- The College set up and supported the Nishnawbe Aski Nation Emergency Management Conference in February 2021 and will be doing so ago in February, 2022. The College also hosted and held the Great Moon Gathering for its 30th anniversary of this powerful event. Hope Kooseses also hosted a session for the landmark conference. Songs of the Land, an interactive and impactful presentation by Mike Metatawabin was hosted on Campus to hear of the experiences of residential school survivors through poetry, music, and visual generated imagery.
- A toy fundraiser for the holidays for Indigenous child welfare organizations across the region was a welcomed response to hearing the need of supporting families who are struggling financially.

## 5. **How does Northern College's approach to equity, diversity and inclusion fit with the needs to develop Indigenous knowledge?**

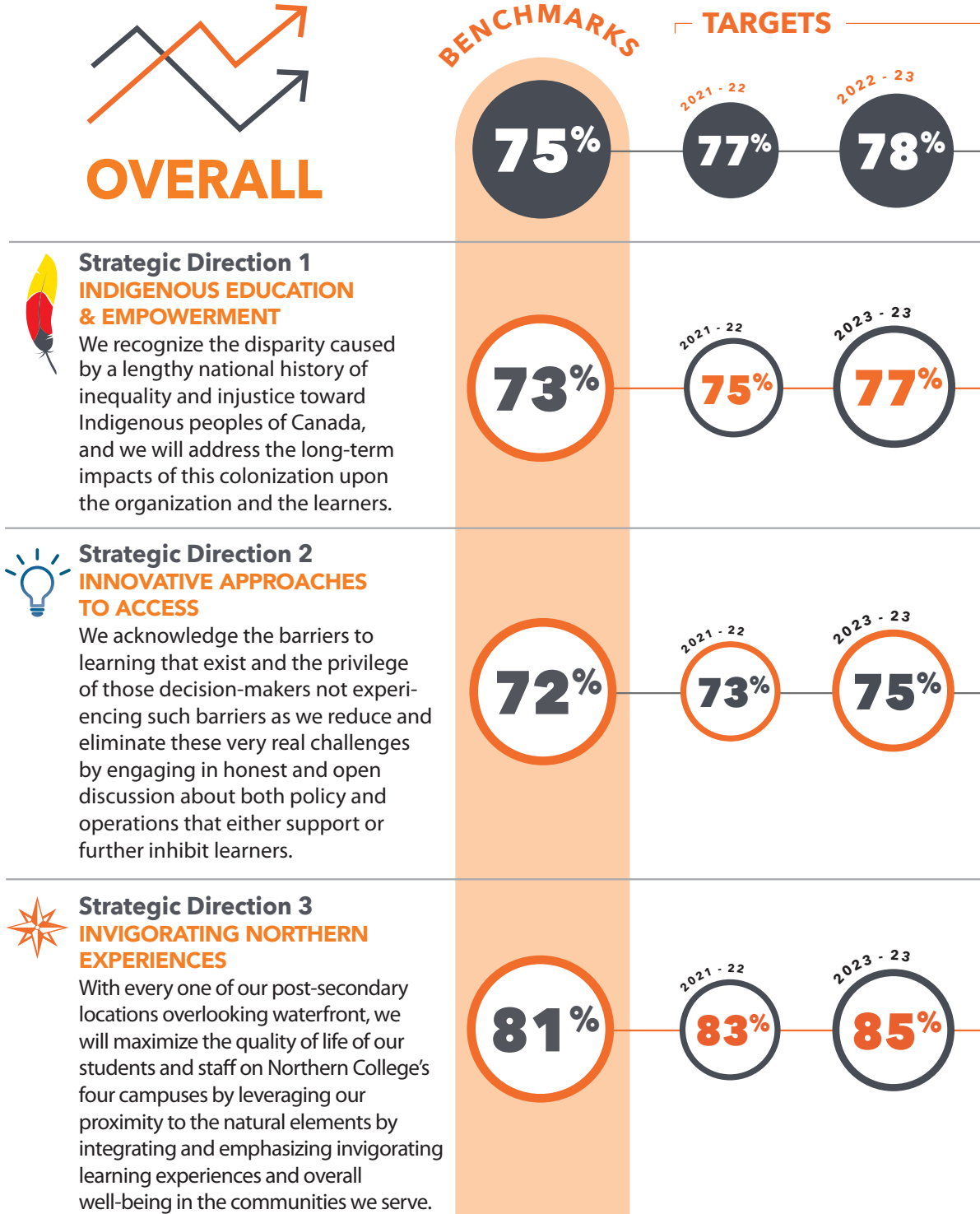
- The relationship between EDI and the need to develop Indigenous knowledge is one that is aligned and integrated with one another. The two of these approaches will overlap at times, and at others, will work independent of one another. Although these two approaches and needs won't fit all the time, by aligning and walking alongside each other, anything is possible, and success for achieving the results needed to make positive impact for learners and employees as well as community partners is much more likely.
- Indigenous peoples are welcoming, with Indigenous communities being one of the most inclusive cultures. All are welcome. It is in this spirit that the College build upon the work it has already done, and become even more inviting and inclusive, contributing to the psychological well-being of students, staff and visitors, no matter their background, situation in life, or region of origin.
- Before any of this is accomplished, however, there needs to be a clear understanding of Indigenous history and the culture to place these learnings within a larger content, as well as demonstrate and further understanding of the very real impacts of a violent history of colonization within Canada.
- As Canadians, we have a duty to do what we can for TRC. But neither approach – EDI or Indigenous education and empowerment outweighs the other in importance – a sense of belonging is key for all to grow their full potential, end cycles of poverty, and reach a higher quality of life with respect, prosperity, good health, educated and thriving children and families, and many other social indicators for well-being. No one is better than the other. EDI is about an understanding for all beings. But in order to understand all, we need to understand our own history and place it within the context of current society – the ramifications of which are playing out each day.

# APPENDIX H



**BENCHMARKS**

**TARGETS**

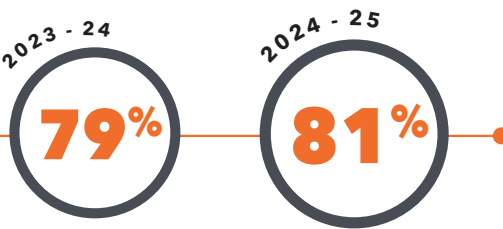
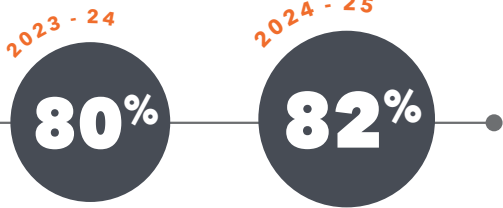


# STRATEGIC PLAN MEASUREMENT

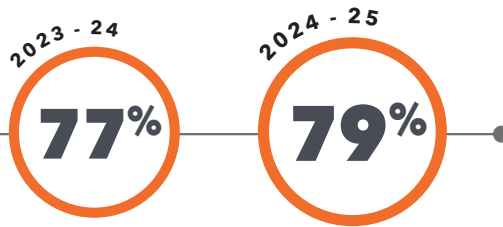
Benchmarks were calculated based on the weighted average of baseline metrics obtained. Actual results will be measured and compared to the targeted benchmark increases of 2.5% annually.

## MEASUREMENT SOURCES/BASELINES

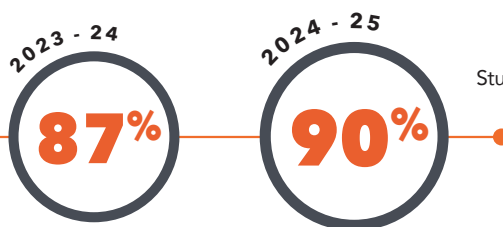
The success of delivering on and reaching the goals identified in the Strategic Plan will be evaluated through specific measurement sources. These measurement sources have been weighted and assigned to the appropriate Strategic Direction. The measurement sources and baseline metrics, used in calculating the benchmarks, are detailed below.



Building A Stronger Fire	19%
Global benchmarks set out by EDI	6%
Graduate Survey (overall grad sat for Indigenous students)	4%
Community Climate Survey (every 3 years)	8%
Employee Survey	9%
Enrolment Distribution	28%







Student Satisfaction	4%
KPI Graduate Satisfaction	4%
KPI Employer Satisfaction	5%
KPI Graduate Employment Rate	4%
KPI Graduation Rate	3%
SMA - Programs of Strength	2%
New TDA Agreements (3 per year)	5%
Program Evolutions (5 per year)	3%
Economic Impact	1%
Enrolment Headcount	0%
Student Feedback Survey (courses)	18%
Faculty Feedback Survey	16%
Employee Climate Survey/Communication Survey	7%



Events and Satisfaction	N/A
Marketing Data (social media, website data)	22%
Student Satisfaction (benefits of attending a smaller College)	5%
SMA - Programs of Strength	10%
SMA - Talent Pipelines	33%
Community Climate Survey (every 3 years)	10%

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