



N Northern
COLLEGE

2022/23

A serene landscape photograph of a sunset over a calm body of water. The sky is filled with soft, orange and yellow clouds, reflecting on the water's surface. A dark silhouette of a forest line is visible on the horizon. In the foreground, the dark, out-of-focus silhouettes of trees and foliage are visible on the left side.

Territorial Acknowledgement

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

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PRESIDENT'S MESSAGE

DR. AUDREY J. PENNER



Having completed the second full year of our strategic plan, Northern College continues to expand our efforts to further deepen our brand presence and hone our identity and mission as an educational institution. These efforts can be seen in many impactful initiatives we undertook over the past year.

Our vision and mission form the basis of our strategic plan and we quantify and measure the efforts in achievement. Branded as Canada's Kindest College, Northern College continues to bring the principles of our strategic plan to the forefront of supporting our students and community.

With this year's Canadian Mental Health Association theme of empathy and compassion, 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 already see the impacts of this approach with greater numbers of learners travelling to see us from near and far to learn and to be supported by those who deeply and truly care.

There is a growing sense of belonging and inclusion in the Northern community with Equity, Diversity and Inclusion (EDI) initiatives developed through a taskforce of volunteers from across the organization. Northern College has now expanded on that work through its designation as a national EDI hub by CIGan, one of five such hubs in Canada.

Northern College has also committed to the CIGan Sustainable Development Goals (SDGs) Accord. This work will see the College place increased attention on working towards SDGs established by the UN including EDI, affordable and clean energy, clean water and sanitation, quality education, industry innovation and infrastructure.

Further, the College has committed to the national Indigenous Learning Protocols, making us one of only seven Colleges across Canada to have committed to all three CIGan initiatives: Sustainable Development Goals, Indigenous Education Protocols and the 50-30 Challenge.

Increasing numbers of innovative approaches to access were employed through our Academic division while invigorating northern experiences for students has been championed by our Student Advising staff.

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

MESSAGE FROM THE CHAIR BOARD OF GOVERNORS



The momentum of Northern College is growing. As an institution, Northern continues to set goals, then meet - and often exceed - those goals with a regularity that is quickly becoming a new baseline for our institution.

This annual report summarizes the way in which that is happening, while demonstrating how the College is infusing excellence into all that we do. It serves as a showcase of our modern institution that continues to lead by example.

Drawing heavily from the lessons learned from the COVID-19 Pandemic, Northern continues to hone its approach to distance learning, experiential skills training, and student-first educational approaches. The return to normal operations meant many things for Northern College over the past academic year, including welcoming students and staff back to campus, reconnecting with one another and celebrating all that each person had accomplished during the isolation of the pandemic.

This report will outline the many facets of the return to humanized connection: in-person learning, an increase of student supports, a growing number of community outreach and sponsorships, particularly as it relates to our Foundation, and to the program adaptation drawn from community connections.

Fundamentally, Northern is outlining a story of growth in enrolment, visibility, responsiveness, connection and creative approaches to education for an ever-changing and adapting world.

In enrolment, by prioritizing visibility, connection and kindness while educating, we are changing lives for the better through the work done here.

We are proud of all that President and CEO Dr. Audrey J. Penner and her hard-working employees achieved over this past year, and are eager for what the coming years have in store for the College, its students and the communities it serves.

I am pleased to present this annual report to you as we acknowledge the wonderful work being done at Northern College.

Carly Stringer

Northern College
Board of Governors Chair

ANNUAL REPORT INTRODUCTION

2022 proved to be a year of continuous growth and adaptation for Northern College.

With the lessons gleaned from the COVID19 pandemic still fresh in our collective minds, Northern College positioned itself as a student-first institution, while building on the ways in which this held true in the past.

Supporting the central focus of our institution, faculty and staff have actively listened to the needs of students, resulting in initiatives specifically designed to meet learners where they are.

These approaches touch on in-classroom and experiential training, distance learning, community partnerships, and sponsorships, and extend to housing, student placements, support, employment and a wide array of life-enriching activities both on campus and in our communities.

The COVID-19 pandemic provided an unexpected opportunity for reflection and clarity as the world narrowed during the various lockdowns experienced by all of us. While Northern's faculty, staff and administrators quickly shifted to online learning models and developed safe approaches to in-person learning schedules and cohorts, other members of support staff were assigned to various improvement projects which may not have been possible during the organization's usual operations.

And so, we present to you the results of these actions taken: a summary of our efforts, our achievements and our guiding principles that we hope lay the foundation for future growth as we move towards educating today's and tomorrow's learners in a post-Covid world, filled with the knowledge and teachings learned along the way.

Northern College is confident that our kind, active and healthy communication pathways with students, partners, community members, cultural groups and Indigenous communities and rights holders create a nimble and active feedback model that is key to our continuous growth and improvement.

Within this annual report, you will find the stories of growth and success that have emerged over the past year as we've implemented our business plan along with student-first approaches in every operational and educational facet of our College.



NORTHERN COLLEGE

BOARD OF GOVERNORS

2022-2023

	Office	Board Member	Region
Executive	<i>Chair</i>	Carly Stringer	Porcupine
	<i>First Vice-Chair</i>	Jeff Molyneaux	Kirkland Lake
	<i>Second Vice-Chair</i>	Cindy Reasbeck	Kapuskasing
	<i>Governor at Large</i>	Mike Metatawabin	Timmins
	<i>College President</i>	Dr. Audrey J. Penner	
	<i>Academic Representative</i>	Patricia Hamilton	Haileybury
	<i>Administrative Representative</i>	Eric Poulin	Timmins
	<i>Student Representative</i>	Aylssa Jalbert	Distance
	<i>Support Staff Representative</i>	John Harrington	Haileybury
		Cathy Ellis	Iroquois Falls
		Ken Wojtus	Timmins
		Lynne Innes	Moosonee
		Devin Naveau	Mattagami
		Kimberley Bird	Timmins
	<i>Executive Assistant to the Board</i>	Leslie Hanes	
	<i>Treasurer</i>	Mitch Dumas	

Under the Freedom of Information and Protection of Privacy Acts, the mailing addresses and telephone numbers of the members of the Board of Governors are confidential. Any correspondence to the Board members may be directed to them c/o the Executive Assistant to the Board, Northern College, Highway 101 East, P.O. Box 3211, Timmins, Ontario P4N 8R6
www.northerncollege.ca/about/leadership/board-of-governors

2022/23 ADMINISTRATIVE STAFF

(AS OF MARCH 31, 2023)

<i>President and CEO</i>	Audrey J. Penner
<i>Executive Assistant, Office of the President and Board of Governors</i>	Leslie Hanes
<i>Senior V.P., Corporate Services</i>	Mitch Dumas
<i>Senior V.P., Academic and Student Success</i>	Aaron Klooster
<i>Chief Cultural Officer</i>	Susan Hunter
<i>Chief Information Officer & Director of Information Technology</i>	Frédéric Nickner
<i>Acting Registrar</i>	Kristen Hamilton
<i>Executive Director, Community, Business Development & Employment Services</i>	Christine Heavens
<i>Dean, Health Sciences and Emergency Services</i>	Sarah Campbell
<i>Dean of Sciences</i>	Doug Clark
<i>Dean, Trades, Technology and Apprenticeship</i>	David Francis
<i>Dean of Business, Alternate and Flexible Learning</i>	David Rossi
<i>Administrative Assistant, Office of the Senior V.P. Corporate Services</i>	Mikayla Lachance
<i>Administrative Assistant, Office of the Senior V.P. Academic & Student Success</i>	Melissa Lalonde
<i>Dean, Community Services and Learning Innovation</i>	Dean Lessard
<i>Manager, Applied Research, Entrepreneurship and Innovation</i>	Glenn Laba
<i>Manager, International Operations</i>	Edna Zhang

ADMINISTRATIVE STAFF

<i>Director, Community and Partner Relations</i>	Andrew Balmakoon
<i>International Student Experience Lead</i>	Sumit Swami
<i>Campus Manager, Haileybury</i>	Tammy Mackey
<i>Campus Manager, Kirkland Lake</i>	Drew Enouy
<i>Campus Manager, Moosonee</i>	Jessica Goff
<i>Campus Manager, Timmins</i>	Shanna Lecuyer
<i>Manager of Student Recruitment and Student Life</i>	Jaret Dicks
<i>Manager, Plant and Property</i>	Stephane Lefebvre
<i>Manager, Human Resource Services</i>	Jennifer Olaisola
<i>Inclusive Cultural Lead</i>	Stephanie Tamming
<i>Human Resources Generalist</i>	Sarah De Pinto
<i>Administrative Lead, East End Family Health Team</i>	Katherine Harvey
<i>Manager, Employment Services and Academic Upgrading</i>	Christine Bender
<i>Recruitment & Retention Specialist</i>	Samantha Frappier
<i>Pensions and Benefits Specialist</i>	Allison Gallant
<i>Human Resources Coordinator</i>	Dayna Child
<i>Payroll Specialist</i>	Corinne McEwen
<i>Financial Analyst</i>	Eric Poulin
<i>Controller</i>	Jodi DeLaurier

Business Plan Initiatives Accomplished

STRATEGIC DIRECTION 1

INDIGENOUS EDUCATION & EMPOWERMENT

Providing Indigenous Education for College Employees

To truly advance Truth and Reconciliation in Canada we must gain a better understanding of Indigenous ways of knowing and the experiences of Indigenous individuals and communities with respect to colonial approaches undertaken in Canada's past. We must also work towards dismantling current systemically racist and oppressive practices.

Acknowledging such actions and injustices is a step the College is making to work respectful, in collaboration with Indigenous peoples and communities. The right intention is key to doing so. In order to contribute to this learning, Northern College piloted a flexible delivery training program for all full-time employees to improve Indigeneity awareness, learn about the Truth and Reconciliation Commission of Canada directives, and develop a path towards decolonization.

Equipped with participant feedback, the College will continue to refine the impact of this offering and adapt, as necessary, to ensure everyone understands their place in the way forward to establishing justice and well-being for everyone, including the First Peoples of Canada.

An internal audit was also conducted to see which activities the College had undertaken to serve the Indigenous communities and organizations in this region and territory. The outcomes of this audit will assist in determining the way forward so that the appropriate actions are taken to deliver training and services to Indigenous learners.

Knowledge and understanding play a key role in identifying and dismantling systemic and operational racism, as well as in decolonization.

By approaching Indigenous education from the perspective of the College as a whole, Northern is not only tending to the learning of its students, but is providing its employees, administration, and physical spaces opportunities for meaningful growth.



Northern College strives to provide opportunities to cultivate knowledge about Indigenous peoples, cultures, and histories as well as knowledge of environmental ethics and sustainability.

We acknowledge that such opportunities must not only root themselves in accurate Indigenous knowledges and land in relation to self as outlined in the Building a Strong Fire framework, but also assist learners in linking principles of Indigenous knowledge with their career fields. In this way, generating strategies to both support Truth and Reconciliation and engage Indigenous communities creates impact as outlined by the province of Ontario's learning outcomes.

An Indigenous History and Culture General Education Elective, developed and delivered by Indigenous instructors, is now a part of every post-secondary student's path of study at Northern College.

Further, Indigenous Learning Outcomes have been embedded into all courses, helping all learners connect aspects of Indigeneity to their studies. Along with this transformational shift, the College updated the course outline template for the Fall 2023 semester to include the most up-to-date and appropriate language and terms with respect to Indigenous cultures and self-determination.

Integrating Indigenous Quality Assurance Standards

Northern College's administrative team is responsible for developing and delivering performance objectives that are relevant to their various roles and departments and contribute to the advancement of the College. A new initiative will challenge administrators to develop their objectives through a lens which includes Indigenous ways of knowing and doing, cultural safety, educational and employment pathways and other historical contexts.

In order to bolster our commitment to doing these things, at least one of the College's administrators' annual performance objectives now include elements of the Building a Strong Fire quality assurance framework. This way, Northern College and our leaders can help bridge the gap between current knowledge, understanding, and abilities and those needed to meet community expectations in culturally responsive, responsible, and respectful ways for the journey before us.

Incorporating Indigenous Ideologies into Instructional Spaces

The environment in which learning takes place can have a profound impact on learners. While sources of uncertainty are numerous in today's world, Northern College seeks to ground instructional spaces in Indigenous ideologies and has determined an environmental standard by which to do so.

The concepts of Physical Spaces, Knowledge Transfer, Medicines, the Presence of an Elder, as well as Land-Based Learning, all combine to create a standard for the most welcoming spaces of belonging for Indigenous learning. Classrooms have typically been places of violence and terror for marginalized members of society due to Canada's past involving residential schools. Addressing and acknowledging these injustices means ensuring the mobility of classroom furniture to change the dynamics of learning spaces and foster balance created by a circle setting, as opposed to the one-to-many restricted row of desks so typical in Western educational learning constructs.

Further, making Indigenous teachings and ceremonial aspects of culture available in learning spaces, providing learners with access to an Elder while in class, or re-imagining learning spaces by bringing them outdoors and in proximity to nature, are all ways to incorporate Indigenous ideologies and environmental standards into future learning assessment and development at Northern College.



Strategic Direction 2

INNOVATIVE APPROACHES TO ACCESS

Bolstering the Framework for Student Support

Northern College supports student success through a number of initiatives. The College recognizes that in order to maximize the success of its student support framework while working towards dismantling barriers to student achievement, it must be able to gauge the effectiveness of student supports. To better understand the factors impacting student retention and completion rates, the College has reframed and implemented its host of student support services as a Student Support Network. An audit of these services has been designed with the intent to make the resulting insights a focus of Strategic Enrollment Management (SEM) initiatives at Northern College. While the audit remains forthcoming, efforts surrounding this initiative will be maintained at an operational level with the Student Support Network remaining a point of convergence for SEM discussions.

Northern College acknowledges the presence of barriers to its mission and vision, as well as the key role it plays in reducing and eliminating these challenges for students, employees, and the organization as a whole.



Embedding Social Responsibility into College Programming

In today's work world, Corporate Social Responsibility, Environmental, Social, and Governance initiatives, and the United Nations' Sustainable Development Goals (SDGs) are concepts encountered across nearly all industries. As an institute of higher learning and signatory of Colleges and Institutes Canada's SDG Accord, Northern College has an obligation to ensure that its academic programming equips graduates to step into their careers with an awareness of these concepts.

The College has developed an internal standard and metric by which all current and newly developing programs will be measured against select United Nations SDGs. This tool will not only help to ensure that the College's programs are on par with SDG requirements, but will ensure a breadth of programming proper to the leaders of tomorrow.

Supporting Employee Productivity and Communication through Digital Transformation

An intranet site is often one of an organization's primary tools for file management and internal communications. In order to enhance employee engagement and productivity through increased functionality and ease of use., Northern College's intranet site, Noraction, has been completely revamped as an extension of the organization's initial website design. The reorganization and restructuring of the College's intranet site rests among the current and future College-wide Digital Transformation initiatives seeking to assist College employees in working more efficiently and collaboratively.



STRATEGIC DIRECTION 3 INVIGORATING NORTHERN EXPERIENCES

Providing Extracurricular Access to Nature

Northern College has the unique opportunity to support the development of its students' relationship to the outdoors by offering experiences that draw upon its campus locations and surrounding natural environment. During the current academic year, the College has increased the number of extracurricular student experiences and activities on each of its campuses, with a focus on providing learners access to the natural environment. The enhancements brought to Student Life through activities planned with a conscious exposure to nature in mind will continue to be considered in future programming.

Located in close proximity to the natural elements, Northern College strives to provide access to Northern Ontario's natural landscape while supporting and validating the student learning cultivated during time spent in nature.



Promoting Environmentally Sustainable Practices

Northern College recognizes that creative and innovative programming is not limited to its academic programs; the student activities coordinated by the College are equally ripe with opportunity to enrich student learning and experience. In increasing the overall number of student activities and experiences offered at each of its campuses, the College has dedicated a portion of these activities to learning projects promoting environmentally sustainable practices. Such workshops have been hosted on a regular basis throughout this academic year and will continue to be a means through which to develop student awareness of ethical solutions to the needs of the planet.

Creating a “Northern Experience” General Education Elective

Outdoor experiences can provide a wealth of learning opportunities, taking the form of team building, conflict resolution, the honing of interpersonal skills and critical thinking, to name but a few. In order to recognize the extracurricular learning and the supplemental reflection and assessment occurring through outdoor experiences, the College has developed a Northern Experience General Education Elective. This initiative supports land-based learning and the building of partnerships throughout the North, and will act as a path to outdoor experiences and to the wellness which so often accompanies them.

The course outline for the Northern Experience General Education Elective has been approved by the College’s Quality Assurance Committee. This initiative will be carried over operationally as the College allows for the time required to develop course assessment materials and for its local partnerships in this initiative to adjust to post-pandemic staffing.



TELLING THE NORTHERN COLLEGE STORY

Community Connections

The School of Health Sciences and Emergency Services continues to deliver critically needed graduates into the health care and first responder sectors. New individual talent pipeline agreements have been signed with the Timmins and District Hospital and the Six Nations of the Grand River reserve, ensuring the flow of the College's graduates into these partner communities. A 2023-2028 operational plan presenting solutions to current staffing shortages in the health care sector was produced in collaboration with community partners.

The College's International department has been actively engaging in a variety of regional and provincial activities, acting as a voice for the region it serves. Northern College's international graduates have been the main source of Rural and Northern Immigration Pilot program applicants in Timmins, significantly helping to fill gaps in the local labour market shortage.

Thanks to Critical Innovation Minerals Funding, Northern College's Applied Research, Entrepreneurship and Innovation department (AREI) is collaborating with Kirkland Lake's Materials Joining Innovation Centre (MaJIC) and Timmins' The Bucket Shop in the redesign and development of mining equipment. This project will see the establishment of a core competency in advanced engineering analysis and simulation.



Sponsored seats in the College's Early Childhood Education diploma program for individuals working as unqualified Early Childhood Educators were offered in partnership with the Kenora, Timiskaming, Cochrane, and Nipissing District Social Service Administration Boards, helping to attain provincially set goals for childcare.

Northern College has also partnered with Sheridan College, Lambton College, and Fanshawe College to provide expertise and materials aiding in the reconstruction of Camp Ak-O-Mak in Ahmic Harbour, Canada's oldest competitive sports camp for girls.

The Moosonee Campus partnered with the Moose Cree Education Authority, Northern Lights Secondary School and Delores D. Echum Composite School to hold a Career Fair, welcoming community partners and organizations to showcase their resources to the public.

Various cultural events were held this year at the Moosonee Campus and at the Moose Factory Access Centre, including traditional craft and beading demonstrations, traditional food preparation, and a presentation by a guest speaker. These events allowed staff and students to connect with people in the community and for community members to share their practices and knowledge.

The Timmins and District Hospital hosted Northern College's soon-to-be graduates to share with them incentives for employment, an initiative which was very well received.

Emergency Services students benefitted from a new partnership with the Timmins Police Service (TPS) allowing them to experience full shift ride-outs as part of their Career Preparation class. The College's partnership with the City of Timmins Fire Department also continues to benefit students, allowing them the use of some of the department's fitness equipment.



The Northern College Student Association and the College itself donated to the Kirkland Lake Salvation Army Food Bank in recognition of its service to students. The College was also pleased to support Temiskaming Shores' Zack's Crib, towards the establishment of a safe bed facility for those dealing with homelessness. A team of Northern College welding students supported by the Advising department and the Northern College Student Association also chose to donate to the local ski and snowshoe trails.

The Timmins Tigers Cricket Club has seen numerous student and College alumni enrollments. An astounding 90% of their members confirm that playing cricket has improved their physical and mental health and plays a role in their decision to remain in Northern Ontario and become part of the workforce.

The second year Mining field school benefitted from the generous support of Alamos Gold who provided a comprehensive full day tour of both of their underground mining operations at the Young Davidson Matachewan mine, as well as the mineral processing plant.

The College's Recruitment efforts this year frequently included participation in community events and partnerships, College tours, virtual events, regional and provincial high school visits, job fairs, and more. The team hosted Indigenous youth for a week through the Outland Youth Employment Program, and also participated in the Colleges Information Program Tour of Northwestern Ontario, the Ontario Colleges Fair and Sportsman Show in Toronto, as well as a tour of James Bay.

The College's Community Employment Services Department also hosted a number of job fairs this year, in partnership with the College's Alumni Association and the Timiskaming District Secondary School. The events saw hundreds of students in attendance.

Program Development

Northern College's School of Business welcomed its largest intake of international students to date, during Winter 2023. The Environmental Technician - Water and Wastewater Systems Operations program at the Kirkland Lake Campus also reached a peak number of enrollments with this year's January intake.

The Veterinary Technician program has received accreditations from the Canadian Committee on Animal Care (CCAC) and the Canadian Veterinary Medicine Association (CVMA). Likewise, the College's Medical Lab Technician program has been approved by the Medical Laboratory Professionals' Association of



Ontario (MLPAO), allowing for work on the new accreditation process for this program to begin.

Northern College continues to be a busy site for apprenticeship training and in 2022-2023 - conducted training across four priority trade areas: Millwright, Electrical, Automotive Service Technician and Heavy-Duty Mechanic. The College welcomed several students through both the Ontario Youth Apprenticeship Program (OYAP) in welding and through an industrial mechanic millwright pre-apprenticeship. Two instructional developers and a project coordinator have joined the Learning Excellence and Innovation Department this year to support the creation of innovative and engaging programming.

Beginning in summer 2023, the School of Business will be offering a new Graduate Certificate in Project Management. Fall 2023 will see the launch of the College's first academic program in cyber security. This 2-year Ontario Graduate Certificate will allow students to deepen their skills in cyber security intrusion detection and remediation, and achieve key industry certifications along the course of their studies. Curriculum development has been underway for the Fitness and Health Promotion program which will launch in Fall 2023. The Law Clerk program is preparing to welcome its first intake of international students during the Fall 2023 semester as well.

The Moosonee campus has begun to deliver more skilled trades programs, including the Indigenous Pathways to Skilled Trades program, aiding students to acquire fundamental skills in trades such as carpentry, electrical and welding. Two Plumbing Assistant programs were delivered this year in Fort Albany First Nation and Kashechewan First Nation. In partnership with Nishnawbe Aski Nation, Northern College has developed an Indigenous Rehabilitation Support Certificate program which is tentatively scheduled to commence in Winter 2023.

A two-year diploma in Business Agriculture was launched in partnership with Algonquin College during this academic year. Beginning in Fall 2023, the College will launch a 2-Year Ontario College Diploma in Computer Programming in partnership with Algonquin College, providing students with access to additional pathways in Computer Science and Computer Programming. The School of Community Services partnered with McMaster University in providing the Standardized Patient Program experience for Northern's Social Service Worker and Addiction and Mental Health Worker programs.

The Northern Training Division partnered with Agnico Eagle Mines Ltd. on a mining training program funded by the Skills Development Fund through the Ministry of Labour, Immigration, Training & Skills Development. The project's target participants were Indigenous peoples and youth in the North East region. Additional online courses were provided as part of this project to support employment in mining.



Micro-credentials

A micro-credential platform has been developed by the Learning Excellence and Innovation Department (LEID). This has allowed the College to host micro-credentials which are short-duration, competency-based learning opportunities that align with labor market needs and can be assessed and recognized for employment or further learning opportunities.

The School of Veterinary Sciences was the winner of a provincial competition for a project entitled "Northern Veterinary Sciences Programming Expansion" and was awarded \$467,000 towards both the acquisition of new instructional equipment and the development of new micro-credential learning resources to support enrolment growth. Seven micro-credentials are now under development.

Northern College will be unique in offering post-graduate credentials for veterinary technicians in Ontario. First offerings will soon be available in the farm animal field, later via its existing Wildlife Rehabilitation and Companion Animal Physical Rehabilitation programs.

Other micro-credentials to be offered include Battery Electric Vehicle (BEV) Service and Maintenance, Parts and Service Management Fundamentals, Dealership Delivery and Customer Experience Specialist, Business-Mining, and Ice Arena Management. Northern College students may also earn micro-credentials by taking part in specific outdoor programming such as cross-country skiing, snowshoeing, and ice-fishing, among others.

Quality Assurance

The College continues to focus on continuous improvement and quality assurance initiatives. This has included the onboarding of a new Quality Assurance Officer who developed and supported the College's new Academic Program Review process for all of its academic programs.

Videos to help increase awareness about the importance of quality assurance have been made available to all staff via the College's intranet. Efforts are being made to improve and codify course outlines, align programming with program synopses, and ensure currency and accuracy of program information across the various information portals and services used by the College.



SUPPORTING STUDENT SUCCESS

Students take what they need from the Haileybury Campus Foodbank without having to explain their needs. The barrier-free anonymity of this service has been appreciated by students, who note "...how monumentally small but impactful this project has been in keeping students fed and in better supporting the student body." Similarly, the Timmins Campus Foodbank is a confidential service which allows students to access a variety of non-perishable foods and grocery gift cards which can be used to purchase perishable items.

Another initiative helping to address food insecurity and counter the rising cost of living for students is the Kirkland Lake Campus' Breakfast Program, which also provides a weekly lunch accompanied by activities. This initiative is sponsored in part by the College's Student Association, and by the College itself.

Northern's Practical Nursing graduates wrote the new Rex-PN exam this year, with results at 86%, well above the 73% provincial average. Work has begun on offering scenario testing as a formative evaluation, in alignment with current Universal Design for Learning (UDL), a pillar of the College's Academic Plan.

The College has entered a pilot with the Ministry of Labour, Immigration, Training, and Skills Development (MLITSD) to offer onsite Red Seal exams to apprentices who have finished the final level of their trade and one week of exam preparation training. The College is hopeful that this partnership will encourage exam success and ease of completion.



In memory of
Elder Rachel Chakasim

The Moosonee Campus and Access Centre witnessed one of its largest graduations to date in May 2022, with students graduating from such programs as Academic and Career Entrance, Indigenous Pathways to Skills Trades, Personal Support Worker, Office Administration – Executive, and Paramedic.

To help ensure that students could attend their classes on campus at a time when the city's public transportation service was not at full capacity, staff at the Haileybury campus worked with faculty this winter to provide interim public transportation remedies. A Saturday grocery bus was also provided to students during this period.

A variety of mental health initiatives were available to students through the MyWellness Project. These included Mental Health First Aid, More Feet on the Ground training, yoga classes, art classes, virtual workshops on mental health topics, mini-massages and Wellness Wednesday activities. The College recently hosted Humboldt crash survivor Tyler Smith, whose keynote on mental health was very well received.

Summer 2022 saw the Kirkland Lake campus hosting the Beards Off for Bursaries event, in honor of the late Jack Pacey, a longtime welding professor emeritus. They raised more than \$21,000 to be directed towards student bursaries.

An optional Essential Skills lab was introduced this year in which Veterinary Technician students could practice their essential skills using animal mannequins under the oversight of a Registered Veterinary Technician, giving them more time to work towards mastery. Study sessions were also held for recent graduates prior the writing of their national examination. A new online asynchronous Kennel Duty Safety Orientation course has greatly helped in briefing students, acting also as a quick reference readily available on portable devices.

The Timmins campus hosted a variety of outdoor activities, contributing to students' and employees' overall well-being. Activities included cross-country skiing and snowshoeing, a family fun event at Mt. Jamieson, SnowGa (snowshoeing and yoga) and "Frost Week", a week of outdoor activities such as hockey, skiing, snowshoeing, sliding, and campfires. Student Life Advisors and the Student Activity Coordinator, in collaboration with the College's Student Association, hosted many food giveaways, athletic events, contests, and open mic nights.



INNOVATION & TECHNOLOGY

With the assistance of FEDNOR funding, the Applied Research, Entrepreneurship and Innovation (AREI) Department has expanded its additive manufacturing capabilities in 3D printing, including biocompatible materials. A hand-held 3D scanner will enable the department to reverse engineer products for 3D printing.

The teamwork of faculty, an AREI engineer, and a mechanical engineering student has resulted in the successful development of a mine entrance lighting system for X Glo, a Sudbury-based mining equipment provider. This applied research project included the development of software, electronics, and 3D printing.

The acquisition of a robot and machine vision technology not only allows for new applied research opportunities, but promises to transform the Computer Numerical Control machining lab into an industrial work cell.

An innovative process for treating toxic effluent from sawmill drying processes was developed at the Kirkland Lake Campus, while the feasibility of a non-invasive method for precision mineral detection has been confirmed on the Haileybury Campus.

A variety of educational technology was piloted by the Learning Excellence and Innovation Department (LEID) to identify tools to enhance students' experience in the classroom. The College also upgraded its learning management system from Blackboard Learn 2012 to Blackboard Learn 2016.

The School of Sciences has worked extensively with the College's Educational Application Developer to create an online Essential Skills Task completion system that is entering pilot status. This system will help faculty efficiently administer individual student assessments as well as track overall progress on the 186 Essential Skills that all students are required to complete during the two-year Veterinary Technician diploma.

The College invested \$15,000 in new shockwave therapy equipment for its Companion Animal Physical Rehabilitation program. The equipment provides a non-invasive, non-surgical and non-painful way to accelerate healing and is the latest in a wide range of healing modalities used to extend the lives and quality of life of real animal patients in this program.



WORKING AT NORTHERN COLLEGE

In the area of talent acquisition, a new Interview and a new hire survey has been created. Involved in the Move to Timmins Campaign Strategy Committee, the College's Human Resource Services department has also expanded the reach for job postings and has improved the College's on-boarding package.

A Staff and Organizational Development Project offering workshops in the areas of IT, Instruction and Assessment, Mental Health, Human Resources, Northern Experiences, and other topics was piloted this year by LEID, with an accumulated attendance of over 3,000 people from September 2022 to March, 2023. Full time faculty have also received training in Universal Design for Learning, coordinated through LEID.

In the area of mental health and wellness, the College has adopted a brand-new Mental Health, Wellness and Psychological Health and Safety Policy that will drive the development of future wellness and mental health programs.

A new Employee Assistance Program has been secured, with new features and services including a 24/7 toll free number and mobile app. Various wellness initiatives and professional development for all employees continue to be offered by the Human Resource Services department, at no additional cost.



EXPANSION & IMPROVEMENT

The 2022-2023 academic year proved to be one of continuous growth in the online life of the College. Between April 2022 and March 2023, Northern College appeared in a total of 316 media stories and averaged at least one mention per month in either the Academia News Feed or the Colleges Ontario top ten daily news roundup, boosting the College's profile in the broader post-secondary sector with a wide array of successes and innovative firsts.

Led by the project lead of the Marketing and Communications department alongside Shout Media Agency, a Website Redesign project for the College was conducted this year to enhance the experience of all who interact with the organization online.

This initiative aimed to grow the College's applications, enrolment, and engagement, with a framework that is robust and versatile, leading it into the future of web-based communications and marketing. Since beginning to implement its digital media strategy in 2019, the College has noted a 200% increase in new website visitors stemming from social media alone and a 36% increase overall in website traffic from the year 2020 to 2021.

Since beginning to implement its digital media strategy in 2019, the College has noted a 200% increase in new website visitors stemming from social media alone and a 36% increase overall in website traffic from the year 2020 to 2021.

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myNorthern is a one-stop-shop for all that Northern has to offer, like key dates for the academic year, student events, advising services, orientation for new students, quick links to your student account, Blackboard and more!

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The addition of a Digital Marketing Specialist to the Northern College team resulted in a 66.3 percent increase in engagement on the College's Instagram platform alone. Average post engagement saw healthy growth as well, as did the College's social media pages, gaining almost 9,000 new followers in the past year across four platforms. 2022 saw the addition of a College Tik Tok account, along with digital advertising on Reddit and the usage of the Reels format on Instagram with great success in all of these areas.

Centralized internal communication streams remained a focus for Northern this year. A consolidated communications strategy enabled the organization to relay important updates, news items, health and safety messaging, and generalized information to its students, staff and faculty, increasing event participation, general awareness, and a sense of connection between its four campuses and eleven Access Centres.

Northern College celebrated the grand openings of two such Access Centres this year in Cochrane and Hearst in partnership with Contact North. The Timmins Campus Innovation Hub, which houses the AREI department, and an Early Childhood Education lab enabling students to work with children in community childcare centers, also celebrated their grand openings this past year. The Plant and Property department oversaw the development of the updated College Master Plan which provides a roadmap for the next decade in terms of program support, growth, and the development of new educational and student life spaces on the College's campuses. This was a collaborative process including the input of staff, students and local partners, and stakeholders from each campus community.

The construction of an addition to the Veterinary Sciences Building at the Haileybury Campus is underway and will house a new state-of-the-art Necropsy Lab and storage facility. This build will benefit Veterinary Technician students and will support the activities of the Wildlife Rehabilitation

and Companion Animal Physical Rehabilitation programs. New equipment in the Veterinary Technician program includes a portable radiation barrier, a system to simulate emergency room trauma, and new skeletons and models.

Northern College has secured a \$448,025 grant through the Apprenticeship Capital Grant competitive stream to support capital requirements for apprenticeship training. This project supports the evergreening of existing instrumentation and lab upgrades to support new training units, which benefit the Construction and Maintenance Electrician trade and the Industrial Mechanic Millwright trade.

The Kirkland Lake Campus' exterior cladding renewal was completed in August, as well as the first phase of site work upgrades, including the resurfacing of roadways, the east parking lot and new curbs and walkways. Exterior building upgrades to the I-Wing entrance on the Timmins Campus have begun and are currently underway, as are interior renovations to the Administration wing.

Winter 2023 international enrolment made Northern College history with more than 500 new international students enrolled for this semester and a total of 1,220 international students enrolled as of this winter. The College has received international applications from eighteen countries in addition to India, further proof of the increasing international exposure of the College's brand.

Northern College has executed several marketing campaigns and events to capture the Northern Experience with continuing efforts to align and elevate its brand, creating a new level of brand awareness that is continuing to gain momentum both internally and externally. With an eye toward continuous improvement, the Marketing, Communications and External Relations department implemented a number of tracking initiatives to aid in better serving the College and its partners.

CONCLUSION

Lessons learned, perspectives gained, and the path forward.

Northern College is entering the new post-pandemic world with a fresh outlook and focus, actively building upon the principles we have always held as an institution.

Rooted in the field of post-secondary education for more than 100 years, embracing student-first techniques, approaches, and philosophies, Northern College has a long history of professional education. We actively look to inspire and engage inquisitive minds to populate our classrooms, labs, and online spaces to ensure that continuous growth occurs over the next 100 years. It is our intention that the successes outlined in this annual report continue to lay the foundation of Northern's path forward, as we marry the expertise of educators with the changing needs of learners and the workforce.

Northern College will always work to meet students where they are, both literally and figuratively.

It is in this way that true change and transformation can take root and grow as we build a new world together that includes, affirms, and engages everyone seeking to better their lives and build their future.

It is our intention that the successes outlined in this annual report continue to lay the foundation of Northern's path forward, as we marry the expertise of educators with the changing needs of learners and the workforce.



APPENDIX A

Audited Financial Statements of Northern College of Applied Arts and Technology

And Independent Auditor's Report thereon

Year ended March 31, 2023



Management's Responsibility for Financial Reporting

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

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

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

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

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

Mitch Dumas
Digitally signed by Mitch
Dumas
Date: 2023.06.14 09:38:08
-04'00'

Mitch Dumas
Senior Vice President, Corporate Services

June 13, 2023



KPMG LLP
Times Square
1760 Regent Street, Unit 4
Sudbury ON P3E 3Z8
Canada
Tel 705-675-8500
Fax 705-675-7586

INDEPENDENT AUDITOR'S REPORT

To the Governors of The Northern College of Applied Arts and Technology

Opinion

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

- the statement of financial position as at March 31, 2023
- the statement of operations and changes in net assets (deficit) for the year then ended
- the statement of remeasurement gains and losses for the year then ended
- the statement of cash flows for the year then ended
- and the notes and schedules to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”)

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2023, and its results of operations, its remeasurement gains and losses and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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



Other Matter – Comparative Information

As part of our audit of the financial statements for the year ended March 31, 2023, we also audited the adjustments that were applied to restate certain comparative information presented for the year ended March 31, 2022 as a result of a change in accounting policy. In our opinion, such adjustments are appropriate and have been properly applied.

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.



Page 3

We also:

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to the events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity's to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP' with a horizontal line underneath.

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

June 13, 2023

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Financial Position

March 31, 2023, with comparative information for 2022

	2023	2022
		(restated - note 2)
Assets		
Current assets:		
Cash and cash equivalents	\$ 164,683,228	\$ 120,260,038
Investments (note 3)	15,562,410	15,799,638
Accounts receivable	6,763,549	4,525,167
Grants receivable	2,431,221	1,451,531
Inventories and prepaid expenses	288,198	338,166
	189,728,606	142,374,540
Long-term investments (note 3)	24,000,000	32,000,000
Capital assets (note 4)	59,738,399	54,915,436
	\$ 273,467,005	\$ 229,289,976
Liabilities and Net Assets (Deficit)		
Current liabilities:		
Accounts payable and accrued liabilities (note 5)	\$ 38,893,787	\$ 75,093,189
Vacation and leave payable (note 6)	2,230,191	2,141,458
Deferred contributions (note 8)	70,269,963	20,830,941
	111,393,941	98,065,588
Employee future benefit (note 6)	1,301,000	1,286,000
Asset retirement obligations (note 15)	400,107	428,107
Deferred capital contributions (note 9)	37,821,383	36,657,829
	150,916,431	136,437,524
Net assets (deficit):		
Unrestricted:		
Operating	6,488,181	5,478,616
Employment-related	(3,531,191)	(3,427,458)
Capital (note 10)	21,917,016	18,257,607
Restricted and endowment (schedule)	97,457,236	71,989,605
	122,331,242	92,298,370
Accumulated remeasurement gains	219,332	554,082
	122,550,574	92,852,452
Commitments (note 13)		
Contingency (note 16)		
Guarantees (note 17)		
	\$ 273,467,005	\$ 229,289,976

See accompanying notes to financial statements.

On behalf of the Board:



Carly Stringer

Chair, Board of Governors



Dr. Audrey J. Penner

President, Chief Executive Officer

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Operations and Changes in Net Assets (Deficit)

Year ended March 31, 2023, with comparative information for 2022

	Unrestricted		Equity in	Restricted	2023	2022
	Operating	Employment-	capital	and	Total	Total
	(Schedules)	related	assets	Endowment		
				(Schedule)		
Revenue:						
Grants	\$ 25,577,987	\$ -	\$ -	\$ -	\$ 25,577,987	\$ 24,784,205
Tuition fees	21,930,437	-	-	-	21,930,437	8,958,667
Ancillary	2,768,285	-	-	-	2,768,285	2,168,436
International programs and other	84,041,657	-	-	-	84,041,657	28,713,314
Amortization of deferred capital contributions (note 9)	-	-	2,378,039	-	2,378,039	2,616,025
Restricted	-	-	-	3,407,737	3,407,737	310,458
Investment income	1,011	-	-	2,756,550	2,757,561	1,937,230
	134,319,377	-	2,378,039	6,164,287	142,861,703	69,488,335
Expenses:						
Academic	81,213,639	-	-	-	81,213,639	29,015,121
Administration	6,389,857	-	-	-	6,389,857	6,790,743
Student services	10,356,763	-	-	-	10,356,763	6,786,987
Plant and property	2,810,314	-	-	-	2,810,314	2,501,047
Community services	574,071	-	-	-	574,071	525,977
Employment training programs	3,245,448	-	-	-	3,245,448	2,831,328
Ancillary	2,753,089	-	-	-	2,753,089	2,244,765
Amortization of capital assets	-	-	3,923,835	-	3,923,835	3,782,474
Restricted	-	-	-	1,565,484	1,565,484	1,007,956
Employee future benefits (recovery)	-	103,733	-	-	103,733	(56,017)
	107,343,181	103,733	3,923,835	1,565,484	112,936,233	55,430,381
Excess (deficiency) of revenue over expenses	26,976,196	(103,733)	(1,545,796)	4,598,803	29,925,470	14,057,954
Net assets (deficit), beginning of year (restated - note 2)	5,478,616	(3,427,458)	18,257,607	71,989,605	92,298,370	78,164,136
Endowment contributions	-	-	-	107,402	107,402	76,280
Transfer of capital assets (note 10)	(966,631)	-	5,205,205	(4,238,574)	-	-
Transfer to restricted funds	(25,000,000)	-	-	25,000,000	-	-
Net assets (deficit), end of year	\$ 6,488,181	\$ (3,531,191)	\$ 21,917,016	\$ 97,457,236	\$ 122,331,242	\$ 92,298,370

See accompanying notes to financial statements.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Remeasurement Gains and Losses

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
Accumulated remeasurement gains at beginning of year	\$ 554,082	\$ 592,203
Realized losses attributable to:		
Equity investments	(73,732)	(173,909)
Unrealized gains (losses) attributable to:		
Equity investments	(261,018)	135,788
Net remeasurement loss for the year	(334,750)	(38,121)
Accumulated remeasurement gains at end of year	\$ 219,332	\$ 554,082

See accompanying notes to financial statements.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Cash Flows

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
		(restated - note 2)
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 29,925,470	\$ 14,057,954
Adjustments for:		
Amortization of deferred capital contributions	(2,378,039)	(2,616,025)
Amortization of capital assets	3,923,835	3,782,474
Net remeasurement losses for the year	(334,750)	(38,121)
Increase in employee future benefits	15,000	34,000
	31,151,516	15,220,282
Changes in non-cash working capital (note 14)	10,132,249	27,637,664
	41,283,765	42,857,946
Financing activities:		
Endowment contributions	107,402	76,280
Capital activities:		
Purchase of capital assets	(8,746,798)	(4,398,873)
Deferred capital contributions	3,541,593	2,994,127
	(5,205,205)	(1,404,746)
Investing activities:		
Proceeds on disposition of investments	10,769,707	4,659,424
Purchase of investments	(2,532,479)	(45,158,034)
	8,237,228	(40,498,610)
Net increase in cash	44,423,190	1,030,870
Cash and cash equivalents, beginning of year	120,260,038	119,229,168
Cash and cash equivalents, end of year	\$ 164,683,228	\$ 120,260,038

See accompanying notes to financial statements.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2023

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, 2023

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, 2023. See note 11 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 the best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.
- (ii) The costs of the multi-employer defined benefit pension plan are the College's contributions due to the plan in the period.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2023

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 in conformity with Canadian Public Sector Accounting Standards, including the 4200 standards for government not-for-profit organizations, requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the period. Actual results could differ from these estimates. Areas of key estimation include determination of fair value for investments, allowance for doubtful accounts, amortization of capital assets and deferred capital contributions, estimated costs and timing of asset retirement obligations and actuarial estimation of employee future benefits and sick leave benefit entitlement liabilities.

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

- Level 1 – Fair value measurements are those derived from unadjusted quoted market prices in active markets for identical assets or liabilities;
- Level 2 – Fair value measurements are those derived from observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and
- Level 3 – Fair value measurements are those derived from unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

(h) Student organizations:

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

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2023

1. Significant accounting policies (continued):

(i) Financial instruments:

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

Fair Value

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

Financial instruments classified as fair value are initially recognized at cost and subsequently carried at fair value. Unrealized changes in fair value are recognized in the Statement of Remeasurement Gains and Losses until they are realized, when they are transferred to the Statement of Operations.

Transaction costs related to financial instruments classified as fair value are expensed as incurred.

Where a decline in fair value is determined to be other than temporary, the amount of the loss is removed from accumulated remeasurement gains and losses and recognized in the Statement of Operations. On sale, the amount held in accumulated remeasurement gains and losses associated with that instrument is removed and recognized in the Statement of Operations.

Amortized cost

This category includes accounts receivable and accounts payable and accrued liabilities.

Financial instruments classified as amortized cost are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets, except for contributions, which are initially recognized at fair value.

Transaction costs related to financial instruments classified as amortized cost are added to the carrying value of the instrument.

Write-downs on financial assets classified as amortized cost are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the write-down being recognized in the Statement of Operations.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2023

1. Significant accounting policies (continued):

(j) Private career colleges:

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

(k) Asset retirement obligations:

The College recognizes the fair value of an Asset Retirement Obligation ("ARO") when all of the following criteria have been met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

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

2. Change in accounting policies:

On April 1, 2021, the College adopted Public Accounting Standard PS 3280 – Asset Retirement Obligations. The new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in buildings owned by the College. The standard was adopted on the modified retrospective basis at the date of adoption. Under the modified retrospective method of adoption, the assumptions used to estimate the College's asset retirement obligations are applied as of the date of adoption of the standard.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2023

2. Change in accounting policies (continued):

On April 1, 2021, the College recognized an asset retirement obligation relating to facilities owned by the College that contain asbestos along with underground fuel storage tanks. The buildings, in the various communities, were originally constructed between 1950 and 1967, and the liability was measured as of the date of construction of the buildings and installation of the underground fuel storage tank, when the liability was created. The buildings had an expected useful life of 40 years and the equipment had a useful life of 5 years, and the estimate has not been changed since construction and purchase of the fuel tanks.

In accordance with the provisions of this new standard, the College reflected the following adjustments at April 1, 2021:

- An increase of \$428,107, to the buildings and equipment capital asset account, representing the original estimate of the obligation as of the date of construction and purchase and an accompanying increase of the same amount to accumulated amortization, representing forty and five years respectively of increased amortization had the liability originally been recognized.
- An asset retirement obligation in the amount of \$428,107, representing the estimated cost of remediation as at that date; and
- A decrease to Opening Accumulated Surplus of \$428,107 as a result of the recognition of the liability.

There were no remediation activities completed in the year ended March 31, 2023.

3. Investments:

	Fair Value Hierarchy	2023	2022
Canadian and foreign equities	Level 1	\$ 4,192,650	\$ 4,428,310
Fixed income	Level 2	2,949,455	2,969,505
Pooled funds	Level 2	420,305	401,823
Guaranteed investment certificate	Level 1	8,000,000	8,000,000
		\$ 15,562,410	\$ 15,799,638

The long-term investments include a guaranteed investment certificate in the amount of \$24 million bearing interest at 1.58% maturing in \$8 million increments annually with a final 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 \$5,899,567 (2022 - \$5,792,164) 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, 2023

4. Capital assets:

	Cost	Accumulated Amortization	2023 Net Book value	2022 Net Book Value
Land	\$ 369,570	\$ —	\$ 369,570	\$ 369,570
Artwork	105,478	—	105,478	—
Buildings	66,818,737	33,469,818	33,348,919	34,659,055
Site improvements and betterments	23,144,674	3,479,070	19,665,604	16,502,124
Leasehold improvements	866,897	866,897	—	—
Furniture and equipment	32,734,597	28,851,686	3,882,911	3,384,687
Construction-in-progress	2,365,917	—	2,365,917	—
	\$ 126,405,870	\$ 66,667,471	\$ 59,738,399	\$ 54,915,436

5. Accounts payable and accrued liabilities:

	2023	2022
Trade and other	\$ 38,097,453	\$ 74,483,575
Payroll related liabilities	796,334	609,614
	\$ 38,893,787	\$ 75,093,189

6. Employment related obligations:

	2023	2022
Vacation and leave payable	\$ 2,230,191	\$ 2,141,458
Non-pension post-employment obligations	\$ 334,000	\$ 296,000
Sick leave benefits - vesting	—	46,000
- non-vesting	967,000	944,000
	\$ 1,301,000	\$ 1,286,000

Vacation and leave payable

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

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2023

6. Employment related obligations (continued):

Employee Future Benefits

Non-Vesting Sick Leave:

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year, up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employee's illness or injury exceeds the current year's allocation of days. Sick leave is paid out at the salary in effect at the time of usage. The most recent actuarial valuation of these sick leave benefits was completed February 11, 2020 and the result of this valuation have been extrapolated to March 31, 2023. 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:

	2023	2022
Non-vesting sick leave:		
Accrued benefit obligation	\$ 1,151,000	\$ 928,000
Unamortized actuarial gain (loss)	(184,000)	16,000
Total sick leave benefit entitlement liability	\$ 967,000	\$ 944,000
	2023	2022
Current service cost	\$ 95,000	\$ 79,000
Interest on accrued benefit obligation	27,000	17,000
Benefit payments	(99,000)	(104,000)
Unamortized actuarial loss (gain)	250,000	(75,000)
Sick leave benefit expense (recovery)	\$ 273,000	\$ (83,000)

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% (2022 - 0% - 26.2%) and 0 to 51.0 days (2022 - 0 to 51.0 days) respectively for age groups ranging from 20 and under to 65 and over in bands of five years.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2023

6. Employment related obligations (continued):

Other employee future benefits:

The College provides extended health care, dental insurance and life insurance benefits to certain of its employees under a multi-employer plan under CAAT. This coverage may be extended to the post-employment period. The most recent actuarial valuation of these employee future benefits was completed February 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, 2023.

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:

	2023	2022
Accrued benefit obligations	\$ 405,000	\$ 363,000
Fair value of plan assets	(98,000)	(98,000)
Funded status – plan deficit	307,000	265,000
Unamortized actuarial loss	27,000	31,000
Employee future benefits liability	\$ 334,000	\$ 296,000

	2023	2022
Current service cost	\$ 1,000	\$ 2,000
Interest on accrued benefit obligation	1,000	1,000
Experience (gains) losses	44,000	(24,000)
Benefit payments	(3,000)	(2,000)
Amortized actuarial gains	(1,000)	(3,000)
Employee future benefits expense (recovery)	\$ 42,000	\$ (26,000)

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2023

6. Employment related obligations (continued):

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

	2023	2022
Discount rate	2.9%	1.70%
Dental benefit cost escalation	4.0%	4.0%
Medical benefits cost escalation:		
Hospital and other medical drugs	4.0%	4.0%
Drugs	6.16% decreasing To 4.0% in 2040	6.42% decreasing to 4.0% in 2040

7. 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, 2023 (2022 - \$Nil). The bank borrowing facilities are secured by a general security agreement.

8. Deferred contributions:

	2023	2022
Student tuition fees	\$ 67,871,444	\$ 19,172,816
Externally restricted donations	174,498	217,111
Expenses for future periods	2,224,021	1,441,014
	\$ 70,269,963	\$ 20,830,941

Details of the continuity of these funds are as follows:

	2023	2022
Balance, beginning of year	\$ 20,830,941	\$ 15,087,360
Additional contributions received	69,762,290	20,348,805
Amounts taken into revenue	(20,323,268)	(14,605,224)
Balance, end of year	\$ 70,269,963	\$ 20,830,941

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2023

9. 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:

	2023	2022
Balance, beginning of year	\$ 36,657,829	\$ 36,279,727
Additional contributions received	3,541,593	2,994,127
Amounts amortized into revenue	(2,378,039)	(2,616,025)
Balance, end of year	\$ 37,821,383	\$ 36,657,829

10. Capital fund:

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

	2023	2022
Capital assets	\$ 59,738,399	\$ 54,915,436
Amounts financed by:		
Unamortized deferred capital contributions	(37,821,383)	(36,657,829)
	\$ 21,917,016	\$ 18,257,607

b) Transfer for capital assets:

	2023	2022
Purchase of capital assets	\$ 8,746,798	\$ 4,398,873
Amounts funded by deferred capital contributions	(3,541,593)	(2,994,127)
	\$ 5,205,205	\$ 1,404,746

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2023

11. Pension plan:

Contributions made by the College during the year amounted to \$ 3,016,938 (2022 - \$2,879,378).

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, 2023 indicated an actuarial surplus of \$4.7 billion.

12. 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 – 633; 2022 - 530)	\$ 1,527,594	\$ 1,101,120	\$ 826,359	\$ 1,802,355
OSOTF II (Bursaries awarded – 86; 2022 - 87)	416,324	236,990	89,716	563,598
OTSS (Bursaries awarded – 82; 2022 – 77)	879,442	437,464	142,845	1,174,061
Other (Bursaries awarded – 46; 2022 – 24)	1,052,337	585,612	85,350	1,552,599
	\$ 3,875,697	\$ 2,361,186	\$ 1,144,270	\$ 5,092,613

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2023

13. 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:

2024	\$ 436,261
2025	119,607
2026	105,378
2027	33,234
2028	1,607
	<hr/>
	\$ 696,087

14. Changes in non-cash working capital:

	2023	2022
Increase in accounts receivable	\$ (2,238,382)	\$ (3,023,176)
Decrease (increase) in grants receivable	(979,690)	466,570
Decrease (increase) in inventories and prepaid expenses	49,968	(5,679)
Increase (decrease) in accounts payable and accrued liabilities	(36,199,402)	24,546,385
Increase (decrease) in vacation and leave payable	88,733	(90,017)
Increase in deferred contributions	49,439,022	5,743,581
Decrease in asset retirement obligation	(28,000)	—
	<hr/>	<hr/>
	\$ 10,132,249	\$ 27,637,664

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2023

15. Asset retirement obligations:

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

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

	2023	2022
Balance, beginning of year	\$ 428,107	\$ –
Adjustment on adoption of PS 3280 asset retirement obligation standard	–	428,107
Opening balance, as restated	428,107	428,107
Less: obligations settled during the year	–	–
Total obligation at March 31	428,107	428,107
Less: current portion reported in accounts payable and accrued liabilities	(28,000)	–
Balance, end of year	\$ 400,107	428,107

16. Contingency:

- (a) The College is involved with outstanding and pending litigation and claims which arise in the normal course of operations, primarily as a result of grievances filed under the provisions of the union collective agreements. In management's opinion any liability that may arise from such contingencies would not have a significant adverse effect on the financial statements of the College. Losses in excess of the provision recorded in the financial statements, if any, arising from these contingencies will be accounted for in the year in which they are determined.
- (b) Effective June 2019, the Province of Ontario enacted Bill 124 "Protecting a Sustainable Public Sector for future Generations Act, 2019". This legislation limited compensation increases to 1.0% per year for a three-year moderation period for both unionized and non-unionized employees in the Ontario public sector. The starting dates of the moderation period varied across entities and employee groups. On November 29, 2022, the Ontario Superior Court of Justice struck down Bill 124, finding it unconstitutional and declaring it to be "void and of no effect". On December 29, 2022, the Ontario government filed a Notice of Appeal with the Ontario Court of Appeal. The impact, if any, to the organization as a result of the Ontario Superior Court decision is not determinable at this time. As such, no provision has been made in the financial statements.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2023

17. Guarantees:

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

18. 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 (2022 - \$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, 2023 is the carrying value of these assets.

The amounts outstanding at year end were as follows:

As at March 31, 2023	Current	31 - 60 days	60 - 90 days	91+ days	Total
Grants receivable	\$ 2,431,221	\$ —	\$ —	\$ —	\$ 2,431,221
Accounts receivable	2,327,453	2,410,997	2,410,997	511,212	7,660,659
Gross receivables	4,758,674	2,410,997	2,410,997	511,212	10,091,880
Impairment allowances	(332,117)	(269,720)	(269,720)	(25,553)	(897,110)
Net receivables	\$ 4,426,557	\$ 2,141,277	\$ 2,141,277	\$ 485,659	\$ 9,194,770

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2023

18. Risk management (continued):

(a) Credit risk (continued):

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

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

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

(b) Market risk:

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

The investment policies of the College operate within the constraints of the investment guidelines issued by the 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.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2023

18. Risk management (continued):

(b) Market risk (continued):

(ii) Interest rate risk:

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

The College's bond portfolio has interest rates ranging from 1.5% to 3.5% with maturities ranging from 2024 to 2029. At March 31, 2023, 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 \$29,495 (2022 - \$27,535).

(iii) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its mutual fund holdings within its investment portfolio. At March 31, 2023, 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 \$419,265 (2022 - \$442,831).

(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 (2022 - \$1 million) to cover short-term funding needs. There was no balance outstanding on the line of credit at March 31, 2023 (2022 - \$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.

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Financial Statements

Year ended March 31, 2023

18. Risk management (continued):

(c) Liquidity risk (continued):

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

As at March 31, 2023	Within 6 months	6 – 12 months	1 – 5 years	5+ years	Total
Accounts payable	\$ 38,893,797	\$ –	\$ –	\$ –	\$ 38,893,797
Deferred contributions	35,134,981	35,134,982	–	–	70,269,963
Lease commitments	218,131	218,130	259,826	–	696,087
	\$ 74,246,909	\$ 35,353,112	\$ 259,826	\$ –	\$ 109,859,847

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
Deferred contributions	10,415,470	10,415,471	–	–	20,830,941
Lease commitments	238,112	238,113	638,054	–	1,114,279
	\$ 85,746,299	\$ 10,653,584	\$ 638,054	\$ –	\$ 97,037,937

19. 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, 2023

Restricted Funds

	Balance, March 31, 2022	Additions, transfers and Investment Income	Bursaries and other disbursements	Balance, March 31, 2023
Leaders of Tomorrow	\$ 418,494	\$ 202,930	\$ 20,000	\$ 601,424
Endowment income	3,457,203	2,158,256	1,124,270	4,491,189
Expendable funds	3,875,697	2,361,186	1,144,270	5,092,613
J.H. Drysdale Award	139,728	51,891	10,000	181,619
Other	17,206,835	11,644,010	411,214	28,439,631
Ancillary	7,929,305	107,200	973,434	7,063,071
Capital projects and operational initiatives	37,045,876	17,000,000	3,265,140	50,780,736
	\$ 66,197,441	\$ 31,164,287	\$ 5,804,058	\$ 91,557,670

Endowment Funds

	Balance, March 31, 2022	Additions	Transfers	Balance, March 31, 2023
OSOTF I	\$ 2,752,800	\$ -	\$ -	\$ 2,752,800
OSOTF II	592,475	-	-	592,475
OTSS	1,046,122	47,538	-	1,093,660
Other	1,400,767	59,864	-	1,460,631
	\$ 5,792,164	\$ 107,402	\$ -	\$ 5,899,566

Total restricted and endowment funds	\$ 71,989,605	\$ 31,271,689	\$ 5,804,058	\$ 97,457,236
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NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Operating Fund Revenues

Year ended March 31, 2023, with comparative information for 2022

	2023	2022
Grants:		
Post secondary:		
General operating grant	\$ 5,299,882	\$ 4,493,101
International student recovery	(423,750)	(278,625)
Special support grants	9,124,308	8,285,620
Second Career / WSIB grants	92,548	72,306
Grant for municipal taxation	50,625	51,675
Premise rental grant	100,800	151,679
	14,244,413	12,775,756
Employment and literacy:		
Apprenticeship	1,247,081	1,301,827
Literacy and Basic Skills	2,398,321	2,400,129
Employment programs	3,719,740	3,099,119
	7,365,142	6,801,075
Special purpose grants:		
Indigenous projects	532,695	547,750
Capital support grants	6,267	245,802
Accessibility grants	343,142	383,639
Daycare	425,624	489,985
OSAP bursaries	159,388	111,028
Other	2,501,316	3,429,170
	3,968,432	5,207,374
	\$ 25,577,987	\$ 24,784,205
International programs and other:		
Daycare fees	\$ 90,135	\$ 102,437
Rents	199,992	199,992
Contract training	4,115,093	5,268,617
International programs	77,889,044	21,538,751
Other fees	1,024,459	755,051
Miscellaneous	722,934	848,466
	\$ 84,041,657	\$ 28,713,314

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Operating Expenses by Cost Object

Year ended March 31, 2023, with comparative information for 2022

	Academic	Administration	Student Services	Plant and Property	Community Services	Employment Training Programs	Total 2023	Total 2022
Academic salaries	\$ 14,723,865	\$ -	\$ 10,484	\$ -	\$ -	\$ -	\$ 14,734,349	\$ 13,727,167
Administration salaries	1,558,338	1,766,032	655,909	98,280	-	386,052	4,464,611	4,219,459
Support salaries	4,093,479	1,569,611	3,191,367	740,630	418,241	1,495,440	11,508,768	10,473,569
Stipends and allowances	561,535	-	204,818	-	-	548,679	1,315,032	1,309,779
Fringe benefits	4,276,306	871,515	1,045,390	205,878	99,374	430,136	6,928,599	6,423,415
Instructional supplies	2,036,221	40,918	421,008	-	5,913	84,520	2,588,580	2,519,463
Field work	27,005	-	-	-	16,987	-	43,992	37,957
Staff employment	-	31,764	-	-	-	-	31,764	35,488
Professional development	13,508	54,287	67,077	-	1,051	11,087	147,010	59,379
Travel	249,117	93,718	148,808	11,490	-	29,384	532,517	174,507
Promotion and advertising	103,604	283,473	1,511,792	-	-	14,263	1,913,132	1,051,018
Equipment maintenance	17,701	-	-	285,022	-	-	302,723	105,935
Telecommunications	196,521	55,377	-	-	-	32,612	284,510	271,138
Office supplies	87,707	131,945	156,509	7,216	-	21,610	404,987	279,124
Janitorial	-	76,204	-	36,505	505	-	113,214	558,838
Facilities maintenance	-	-	-	239,327	-	-	239,327	250,293
Vehicle	-	-	-	2,390	-	-	2,390	1,790
Insurance	-	358,946	-	-	-	-	358,946	560,688
Bank charges and bad debts	157,086	109,291	79,486	-	-	-	345,863	675,747
Professional fees	23,054	460,968	240,705	-	2,000	-	726,727	449,267
Contracted services	52,685,851	458,023	2,582,723	109,229	-	5,782	55,841,608	3,626,807
Utilities	29,134	-	-	1,003,097	-	-	1,032,231	850,220
Municipal taxation	-	-	-	71,250	-	-	71,250	88,200
Rentals	373,607	27,785	40,687	-	30,000	185,883	657,962	701,955
	\$ 81,213,639	\$ 6,389,857	\$ 10,356,763	\$ 2,810,314	\$ 574,071	\$ 3,245,448	\$ 104,590,092	\$ 48,451,203
Ancillary expense							2,753,089	2,244,765
Total expenses							\$ 107,343,181	\$ 50,695,968

NORTHERN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Schedule of Ancillary Revenue and Expenses

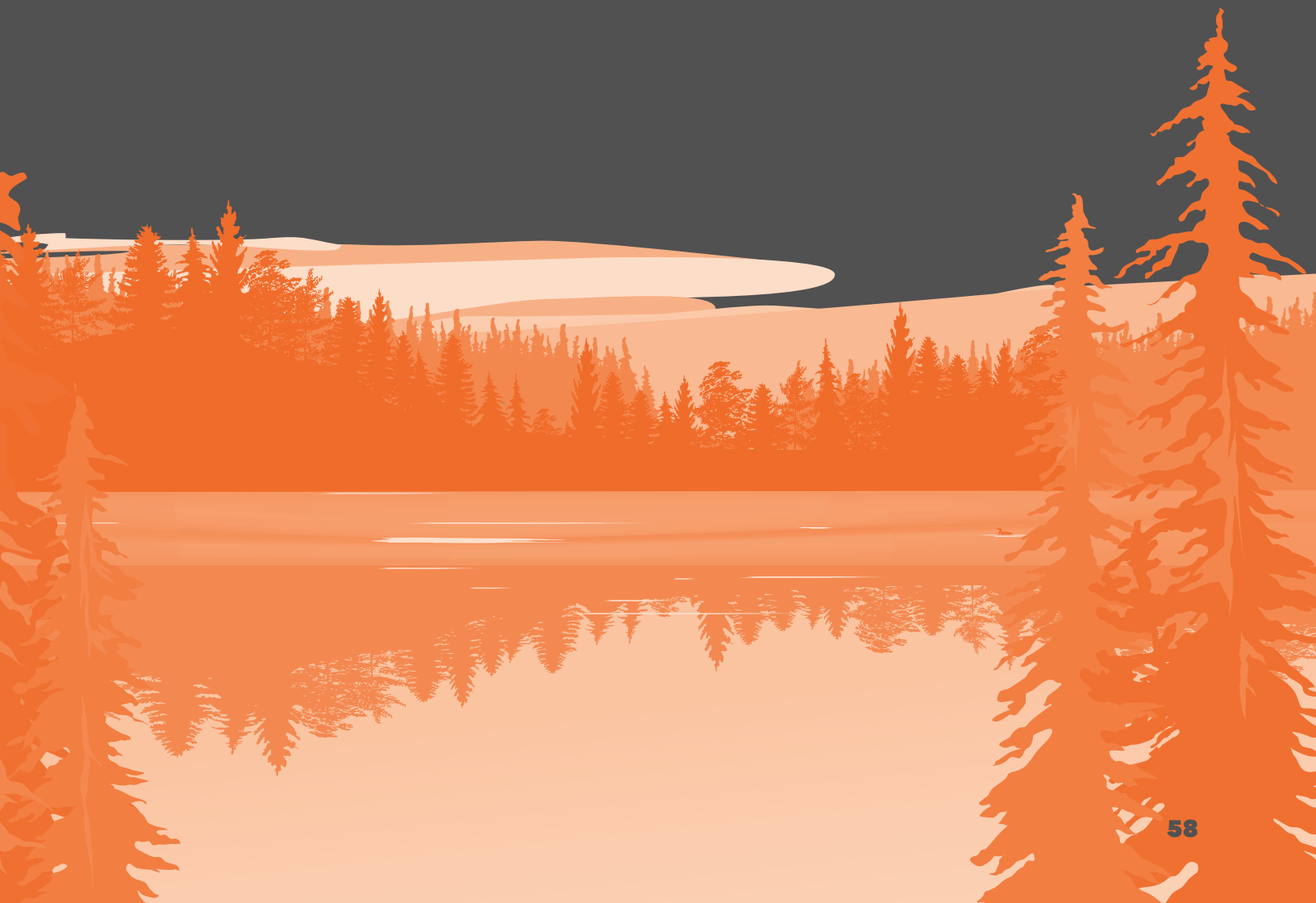
Year ended March 31, 2023, with comparative information for 2022

	2023	2022
Bookstore Operations		
Revenue	\$ 46,892	\$ 44,709
Operating expense	9,358	39,024
Excess of revenue over expense	\$ 37,534	\$ 5,685
Student Residence Operations		
Revenue:		
Rent	\$ 320,565	\$ 266,430
Service charges	38,359	29,872
	358,924	296,302
Expense:		
Operating	578,986	443,382
Deficiency of revenue over expense	\$ (220,062)	\$ (147,080)
Parking Grounds Operations		
Revenue	\$ 70,969	\$ 683
Operating expense	126,194	110,943
Deficiency of revenue over expense	\$ (55,225)	\$ (110,260)
Ancillary Facilities Operations		
Revenue	\$ 2,291,500	\$ 1,826,742
Operating expense	2,038,551	1,651,416
Excess of revenue over expense	\$ 252,949	\$ 175,326

APPENDIX B

SUMMARY OF ADVERTISING & MARKETING COMPLAINTS

Northern College did not receive any Advertising or Marketing complaints during the 2022-2023 academic year.



APPENDIX C

Annual Report for the Foundation

GIVING **AN ANNUAL REPORT FOR THE FOUNDATION**



YEAR IN REVIEW



After more than two years spent navigating the nuances of a pandemic-tainted reality, Northern College's Foundation was finally able to hit the ground running this year, taking

full advantage of the relaxed restrictions and the return to normal operations.

Drawing heavily from the lessons learned during the height of the pandemic, the Foundation immediately invested its time, resources and considerable energy into the communities that define so much of what Northern College does.

This investment was made in a variety of ways: working closely with donors, community partners and students, dozens of avenues were explored to create the maximum level of support for Northern College students, alumni, communities and programming.

This collaborative approach created some truly memorable events, fundraisers and awareness initiatives which placed Northern College at the centre of a larger driving force for community good.

Northern College and its Foundation continued to build community relationships with regional municipalities, working to align goals where possible and support the health and well-being of its campus communities and the residents of those communities.

The College issued almost two million dollars in bursaries and awards to its students in 2022-23, an unprecedented investment in student success. This money not only helps to ensure student success by removing some of the financial barriers faced by students, but it also represents a sincere investment in Northern's campus communities and the region.

The majority of the total bursaries awarded, including flow-thru monies, was \$1,876,500, an increase of 106 percent, or \$965,405.



Northern College's Foundation is built upon sound investments that ensure learners 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 in the performance of both trust funds and endowments.

The majority of the total bursaries awarded, including flow-through monies, was \$1,876,500 an increase of 106 percent, or \$965,405.

Bursaries paid from trust funds amounted to \$1.3M, a substantial increase of 63 percent, or \$500,000.

A growing number of scholarships, bursaries and awards were distributed during the 2022-23 academic year, with many donors stepping forward to support students of Northern.

Investment returns totaled over \$2.7M for the year, a 42% increase over an already exceptional performance year in 2022-2023.

This past year also 69% of the scholarships, bursaries, and awards given out to students were from trust funds. The remaining 31% was given by the College directly to support students with financial needs through an emergency fund, as well as additional entrance awards and international scholarships for a total of \$576,500.

As of March 31, 2023, an overall increase in endowed funds of \$107,402 was achieved through engagement with community, industry and other partners, an initiative led by the College's development officer.

SPONSORSHIPS

Timmins Chamber of Commerce Golf Tournament

The Northern College Foundation supported the annual Timmins Chamber of Commerce Golf Tournament, hosting a booth with fun activities like Northern Trivia and Finish That Lyric. Northern College and its Foundation are proud to play a role in events like these within our Campus communities, providing entertainment, prizes and presence.



North On Tap Craft Beer Festival

The Northern College Foundation provided a Platinum Sponsorship for the annual North On Tap Craft Beer Festival in Haileybury. Northern College and its Foundation are proud to support community events that feature local entrepreneurs, provide opportunities for community connection and contribute to the vibrance of our campus communities.



Meritorious Recognition

The Dr. Fred Gibbons Student Commons dedication event took place on October 14th at the Timmins Campus. The day began with a meet and greet followed by the Meritorious dedication which took place in the Main Foyer of the Timmins Campus. A second event took place in the Integrated Emergency Services Complex and included many external partners as well as staff and retirees. This was an event to dedicate the Student Commons to Dr. Fred Gibbons in honour of all he has done and accomplished in his role as past President and CEO of Northern College.



Timmins Golf Championship

Northern College is proud to be a repeat sponsor for the Timmins Golf Championship, supporting the local golf community, maintaining public visibility and allowing for opportunities to liaise with potential donors for the Foundation.

TD Insurance Blue Jays Giveaway

Long-time partners TD Insurance sponsored an Alumni giveaway of two tickets to the Toronto Blue Jays. The tickets were awarded to Natalie Fenton, who attended the game with her husband. Sponsored Alumni outreach activities such as this are one of the many ways Northern stays connected to College alumni.



Rock On The River

Northern College continued a growing tradition of sponsoring the music festival Rock on the River platinum stage for 5,000 dollars, receiving 25 tickets which were raffled off to employees. This annual event draws crowds of thousands for two nights of live music featuring big name acts. Northern College and its Foundation help to support local initiatives, that provide opportunities for entertainment and community togetherness.

Timmins Rock

Northern College and its Foundation takes pride to once again in supporting Timmins Rock, a local Northern Ontario Junior Hockey League Team to the tune of 5,500 dollars. This sponsorship is part of a larger effort to support youth initiatives in our campus communities and contribute to the kinds of activities that improve quality of life.



Rotary Wheel for Learning Program

Northern College's Foundation supported Kirkland Lake Campus employee Janice Ranger and local the Rotary Club by providing donations of College swag items and old laptops for her to give out to children in need when she travelled to Cambodia in the early months of 2023. Ranger's visit to Cambodia was part of a broader Rotary Club initiative called the Wheel for Learning Program which sees volunteers travel the countryside giving away bicycles, building washing stations, clean water wells and bathrooms. Northern College and its Foundation support any initiatives that contribute to the health and wellbeing of people, regardless of where they are from.

Remembrance Day

Northern College was proud to once again sponsor the Royal Canadian Legion Remembrance Day ceremonies in its campus communities, purchasing and laying a wreath in South Porcupine, Kirkland Lake and Haileybury. The Royal Canadian Legion commemorates the sacrifices of so many Canadians who lost their lives at war while helping to define Canadian ideals and history.

External Relations Placement Student

Northern College's External Relations department onboarded placement student Julianne Schuh, a second year Office Administration Student at the Timmins Campus. Julianne has contributed to the ongoing growth of this area for Northern College, helping to build connections, sponsor and host events.



Nova Awards

Northern College and its Foundation were pleased to once again sponsor the NOVA Awards, an annual celebration of local businesses hosted by the Timmins Chamber of Commerce. The College purchased 14 seats for the event, setting aside 10 for staff members and another four for the general public. In sponsoring the NOVA Awards, the Foundation sponsors an event that supports and celebrates local entrepreneurship, business successes and many of Northern's proud alumni in the process.

Timmins Tigers Cricket Club

Northern College's Alumni Association is the main sponsor of the Timmins Tigers Cricket club. The club has been encouraging and promoting the sport of Cricket in communities across northeastern Ontario since 2016 and features many Northern College students and alumni, providing an opportunity for them to bond with their friends and community members, helping to bring a little slice of home to Canada's north.



Quilts for Survivors

As part of Northern's ongoing effort to support and embody Truth and Reconciliation, several departments pledged their support for Quilts for Survivors, donating \$5,000 to the cause.

Quilts for Survivors is a national non-profit created by a Northern College graduate dedicated to providing the survivors of Canada's Residential Schools with full-sized quilts, to lend them comfort when they need it most. The quilts symbolize support, respect and love.



Salvation Army

Recognizing that many of Northern's student's access the free meals programs as Canadians continue to adjust to ongoing inflation, Northern College, it's Foundation and members of the Kirkland Lake Campus supported the Salvation Army's free meals program with a 2,500-dollar donation.

Chapleau Northern Pike Fishing Derby

Northern College and its Foundation, sponsored the Northern Pike Fishing Derby in Chapleau, hosted by the Rotary Club. Northern prides itself in offering students a true northern experience during their time with us, sponsoring events that celebrate the unique, outdoors lifestyle on offer in our region.



Winter SBA Ceremony

Northern College gives back to the students that make our operations possible. After all, what is a classroom without students in it? As part of its concentrated effort to provide student supports unlike any other College in the province, Northern donated almost 800,000 dollars to students across 715 awards at its four campuses in the Winter award ceremony alone, with over \$2 million in bursaries and awards issued to Northern students over the 2022-23 academic year.

Zack's Crib

Supporting a local initiative in Temiskaming Shores that aims to end homelessness in the community, Northern College donated 5,000 dollars to Zack's Crib. The donation will go directly toward the establishment of a safe-bed facility for those in need. Zack's Crib is a local registered Not-for-Profit seeking to help those in need have access to a bed, warming centre, clothing and eventually find and retain employment.



Kirkland Lake Santa Claus Parade

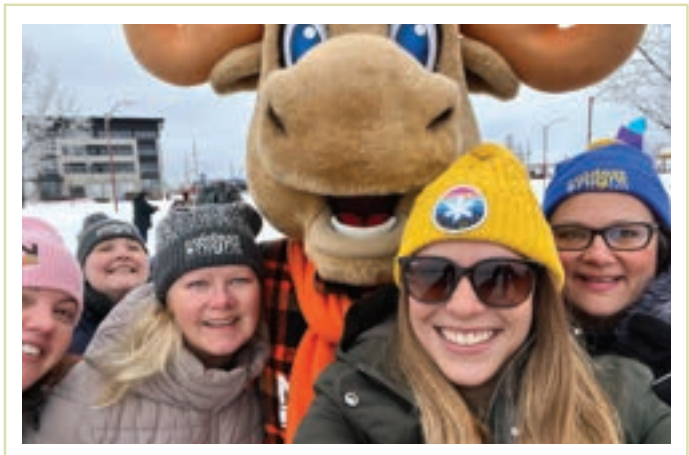
As part of a longstanding tradition for Northern College's Kirkland Lake Campus, employees came together to participate in the annual Santa Claus Parade. Earning first place in the float context, the Northern College team and Kirkland Lake Chamber of Commerce donated 250 dollars to a charity of the College's choice. Northern commends and appreciates its employees willingness to participate in community initiatives.



Coldest Night of The Year

Northern College served as title sponsor for the Timmins Anti-Hunger Coalition's annual fundraiser the Coldest Night of the Year for the third year in a row. 5,000 dollars was donated to the not-for-profit, to help local charities specializing in helping the hurt, the hungry and the homeless. A Northern College team was organized to participate in the event raising 620 dollars, along with an event launch at the Hollinger Skating Oval.

In total, the 2023 campaign raised over 45,000 dollars in Timmins.



Spring Career Fair

Northern College's Alumni Association alongside Community Employment Services hosted a three-week virtual spring career fair series between February and March of 2023. The event marked the fifth time Northern hosted this event, designed to connect students with employers, and helping them get a head start on their careers. The impactful career fair culminated with an in-person event, which saw the participation of 59 employers, and 331 students.



Temiskaming Hospital Foundation

Northern College pledged 2,000 dollars to the Temiskaming Hospital Foundation during their annual radiothon. The radiothon was hosted to help raise money for the purchase of a new defibrillator. Northern College believes firmly in contributing to the overall health of its campus communities, including contributing to the purchase of life-saving equipment.



Beards Off for Bursaries

Following the untimely death of long-time Kirkland Lake welding professor Jack Pacey, members of the Kirkland Lake Campus came together to create a bursary to honour Pacey and his significant contributions to Northern College and its suite of welding programs. Led by welding professor Joshua Fuller, five members of the Kirkland Lake Campus pledged to lose their facial hair in the name of creating a bursary in Pacey's Honour. Over three separate events, the Northern College foundation raised 21,500 dollars for the bursary, proving to be a very successful event for the Kirkland Lake Community. Northern College and its Foundation are extremely proud of what this group accomplished, how it represented the values that we, as an institution hold dear, and most importantly, how it honoured the life and contributions of Jack Pacey.





2022 Governor General Award Winner Andrew Kennedy

Northern College and its Foundation awarded Haileybury Law Clerk Student Andrew Kennedy with the 2022 Governor General Award for Excellence in Education. This award is issued to graduates who display consistent dedication to their studies and achieve the highest-grade point average at each College in Ontario. Throughout his four semesters with Northern, Kennedy maintained a perfect 4.0 grade average, overcoming the limitations of the Covid-19 pandemic and the pitfalls of distance learning to achieve this. "I could study on my own time and from home which proved extremely beneficial while working throughout the program," Kennedy said of his experience at Northern. "My professors took attention to understand that everyone's situation and requirements were different, and they structured their teachings respectively. I was engaged in the learning process because of the varied areas of study, how they were being taught to me, and in their logical order."

Khalsa Day Parade

Northern College was proud to participate in the first annual Khalsa Day Parade in Timmins, an event which celebrates the Sikh New Year and the establishment of the Sikh community in 1699. Northern has seen how our international students have built up our campus communities and is happy to support celebrations of their culture by being present, involved, and supportive.



Expertech Auto

Thanks to the contributions of Northern College Alumnus Dan Bruneau, owner and operator of Expertech Auto, the Motive Power programs at the Timmins Campus have received continued support. The Northern College Foundation has received a number of donations from Bruneau of new and used equipment, and cash contributions over the past ten years. Beyond this, Bruneau has hired several Northern graduates, proving that strong alumni relationships create opportunities for success for current students and recent graduates. Northern College and its Alumni Association are grateful of the generosity displayed by Bruneau and Expertech Auto, knowing that it provides a great example for our students and for fellow alumni.

Pride Parade

Northern College once again participated in the Timmins Pride Parade, an event which is quickly becoming a tradition for our institution. Northern College is proud of its work towards Equity, Diversity and Inclusion (EDI) and never misses an opportunity to show up and represent those values whenever possible.

Best and Brightest

This year saw the launch of a campaign designed to promote the accomplishments of the Board of Governors Entrance Award winners. The Award is designed to celebrate the excellence of local students who selected Northern College as their first choice to study with during their College application process. The Best and Brightest Campaign comprised of vignettes of award winners, listing their high school accomplishments, their hopes for their post-secondary studies and why they chose Northern.

COMMUNITY CONNECTION

For the third year in a row, Northern College President and CEO, Dr. Audrey J. Penner, completed a series of delegation visits to communities within the College catchment region, visiting Town and City Councils to update them on Northern College and its activities. Dr. Penner and members of the Senior Management Team visited Timmins, Temiskaming Shores, Kirkland Lake and Kapuskasing. This annual delegation series helps Northern stay connected to the communities in its catchment region, strengthening relationships and allowing for future collaboration.



Tyler Smith Event

Northern College partnered with Timmins Chamber of Commerce and the Town of Kirkland Lake in hosting two events featuring keynote speaker Tyler Smith, a survivor of the Humboldt bus tragedy. Smith delivered two addresses to eager crowds, telling his story as a survivor, coming to grips with tragedy, the loss of friends and working through grief to packed audiences in both Timmins and Kirkland Lake. Smith received outpourings of support from community members, with young and old alike attending each sold out appearance.



Celebrating Indigenous Graduates

Northern College and its Foundation worked with the Marketing, Communications & External Relations team to create a campaign celebrating Indigenous Graduates during Indigenous Cultural Awareness Week in September. Featured in this impressive campaign were Logan Daoust, Amanda Kioke, Cory Robin, Patricia Clement and Kristin Murray.



championship hockey team and its legacy. Northern College is grateful for the support of the Town of Kirkland Lake, the Kirkland Lake Gold Miners Junior A Hockey Club, the Microtel Inn and Suites Kirkland Lake, the Royal Canadian Legion Branch 87 and the Museum of Northern History and recognizes the accomplishments of its graduates. This event was a wonderful way to celebrate just that and stay connected with our campus communities.

FEATURED EVENTS

Kirkland Lake Huskies Homecoming

Northern College's External Relations and Alumni department worked closely with partners in Kirkland Lake Mike Jones and Steve Cox to host a celebration of Northern College's Huskies Hockey team which won the OCAA Hockey championship in 1971. The event took place at the Joe Mavrinac Sports Complex over the weekend of October 22. This weekend-long event saw Northern Alumni from across the province join staff, faculty, retirees and the Kirkland Lake community members in celebrating this

CONCLUSION

Throughout the past year, the Foundation celebrated many firsts, built on established best practices while expanding its capacity, and supporting Northern College students like never before.

Suffice to say that 2022-23 was a banner year for Northern College and its Foundation. Rooted in the College's core values, the Foundation exemplifies all that we strive toward at Northern: excellence, community connection, kindness and giving.

At Northern, we understand that so much of what sets us apart derives from these core values and of our belief that learning is nurturing knowledge, encouraging growth, and tending to need.

These accomplishments would not have been possible without the considerable talent, dedication and work ethic of the Foundation and its small staff.



Motivated by helping those in pursuit of their dreams, Northern's Foundation is constantly identifying ways to remove barriers to student success by creating new partnerships, maintaining connections with students and celebrating their achievements three times a year.

The Foundation maintains this level of support through community partnerships, donor relationships and the creation of new bursaries and awards - always maintaining that none of their work would be possible without the generosity of the communities, people and organizations in Ontario's northeast.

This report is as much about our students and their successes as it is about the donors who truly help make dreams come true.



APPENDIX D

COLLEGE COUNCIL ANNUAL REPORT



Mandate

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

Membership and Participation

The 2022-2023 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	3	Administrative Staff	1
Support Staff	4	President	1
Students	3*+ 3		

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

Meetings

The Council successfully held three virtual meetings this term:

November 10, 2022 January 31, 2023 March 27, 2023

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 International Student Experience, the move to 7-1-7 semester format and Enrollment Updates. The College Council forum was also an excellent means to share important updates regarding the College Master Plan and College Council members used the opportunity to ask questions.

Of particular interest were the topics brought forward by Indigenous Services, such as the sacred garden, workshops, a book club and the sensitive topic of Orange Shirt Day. The Council was engaged and asked questions, further developing a culture of respect, openness, and understanding.

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!

Effectiveness

Members’ commitment to attending meetings and participation during meetings was exceptional this term. The 2022 College Council elections were a success with 4 support staff representatives vying for the Kirkland Lake/Haileybury seat. In a post-pandemic world, the use of web-based video conferencing continues to be the select mode of communication, its use fulfilling Council’s mandate to facilitate communication.

Summary

Members of College Council are engaged and make valuable contributions towards achieving our mandate to promote communications throughout the College. In order to elevate the profile of College Council and encourage participation, Certificates of Appreciation are presented to members completing their terms during the College's Annual Employee Recognition Event.

Three staff and three students will be completing their term of service as of August 2023 and the election process to select new representatives will be initiated in early fall.

Moved by: Gloria Richardson Seconded by: Danielle Frenette

THAT College Council approves the 2022-2023 Annual Report as presented; and that the report be included in the 2022-20223 Northern College Annual Report to be submitted to the Ministry of Colleges and Universities.

College Council Membership

August 2022 – September 2023

Representative		Core	Term Ends August 31	Campus Represented
Gloria	Richardson	Academic	2024	HL/KL
Tyy	Dearden	Academic	2024	HL/KL
Christine	Raycraft	Academic	2023	Timmins/Moosonee
Marc	Veilleux	Academic	2023	Timmins/Moosonee
Kellie	Broderick	Support	2024	KL/HL
Anna	Sawicki	Support	2023	KL/HL
Armanda	Sutherland	Support	2024	Timmins/Moosonee
Danielle	Frenette	Support	2024	Timmins/Moosonee
Allison	Gallant	Admin	2024	All campuses
Chantal	Bergeron	Student	2023	Accessibility Services
Rainbow	Matthews	Student	2023	Indigenous Student Association
Natalie	Boutin	Student	2023	NCSA
Amanda	Quenneville	Student	2023	NCSA
Audrey	Penner	President & CEO	-	-

Resource Members		
Aaron	Klooster	Senior VP Academic & Student Success
Kristen	Hamilton	Acting Registrar
Susan	Hunter	Chief Cultural Officer
Sarah	Campbell	Dean, Health Sciences & Emergency Services
Doug	Clark	Dean, Sciences
David	Francis	Dean, Trades and Technology
Dean	Lessard	Dean of Community Services and LEID
David	Rossi	Dean, Business, Alternate & Flexible Learning
Christine	Heavens	Ex. Director, Community, Bus. Dev. & Employments Services
Sarah	De Pinto	Human Resource Generalist
Amanda	Belisle	Administrative Assistant



- 
- The background of the entire page is a stylized, monochromatic orange-toned illustration of a serene landscape. It features a calm body of water in the foreground, reflecting the surrounding environment. A dense forest of evergreen trees lines the banks of the water. In the distance, rolling hills or mountains are visible under a sky with soft, horizontal cloud bands. The overall aesthetic is peaceful and naturalistic.
-  **northernc**
 -  **Northern College**
 -  **@mynorthernc**
 -  **northernCollege**
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