



Canadore College
Annual Report 2022-2023



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LAND ACKNOWLEDGEMENT

Canadore College resides on the traditional territory of the Anishinaabeg and within lands protected by the Robinson Huron Treaty of 1850. This land has been occupied by the people of Nipissing First Nation, Treaty #10 since time immemorial.

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The Year in Review: A Message from the Chair and the President

Canadore Colleges continues to be guided by its strategic plan, *Canadore 2026*. Each year our staff rises to the occasion to deliver outstanding results as measured by our strategic objectives, key performance indicators (KPIs), strategic mandate agreement metrics, and financial outcomes.

In 2022-2023, we continued to pursue our renewed vision of creating a college that delivers results, making Canadore the college of choice for connecting people, education, and employment through leadership and innovation.

The year saw an expansion of college credentials to include a stand-alone 4-year Honours Bachelor of Science – Nursing, and an Honours Bachelor of Advanced Manufacturing Technology Management degrees.

We exceeded the relevant recommendations made by the Truth and Reconciliation Commission, collaborating with Indigenous communities and institutes to build on our success and learning.

Our program and service mix expanded to meet the employment demands of today and tomorrow, and we did all this within our human and financial resources as we live by our commitment to be good stewards of our budget while delivering value for money to the citizens of Ontario.

Our partnership with Stanford International College continued to evolve as the quality assurance and student service models matured. Academic quality and student experience is the focus of all our campus locations and those of our partners.

Canadore is, and always has been, committed to full transparency and accountability to our students, employers, and the communities we serve across the province of Ontario and beyond. We continue to find innovative and creative ways to enhance and strengthen our role in education and applied learning in a competitive industry.

At times we will do things differently. We will not be bound by standard conventions as we meet our commitments. We will continue to invest strategically in our people and infrastructure to deliver our vision.



George Burton, President and CEO



Todd Wilcox, Chair



Statement of Purpose



Canadore College is an institution of applied learning and research with a strong focus on experiential learning. It will be the college of choice for connecting people, education and employment through applied learning, entrepreneurship, leadership, and innovation. Our programs and services will be driven by market demand to meet the needs of today and tomorrow.

Our goal is to be the leader in all we do.

Our objective is to expand our reach through diversification, market expansion and partnerships in a sustainable manner. We will bring value to our students, employers, partners and the communities we serve.

Our organizational success will be measured by the College's metrics and those of the government and our partners. As an academic institution, student success will be our leading metric.

Creative, multi-disciplined approaches will be brought to opportunities as they are discovered or created by Canadore. We will challenge the status quo and we will not be bound by standard conventions.

Differentiation will be the key element to our success. Differentiating our student experience, program and service design and delivery will distinguish Canadore.

The 5 Pillars -- Student Success, Program and Service Excellence, Innovation and Entrepreneurship, Connection to Community, Financial and Environmental Sustainability -- guide our decision making and ensure the organization remains grounded in its fundamentals.

We remain committed to the implementation of the Truth and Reconciliation Commission recommendations that are relevant to post-secondary education, and the principles of freedom of expression, equity, diversity and inclusion. We will invest in our people to develop capacity ensuring we successfully attain our collective objectives.

Canadore College has committed to supporting the 17 sustainable development goals (SDGs) of the United Nations Sustainable Development Accord by considering the SDGs in research, campus operations, and curriculum development. The College has set a goal to become carbon neutral by 2031.

The 5 Pillars

The five guiding pillars act as Canadore's operations decision filters to our actions. All that we do must align with the 5 Pillars in support of the College's strategic direction.



Student Success



Program and Service Excellence



Innovation and Entrepreneurship



Connection to Community



Sustainability (Fiscal and Environmental)



Student Success

Canadore College exists for its students; to help them maximize their potential, acquire skills for employment, set up a basis for further education, or all three combined. We will uphold Canadore's historical focus on student success. Our services and student activities will be designed and delivered to create a unique college experience. As we evolve, we will attract and support a diverse community of learners in a culturally-safe environment and we will focus on their success and satisfaction.

Guiding Principles

- Leadership in student success programs
- Student support mechanisms
- Career preparation/Job connection for life
- Lifelong connection to the College through the Canadore College Alumni and community
- Linking with community support services and networks to create efficient hubs

The 5 Pillars



Program and Service Excellence

Canadore College will provide relevant and responsive programs and services to meet the needs of students, employers, and our communities. We will focus on our learning and the learning environment.

We will offer a diverse range of credentials including certificates, diplomas, degrees, continuing education, apprenticeship, and workforce development training.

Guiding Principles

Focus on learning

Targeted programs driven by employer and applicant demand

Student-centered services and experiential learning opportunities

Programming for the global economy

Pathways for lifelong learning and credential recognition

Experiential learning opportunities in all programs



Innovation and Entrepreneurship

We will apply an innovative approach to meet the challenges Canadore and our communities face. We will recognize and build on our strengths and those of our partners. We will not be bound by tradition or convention. We will embrace technology tools to support teaching and learning. We will be entrepreneurial in our approach to program development. We will continually look towards innovation and reinvention in programming, services and technology.

Guiding Principles

Private and public sector partnerships

First Nations partnerships

Broader education sector partnerships

Creative and flexible program design and delivery

Leveraging the use of technology

Innovation and entrepreneurship will be encouraged and embraced

Innovation and entrepreneurship will be elements in all our programs and services

We will serve as an innovation leader and incubator for our students and the communities we serve

The 5 Pillars



Connection to Community

Canadore College is a major partner in the prosperity and success of the Nipissing District, the West Parry Sound region and beyond in the province of Ontario. We are a significant economic contributor and comprise 6% of regional domestic product. We support economic development by providing business incubator facilities and customized partnership models and, most importantly, by training highly skilled graduates with emphasis on experiential learning.

We will continue to act as a catalyst for economic development by bringing together employers, agencies and public and private sector partners to develop responsive and innovative programming to meet industry and community needs. We will continually seek to improve our connection to community through our employees and students being involved with local organizations, fundraising, partnerships and more.

Canadore College will continue to expand its applied research capacity and activity to support and promote the economic health of the College, enhance the learning environment, and create and retain jobs in the province.

Guiding Principles

- Partnerships for regional and provincial economic development
- Social development of students and communities
- Expand and strengthen education partnerships and applied research scope
- Maintain a close linkage to business and community needs
- Continue to be highly responsive to labour market needs
- Pro-actively contribute to the economic development of our region and province
- Ensure accessibility to communities and First Nations
- Actively engage our alumni and communities as ambassadors for the College



Sustainability (Fiscal and Environmental)

Canadore College is committed to ensuring the prudent and effective management of its human, fiscal and environmental resources to ensure that its learners and employees receive the maximum benefit from the College's and communities' resources.

We will maintain our financial health to support high quality learning, service provision, and economic development activities. The College will optimize opportunities for funding from all sources. We will cultivate a culture of entrepreneurship ensuring financial and environmental sustainability. As a publicly supported institution, with greater percentages of our revenue from non-government sources, the College has a responsibility to set an example of stewardship and accountability to our students and the public.

Guiding Principles

- Diversification of funding/revenue sources
- Entrepreneurial approach
- Expansion of international education opportunities
- Effectively planning and executing with efficiency
- Human and fiscal organizational capacity
- Fiscal responsibility
- Partnership is a key consideration in all that we do
- Lead in the pursuit of good environmental stewardship

Report on Previous Year's Strategic Objectives

1. Maintain our strong focus on student success, graduate employment, and lifelong support services to Alumni.

Classroom Experience

◀ Culinary Student Wins International Recognition

Canadore College was once again represented at the IHM International Young Chef Olympiad (YCO). In a competition against more than 40 other countries, the College took home two awards – Best Mentor for Chef Fintan Flynn, and Best Knife Skills for second-year Culinary Management student Mya Hilts.

◀ Students Help with Police Emergency Response Training

A recurring class project for Canadore College's Construction, Carpentry, and Renovation students is helping local police emergency response teams practice their skills. The students built an almost 3,000 square foot house in the large carpentry shop at the Commerce Court Campus for the officers to train in.

At more than 14,000 square feet, the carpentry training space is one of the largest in Ontario. The program curriculum includes site layout and foundation systems, wood framing, stair construction, and interior and exterior finishes. Every year the students build a different training structure. Last year an upper walkway was installed to provide a different vantage point for the police to observe officers during training, and for faculty to monitor students.

The structures are torn down every year to make way for a new design, and more training opportunities. The tactical house project is just one facet of the relationship between Canadore and the North Bay Police Service. The Service hires many Canadore graduates from the Community Justice and Police Studies programs, and many of the faculty who teach those programs are former police officers.

Professional Development for Faculty/ Educational Technology/ Research and Implementations

Canadore's Academic Centre of Excellence (ACE) supports faculty to design and deliver rich and innovative learning experiences for students. The support includes course design, delivery, iLearn, and applied research guidance, as well as program development and academic quality assurance leadership.

ACE expanded the scope of professional development for teaching and learning to introduce the concept of a Scholarship of Teaching and Learning (SoTL), a systematic inquiry into student learning to refine and improve how teaching is done. At the College, there is an ongoing effort to foster an environment where this kind of research is encouraged and valued. By doing so, the College not only advances its research and teaching methodologies but also creates a community of educators dedicated to continuous improvement and excellence in education.

Report on Previous Year's Strategic Objectives

2. Position Canadore as a solution provider for all levels of government and the broader private sector to increase commercial research; increase share of government envelope funding.

ICAMP celebrates its first decade

The Innovation Centre for Advanced Manufacturing and Prototyping (ICAMP) marked its 10th anniversary in 2023. ICAMP's mission is to promote the growth and success of Canadian industry by providing direct and cost-effective access to the latest in advanced manufacturing technology, expertise, and practices. To date, it has helped 500 companies and has completed more than 1100 projects.

ICAMP provides an applied research fund called Responsive Innovation (RI), which provides capacity to engage business and industry in projects that have economic impact to Northern Ontario. RI is an opportunity to responsibly meet the innovation needs of local and regional businesses and organizations in Northern Ontario, resulting in economic development and employment within the region. With support from FedNor, ICAMP undertakes applied research projects with businesses and organizations in the region.

Zero Emission Training Centre launched

Canadore College expanded its Motive Power programs to include battery electric technology at its new Zero Emission Training Centre. As Ontario prioritizes transitioning to a more sustainable future, this new training centre will offer students access to targeted technologies that include electric vehicles, battery electric recreational vehicles, and yard tools. The Centre will enhance the apprenticeship system by ensuring equitable access to new battery electric technologies in Northern Ontario and allow Canadore to engage students and industry in applied research, one of the priorities in the government's *Driving Prosperity: The Future of Ontario's Automotive Sector*.

Biotechnology Department receives Award of Excellence

Canadore College's biotechnology team was chosen as the recipient of the Minister of Colleges and Universities' Award of Excellence – Everyday Heroes. The award recognized the team for having stepped up and made a difference during the pandemic in the 2020-2021 academic year.

The Biotechnology Department managed to not only turn the pandemic into a positive educational opportunity for students, but it also assisted in building analytic and testing capacity provincially utilizing a college-focused applied research approach.

Canadore was the only college member in the Ontario COVID-19 Rapid Response Coalition. The team assisted with next generation sequencing techniques to support the province in monitoring COVID-19 variants of concern. They used the opportunity to develop relevant teaching laboratories for courses in biotechnology and functional genomics.

Report on Previous Year's Strategic Objectives

3. Focus our energy to ensure responsiveness to the job market through the rapid evolution of programs, services, and applied research with a strong focus on entrepreneurialism.

The Entrepreneurship Academy

Canadore College launched the first-ever Entrepreneurship Academy in Canada to meet growing entrepreneurial demand across the globe. The Academy is positioned to revolutionize and transform learning experiences and to be responsive to new ways of leading, thinking and learning through environmental and technological disruption. The Entrepreneurship Academy will offer new learning modalities that do not exist elsewhere in Canada, focusing on adaptive, entrepreneurial skill sets. It will leverage foundational business programs offered at Canadore while at the same time initiating new areas of study including Entrepreneurship Management, Business Analytics, and Entrepreneurial Tourism. Hands-on, practical training will be the key component. Students will have the opportunity to join a vibrant ecosystem of existing business owners and investors who will coach and mentor students throughout their learning journey.

Panthers Lair Entrepreneurship Competition

The first Panthers Lair Entrepreneurship Competition provided an opportunity for 18 secondary school students from the region to demonstrate their business knowledge and entrepreneurial talent. Following the format of well-known television shows, the expert panel of community dignitaries, business leaders, and faculty provided direct feedback to each team. The ideas ran the gamut of environmentally friendly tie-dyed t-shirts, a subscription-based educational platform, exotic mushrooms and other microgreens, candles, and a bling jewelry business.

The students competed for gift cards, future Canadore tuition credits, and top-finishing status. The competition highlighted the ever-growing network of entrepreneurial supports, startups, mentors, and learning platforms.

4. Expand our network of partners in the public and private sectors to facilitate learning and applied research pathways.

Concept Development Lab - a new division of ICAMP

The Innovation Centre for Advanced Manufacturing and Prototyping (ICAMP) expanded its capacity by creating the Concept Development Lab. The Lab will provide the necessary steps throughout the commercialization process for start-ups and young companies to bring a product from concept to commercialization.

The Concept Development Lab is a joint initiative of ICAMP, Innovation Initiatives Ontario North (IION) and MakeIT Centre.

The Lab will build on existing capacity within the region, bringing much-needed specialized engineering talent to Northeastern Ontario. It will allow entrepreneurs the opportunity for hands-on participation in the design, development, and testing of their ideas using specialized equipment under the guidance of qualified engineering personnel. Where ICAMP serves mature companies wishing to have its technical personnel conduct applied research and technical services on their behalf, the Lab will serve start-up or young scale-up companies wishing to participate directly in taking their idea through to commercialization by making use of the equipment and expertise available.

Report on Previous Year's Strategic Objectives

Robots help address seniors' isolation

The Village introduced social robots to campus as part of a research project entitled "The Use of Companion Social Robots with Older Adults: A Pilot Study Examining Impacts on Social Isolation, Social Inclusion, and Perceived Loneliness". The pair of AvatarMind iPal social robots are specifically designed for senior care, retail/hospitality, and children's education. Standing at 3 ½ feet tall, the robots have Bluetooth and Wi-Fi capabilities to communicate with a controlling tablet to enhance their functionality. Students in the mental health and addictions, social service worker, and collaborative nursing programs learned how to utilize the robots and created programs and activities for seniors. The students involved in the pilot study benefited from training on how to handle and program artificial intelligence technology to understand the effects of social robots on senior isolation.

5. Operationalize the Northern Ontario Addiction Treatment Centre of Excellence and long-term care beds.

Northern Ontario Addiction Treatment Centre of Excellence

Canadore College is leading the charge to provide much-needed addiction treatment in the North. The new Northern Ontario Addiction Treatment Centre of Excellence, a 53-bed facility, will include withdrawal management, residential treatment, and supportive treatment beds. The services will be tailored to the needs of each client, and will be inclusive to the region's diverse populations, including francophone and Indigenous peoples.

The service and treatment model fits with the vision Canadore has for The Village, the first health and wellness educational facility of its kind in Canada. The Village blends Indigenous, Eastern, and Western practices, all of which embrace the concept of a healthy body, mind, and spirit. Resources from The Village will support culturally safe and appropriate addiction services for Indigenous and non-Indigenous clients. Canadore will manage the centre and use it as a teaching facility to enhance learning opportunities for students in the health and wellness programs.

6. Enhance Canadore's IT platform.

ThinkOn Partnership

Canadore College announced its partnership with ThinkOn to create a Global Security Event Operations Centre. This was followed by the launch of a cybersecurity program. The new centre will support 20 student positions as well as 20-30 new high-tech jobs within three years.

ThinkOn is a Canadian-owned technology company that serves both domestic and international subscribers. ThinkOn is the only Canadian supplier with the contractual capability to sell cloud-based data management services to support both federal government sensitive workloads as well as workloads from all other levels of public sector entities in Canada.

Report on Previous Year's Strategic Objectives

7. Aggressively advance the development of 3-year degrees for domestic and international markets.

- ◀ Canadore College launched its stand-alone Honours Bachelor of Science – Nursing (BScN) program. The College added the new stand-alone BScN degree and a three-year Bridging Practical Nursing to BScN program to its nursing programs to help address the current shortage of nurses in our healthcare system. Canadore has been training nurses for more than 30 years.
- ◀ Honours Bachelor of Advanced Manufacturing Technology Management. Students in the program will acquire a solid foundation of knowledge and skills required to operate in a modern manufacturing environment by providing a combination of theoretical and hands-on experience in advanced manufacturing technologies, techniques, and processes.

8. Create individual student success plans and extended learning/student life opportunities to all Canadore students, providing graduates with a competitive advantage.

Shannon Coyle – Canadore Research Centre

Shannon Coyle is one of several students to complete a work placement on campus. Her primary tasks within the research department included conducting intake interviews, facilitating literature reviews, and working as the primary liaison between researchers and participants in the project that examined the experience of giving birth to, and parenting, infant children during the COVID-19 pandemic.

Coyle, a student in the Social Service Worker program, was the recipient of the Mental Health Research Canada and MITACS studentship, funding which supported the project and her role. Throughout her placement, Shannon acquired valuable insights into the world of applied research, and she gained a profound understanding of the pressing needs within the community. Her previous experience as a care worker for vulnerable populations, combined with her time at the Research Centre, have opened doors to countless opportunities.

101 Experiences: Winter in North Bay

Canadore collaborated with 101 Experiences, a non-profit organization that helps northerners develop their passions into tourism experiences and promotes them through social and traditional media, to showcase winter activities in North Bay. International and domestic students spent a day snowmobiling and ice fishing, and they enjoyed a bonfire and a meal of hot dogs and chili. The day provided a space for students to meet, connect, learn from each other, and develop friendships, all while experiencing the vast array of activities that North Bay and area has to offer.

Report on Previous Year's Strategic Objectives

9. Be a key stimulus and partner in the economic development of our region and province through strong community connections, partnerships, and applied research.

West Parry Sound Campus supporting entrepreneurs

Canadore College in Parry Sound created a new platform to help local entrepreneurs develop their business ideas. Venture Bay Studio is now open and ready to collaborate.

Through funding from the Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA), through the Rural Economic Development program, Venture Bay Studio began offering co-working space at Canadore's West Parry Sound Campus. The program provides access to laptops and technology and offers a variety of services including workshops, one-on-one business coaching, and mentorship opportunities. The Venture Bay Studio team consists of experienced entrepreneurs and industry professionals who are passionate about supporting economic growth.

Multi-Use Recreation Facility coming to Commerce Court Campus

Canadore announced it will build a Multi-Use Recreation Facility, an 85,000 square foot dome supporting year-round soccer, golf, baseball, basketball, tennis, volleyball, dry land training, and sport conditioning. The facility was designed in consultation with community user groups and is rooted in a long-standing need for covered turf and hard-court surfaces. Additionally, there will be a 6,200 square foot clubhouse attached, complete with change rooms, reception, and dedicated instructional/meeting space.

The facility will also provide a foundation for an expansion of varsity and recreational sports for all ages and is envisioned as a community recreation hub to build on other regional sports initiatives. It will feature artificial turf, a hard court, and other features to support maximum usability and community-facing support.

The complex will create additional opportunities for the College and the region and can double as the largest event space in the area to help attract sport and other tourism to the region.

The Village supports new wellness program launched by the North Bay YMCA

The North Bay YMCA, in partnership with the Canadian Mental Health Association (CMHA), North Bay and District, launched a new wellness program. "Y Wellness" is an 8-week free program designed for seniors where they will learn about staying healthy in mind, body, and spirit. This program is supported by The Village at Canadore College and includes classes like aquafit, yoga and mental wellness classes hosted by the CMHA.

Report on Previous Year's Strategic Objectives

10. Lead in innovation, applied education, experiential learning and entrepreneurship within our communities, province and abroad.

Students complete microcredential in Costa Rica

A small delegation of Canadore College students gained a unique learning experience in Costa Rica. With the support of the Global Skills Opportunity Fund through Colleges and Institutes Canada, the College sent nine students to complete a Business and Cultural Experience microcredential through Castra Carazo University.

The group's week-long trip included visits to San Jose to learn about the Costa Rica culture and history, the Nicoya Peninsula's Blue Zone, and to Guatuzo to participate in the Maleku Indigenous cultural experience. One of the smallest tribes in Costa Rica, the Maleku are passionate about preserving their cultural identity and sharing their wisdom.

The group traveled to Ecological Park to volunteer with the CO2 Carbon Footprint Project which helps to protect the rainforest. They visited the region of Dota to visit Green Communities, an organization that hosts volunteer groups from around the world to engage in sustainable development projects with residents in the Los Santos region of Costa Rica. Green Communities specializes in converting conventional coffee farms into organic, ecological farms to protect the rain forest.

11. Strengthen our institutional partnerships through collaboration, program development, reviews, and Quality Assurance process in a continuous improvement environment, student, and research pathways.

Canadore Graduates Can Earn Bachelor of Arts in Human Relations

Canadore is one of three northern Ontario institutions to work with Saint Paul University (SPU) on an innovative new partnership that aims to build capacity for wellness and mental health services in Indigenous communities.

SPU collaborated with Oshki-Pimanche-O-Win: The Wenjack Education Institute, Canadore College, and Sault College to establish a credit transfer agreement that will allow college graduates to complete a Bachelor of Arts in Human Relations in just two years.

This educational pathway is an innovative approach to increase capacity for sustainable and culturally appropriate mental health and wellness services in the 49 First Nation communities of the Nishnawbe Aski Nation.

Report on Previous Year's Strategic Objectives

12. Continue to implement relevant Truth and Reconciliation Commission recommendations and adopt the Equity, Diversity, and Inclusion (EDI) framework.

Canadore launches EDI Action Plan

Canadore College fosters a positive, inclusive, and accepting campus community that empowers, values, supports, and promotes accountability, equity, equality, human rights, respect, justice, and safety. Canadore will lead in the innovation, change and growth of a safe, equitable, diverse, and respectful community, to foster respect, authenticity and belonging.

We are committed to cultivating, celebrating, and strengthening cultural inclusion and experiences for all individuals, and we encourage and support individual and collaborative efforts to create positive experiences that realize continuous improvement.

We will identify and address inequities, ensuring access to education and related opportunities, while actively reducing barriers. Contributions of all voices are welcome as we engage and enable diverse ideas, knowledge, and perspectives in the pursuit of inclusive excellence for the well-being of individuals as members of the college community.

Canadore College Opens Water Teaching Lodge

Canadore College took another step on its journey to address the systemic issues facing Indigenous communities and the challenges they encounter in delivering clean drinking water to their citizens by opening its new Water Teaching Lodge.

The Water Teaching Lodge is a space at Canadore to support in-person and hybrid learning that explores Indigenous teachings, technologies, and land-based research practices relating to water protection. Indigenous knowledge holders, language speakers, elders, and Indigenous research faculty who can offer foundational cultural and historical knowledge will guide this work.

The Water Teaching Lodge was given the Anishinaabemowin name of Mshibizhiwgamig, which means Great Lynx Lodge. Mshibizhiw, the Great Lynx, is a water protection spirit who lives in lakes and underground rivers.

Report on Previous Year's Strategic Objectives

13. Invest in projects that reduce Canadore's carbon footprint and programs supporting the green economy.

Housing strategy bolstered with new units

Canadore College is embracing the circular economy by reimagining how its original student residence townhouses, known as “the Greens”, could be part of the solution to an ongoing shortage of available student housing in North Bay. Built in 1971, the Greens were designed to a high standard and provided student housing for more than 40 years. They have not been occupied in the last decade as the College opted to construct modern, apartment-style student housing. The revitalization of the original buildings also supports Canadore's commitment to sustainability by optimizing the use of resources, reducing the consumption of raw materials, recovering waste by recycling, and giving the units a second life by repurposing them as residences geared to families.

Canadore's housing strategy also includes the creation of new living spaces off campus. The College refurbished the former health unit building close to downtown where 21 residential rooms were created. These off-campus apartments are also available to new employees who require temporary housing when relocating to North Bay.

Living Labs project in our backyard

For the second straight year, Canadore College was selected by Colleges and Institutes Canada (CICan) to participate in their ImpAct Climate Campus Living Labs project. Last year, Canadore chose to focus on food security for rural and Indigenous communities, and solutions to divert greenhouse gas emissions using solar energy to produce food. This year, the Canadore project focused on the forested land at the College Drive Campus.

The project took a “boots on the ground” approach to measuring and calculating carbon absorption rates of the 650-acre forest and will result in the creation of a 10-year forest management plan to obtain Forest Council Stewardship certification.

Financial and Operating Outlook

The 2022-2023 year was the year the College emerged from the weight of the COVID-19 pandemic. The College met or exceeded all institutional goals as set out in the College business plan which were aligned with Canadore's strategic plan *Canadore 2026*. College enrolment and budget targets were met. Canadore satisfied all the metrics in its Strategic Mandate Agreement with the Province of Ontario and Canadore's Key Performance Indicators (KPIs) placed Canadore in the upper quartile in the college sector. Financial ratios are all within the provincial acceptable ranges. Canadore posted a small budget surplus thanks to international revenues and unanticipated projects. Looking to the future, we project to maintain our enrolment corridor position (domestic enrolment) with international revenues leveling off followed by a decline as the international student market matures and immigration levels are normalized. These changes combined with the domestic demographics and funding levels point to fiscal challenges in the near term. The attraction and retention of talent (staff) will continue to be an ongoing challenge.

While the effects of COVID on the learners and college staff will be long lasting, college operations have stabilized. Skilled labour shortages in multiple sectors are becoming more acute as the economy has shaken most of the effects of pandemic and supply chain interruptions. Canadore's contribution to the region's GDP has increased to an estimated 9% with 1 in 5 jobs in the region generated by Canadore and its activities.

The need for college graduates has increased in all sectors, the level of government funding per-student in the sector remains the lowest in Canada. The low funding level in parallel with a government-imposed tuition freeze has placed an almost insurmountable financial challenge to the college sector. To meet the financial challenge, Canadore, like most colleges in Ontario, rapidly grew international enrolments to offset funding shortfall, to enhance the learning environment and to reduce the deferred capital needs on its campuses. Progressive sustainability will be the theme for Canadore as the new fiscal situation evolves which will affect College operations, program and service delivery and community engagement.

To continue to meet its mandate, the College generated net new revenue to meet operational requirements. Diversifying the college's revenue



Financial and Operating Outlook

sources through partnership with the broader public and private sector was a key priority. Canadore created a partnership with the Ministry of Health to develop and operate a regional addiction treatment centre and with the Ministry of Long-Term Care an agreement to develop a one-of-a kind facility integrated with Canadore's The Village phase 1. The addiction treatment centre and long-term care facility will provide opportunities to expand applied learning opportunities and provide needed social supports to a vulnerable population. The College continues to engage in applied research projects focused on a wide variety of disciplines including environmental, food security, healthy aging, and genomic sequencing to name a few. Commercial research through Canadore's Innovation Centre for Advanced Manufacturing and Prototyping (ICAMP) continued to generate positive results and served as a platform for expanded contract training by the College and Innovations Initiatives Ontario North (IION).

The College continued to invest in technologies, programs, services, and people as it faces new and evolving demands from business and industry to provide highly skilled, job-ready employees. Canadore aggressively developed two 3-year applied degree programs in Computer Science and Business Commerce, micro-credentials across all disciplines, and continuously reviewed and renewed existing diploma and certificate programs under the guidance of a robust quality assurance framework. Enhancing our entrepreneurial platform through the addition of a dedicated Chair furthered the academic vision of the School of Entrepreneurship. The College continued to aggressively invest in professional development training for all staff to increase the organization's capacity at all levels.

Canadore enhanced student and staff mental wellness supports and services as we focused on the emerging needs of students and staff post-COVID. Mental health and wellness programs expanded by increases to college staffing and in partnership with Telus Health and Canadian Shield Health and Wellness Services. The College continued to ready the organization for AI through the development of an AI policy framework, and workplace modification to provide a flexible work environment. Embracing technologies to enhance the learning experience for our students, employees and partners continues as we invested in learning environments. Canadore has embarked upon the creation of individual student success plans and extended learning/student life opportunities to all Canadore students providing graduates with a competitive advantage. In support of the enhanced student experience, the College increased staffing levels in Alumni relations to foster greater support and engage alums in lifelong learning. The College energetically engaged with the private sector to increase student housing inventory on and off campus resulting in the addition of 200 beds and saw the launch of an expanded rental matching program for students and landlords.



Financial and Operating Outlook

Canadore continued its commitment to delivering outstanding Indigenous education and implementing the Truth and Reconciliation Commission of Canada's recommendations that are relevant to Canadore. In support of the College's commitment, we strengthened our formal partnerships with 7 Indigenous post-secondary institutions and relationships with Indigenous communities across the province. The year saw the implementation of numerous tactics supporting the College's target of carbon neutral by 2031. Canadore was recognized nationally by Colleges and Institutes Canada for its progress towards carbon neutrality and support of the United Nations' SDG goals.

Despite the challenge and limitations of the sector and Canadore, we will:

- 1 Continue to evolve our programs and services to meet the needs of employers and students;**
- 2 Continue to address a significant list of academic, capital, and deferred maintenance needs by partnering;**
- 3 Take advantage of strategic high-benefit initiatives and opportunities;**
- 4 Prudently manage the day-to-day operations of the College; and**
- 5 Demonstrate value and provide solutions to government.**

Changes to Ontario government policy to allow greater flexibility to the entrepreneurial pursuits and investment in Canadore College are the key to unlocking the College's and region's potential.

Canadore will continue to lead in innovation, applied education, experiential learning and entrepreneurship in our communities, province and abroad (as identified by Canadore). We will challenge standard conventions in the post secondary and training sectors to further the mission.



Subsidiaries and Foundations

The Canadore College Foundation was established in 2016 to assist with the College's financial challenges and to provide leadership to meet long-term development and fundraising objectives. The Foundation will continue to provide the College with greater flexibility to raise capital dollars for infrastructure and monies for scholarships.

We will:

1. Continue to address a significant list of academic, capital and deferred maintenance needs by partnering primarily with the private sector;
2. Consider some of the project priorities identified in our Campus Master Plan and Long-term Capital Project Plan if government funding is not available to support them; and
3. Support program renewal and development, and address other priorities of our strategic plan.

We believe our limited capacity to withstand the anticipated financial challenges that lie ahead is our greatest challenge. However, we are confident our plans for the future will position the College well to keep building its reputation for excellence and innovation, supporting its commitment to student success, program and service excellence, connecting to community, innovation and entrepreneurship, and sustainability.

APPENDIX A: STRATEGIC MANDATE AGREEMENT REPORT BACK

2020-2025 Strategic Mandate Agreement



Canadore College's 2020-2025 Strategic Mandate Agreement can be viewed in full at canadorecollege.ca/about/downloads

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Management's Responsibility for Financial Reporting

For the year ended March 31, 2023

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

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 ("PSAB for Government NPOs"). 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 judgements. 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 College's liabilities have been reviewed by management. There are no material liabilities in either fact or contingency as at the date of this report that have been omitted from these financial statements.

The Board of Governors 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 of Governors 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 Committee reports its findings to the Board for consideration when approving the financial statements. The Committee also considers, for review and approval by the Board, the engagement or re-appointment of the external auditors.

The financial statements have been audited by BDO Canada LLP, the external auditors, in accordance with Canadian generally accepted auditing standards. BDO Canada LLP has full and free access to the Audit Committee.



President and CEO



Chief Financial Officer

June 6, 2023

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Independent Auditor's Report

For the year ended March 31, 2023

To the Board of Governors of Canadore College of Applied Arts and Technology

Opinion

We have audited the financial statements of Canadore College of Applied Arts and Technology (the College), which comprise the statement of financial position as at March 31, 2023, the statements of changes in net assets, remeasurement gains and losses, operations and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2023, and its results of operations and 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 responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical 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.

Responsibilities 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 College'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 College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the College'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 these financial statements.

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Independent Auditor's Report

For the year ended March 31, 2021

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

- Identify and assess the risks 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, intentional 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 purpose of expressing an opinion on the effectiveness of the College'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 events or conditions that may cast significant doubt on the College'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 College 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.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

North Bay, Ontario
June 6, 2023

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Statement of Financial Position

For the year ended March 31, 2023

March 31	2023	2022 As Restated (note 22)
Assets		
Current		
Cash and cash equivalents	\$ 110,508,338	\$ 125,493,300
Accounts receivable (note 4)	10,074,461	5,391,699
Grants receivable	4,452,459	3,893,030
Prepaid expenses	1,558,358	868,308
	126,593,616	135,646,337
Internally restricted cash and investments (notes 2 and 14)	36,025,783	18,000,000
Restricted cash and investments (note 2)	5,912,801	5,805,076
Other receivables (note 5)	488,599	488,816
Capital assets (note 6)	73,121,775	74,176,034
	\$ 242,142,574	\$ 234,116,263
Liabilities		
Current		
Accounts payable and accrued liabilities	\$ 26,074,487	\$ 32,022,272
Deferred revenue (note 7)	91,392,820	96,456,938
Deferred contributions (note 10)	109,881	300,820
Current portion of long-term debt (note 8)	799,506	777,764
	118,376,694	129,557,794
Long-term debt (note 8)	8,070,925	8,870,647
Post-employment benefits and compensated absences (note 9)	2,186,105	2,057,000
Asset retirement obligation (note 21)	2,573,603	2,689,209
Deferred capital contributions (note 11)	52,028,701	54,556,428
	64,859,334	68,173,284
Net Assets		
Unrestricted	4,342,710	2,112,382
Invested in capital assets (note 13)	12,711,242	10,460,011
Internally restricted (note 14)	36,025,783	18,000,000
Externally restricted (note 12)	5,912,801	5,805,076
	58,992,536	36,377,469
Accumulated remeasurement (losses) gains	(85,990)	7,716
	58,906,546	36,385,185
	\$ 242,142,574	\$ 234,116,263

Contingencies (note 15)

On behalf of the Board:

_____ Chair

_____ President

The accompanying notes are in integral part of these financial statements.

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Statement of Changes in Net Assets

For the year ended March 31, 2023

	March 31, 2023				
	Unrestricted	Invested in Capital Assets	Internally Restricted	Externally Restricted	Total
Net assets, beginning of year	\$ 2,112,382	\$ 10,460,011	\$ 18,000,000	\$ 5,805,076	\$ 36,377,469
Endowments received during the year	-	-	-	107,725	107,725
Excess (deficiency) of revenues over expenses for the year	24,961,877	(2,454,535)	-	-	22,507,342
Inter fund transfer (note 13)	(4,705,766)	4,705,766	-	-	-
Transfer to internally restricted (note 14)	(18,025,783)	-	18,025,783	-	-
Net assets, end of year	\$ 4,342,710	\$ 12,711,242	\$ 36,025,783	\$ 5,912,801	\$ 58,992,536

	March 31, 2022				
	Unrestricted	Invested in Capital Assets	Internally Restricted	Externally Restricted	Total
Net assets, beginning of year	\$ 1,552,948	\$ 12,938,464	\$ 2,000,000	\$ 5,697,771	\$ 22,189,183
Change in accounting policy (note 22)	(2,587,022)	82,661	-	-	\$ (2,504,361)
Net assets, beginning of year, as restated	(1,034,074)	13,021,125	2,000,000	5,697,771	19,684,822
Endowments received during the year	-	-	-	107,305	107,305
Excess (deficiency) of revenues over expenses for the year	18,941,685	(2,356,343)	-	-	16,585,342
Inter fund transfer (note 13)	204,771	(204,771)	-	-	-
Transfer to internally restricted (note 14)	(16,000,000)	-	16,000,000	-	-
Net assets, end of year	\$ 2,112,382	\$ 10,460,011	\$ 18,000,000	\$ 5,805,076	\$ 36,377,469

The accompanying notes are in integral part of these financial statements.

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Statement of Remeasurement Gains and Losses

For the year ended March 31, 2023

For the year ended March 31	2023	2022
Accumulated remeasurement gains, beginning of year	\$ 7,716	\$ -
Unrealized (losses) gains attributable to:		
Fixed income	-	-
Equity instruments	(66,805)	7,716
	<u>(66,805)</u>	<u>7,716</u>
Realized (losses) gains attributable to:		
Fixed income	-	-
Equity instruments	(26,901)	-
	<u>(26,901)</u>	<u>-</u>
Net remeasurement (losses) gains for the year	(93,706)	7,716
Accumulated remeasurement (losses) gains, end of year	\$ (85,990)	\$ 7,716

The accompanying notes are in integral part of these financial statements.

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Statement of Operations

For the year ended March 31, 2023

For the year ended March 31	2023	2022 As Restated (note 22)
Revenues		
Grants and reimbursements	\$ 25,788,537	\$ 32,223,454
Student fees - domestic	14,521,159	13,055,009
Student fees - international	131,534,899	121,161,645
Ancillary	2,273,563	1,382,820
Investment income	5,225,500	1,114,665
Other	7,538,376	6,396,670
Amortization of deferred capital contributions	4,590,679	4,436,114
Gain on disposal of capital assets	-	47,639
	191,472,713	179,818,016
Expenses		
Salaries and benefits	50,918,722	45,669,400
Instructional supplies and field work	1,492,312	1,075,757
Utilities and plant services	10,019,997	7,854,442
Contracted and professional services	10,070,602	9,366,714
International activities	75,174,587	80,043,388
General expenditures and supplies	6,117,041	4,674,822
Information technology, furniture and equipment, purchases and rentals	3,148,936	3,328,824
Scholarships, bursaries and awards	1,590,243	1,936,860
Ancillary	3,058,699	2,316,698
Interest on long-term debt	222,794	222,148
Loss on disposal of capital assets	388	-
Accretion expense	106,224	102,187
Amortization of capital assets	7,044,826	6,641,434
	168,965,371	163,232,674
Excess of revenues over expenses for the year	\$ 22,507,342	\$ 16,585,342

The accompanying notes are in integral part of these financial statements.

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Statement of Cash Flows

For the year ended March 31, 2023

For the year ended March 31	2023	2022 As Restated (note 22)
Net inflow (outflow) of cash related to the following activities		
Operating		
Excess of revenues over expenses	\$ 22,507,342	\$ 16,585,342
Items not involving cash:		
Amortization of capital assets	7,044,826	6,641,434
Amortization of deferred capital contributions	(4,590,679)	(4,436,114)
Accretion expense	106,224	102,187
Loss (gain) on disposal of capital assets	388	(47,639)
Accrual for post-employment benefits and compensated absences	129,105	(149,394)
Unrealized (loss) gain on externally restricted cash and investments	(93,706)	7,716
	25,103,500	18,703,532
Change in non-cash operating working capital:		
Accounts receivable	(4,682,762)	(290,199)
Grants receivable	(559,429)	699,737
Prepaid expenses	(690,050)	227,576
Other receivables	217	-
Accounts payable and accrued liabilities	(5,947,782)	9,913,081
Deferred revenue	(5,064,118)	12,771,859
Deferred contributions	(190,939)	(160,475)
	7,968,637	41,865,111
Investing		
Internally restricted cash and investments	(18,025,783)	(16,000,000)
Financing		
Repayment of long-term debt	(777,980)	(943,096)
Advances of long-term debt	-	750,000
Cash outlays for asset retirement obligation	(221,830)	-
	(999,810)	(193,096)
Capital		
Purchase of capital assets	(5,990,570)	(6,058,777)
Proceeds on disposal of capital assets	(388)	47,639
Contributions received for capital purposes	2,062,952	4,450,377
	(3,928,006)	(1,560,761)
(Decrease) increase in cash and cash equivalents	(14,984,962)	24,111,254
Cash and cash equivalents, beginning of year	125,493,300	101,382,046
Cash and cash equivalents, end of year	\$ 110,508,338	\$ 125,493,300

The accompanying notes are in integral part of these financial statements.

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

1. SIGNIFICANT ACCOUNTING POLICIES

Description of Organization	<p>Canadore College of Applied Arts and Technology ("Canadore" or the "College"), established in 1967, is an Ontario College of applied arts and technology duly established pursuant to Ontario Regulation 34/03 made under the Ontario Colleges of Applied Arts and Technology Act, 2002. The College is an agency of the Crown and provides postsecondary education to full-time and part-time students.</p> <p>The College is a not-for-profit organization and, as such, is exempt from income taxes under the Income Tax Act (Canada).</p>
Basis of Presentation	<p>The financial statements of the College have been prepared 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 ("PSAB for Government NPOs").</p>
Revenue Recognition	<p>The College follows the deferral method of accounting for contributions, which include donations and government grants. Tuition fees and contract training revenues are recognized as income to the extent that the related courses and services are provided within the fiscal year of the College.</p> <p>Ancillary revenues including parking, residence and other sundry revenues are recognized when products are delivered or services are provided to the student or client, the sales price is fixed and determinable, and collection is reasonably assured.</p> <p>Unrestricted contributions are recognized as revenue when received or receivable.</p> <p>Externally restricted contributions and restricted investment income are recognized as revenue in the year in which the related expenses are incurred.</p> <p>Restricted contributions for the purchase of capital assets are deferred and amortized to revenue at a rate corresponding with the amortization rate for the related capital assets.</p> <p>Endowment contributions are recognized as direct increases in endowed net assets.</p> <p>Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Restricted investment income that must be maintained as an endowment is credited to net assets. Unrestricted investment income is recognized as revenue when earned.</p>
Capital Assets	<p>Purchased capital assets are recorded at cost less accumulated amortization. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expenses. Betterments that extend the estimated useful life of an asset are capitalized. When a capital asset no longer contributes to the College's ability to provide services or the value of the future economic benefits associated with the capital asset is less than its net book value, the carrying value of the capital asset is reduced to reflect the decline in the asset's value.</p>

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

Capital Assets (continued)

Construction in progress costs are capitalized as incurred and transferred to applicable capital asset categories and amortized once the assets are placed in service.

Capital assets are capitalized on acquisition and amortized on a straight-line basis over their useful lives, which has been estimated to be as follows:

Buildings and building improvements	25-40 years
Site improvements	10 years
Furniture and equipment	5 years
Computer equipment and computers under capital lease	3-5 years
Equipment	5-10 years

Retirement and Post-Employment Benefits and Compensated Absences

The College provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental, vested sick leave and non-vested sick leave. The College has adopted the following policies with respect to accounting for these employee benefits:

- (i) The costs of post-employment future benefits are actuarially determined using management's best estimates 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 pension and the employer's contributions due to the plan in the period.
- (iii) The cost of vesting and 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 discount rate used in the determination of the above-mentioned liabilities is equal to the College's internal rate of borrowing.

Vacation Pay

The College recognizes vacation pay as an expense on an accrual basis.

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

The College has designated its bond portfolio that would otherwise be classified into the amortized cost category as fair value as the College manages and reports performance on a fair value basis.

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

Financial Instruments (continued)

The bond portfolio and investments held in equity instruments are initially recognized at cost and subsequently measured at fair value. Changes in fair value on restricted assets are recognized as a liability until the criterion attached to the restrictions has been met.

Unrealized changes in fair value on unrestricted investment accounts 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 in the fair value category are expensed as incurred.

Amortized Cost

This category includes accounts receivable, other receivables, accounts payable and accrued liabilities, operating loan and long-term debt. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest method, less any impairment losses on financial assets.

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

Writedowns on financial assets in the amortized cost category 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 writedown being recognized in the statement of operations.

Liability for Asset Retirement Obligations

A liability for an asset retirement obligation is recognized when there is a legal obligation to incur retirement costs in relation to a 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. The liability is recorded at an amount that is the best estimate of the expenditure required to retire a capital asset at the financial statement date. This liability is subsequently reviewed at each financial reporting date and adjusted for the passage of time and for any revisions to the timing, amount required to settle the obligation or the discount rate. Upon the initial measurement of an asset retirement obligation, a corresponding asset retirement cost is added to the carrying value of the related capital asset if it is still in productive use. This cost is amortized over the useful life of the capital asset. If the related capital asset is unrecognized or no longer in productive use, the asset retirement costs are expensed.

Management Estimates

The preparation of financial statements in conformity with PSAB for Government NPOs 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 results. Areas of key estimation include determination of fair value for the allowance for doubtful accounts, useful lives of capital assets, actuarial estimation of post-employment benefits and compensated absences liabilities and inputs for asset retirement obligations.

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

2. FINANCIAL INSTRUMENT CLASSIFICATION

The following table provides costs and fair value information for financial instruments by category. The maximum exposure to credit risk would be the carrying value as shown below:

	2023		
	Fair Value	Amortized Cost	Total
Cash and cash equivalents	\$ 110,508,338	\$ -	\$ 110,508,338
Accounts receivable	-	10,074,461	10,074,461
Grants receivable	-	4,452,459	4,452,459
Internally restricted cash and investments ⁽ⁱ⁾	36,025,783	-	36,025,783
Restricted cash and investments ⁽ⁱⁱ⁾	5,912,801	-	5,912,801
Accounts payable and accrued liabilities	-	26,074,487	26,074,487
Long-term debt	-	8,870,431	8,870,431
	\$ 152,446,922	\$ 49,471,838	\$ 201,918,760

	2022		
	Fair Value	Amortized Cost	Total
Cash and cash equivalents	\$ 125,493,300	\$ -	\$ 125,493,300
Accounts receivable	-	5,391,699	5,391,699
Grants receivable	-	3,893,030	3,893,030
Internally restricted cash and investments ⁽ⁱ⁾	18,000,000	-	18,000,000
Restricted cash and investments ⁽ⁱⁱ⁾	5,805,076	-	5,805,076
Accounts payable and accrued liabilities	-	32,022,272	32,022,272
Long-term debt	-	9,648,411	9,648,411
	\$ 149,298,376	\$ 50,955,412	\$ 200,253,788

(i) Included in internally restricted cash and investments are cash balances and equity holdings

(ii) Included in restricted cash and investments is \$4,700,266 (2022 - \$4,855,472) in bonds and equities and \$1,212,535 (2022 - \$949,604) in interest bearing accounts with interest rates ranging from 0.85% to 11.35% (2022 - 0.8% to 11.35%) with maturities as follows:

	2023				
	Within 1 year	2 to 5 years	6 to 10 years	Over 10 Years	Total
Carrying value	\$ 2,673,369	\$ 1,514,697	\$ 304,445	\$ 207,755	\$ 4,700,266
Percent of total	57%	32%	6%	3%	

	2022				
	Within 1 year	2 to 5 years	6 to 10 years	Over 10 Years	Total
Carrying value	\$ 2,240,739	\$ 1,299,568	\$ 866,854	\$ 448,311	\$ 4,855,472
Percent of total	46%	27%	18%	8%	

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

2. FINANCIAL INSTRUMENT CLASSIFICATION (continued)

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

- ❖ Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;
- ❖ Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- ❖ Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

	2023			
	Level 1	Level 2	Level 3	Total
Cash and cash equivalents	\$ 110,508,338	\$ -	\$ -	\$ 110,508,338
Internally restricted cash and investments	36,025,783	-	-	36,025,783
Restricted cash and investments	5,912,801	-	-	5,912,801
	\$ 152,446,922	\$ -	\$ -	\$ 152,446,922

	2022			
	Level 1	Level 2	Level 3	Total
Cash and cash equivalents	\$ 125,493,300	\$ -	\$ -	\$ 125,493,300
Internally restricted cash and investments	18,000,000	-	-	18,000,000
Restricted cash and investments	5,805,076	-	-	5,805,076
	\$ 149,298,376	\$ -	\$ -	\$ 149,298,376

There were no transfers between Level 1 and Level 2 for the years ended March 31, 2023 and 2022. There were also no transfers in or out of Level 3.

3. CREDIT FACILITY AGREEMENT

The College has an operating loan under a credit facility agreement with a Canadian chartered bank. The maximum draw permitted under this agreement is \$8,000,000 with an interest rate of prime less 0.75%. At March 31, 2023, the outstanding balance under this credit facility was \$Nil (2022 - \$Nil).

4. ACCOUNTS RECEIVABLE

	2023	2022
Trade receivables (net of \$Nil (2022 - \$33,900) allowance)	\$ 8,759,596	\$ 4,296,725
Student receivable (net of \$115,000 (2022 - \$145,000) allowance)	244,892	139,098
Harmonized Sales Tax receivable	991,857	845,097
Accrued interest receivable	78,116	110,779
	\$ 10,074,461	\$ 5,391,699

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

5. OTHER RECEIVABLES

The College, in conjunction with Nipissing University, entered into an agreement with the Corporation of the City of North Bay whereby the City would construct sewer and water services on behalf of the Education Centre. Project funding was provided by the Northern Ontario Heritage Fund Corporation and is repayable when the funds are received from the City of North Bay (see note 8).

As at March 31, the following amounts remain outstanding:

	2023	2022
Accounts receivable from City of North Bay repayable from future lot levies for water and sewer connections	\$ 488,599	\$ 488,816

6. CAPITAL ASSETS

	2023		
	Cost	Accumulated Amortization	Net Book Value
Land	\$ 3,160,956	\$ -	\$ 3,160,956
Site improvements	2,101,741	935,209	1,166,532
Buildings	111,400,499	58,339,311	53,061,188
Furniture and equipment	34,087,233	28,885,162	5,202,071
Computer equipment	9,785,264	8,684,044	1,101,220
Computers under capital lease	1,670,105	1,670,105	-
Equipment	24,218,223	16,351,201	7,867,022
Construction in progress	1,562,786	-	1,562,786
	\$ 187,986,807	\$ 114,865,032	\$ 73,121,775

	2022		
	Cost	Accumulated Amortization	Net Book Value
Land	\$ 3,160,956	\$ -	\$ 3,160,956
Site improvements	2,101,741	725,035	1,376,706
Buildings	110,795,771	55,796,905	54,998,866
Furniture and equipment	32,415,105	26,991,752	5,423,353
Computer equipment	8,901,482	8,142,136	759,346
Computers under capital lease	1,670,105	1,670,105	-
Equipment	23,025,309	14,568,502	8,456,807
	\$ 182,070,469	\$ 107,894,435	\$ 74,176,034

7. DEFERRED REVENUE

	2023	2022
Advanced tuition fees	\$ 87,388,673	\$ 92,185,000
Alumni Association	165,778	402,723
Student Athletics	324,836	199,141
Grants and other	3,513,533	3,670,074
	\$ 91,392,820	\$ 96,456,938

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

8. LONG-TERM DEBT

	2023	2022
Student Residence		
2.14% Mortgage, payable in monthly installments of \$35,394, including principal and interest, maturing October 27, 2029	\$ 2,580,365	\$ 2,945,598
3.477% Mortgage payable in semi-annual installments of \$116,263 including principal and interest, maturing November 10, 2026	861,366	1,058,780
3.222% Mortgage payable in semi-annual installments of \$63,446 including principal and interest, maturing July 1, 2027	527,610	634,902
Capital Financing		
3.95% Fixed rate term loan, payable in semi-annual installments of \$114,404 including principal and interest, maturing March 5, 2049	3,696,728	3,777,053
3.2% Fixed rate term loan, payable in monthly installments of \$4,235 including principal and interest, maturing December 20, 2041	715,763	743,262
Infrastructure Upgrades		
Interest free incentive term-loan payable to Northern Ontario Heritage Fund Corporation to be repaid from proceeds received from the City of North Bay for future lot levies for water and sewer connections (see note 5)	488,599	488,816
Current portion of long-term debt	799,506	777,764
	<u>\$ 8,070,925</u>	<u>\$ 8,870,647</u>

Principal due within each of the next five years and thereafter on long-term debt is as follows:

2024	\$ 799,506
2025	823,342
2026	847,085
2027	871,455
2028	598,759
Thereafter	<u>4,930,284</u>
	<u>\$ 8,870,431</u>

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

9. POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY

The following table outlines the components of the College's post-employment benefits and compensated absences liabilities and related expenses:

	2023				
	Post-employment benefits	Non-vested sick leave	Vested sick leave	Parental leave	Total liability
Accrued employee future benefits obligation	\$ 512,000	\$ 1,793,000	\$ -	\$ 88,105	\$ 2,393,105
Value of plan assets	(125,000)	-	-	-	(125,000)
Unamortized actuarial gains (losses)	111,000	(193,000)	-	-	(82,000)
Total liability	\$ 498,000	\$ 1,600,000	\$ -	\$ 88,105	\$ 2,186,105

	2022				
	Post-employment benefits	Non-vested sick leave	Vested sick leave	Parental leave	Total liability
Accrued employee future benefits obligation	\$ 447,000	\$ 1,369,000	\$ -	\$ -	\$ 1,816,000
Value of plan assets	(121,000)	-	-	-	(121,000)
Unamortized actuarial gains (losses)	113,000	249,000	-	-	362,000
Total liability	\$ 439,000	\$ 1,618,000	\$ -	\$ -	\$ 2,057,000

	2023				
	Post-employment benefits	Non-vested sick leave	Vested sick leave	Parental leave	Total expense
Current year benefit costs (recovery)	\$ 66,000	\$ 85,000	\$ -	\$ -	\$ 151,000
Interest on accrued benefit obligation	1,000	40,000	-	-	41,000
Amortized actuarial losses (gains)	(5,000)	-	-	-	(5,000)
Total expense	\$ 62,000	\$ 125,000	\$ -	\$ -	\$ 187,000

	2022				
	Post-employment benefits	Non-vested sick leave	Vested sick leave	Parental leave	Total expense
Current year benefit costs (recovery)	\$ (15,000)	\$ 123,000	\$ -	\$ -	\$ 108,000
Interest on accrued benefit obligation	1,000	27,000	-	-	28,000
Amortized actuarial losses (gains)	(5,000)	-	-	-	(5,000)
Total expense	\$ (19,000)	\$ 150,000	\$ -	\$ -	\$ 131,000

The total expense for post-employment benefits and compensated absences is included in salaries and benefits on the Statement of Operations. The total amount paid during the year for post-employment benefits and compensated absences was \$57,895 (2022 - \$280,394).

The above amounts exclude pension contributions to the College of Applied Arts and Technology pension plan, a multi-employer plan, described below.

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

9. POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY (continued)

Retirement Benefits

CAAT Pension Plan

All full time employees of the College, and any part time employees who opt to participate, are members of the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), a multi-employer jointly-sponsored defined benefit plan for public colleges in Ontario and other employers across Canada. The College makes contributions to the Plan equal to those of employees. Contribution rates are set by the Plan's governors to ensure long-term viability of the Plan. Since the Plan is a multi-employer plan, the College's contributions are accounted for as if the Plan were a defined contribution plan with the College's contributions being expensed in the period they come due.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates related to full-time members. 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 assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2023 indicated an actuarial surplus on a going concern basis of \$4.7 billion. The College made contributions to the Plan and its associated retirement compensation arrangement in the amount of \$4,077,237 in 2023 (2022 - \$3,711,215), which has been included in salaries and benefits on the Statement of Operations.

Post-Employment Benefits

The College extends post-employment life insurance, health and dental benefits to certain employee groups subsequent to their retirement. The College recognizes these benefits as they are earned during the employees' tenure of service. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The major actuarial assumptions employed for the valuation are as follows:

a) *Discount rate*

The present value as at March 31, 2023 of the future benefits was determined using a discount rate of 3.4% (2022 – 2.9%).

b) *Hospital and other medical*

Medical premium increases were assumed to increase at 6.16% per annum in 2023 (2022 – 6.29%), grading down to 4.0% per annum in 2040.

c) *Dental costs*

Dental costs were assumed to increase at 4.0% per annum in 2023 (2022 – 4.0%).

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

9. POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES LIABILITY (continued)

Compensated Absences

Non-Vested Sick Leave

The College allocates to certain employees groups a specified number of days each year to 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 provide in their employment agreements. Accumulated days may be used in future years to the extent that the employees' illness or injury exceeds the current year's allocation of sick days. Sick days are paid out at the salary in effect at the time of usage. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The assumptions used in the valuation of vesting and non-vesting sick leave are the College's best estimates of expected rates of:

	2023	2022
Wage and salary escalation		
Academic full-time and partial load	2% in 2020, 1.0% per annum thereafter	2% in 2020, 1.0% per annum thereafter
Support staff full-time	1.0% in 2020, 2% in 2021, 1.25% in 2022, and 1.0% per annum thereafter	1.0% in 2020, 2% in 2021, 1.25% in 2022, and 1.0% per annum thereafter

The probability that the employee will use more sick days than the annual entitlement and the excess number of sick days used are within ranges of 0% to 26.2% (2022 - 0% to 26.2%) and 0% to 9.4% (2022 - 0% to 9.4%) respectively for age groups ranging from 20 and under to 65 and over in bands of 5 years.

10. DEFERRED CONTRIBUTIONS

	2023	2022
Balance, beginning of year	\$ 300,820	\$ 461,295
Contributions received	73,532	34,300
Interest earned on contributions during the year	71,054	303,141
Unrealized gains (losses) on investments	(103,227)	(383,492)
Amounts recognized to revenue	(232,298)	(114,424)
Balance, end of year	\$ 109,881	\$ 300,820

Deferred contributions are comprised of:

	2023	2022
Scholarships, bursaries and awards	\$ 117,471	\$ 47,859
Endowment fund interest and unrealized gains	(223,943)	39,784
Joint employment stability reserve	216,353	213,177
Balance, end of year	\$ 109,881	\$ 300,820

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

11. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent the unamortized amount and unspent amount of donations and grants received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations. The changes in deferred capital contribution balances are as follows:

	2023	2022
Balance, beginning of year	\$ 54,556,428	\$ 54,567,614
Contributions received for capital purposes	2,062,952	4,450,377
Disposal of capital assets	-	(25,449)
Amortization of deferred capital contributions	(4,590,679)	(4,436,114)
Balance, end of year	\$ 52,028,701	\$ 54,556,428

12. EXTERNALLY RESTRICTED NET ASSETS

Externally restricted net assets include restricted donations received by the College where the endowment principal is required to be maintained intact. The investment income generated from these endowments must be used in accordance with the various purposes established by the donors. The College ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose in which they were provided.

Investment income on externally restricted endowments that was disbursed during the year has been recorded in the statement of operations since this income is available for disbursement as scholarships and bursaries and the donors' conditions have been met. The unspent portion of investment income is recorded in deferred contributions. Investment income on endowed assets recognized and deferred was \$193,303 and \$99,175 respectively (2022 - \$153,204 and \$259,675).

Externally restricted endowment funds include grants provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund ("OSOTF") and the Ontario Trust for Student Support ("OTSS"). Under these programs, the government matched funds raised by the College. The purpose of the program is to assist academically qualified individuals who, for financial reasons, would not otherwise be able to attend College.

Schedule of changes in endowment fund balances:

	2023				2022	
	OSOTF I	OSOTF II	OTSS	Other	Total	Total
Fund balance, beginning of year	\$1,713,852	\$ 275,744	\$2,308,446	\$1,507,034	\$5,805,076	\$5,697,771
Cash donations received	-	-	-	107,725	107,725	107,305
Fund balance, end of year	\$1,713,852	\$ 275,744	\$2,308,446	\$1,614,759	\$5,912,801	\$5,805,076

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

12. EXTERNALLY RESTRICTED NET ASSETS (continued)

Schedule of changes in expendable funds available for awards:

	2023					2022
	OSOTF I	OSOTF II	OTSS	Other	Total	Total
Balance, beginning of year	\$ 125,118	\$ (185)	\$ 117,581	\$ 17,161	\$ 259,675	\$ 75,983
Investment income, net of direct investment related expenses	9,601	1,569	13,130	8,503	32,803	300,838
Bursaries awarded	(40,987)	(10,689)	(69,161)	(72,466)	(193,303)	(117,146)
Balance, end of year	\$ 93,732	\$ (9,305)	\$ 61,550	\$ (46,802)	\$ 99,175	\$ 259,675

13. INVESTMENT IN CAPITAL ASSETS

Investment in capital assets represents the following:

	2023	2022
Capital assets	\$ 73,121,775	\$ 74,176,034
Less amounts financed by:		
Deferred capital contributions	(52,028,701)	(54,556,428)
Long-term debt relating to capital assets	(8,381,832)	(9,159,595)
	\$ 12,711,242	\$ 10,460,011

Changes in net assets invested in capital assets is calculated as follows:

	2023	2022
Purchase of capital assets	\$ 5,990,570	\$ 6,058,777
Principal payment of long-term debt	777,760	943,096
Less: advances of long-term debt	-	(750,000)
Less: proceeds on disposal of fixed assets	388	(47,639)
Less: amounts financed by deferred capital contributions	(2,062,952)	(4,450,377)
Other	-	(1,958,628)
	\$ 4,705,766	\$ (204,771)

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

14. INTERNALLY RESTRICTED FUNDS

The College restricts amounts from the net asset balance, as approved by the Board of Governors. Internally restricted net assets consists of the following:

	2023	2022
International Studies Programming	\$ 2,000,000	\$ 2,000,000
Domestic Studies Programming	250,000	250,000
Strategic Initiatives	18,150,000	9,450,000
Capital Infrastructure	12,100,000	6,300,000
Resourcing Requirements	3,500,000	-
Scholarships and Bursaries	25,783	-
	\$ 36,025,783	\$ 18,000,000

15. CONTINGENCIES

In the normal course of operations the College is in the process of dealing with a number of grievances that may go to arbitration. As of the date of financial statement preparation the likelihood and impact of these grievances on the College's financial statements is unknown. Should any costs be incurred as a result of the arbitration process, such costs will be expensed in the year of settlement.

In the normal course of operations the College is involved in certain legal matters and litigations, the outcome of which is not presently determinable. The loss, if any, from these contingencies will be accounted for in the periods in which the matters are resolved.

In November 2019 the province of Ontario passed Bill 124 entitled "Protecting a Sustainable Public Sector for Future Generations Act, 2019". This legislation limited compensation increases for Ontario Public Sector unionized and non-unionized employees for a three year window. In November 2022 the Ontario Superior Court declared this legislation to be void and of no effect. The impact to the College, if any, as a result of this Ontario Superior Court ruling is not determinable and as such would only be recorded in the fiscal year it becomes known.

16. CANADORE STUDENTS' COUNCIL

Included in assets and liabilities at year end is \$2,518,903 (2022 - \$1,916,598) in student fees collected on behalf of Canadore Students' Council (the "CSC") and not disbursed during the year. On behalf of CSC the College disbursed funds in the amount of \$1,235,692 (2022 - \$1,055,410) for expenses incurred during the year on behalf of the College's students. These expenses and the associated fees collected have not been recognized in the College's statement of operations. In 2018, funds held in trust under the previous student council body representing Canadore College students in the amount of \$1,885,529 were disbursed to a newly appointed trustee, external to and independent of the College, representing CSC and the College. The assets held in trust are intended to be used for expenditures of a capital nature to enhance the educational experience of members of the Canadore community. These funds are not in the sole control of the College and therefore have not been recognized in these financial statements. As at March 31, 2023 these funds had a market value of \$2,444,915 (2022 - \$2,495,046).

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

17. THE CANADORE COLLEGE FOUNDATION

The Canadore College Foundation (the "Foundation") was created for the purpose of raising funds for capital and other purposes to assist the College in continuing to provide outstanding applied education. Funds received from the Foundation during the year totaled \$31,625 (2022 - \$132,300). The College has an outstanding receivable from the Foundation as at March 31, 2023 in the amount of \$23,624 (2022 - \$108,155). The College provides support when required, office space, basic infrastructure and associated services, computer and other equipment, services of certain College departments in return for a management fee that is calculated on a quarterly basis in the amount of \$24,439 (2022 - \$26,550). The Foundation is not controlled by the College and therefore is not consolidated in these financial statements.

18. ECONOMIC DEPENDENCE

The College receives approximately 13% (2022 - 18%) of its revenues from the Ministry of Colleges and Universities.

19. COMMITMENTS

On May 30, 2016, the College entered into a fifteen year agreement with a private sector entity to deliver some of the College's international academic student programming. Included in expenses is \$56,381,042 (2022 - \$59,443,270) relating to this contract.

20. FINANCIAL INSTRUMENT RISK MANAGEMENT

Credit Risk

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to this risk related to its cash, debt holdings in its investment portfolio, other receivables and accounts receivable. The College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, the College's cash accounts are insured up to \$500,000 (2022 - \$300,000).

The College's investment policy operates within the constraints of the investment guidelines issued by the Ministry of Colleges and Universities and puts limits on the bond portfolio including portfolio composition limits, issuer type limits, bond quality limits, aggregate issuer limits, corporate sector limits and general guidelines for geographic exposure. All fixed income portfolios are measured for performance on a quarterly basis and monitored by management on a monthly basis. The guidelines permit the College's funds to be invested in bonds issued by the Government of Canada, a Canadian province or a Canadian municipality having a rating of A or better, or corporate investments having a rating of A (R-1) or better. The maximum exposure to investment credit risk is outlined in note 2.

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

20. FINANCIAL INSTRUMENT RISK MANAGEMENT (continued)

Credit Risk

Accounts receivable are ultimately due from students. Credit risk is mitigated by financial approval processes before a student is enrolled and the highly diversified nature of the student population. 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. The amounts outstanding at year end were as follows:

	2023				
	Total	1-30 days	31-60 days	61-90 days	91-120 days
Government receivables	\$ 5,444,316	\$ 5,444,316	\$ -	\$ -	\$ -
Student receivables	359,892	74,189	25,071	90,103	170,529
Other receivables	8,837,712	6,650,233	695,085	676,898	815,496
Gross receivables	14,641,920	12,168,738	720,156	767,001	986,025
Less: impairment allowances	(115,000)	-	-	-	(115,000)
Net receivables	\$ 14,526,920	\$ 12,168,738	\$ 720,156	\$ 767,001	\$ 871,025

	2022				
	Total	1-30 days	31-60 days	61-90 days	91-120 days
Government receivables	\$ 4,738,127	\$ 4,738,127	\$ -	\$ -	\$ -
Student receivables	284,098	17,179	41,412	89,022	136,485
Other receivables	4,441,404	2,388,999	529,036	478,086	1,045,283
Gross receivables	9,463,629	7,144,305	570,448	567,108	1,181,768
Less: impairment allowances	(178,900)	-	-	-	(178,900)
Net receivables	\$ 9,284,729	\$ 7,144,305	\$ 570,448	\$ 567,108	\$ 1,002,868

Student receivables not impaired are considered collectible based on the College's assessment and experience regarding collections rates.

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

Market Risk

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

The College operates within the constraints of the investment guidelines issued by the Ministry of Colleges and Universities. The policy's application is monitored by management, the investment managers and the Board of Governors. Diversification techniques are utilized to minimize risk.

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

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

20. FINANCIAL INSTRUMENT RISK MANAGEMENT (continued)

Currency Risk

Currency risk relates to the College operating in different currencies and converting non-Canadian earnings at different points in time at different foreign levels when adverse changes in foreign currency rates occur. The College does not have any material transaction or financial instruments denominated in foreign currencies.

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

Interest rate risk

Interest rate risk is the potential for financial loss caused by fluctuations in fair value of 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, bank loans and long-term debt.

The College's guaranteed investment and bond portfolio has interest rates ranging from 0.85% to 11.35% (2022 – 0.8% to 11.35%) with maturities ranging from June 15, 2023 to April 23, 2046 (2022 – April 7, 2022 to June 2, 2048).

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 guaranteed investment certificates and bonds of \$50,232 (2022 - \$50,563). A 1% fluctuation in interest rates would have an estimated impact on interest expense related to the College's bank loans of \$83,818 (2022 - \$91,596) and no impact on interest income related to the College's other long-term receivable.

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

Equity Risk

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2023, a 5% movement in the stock markets with all other variables held constant would have an estimated effect on the fair value of the College's investments of \$150,289 (2022 - \$123,334).

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

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

20. FINANCIAL INSTRUMENT RISK MANAGEMENT (continued)

Liquidity Risk

Liquidity risk is the risk that the College will not be able to meet all cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise. The following table sets out the contractual maturities (representing undiscounted contractual cash-flows of financial liabilities):

	2023			
	Within 6 months	6 months to 1 year	1 to 5 years	over 5 years
Accounts payable	\$26,074,487	\$ -	\$ -	\$ -
Long-term debt	399,753	399,752	3,140,641	4,930,284
	<u>\$26,474,240</u>	<u>\$ 399,752</u>	<u>\$ 3,140,641</u>	<u>\$ 4,930,284</u>

	2022			
	Within 6 months	6 months to 1 year	1 to 5 years	over 5 years
Accounts payable	\$32,022,272	\$ -	\$ -	\$ -
Long-term debt	388,882	388,881	3,341,389	5,529,258
	<u>\$32,411,154</u>	<u>\$ 388,881</u>	<u>\$ 3,341,389</u>	<u>\$ 5,529,258</u>

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

21. ASSET RETIREMENT OBLIGATION

The College's financial statements include an asset retirement obligation related to the remediation required for asbestos present in the building and townhouses located at the College Drive campus and the building located at Commerce Court and underground tanks located at the Commerce Court campus. The related asset retirement costs are being amortized on a straight line basis. This amount was determined based on total undiscounted expenditures of \$4,112,998 present valued at a discount rate of 3.95% over a period of 15 years for the buildings that contain asbestos and four years for the underground tanks. Payment to settle the asset retirement obligations will occur at the end of their life in full.

The carrying amount of the liability is as follows:

	2023	2022
Balance, beginning of year	\$ 2,689,209	\$ 2,587,022
Less: cash outlays	(221,830)	-
Add: Accretion expense	106,224	102,187
Balance, end of year	<u>\$ 2,573,603</u>	<u>\$ 2,689,209</u>

APPENDIX B: CANADORE COLLEGE FINANCIAL STATEMENTS

Notes to Financial Statement

For the year ended March 31, 2023

22. CHANGE IN ACCOUNTING POLICY

On April 1, 2022, the College adopted Public Sector Accounting Standard 3280 – Asset Retirement Obligations. As a result of the adoption, the presentation of the financial statements changed from the prior year. The standard requires an obligation to be recognized related to legal obligations associated with the retirement of capital assets. This standard was applied using the modified retrospective method which requires a full restatement using assumptions and discount rates that are current as of April 1, 2022, to calculate the adjustments. The impact of adoption of this standard was as follows:

	<u>2022</u>
As at April 1:	
Increase in capital assets:	
Buildings, cost	\$ 307,505
Buildings, accumulated amortization	<u>224,844</u>
	82,661
Increase in asset retirement obligation	2,587,022
Decrease in unrestricted net assets, beginning of year	2,587,022
Increase in invested in capital assets, beginning of year	82,661
As at March 31:	
Increase in amortization expense	4,863
Increase in accretion expense	102,187
Decrease in excess of revenues over expenses for the year	107,050
Increase in capital assets	77,798
Increase in asset retirement obligation	102,187
Decrease in unrestricted net assets	102,187
Decrease in invested in capital assets	4,863

2023 KPI results

Background:

- ◀ Canadore College, as part of the Ontario College system is subject to annual outcomes measurement exercises linked to Key Performance Indicators (KPI's)
- ◀ The KPI's are provincially mandated with the outcomes of the indicators aligning to the allocation based funding elements of the Strategic Mandate Agreement Process
- ◀ Canadore has received the 2023 KPI results of the Graduate Satisfaction Survey, Employer Satisfaction Survey, Graduate Employment Rate and Graduation Rate

Canadore College ranks very well relative to the college system with investments in key technologies, classrooms, labs, people and services being reflected in institutional results. Canadore ranks above the system average in three of the four categories and is below on one metric, largely linked to small survey sample size.

Improvements in student readiness and satisfaction outcomes as well as through improved employer relations have resulted in KPI's of which Canadore can be proud. Continued, direct employer outreach will be required moving forward to maintain strong results and buy-in to employer participation in the survey.

Graduate Employment Rate *6 months after graduation*

88.4%

Graduate Satisfaction *6 months after graduation*

82.1%

Employer Satisfaction Rate

85.7%

Graduation Rate

66.0%

Next Steps:

The college team will continue to deploy best practice in further measures to improve upon these outcomes where possible while maintaining a strong focus on student experience and success.

APPENDIX D: SUMMARY OF ADVERTISING AND MARKETING COMPLAINTS RECEIVED

Canadore College did not receive any advertising or marketing complaints during the 2022-2023 academic year.

Executive Committee

Jim Bruce
George Burton, President and CEO
Shelley Busch
John Carlan
Peter Chirico
Randy Hall
Jake Lacourse
Rebecca McGlynn
Rebecca Minogue
Ishmael Van Der Rassel
Todd Wilcox
Colin Williams
Dave Wolfe

Secretary of the Board

Ginette Cazabon
Manager, Office of the President

Non-Voting Officers of the College

Shawn Chorney, Vice President, Strategic Infrastructure, Indigenous and Learner Services
Sarah Moore, Chief Financial Officer
Ahmed Obaide, Vice President, Academic

GREAT THINGS HAPPEN HERE