



Aurora College
ANNUAL REPORT
2023-2024



VISION

Through the transformation of Aurora College into a polytechnic university, we will establish a university in the North and for the North that creates equitable learning, research, and career opportunities for residents across the Northwest Territories and beyond.

MISSION

Demonstrate leadership in the delivery of relevant and meaningful education, research, and reconciliation actions rooted in strong connections to Northern land, tradition, community, and people.

VALUES

HONOURING NORTHERN LAND, PEOPLE, AND CULTURE

We value the uniqueness of this land and the people who live here. We respect the land, water, air, and animals. We work with community leaders, organizations, and individuals to strengthen collaboration and build relationships with the communities we call home.

EXCELLENCE AND INTEGRITY

We are dedicated to supporting our students, faculty, and staff in their pursuit of academic excellence. We hold ourselves to the highest standards in our teaching, research, and ethical behaviour. We always strive to incorporate emerging practices and approaches to ensure continuous improvement.

INCLUSIVENESS AND DIVERSITY

We welcome the richness that comes from different perspectives, backgrounds, and experiences. We foster a culture of diversity, equity, and inclusion that celebrates different ways of being, knowing, seeing, and doing. We recognize the unique needs of individuals and work to support their success in their journey at Aurora College.

INNOVATION

We foster a culture of innovation, curiosity, and constant exploration. We inspire and nurture these qualities, striving to find new and exciting ways to meet the unique needs of the North.

ACCOUNTABILITY

We believe that accountability is key to building trust and creating meaningful impact in our communities. We hold ourselves to the people we serve – our students, staff, and community members – and ensure that our actions, processes, and programs reflect this commitment.

TOWARDS A UNIQUE POLYTECHNIC UNIVERSITY IN ARCTIC EDUCATION

As a public post-secondary institution in Canada's Northwest Territories (NWT), Aurora College is a cornerstone of education and applied research in the North. With campuses and research centres in Fort Smith, Inuvik, and Yellowknife, the College offers diverse programming, ranging from trades and apprenticeship training to academic upgrading, certificate and diploma programs, and degree offerings in partnership with other institutions. Aurora College is committed to providing quality education, applied research, and training that are relevant to the needs of NWT communities and foster personal, cultural, and professional growth among its students, faculty and staff.

Aurora College's mission is to "demonstrate leadership in the delivery of relevant and meaningful education, research and reconciliation actions rooted in strong connections to Northern land, traditions, communities, and people." This mission is central as the College transforms into a polytechnic university — for the North, by the North — creating equitable opportunities for all NWT residents to help them reach their full potential and compete globally. The College's vision emphasizes respect, inclusiveness, diversity, and innovation to reach the highest standards of academic and research

integrity and ethics. Indigenous knowledge and practices will be incorporated into curricula and operations to ensure education and research are deeply embedded with the cultural and environmental contexts unique to the many NWT regions. By fostering applied research potential in the North, Aurora College aims to be recognized as a leading post-secondary institution whose applied research and teaching programs focus on the needs of Northerners.

Collaboration with other Arctic universities will continue to create a comprehensive education and research portfolio that enhances opportunities and outcomes for all Northerners. The transformation into a polytechnic university will yield significant benefits, including expanded research capabilities and promoting cutting edge studies that address Northern challenges and opportunities. This expansion will contribute to the global knowledge base and will directly benefit local communities through solutions tailored to their environment and worldviews. As a polytechnic university, Aurora College's range of programs will integrate practical skills with academic knowledge and experiential learning opportunities in applied research, preparing students to meet the demands of a modern workforce, particularly in key Northern sectors such as

natural resources, remediation, social and health services, education environmental science, and technology.

To prepare for transformation, Aurora College's governance structure has evolved to a tricameral system, consisting of an independent Board of Governors, an Indigenous Knowledge Holders Council, and an Academic Council, which ensures that governance reflects the diverse needs and perspectives of Northern communities. This new governance model will promote greater autonomy and responsiveness to the territorial and regional demands, positioning the NWT as a global leader in Arctic education and research.

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LAND ACKNOWLEDGMENT

We respectfully acknowledge that Aurora College is situated on the traditional territories and homeland of the Dene, Inuvialuit, Métis, and Cree peoples of the Northwest Territories. We are grateful to the many Indigenous peoples of the NWT for allowing us the opportunity to learn, work, and live on their lands. We are also deeply grateful for the generous sharing of Indigenous Knowledge, wisdom and ways of knowing, being, doing, and believing with our students and employees.

2023-2024

AT A GLANCE

2 GOVERNING COUNCILS ESTABLISHED

Academic Council, Indigenous Knowledge Holders Council

2 COMMUNITY-BASED PROGRAMS PILOTED

1 COUNCIL OF FEDERATION LITERACY AWARD

1st University-level General Studies program ready to launch (pathway to Bachelor of Education and Bachelor of Social Work)

1st AURORA COLLEGE MICROCREDENTIALS DEVELOPED

1st Cohort of Northern Leadership Development Program Level 2

RESEARCH

#31 of Top 50 Research Colleges of Canada, eighth consecutive year on list

49 Active ARI Research Projects

18 ARI Research Proposals Submitted

11 ARI Speaker Series presentations showcasing Northern research

18 BSN student research posters at Northern Health Research Day

6 Faculty and staff presented at national and international conferences

\$962,900

from Research Support Fund (tri-council funding) to help with research-related costs not fully covered by general research funding (shared with Hotiì ts'eeda - \$652,994, and Institute for Circumpolar Health Research - \$50,097, Aurora College - \$259,859)

\$450,000

contribution over three years from *De Beers Group* to support Elder Care and Community Health initiatives with School of Health and Human Services

13 Nursing students supported with practicum bursaries to practice outside of Yellowknife (part of De Beers Group contribution)

12 Achievement bursaries for distance Early Learning and Child Care graduates (part of a total multi-year De Beers Group contribution of \$216,000)

STUDENTS

100  GRADUATES

graduated from degree, diploma and certificate programs

57 CERTIFICATES

26 DIPLOMAS

17 DEGREES

113+

ACADEMIC UPGRADING COMPLETIONS*

21 UCAP

14 OCAP

100+ ALBE

* on track to complete as of June 2024

3 NWT SECONDARY SCHOOL DIPLOMAS

learners completed the requirements to receive NWT secondary school diplomas

5 graduates of Behchokò part-time Personal Support Worker Certificate

\$602,500

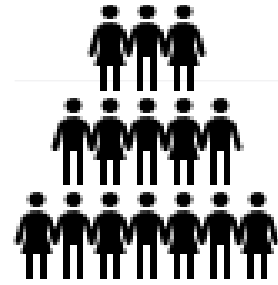
from Suncor Energy Foundation to support STEM education in NWT

STEM OUTREACH

225 hands-on science and digital literacy events reaching 4,200 youth, educators and community members

- 110 school workshops reaching students more than 1,900 times
- 20 training sessions for more than 120 educators
- 92 community and family-oriented events reaching nearly 2,000 people
- 2 Science Rendezvous events (Inuvik and Fort Smith)

EMPLOYEES



Aurora College Team

305
STRONG

20 doctoral degrees (including Ed.D)

76 masters degrees

141 bachelors degrees

5 CPA designations

31 Red Seal and Journey person tickets

121 diplomas and certificates

43 post-graduate diplomas or certificates

28.5% Indigenous Aboriginal

6.9% Indigenous non-Aboriginal

64.6% Non-Indigenous non-Aboriginal

CHAIR'S MESSAGE



Aurora College began the 2023-2024 academic year dealing with a number of unprecedented challenges caused by the extreme wildfire season and the lengthy largescale evacuations of several Northwest Territories communities. The beginning of the first term was delayed by a month, and during the evacuations, damage to communications infrastructure knocked out access to the College's phone and email systems, internet servers, and website for an extended period of time. The financial cost of the wildfires and evacuations will have a serious impact on all Government of Northwest Territories (GNWT) operations, including Aurora College, for several years.

Financial challenges facing the GNWT, and by extension, Aurora College, will have an impact on the timelines for the planned transformation to a polytechnic university. While progress towards transformation continues along a steady path, fiscal realities and

delay in several key projects will likely delay the process by a few years.

Despite the challenges, 2023-2024 was a busy and productive year. Both the Academic Council and Indigenous Knowledge Holders Council (IKHC) were established, completing appointments for the new tricameral governance system. Together, the three governing bodies will make decisions and recommendations regarding our strategic direction, college operations, academics, and research. This innovative governance structure is designed to make Aurora College increasingly effective, efficient, sustainable, and responsive to the needs of Northern residents. Importantly, the IKHC is not an advisory body, but will actively participate in governance, making us unique amongst post-secondary institutions in Canada.

During the year, the College finalized several new plans: a three-year Strategic Plan (2024-2027), a five-year Academic Plan (2024-2029), and a three-year Strategic Enrolment Management and Marketing Plan (2024-2027). Additionally, a Research and Data Management Plan was adopted, execution of the Equity, Diversity and Inclusion (EDI) plan is underway, and the Research Advisory Committee has been revitalized.

Next steps include completing the Institutional Review and Quality Assurance process with Campus

Alberta Quality Council (CAQC), implementing the Organizational Design project, and researching our first "made in the north" degree.

The transformation to a polytechnic university will yield significant benefits, including expanded applied research capabilities and promoting cutting edge studies that address Northern challenges and opportunities. This expansion will contribute to the global knowledge base and will directly benefit local communities through solutions tailored to their environment and worldviews. As a polytechnic university, Aurora College's range of programs will integrate practical skills with academic knowledge and experiential learning opportunities in applied research, preparing students to meet the demands of a modern workforce, particularly in key Northern sectors such as natural resources, remediation, social and health services, education environmental science, and technology.

Joseph Handley
Chair, Board of Governors
Aurora College

PRESIDENT'S MESSAGE



It is both an honour and a privilege to be chosen to lead Aurora College during this historic and progressive time, as we elevate our role as the Northwest Territories' foremost post-secondary institution and continue on our journey to become a polytechnic university.

As I begin my tenure as president, I want to emphasize the importance acknowledging and being aware of where we are, where we came from, and where we are headed - as an institution, as individuals, and as a community. These situating directions allow us to pay tribute to three important constructs of learning and living: time, place, and people, which guide us towards service that leads to a "a good life."

The 21st century is an era of Reconciliation, Relationship Building, and Revitalization of Indigenous worldviews and cultures in the Northwest Territories, particularly at Aurora College. We must remember and respect the people of this land: the Elders, families, children, current and future students, and communities around us. We must also remember this place, the NWT; it is the Homeland of the Dene, Métis, Inuvialuit, and NWT Cree, and we must honour the Indigenous peoples of this land, by grounding Aurora College's post-

secondary programs, operations, and practices in the Indigenous ways of knowing, being, doing, and believing.

This approach will be the focus of the new Indigenous Knowledge Holders Council's (IKHC), the third entity of Aurora College's new tricameral governance structure. By working together with the Board of Governors and the Academic Council, the IKHC will ensure that the Indigenous Guiding Principles of respect, relationships, reciprocity, wellness, ceremony, and balance are the foundation of education and applied research through the development of their upcoming new legislated Framework and Implementation Plan.

As well, we must ensure that we celebrate equity, inclusion and respect within our college community. At Aurora College, we celebrate our differences and believe that our unique perspectives enhance our educational experience. I encourage every member of the Aurora College community to engage with one another, to listen, to learn, and to embrace the diversity that strengthens us. Together, we can create an environment where everyone feels they belong and can thrive during their Aurora College learning and living experiences.

In order for the new polytechnic university to serve the needs of the NWT, a northern focus is crucial for ensuring that higher education fosters Indigenous knowledge, innovation, self-determination, and culturally grounded pathways to acknowledge, honour, and balance Traditional Knowledge with Western Principles, while advancing knowledge, skills, and applied research.

Key in the work to prepare for transformation has been the focus

on the current and future needs of Northern and Indigenous people. Improvements to student supports and the student experience, investigation and planning for new programming, reviewing organizational design, and much more are being viewed through an Indigenous lens - and asking the question "how will this improve opportunities for Northern and Indigenous residents and communities?"

I believe our plans for new programming, such as the General Studies program, will open doors to many Northerners. With the first intake of students in September 2025, General Studies will prepare students to enter our new Bachelor of Education and Bachelor of Social Work programs. General Studies will be a common first two years of undergraduate study that will allow students to enter the third year of the College's Bachelor of Education and Bachelor of Social Work. As well, General Studies will be an excellent choice for students who want to begin university level studies close to home or who haven't yet decided on a major or field of study.

Within the next few years, we will also be introducing several new trades and apprenticeship programs, in addition to a new "Made in the North" degree. It is an exciting time for post-secondary education in the NWT, which includes our Aurora College journey. I am honoured to be able to share this positive journey as it progresses towards continuing to provide quality post-secondary education and applied research in the NWT.

Mársi, Kinanāskomitin, Thank you, Merci, Haj', Quana, Qujannamiik, Quyanainni, Máhsí, Mási, and Mahsi.

Dr. Angela James
President,
Aurora College

2023-2024

FACTS, FIGURES & FINANCE

Student Application Data

	2023-2024	2022-2023	2021-2022	2020-2021	2019-2020
Total number of applications	996	980	827	854	935
Applications by NWT high school students	80	77	71	49	43
Applicants of Indigenous descent	708	754	624	558	618
Other	150	104	89	124	194
Non-Aboriginal	100	70	56	88	34
Not Reported	38	52	58	84	89
Applications by NWT residents	796	849	698	611	450
Applications by non-NWT residents	150	97	70	40	32
Not Reported	50	34	59	203	453
Applicants who identify as having a disability	68	42	50	37	11
Applicants who identify as female	595	290	165	135	126
Applicants who identify as gender diverse or unspecified	92	556	591	679	767
Applicants who identify as male	308	120	65	40	42
Number of program applications approved by the institution	667	667	447	697	727
Yield Rate	67%	68%	54%	82%	78%

NOTE 1: 2023-2024 - Of 996 applications, 75 were international

NOTE 2: As of 2023-2024, reporting of Equity, Diversity and Inclusion (EDI) stats are mandatory

Student Acceptance Data

	2023-2024	2022-2023	2021-2022	2020-2021	2019-2020
Total number of acceptances for admission	667	667	447	697	727
Total number of acceptances for admission directly from NWT high schools	52	41	39	40	20
Total number of acceptances for admission by applicants of Indigenous descent	490	507	310	445	455
Total number of acceptances for admission into a French-language program	-	-	-	-	-
Total number of acceptances for admission to students who identify as having a disability	38	25	24	31	7
Total number of acceptances for admission to students who identify as female	380	199	94	106	87
Total number of acceptances for admission to students who identify as gender diverse or unspecified	84	384	322	555	611
Total number of acceptances for admission to students who identify as male	193	81	30	35	29
Yield rates	70%	78%	83%	92%	64%
Number of offers of admission accepted by a student where the student attends	466	518	370	644	466

NOTE: 2023-2024 - Of 667 acceptances, 20 were international

Enrolment Data

New and returning credit students full-time and part-time student headcount by program area	2023-2024					2022-2023				
	New PT	New FT	Returning PT	Returning FT	Total	New PT	New FT	Returning PT	Returning FT	Total
University transfer*	-	-	-	-	-	-	-	-	-	-
Degree and post-graduate programs	15	18	2	73	108	-	32	4	153	189
Certificates	17	36	52	82	187	16	43	76	77	212
Diplomas	-	6	14	57	77	-	8	11	68	87
Professional Development, continuing education, and courses of interest	267	-	556	-	823	271	-	538	-	809
Academic upgrading, skill development and language proficiency	26	71	33	125	255	14	45	90	99	248
Trades	106	-	91	3	200	-	24	-	59	83
Pre-Trades	-	-	-	-	-	-	-	-	-	-
Industrial Training	12	5	8	9	34	-	20	-	14	34
Open Studies	-	-	-	-	-	-	-	-	-	-
International student enrolment	-	-	-	-	-	-	-	-	-	-
University transfer	-	-	-	-	-	-	-	-	-	-
Degree and post-graduate programs	-	-	-	-	-	-	-	-	-	-
Certificates	-	1	-	-	1	-	4	-	1	5
Diplomas	-	3	-	1	4	-	-	-	3	3
Professional Development, continuing education, and courses of interest	1	-	-	-	1	1	1	-	-	1
Academic upgrading, skill development and language proficiency	-	1	-	-	1	-	-	-	-	-
Trades	-	-	-	-	-	-	-	-	-	-
Pre-trades	-	-	-	-	-	-	-	-	-	-
Industrial Training	-	-	-	-	-	-	-	-	-	-
Open Studies	-	-	-	-	-	-	-	-	-	-

*Do not track

Enrolment Data

New and returning credit students full-time and part-time student headcount by program area	2021-2022					2020-2021					2019-2020				
	New PT	New FT	Returning PT	Returning FT	Total	New PT	New FT	Returning PT	Returning FT	Total	New PT	New FT	Returning PT	Returning FT	Total
University transfer*	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Degree and post-graduate programs	1	15	19	147	182	1	24	10	71	106	2	31	7	74	114
Certificates	20	43	64	84	211	54	45	92	36	227	113	43	-	-	156
Diplomas	-	10	14	45	69	6	20	11	49	86	1	3	3	82	88
Professional Development, continuing education, and courses of interest	222	-	360	-	582	324	-	521	-	845	323	-	434	-	757
Academic upgrading, skill development and language proficiency	64	70	195	89	418	95	45	215	59	414	99	54	215	122	490
Trades	-	23	-	45	68	-	32	-	17	49	-	11	-	18	29
Pre-Trades	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Industrial Training	-	20	-	16	36	-	16	-	20	36	-	17	-	16	33
Open Studies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
International student enrolment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
University transfer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Degree and post-graduate programs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Certificates	-	1	-	1	2	-	1	-	-	1	-	1	-	-	1
Diplomas	-	2	-	-	2	-	2	2	1	5	-	-	-	-	-
Professional Development, continuing education, and courses of interest	-	1	-	-	1	-	-	1	-	1	-	-	-	-	-
Academic upgrading, skill development and language proficiency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trades	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pre-trades	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Industrial Training	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Open Studies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

*Do not track

Student Outcome Data

	2023-2024	2022-2023	2021-2022	2020-2021	2019-2020
Number of University Level Programs					
Certificates	57	53	83*	44	27
Diplomas	26	65	31	23	67
Degrees	-	**	**	**	**
Trades	9	7	5***	0***	8***
Pre-trades	-	-	-	-	-
Industrial training	17	39	43	44	43
Academic upgrading, skill development and language proficiency***	8	10	12	21	28
Open Studies	-	-	-	-	-
Number of Professional Development, Continuing Education, and Courses of Interest Programs					
Certificates	-	-	-	-	-
Diplomas	-	-	-	-	-
Degrees	-	-	-	-	-
Trades	-	-	-	-	-
Pre-trades	-	-	-	-	-
Industrial Training	-	-	-	-	-
Academic upgrading, skill development and language proficiency****	22	38	24	29	9
Open Studies	-	-	-	-	-
Number of Academic and Skill Development Programs					
Certificates	-	-	-	-	-
Diplomas	-	-	-	-	-
Degrees	-	-	-	-	-
Trades	-	-	-	-	-
Academic upgrading, skill development and language proficiency	-	-	-	-	-
Open Studies	-	-	-	-	-

*First Year offering ELCC Certificates vs Diploma only

** Do not track

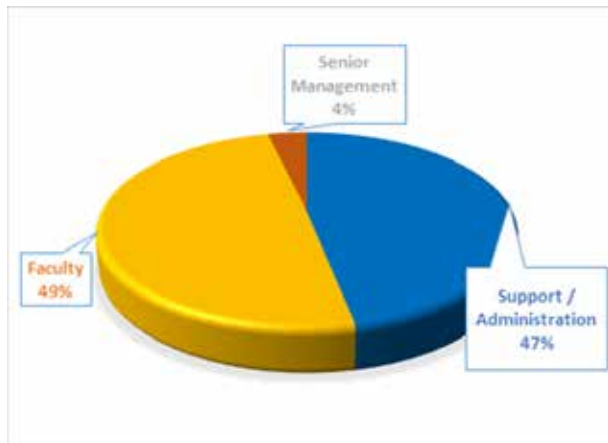
*** Does not include Apprenticeship

****OCAP/UCAP Only

*****NLDP and Project Management Only

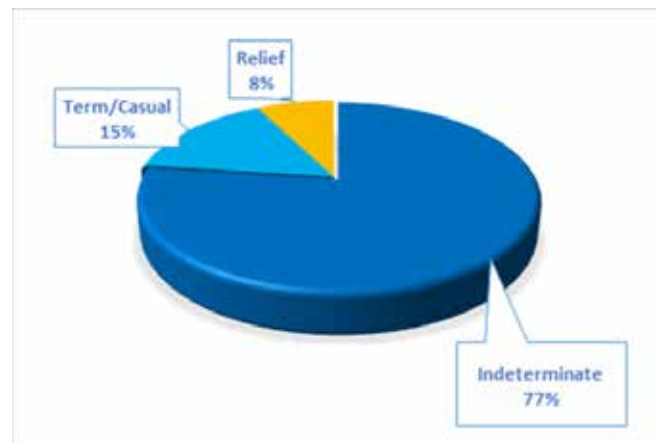
FACULTY & STAFF

Employees by Function*



Support/Administration	143
Faculty	151
Senior Management	11

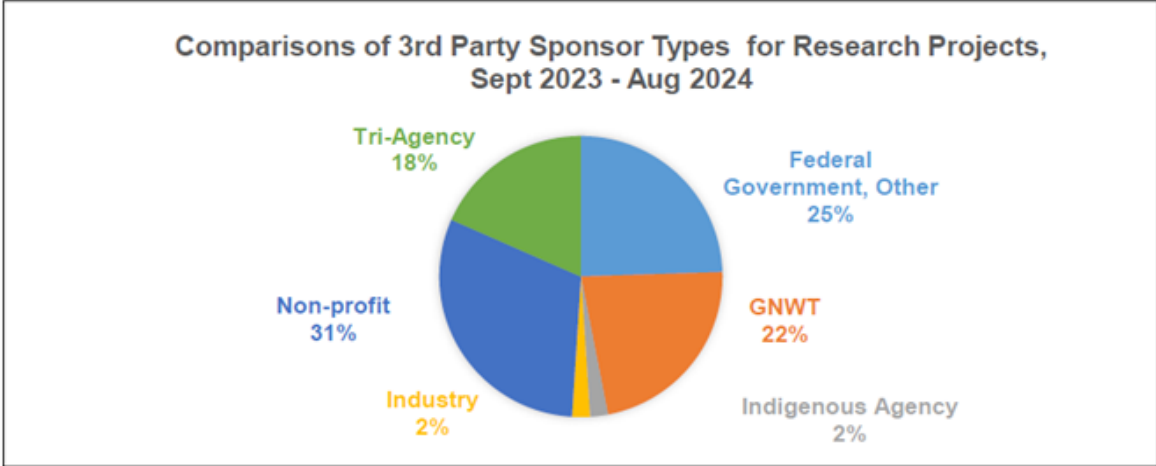
Employees by Employment Status*



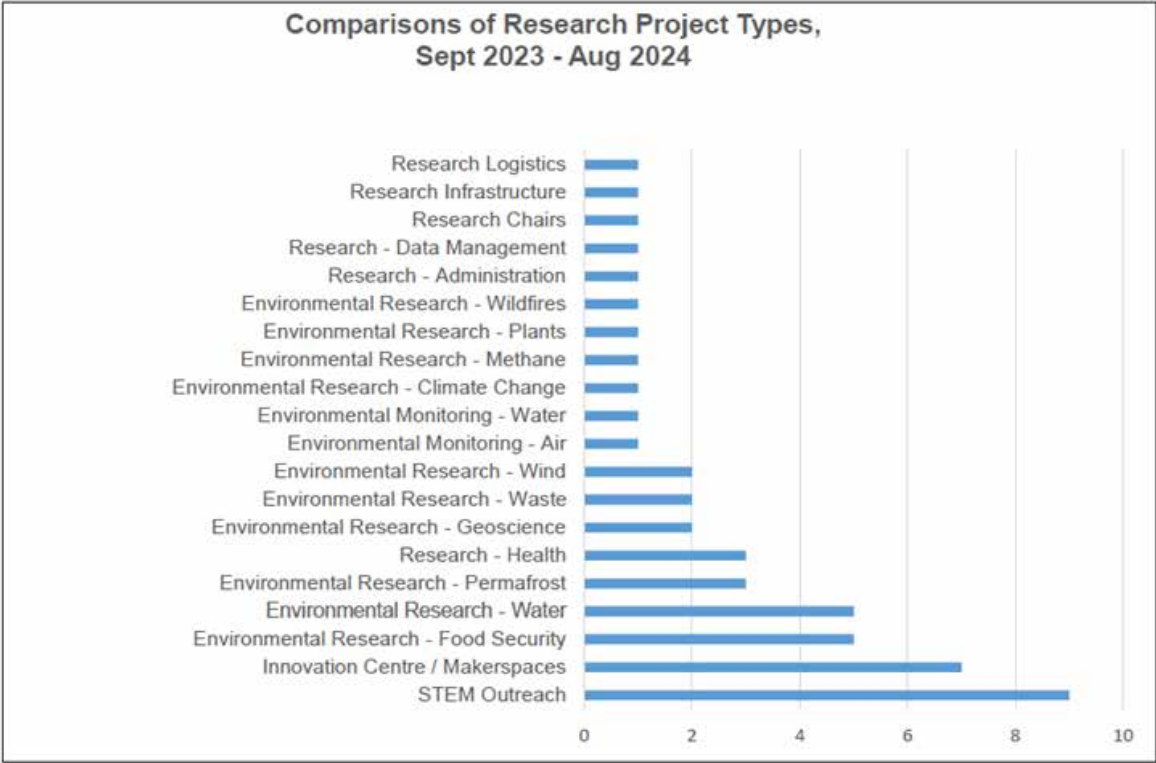
Indeterminate	235
Relief	23
Term / Casual	47

* These statistics are a snapshot of employees on March 31, 2024

RESEARCH



Relative amounts of third-party funding types that sponsored Aurora Research Institute's research and related projects. Ratios are for the number of project funding types.

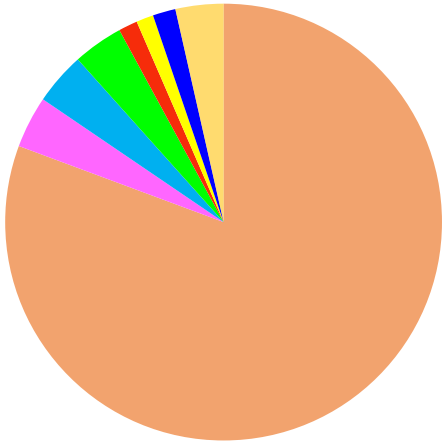


Generalized categories of Aurora Research Institute's active NWT research-related projects. Values are the numbers of active projects per category.

FINANCES AT A GLANCE

REVENUE BY SOURCE

Government of the Northwest Territories	80.7%
Government of Canada	3.8%
Other third party contributions	3.9%
Tuition	3.7%
Recoveries & Other	1.4%
Room & Board	1.3%
Interest	1.7%
Western Arctic Research Centre expansion	3.5%



EXPENDITURES BY SOURCE

Education & Training	35.0%
Student Services	19.7%
Pooled services	17.4%
Community & Extensions	13.3%
Aurora Research Institute	10.5%
Financial & Accounting Services	4.1%



2023-2024 HIGHLIGHTS

TRANSFORMING TO A POLYTECHNIC UNIVERSITY

Aurora College, in conjunction with the GNWT Department of Education, has completed the majority of more than 80 projects initially identified as necessary for the transformation to a polytechnic university. The remaining projects are primarily complex, multi-year undertakings, such as completing the institutional review and quality assurance process with Campus Alberta Quality Council (CAQC), working with the GNWT to develop a sustainable funding model, and finalizing legislation to establish the polytechnic university (NWT Legislative Assembly). As well, progress is being made to implement new, relevant programming, research a Made in the North degree, and develop a strong curriculum and assessment unit. While the transformation will not be completed by 2025, as originally forecasted, the College continues to move steadily towards becoming a polytechnic university.

In order for the new polytechnic university to serve the needs of the NWT, a northern focus is crucial for ensuring that higher education fosters Indigenous knowledge, innovation, self-determination, and culturally grounded pathways to acknowledge, honour, and balance Traditional Knowledge with Western Principles, while advancing knowledge, skills, and applied research. The transformation will yield significant benefits, including expanded applied research capabilities and promoting cutting edge studies that address Northern challenges and opportunities. This expansion will contribute to the global knowledge base and will directly benefit local communities through solutions tailored to their environment and worldviews. As a polytechnic university, Aurora College's range of programs will integrate practical skills with academic knowledge and experiential learning opportunities in applied research, preparing students to meet the demands of a modern workforce, particularly in key Northern sectors and researchers, such as natural resources, remediation, social and health services, education, environmental sciences, and technology.

To prepare for transformation, Aurora College's governance structure has evolved to a tricameral system, consisting of an independent Board of Governors, an Indigenous Knowledge Holders Council, and an Academic Council, which ensures that governance reflects the diverse needs and perspectives of Northern communities. Amendments to the Aurora College Act that established the new governance system came into effect on May 20, 2022. This new governance model will promote greater autonomy and responsiveness to the territorial and regional demands, positioning the NWT as a global leader in Northern education, and applied research.

Academic Council appointed

The second of three new bodies that make up Aurora College's tri-cameral governance structure – the Academic Council – was appointed in November 2023. The Academic Council is the senior academic body of Aurora College, and will focus primarily on academic quality and standards for the institution. It is an internal body with 30 members – 27 voting and three non-voting – comprised of staff, faculty, and student representatives. Of the 27 elected members, there are 14 elected faculty, three elected staff, three elected students, three ex-officio members, and four members appointed by the College President. Non-voting members are appointed by the President and the three ex-officio members are the Vice-President Education & Training (Chair), Vice-President Community & Extensions (Vice Chair), and the Registrar. The Council will advise the Board of Governors, make recommendations on all academic matters and build Aurora College's capacity to make academic decisions. This will assist the College in moving towards arm's length governance, help to ensure academic freedom, and meet quality assurance requirements connected to academic decision-making. The Academic Council is an interim step in the move towards establishing a Senate at the new polytechnic university.

Indigenous Knowledge Holders Council appointed

Aurora College's Indigenous Knowledge Holders Council (IKHC) was appointed by the Board of Governors in April 2024 and held its first meeting later that month. The 13 members are NWT residents of Dene, Inuvialuit, and Métis ancestry from across the territory who have been involved in leadership and education, as well as their cultures and traditions, for many years. Initial appointments are for a period of three years. The Indigenous Knowledge Holders Council is the third of three bodies that make up the College's tri-cameral governance structure, and will play a pivotal role in shaping the College's strategic direction and decision-making processes. Among the Council's first tasks will be to develop and monitor implementation of a framework that guides the College in those areas and that respects and honours the worldviews, traditions, cultures, and histories of the Indigenous Peoples of the Northwest Territories. The IKHC will be responsible to promote policies and operational decisions that foster the success of Indigenous students and staff at Aurora College and the overall success of the institution. The establishment of the Indigenous Knowledge Holders Council is the final step in the implementation of Aurora College's new tri-cameral governance system. The IKHC will draft and design a framework of their own priorities, mandates, and operational guidelines, which will outline the action areas to ensure the spirit and intent of Indigeneity is embedded in the College's policies, practices, procedures, programs and overall operations.



New President announced

In February 2024, Dr. Angela James was appointed the new president of Aurora College as of August 1, 2024 for a renewable five-year term. Dr. James is a proud Indigenous woman and educator who has dedicated her career to education in the Northwest Territories. As president of Aurora College, she plans to focus on celebrating and sharing the many good news stories elevating Aurora College towards transformation to a polytechnic university, as well as building relationships with internal and community stakeholders, ensuring collaborative external relations, and grounding decisions in research and data that understand the political, economic, social and cultural landscape of the NWT. During the 2023-2024 academic year, Dr. James served as Special Advisor to the President at Aurora College, responsible for leading the development of the selection process of the Indigenous Knowledge Holders Council. Previously, she has worked as a classroom teacher, Indigenous cultural camp coordinator, school principal and GNWT education director. She has led numerous adult and post-secondary education initiatives, including spearheading several Indigenous language programs with Aurora College and University of Victoria, and providing leadership presentations to Aurora College's Community Adult Educators. Dr. James received her Doctor of Education degree from Simon Fraser University; her dissertation was on Indigenous education in the NWT. Dr. James is Manitoba Métis whose great-grandmother was first cousin to Louis Riel. She moved to Yellowknife many years ago, marrying into a Dëne Súl'ine (Chipewyan) family, and combines the traditions, culture, and languages into her home and family life.

Institutional Review and Quality Assurance process

As part of the submission to the Campus Alberta Quality Council (CAQC) institutional review and quality assurance process, Aurora College is required to submit a comprehensive institutional self-study. The document is one step of the CAQC's evaluation of the readiness of Aurora College to become a polytechnic university. Work on the self-study was ongoing throughout the 2023-2024 academic year, and the CAQC submission is planned for the end of the fall semester in the 2024-25 academic year.

Organizational Design Work

Work on the Organizational Design project continued in 2023-2024 with consultant KPMG to build the framework and determine key design principles. These design principles assembled around a student-centric approach, support for Indigeneity and the North, and promotion of quality post-secondary education. The Organizational Design project is one of the transformation critical milestones and is a requirement of the quality assurance review. It is imperative that Aurora College adapts systems and structures that facilitate operations that more closely reflect post-secondary institutions. Senior leadership will continue to finalize the Organizational Design and begin implementation in 2024-2025.

2024-2027 Strategic Plan

A new Strategic Plan 2024-2027 was completed during the academic year. Extensive engagement with stakeholders across the territory took place over several months late in 2023. The new plan reconfirms the four strategic pillars - Learning Centred, Academic and Research Excellence, Connections and Organizational Effectiveness - as well as highlighting the importance of Reconciliation in the College's operations and actions.

New Programming – General Studies, Bachelor of Education, Bachelor of Social Work

The General Studies Diploma will be the common first two years of undergraduate study for the Bachelor of Education (BEd) and Bachelor of Social Work (BSW) programs. It will prepare students to enter the BEd and BSW in their third year of study. Aurora College is also working to secure transfer agreements with other institutions to recognize credits earned through the program. General Studies will also be a practical option for students looking to begin university who have not yet chosen an academic field of focus or wish to begin their university career journey close to home. Students in General Studies will be able to take a variety of courses in different areas of scholarship. The program will begin accepting students in Fall 2025. Student who achieve the required credits will be able to enter the third year of the Bachelor of Education or Bachelor of Social Work at Aurora College. Aurora College is also working on direct entry pathways for students who already meet the BEd and BSW entrance requirements. The BEd and BSW programs will be delivered in partnership with another post-secondary institution. It is anticipated the announcement on partnerships will be made in late 2024, and students will be able to enter the third year of those specializations at Aurora College in Fall 2027.

Program Reviews

A five-year schedule for the review of all existing programs at Aurora College has been established. During 2023-2024, three program reviews were initiated, and they are expected to be completed in 2024-2025. The Environment and Natural Resources Technology Diploma review has been sent to external reviewers for recommendations; results are anticipated to be received in fall 2024. Office Administration and Business Administration program reviews were initiated and are currently in the self-study phase with reports expected in early 2025. As well, a program review for programs within the School of Developmental Studies was initiated in 2023-2024.

Program Advisory Committees being established

Currently the School of Health and Human Services has a slate of robust Program Advisory Committees (PACs); PACs are in place for Personal Support Worker (PSW), Practical Nurse (PN), and Bachelor of Science in Nursing (BSN) programs. Work is being done to form PACs for the Environment and Natural Resources Technology, Office Administration, and Business Administration programs when the program self-studies are completed. Other programs areas will rebuild their PACs as part of the College's program review cycle.

Strategic Enrolment Management and Marketing Plan 2024-2027

The College's second iteration of the Strategic Enrolment Management Plan, finalized in June 2024, sees Marketing taking a larger role in the plan to allow recruitment and marketing goals and objectives to be more closely aligned. Led by a SEM advisor and a SEM Leadership Committee, sub-teams of staff focused on making improvements and achieving a number of goals in the areas of recruitment, registration, data, and student persistence. Perhaps one of the greatest accomplishments of the SEM plan has been an increased awareness of the importance of SEM principles and goals, and the increased communication between departments to ensure a student-centered approach to work across the institution. All Aurora College staff and departments have a responsibility to recruit and retain students.

Co-investment in transformation

Aurora College continues to work with the GNWT to establish co-investment partnerships. The term "co-investment partner" in the context of transformation, means any organization with a common interest in post-secondary education or research. Through a formal agreement, this organization contributes knowledge, resources, or funding to the polytechnic university. Potential co-investment partners include the federal government, Indigenous governments, industry, non-government organizations, and other post-secondary institutions. The establishment of co-investment partnerships through formal agreements will support the transformation of Aurora College, as well as its long-term development and growth as a polytechnic university.



2023-2024 HIGHLIGHTS

TEACHING AND LEARNING

Adopting BC curriculum for academic upgrading

As the NWT Department of Education shifts to using the British Columbia (BC) curriculum in NWT schools, faculty in the College's Community and Extensions division have been updating courses in the Adult Literacy and Basic Education program to adopt the BC curriculum. The move will support northern students who need to complete their secondary school education through Aurora College and will provide students with the skills and knowledge to succeed in post-secondary programs or apprenticeships.

Remediation microcredentials

In 2023-2024, through funding from the Canadian Northern Economic Development Agency (CanNor), Aurora College has been developing microcredentials programming around environmental remediation. The programming is in response to anticipated labour market demands in the NWT and across the north. Yellowknife's Giant Mine is one of the largest remediation projects in the world, and the NWT is home to hundreds of existing contaminated sites, including aging diamond mines, oil and gas wells, and other types of facilities. Over the next few decades, these projects will require skilled and semi-skilled employees, jobs for which Northerners could train. In developing the microcredentials, Aurora College has considered how to incorporate NWT-specific training needs; using traditional knowledge in environmental management and decision-making; northern legislative and regulatory regimes such as land claims, self-government agreements and the Mackenzie Valley River Resource Management Act; climate change; and green energy. Microcredentials are certifications of assessed competencies that can be additional, alternate or complementary to, or a component of a formal qualification. This training will be Aurora College's first delivery of microcredentials.

New distance deliveries to communities



Over 2023-2024, Aurora College piloted distance delivery of Office Administration and Business Administration classes, allowing a small number of students to attend classes from their home communities. As Office Administration (OA) and Business Administration (BA) are currently delivered via a distributed format, with students joining from all three campus locations, piloting access to communities was a natural next step. During the current program review for OA and BA, options for a full distance delivery are being considered.

Aurora College continues to develop and deliver online Adult Literacy and Basic Education courses through the Community Learning Centres.

During the academic year, several higher academic level Grade 11 and Grade 12 courses that are not normally available through Community Learning Centres were offered by distance from campuses to community students. Additionally, College faculty began using new tools and technologies to streamline and improve the online course creation process.

Getting Ahead pilot

In response to requests for training to assist with exploring career and education planning and options, Aurora College partnered with several Indigenous Skills and Employment Training (ISET) managers to create the Getting Ahead Pilot (GAP). Scheduled to be delivered in Fort McPherson in the fall of 2024, GAP was developed to help community-based students investigate education and career opportunities, construct education and employment plans, set career goals, and work on soft skills development.

Introduction to Skilled Trades Essentials pilot

In October 2023, the 15-week Introduction to Skilled Trades Essentials Program (ISTEP) was piloted in Kátt'odeeche First Nation, Fort Good Hope, and Ndilq.

ISTEP provided hands-on instruction in carpentry, electrical, and pipe trades, along with courses in trades math and science.

Students who successfully completed ISTEP were prepared to enter the College's Fundamentals of Carpentry 1 program at Thebacha Campus. Several students enrolled in the Fundamentals of Carpentry program upon completion of ISTEP. The program also introduced students to other trades-related opportunities and career options. ISTEP provided a shorter, less intensive introduction to trades while offering students the trades math and science courses required to enter



other trades programs. Feedback indicated that a program such as ISTEP could help bridge the gap many students face between their academic level and the pre-requisites for most apprenticeship and trades programs.

Northern Health Research Day celebrates student research

Aurora College School of Health and Human Services held its annual Northern Health Research Day in November. The research day is an opportunity to showcase and honour scholarship and academic work of students, faculty, and invited scholars. Hosted by Aurora College and sponsored by Hotii ts'eeda, the event featured a total of 21 research posters – 18 literature review researches from fourth-year Bachelor of Science in Nursing (BSN) students and three research projects led by faculty members and Aurora Research Institute staff. Most of the research projects are the culmination of the fourth-year BSN students' Nursing Research course. The intent of the course is to increase understanding of nursing scholarship and enhance the students' ability to comprehend, critique, and utilize nursing research. To create the final product, students developed a research question, searched and collected literature and evidence, appraised the evidence, organized their findings, and then created recommendations for the clinical, research, education, and/or policy level, applicable to a northern context. The People's Choice Award was presented to Therese E. Petak-Dube: *Continuous Glucose Monitoring: Impacts on Blood Sugar Control*. The topics chosen for the research posters and the unique approaches taken by the students underscore the importance of developing and applying research that is for the North, by the North, and with the North, to improve the quality of care, and to prioritize decolonizing approaches to advance nursing knowledge. The Northern Health Research Day also serves as a critical platform to highlight the importance of nursing research and the contribution nursing professionals make to improving health care practice and patient care in the north.

Students from Aurora College's health programs – Bachelor of Science in Nursing, Practical Nurse Diploma and Personal Support Worker Certificate – were in attendance to view the research and attend sessions by guest speakers. Northern health care professionals were also on hand to view the student projects.

2023-2024 HIGHLIGHTS

RESEARCH

Office of Research Services increasing administrative efficiencies

Efforts are underway to increase administrative efficiencies and research-related information dissemination activities within the Office of Research Services (ORS). To this end, a number of steps have been taken, which include:

- Research Grants Coordinator was hired;
- The College’s research administration software/database, ROMEO, now functions in its intended capacity;
- A list of potential grant and funding opportunities is distributed monthly to all Aurora College and Aurora Research Institute (ARI) staff, as well as the ARI’s Research Associates; and
- The annual Research Infosource Survey was compiled and submitted. This analysis and ranking process for Canada’s colleges and other institutes showcases Aurora College accomplishments.

ORS’s research administration metrics:

	TOTAL	VALUE
Research Project Proposals Submitted ¹	18	\$2,728,163 ^{2,3}
Active Research Projects ¹	49	\$13,066,980 ^{3,4}
Research Projects Extended ¹	2	
Research Projects Completed ¹	5	

1. September 1, 2023 – August 31, 2024

2. Total value over life of projects (most are multi-year), included in NOTE 4

3. Includes \$153,826 in in-kind contributions

4. Total value over life of projects (most are multi-year)

Aurora College #31 of list of 50 Top Research Colleges in Canada

Aurora College was recognized by Research Infosource Inc. as one of Canada’s Top 50 Research Colleges for 2023 with an overall ranking of 31. This marks the College’s inclusion on the list for the eighth consecutive year.

The rankings noted an increase in research income growth between 2021 and 2022, increasing by 83.5 percent and placing Aurora College at #7 for that metric. In terms of research dollars per researcher, Aurora College ranked #28 in Canada, with an average of \$70,600 per researcher. The College was also ranked in the top 15 in several categories, including: #12 in research partnerships; #14 in completed research projects and paid student researchers; #14 in industry research income as a percentage of total research income; and #14 in total industry research income. The criteria for the Top 50 Research Colleges rankings include research income, research staff numbers, student participation in research, research partnerships, and the volume of research projects.

Aurora College is engaged in a variety of research areas, such as physical and social sciences, health, environmental studies, biology, Traditional Knowledge, and engineering. Key research projects include permafrost monitoring, climate change impact studies, air quality monitoring, renewable and biofuel energy research, Northern and Indigenous health care studies, soil safety research, Geographic Information Systems (GIS) mapping and monitoring, research on traditional uses of native plant species, youth outreach in science, technology, engineering, and mathematics (STEM).

Western Arctic Research Centre

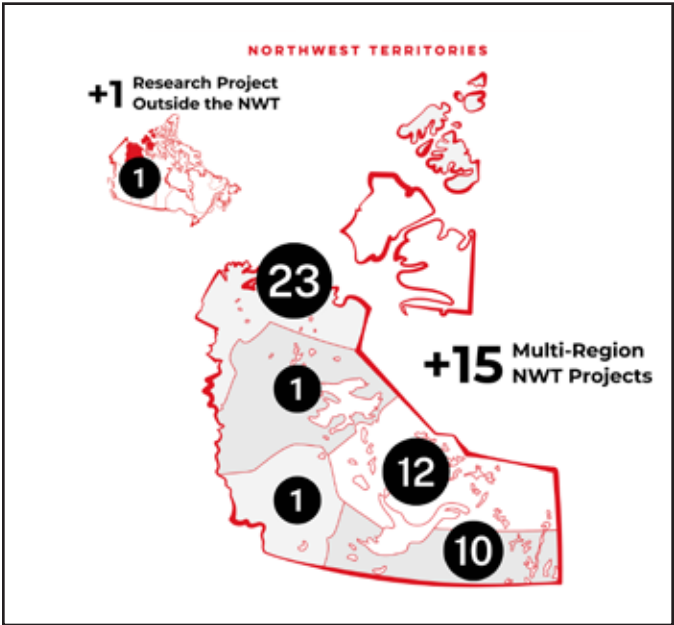
Due to its location in the Western Arctic, much of the research undertaken by and supported by Western Arctic Research Centre (WARC) is focused on climate change and alternative energy resources. WARC has hosted and supported climate change researchers from across Canada and around the world for decades as well as leading and contributing to important and innovative research. Essential logistical support supplied by WARC includes laboratory space and equipment (e.g. clean, wet and dirty labs, fridge and freezer space for temperature-sensitive samples), field equipment (such as snow machines, boats, camping equipment, etc.), accommodations, and support space (office, meetings, etc.). WARC’s research technicians provide invaluable support to visiting researchers: travelling regularly to field sites to take samples, monitor sites, download data, maintain site inspections and more.

WARC Logistical Support - Data for July 1, 2023 - August 31, 2023 (measured in days)

Long-term facility use	*NrCan ISSF Office (all year), Western Arctic Centre for Geomatics (all year), NTGS cubicle office (all year)
Short-term facility use	310
Technician support	125
Equipment rentals	599
Accommodation days (ARI and Aurora College)	2,209

South Slave Research Centre

The South Slave Research Centre (SSRC), based at Thebacha Campus in Fort Smith, added and continued a number projects in 2023-2024, several of which focused on food security and the impact for wildfires on wildlife and the ecosystem. As a result of work with the Boreal Berry Collective (featured in the “Partnership” section of this report) the SSRC was asked to coordinate the Fort Smith Community Garden in 2024. The garden is being developed as a site for future training for northern agriculture. The SSRC is also part an NWT strawberry research trial. Three identical strawberry varieties have been planted at three sites (Fort Smith, Samba K’e First Nation, and Yellowknife) under different conditions (hoops and mulches) to develop more knowledge about growing strawberries in the North. Staff at SSRC are supporting a number of researchers and research projects in such areas as: Caribou Lichen and Climate Change, Wildfire and Carbon Stocks, Impact of Wildfire on Garter Snakes, and Soil Fertility and Sustainability in the NWT.



Research projects by region

North Slave Research Centre

The North Slave Research Centre (NSRC), based in Yellowknife, is growing in staff, research initiatives, and influence. Five full-time staff are active in areas of research that include aquatic sciences, health, STEM outreach, and Makerspace ecosystem. Recently secured warehouse and storage space has been an invaluable asset in supporting ARI-led and collaborative projects. NSRC Manager Dr. Mike Palmer has also been involved with or responsible for graduate student supervision of five PhD students and two MSc students. Dr. Palmer received considerable attention in 2023-2024 with respect to his research into long-term impacts of industry contaminants (arsenic) in Yellowknife and the immediate area. Dr. Andreanne Robitaille continues to lead several health-related research projects, including end-of-life care in the NWT and methods to encourage northern Indigenous youth to enter health careers.

Strengthening Indigenous partnerships in Northern research

Actively partnering with northern communities and integrating Indigenous Traditional Knowledge with Northern research projects are key to finding innovative solutions that will work in the North for Northern people. Two current projects are: *Advancing Community-based Climate change Research Through Capacity Building and Facilitating the Application of Geoscience Information and Tools to Support More Informed Decision-Making in Gwich'in Communities in the NWT*. The goal of the first project is to develop and deliver a Two-Eyed Seeing climate change data collection 'curricula' to Western Arctic community-based researchers. This will be achieved by partnering with Gwich'in and Inuvialuit Indigenous organizations to document traditional methods of collecting climate change data in the region; working with Indigenous partners to develop the most appropriate techniques for presenting and imparting Traditional Knowledge to the youth of the Western Arctic; working with Indigenous partners and Northern researchers to define the most suitable techniques/approaches/methods of integrating Traditional Knowledge and western science to support the collection, presentation, and management of the data; with the support of partners, developing and delivering Two-Eyed Seeing climate change data collection courses that are specific to each Western Arctic community; and developing and delivering Two-Eyed Seeing "Train-the-Trainer" programs.

The aim of the second project is to grow geoscience capacity and initiate the use of geoscience tools across the Gwich'in Settlement Region. Project leads will continue to grow geoscience capacity of staff with the Gwich'in Tribal Council and the Gwich'in Community Renewable Resources Councils in Inuvik, Aklavik, Fort McPherson, and Tsiigehtchic and will support the development of geoscience tools to enhance decision making with respect to land use. GEM surficial data sets and the NWT Thermokarst Map will be used to investigate possible correlation between active layer types and earth movements resulting from permafrost thaw, which will support Gwich'in Communities in better identifying and selecting areas that may require more focused monitoring with respect to permafrost thaw. Finally, an animated filled StoryMap that informs elementary school students (grades 4-7) on the use of geoscience information and tools to map and monitor the effects of climate driven changes on their communities will be developed.

Research Support Funding grants

In a significant boost to Northern research, Aurora College, Hotii ts'eeda, and the Institute of Circumpolar Health Research (ICHR) were collectively awarded \$962,900 in funding from the Research Support Fund (RSF) for the 2023-2024 fiscal year. This allocation comprises \$652,994 for Hotii ts'eeda, \$259,859 for Aurora College, and \$50,097 for ICHR. The federal Research Support Fund plays a vital role in strengthening Canadian post-secondary institutions by providing essential financial support to cover various research-related costs that are not fully covered by general research funding. These costs include maintaining state-of-the-art laboratories and equipment, as well as offering research management and administrative support. Aurora College, in partnership with research affiliates Hotii ts'eeda and ICHR, has been instrumental in securing RSF grants. The collaborative partnerships, established in 2018 with Hotii ts'eeda and in September 2020 with ICHR, have facilitated access to RSF resources, significantly enhancing local research infrastructure and capabilities.

Hotii ts'eeda has strategically allocated its RSF funding to enhance research support infrastructure, including the creation of new staff positions and the development of welcoming spaces for Indigenous, community and visiting researchers. Similarly, ICHR has directed its funds towards expanding its library resources and improving research administration. Aurora College is using the RSF grant to strengthen research administration, which includes hiring new staff and expanding the Office of Research Services. These efforts streamline administrative processes and provide crucial support for the pioneering research conducted in Northern Canada.

This collaborative funding initiative involves the Social Sciences and Humanities Research Council (SSHRC), the Natural Sciences and Engineering Research Council (NSERC), and the Canadian Institutes of Health Research (CIHR), collectively distributing \$450 million annually to post-secondary institutions across Canada.

Research Ethics Committee member training

Research Ethics Committee (REC) members were enrolled in Ownership, Control, Access and Possession (OCAP) virtual training with the First Nations Information Governance Centre. REC staff attended the Canadian Association of Research Ethics Board (CAREB-ACCER) virtual conference. They also attended a workshop on Research Data Management at the University of Waterloo, and the annual gathering hosted by Hotii ts'eeda for the NWT SPOR SUPPORT Unit, Yellowknife. REC staff also conducted an information session for students in the Environment and Natural Resources Technology program.

STEM community outreach

The ARI Science, Technology, Engineering and Mathematics (STEM) Outreach Team delivers hands-on science programming to JK-12 students and teachers across the Northwest Territories. Offerings include in-class visits, teacher support for science activities, and exposure to northern science professionals and their research. The team's aim is to provide free access to practical science and digital literacy resources and activities. Additionally, adult outreach facilitates plain language research presentations (Speaker Series) that foster connections between NWT residents and northern researchers. Since starting as a six-week pilot in 2016, the program has expanded to include three Outreach Coordinators and temporary staff when funding permits. Despite the interruption of wildfires and lengthy community evacuations, in 2023-2024 the team hosted and participated in more than 225 hands-on science and digital literacy events, reaching in excess of 4,200 youth, educators, and community member in 15 NWT communities.

School Outreach

- 110 school workshops reaching students more than 1,900 times
- Set up new after-school Robotics program in Inuvik
- Hosted 20 training sessions for more than 120 educators, enhancing their ability to deliver hands-on STEM education
- Train the Teacher, Loan the Gear program was expanded to reach out to remote communities
- Hosted two-day STEM workshop for educators in Fort Smith that focused on hands-on science and digital literacy; 16 educators from five northern communities attended

Community Outreach

- 92 community and family oriented events, reaching nearly 2,000 youths and adults (Science Rendezvous, GIS Day, regional trade shows, etc.)
- Launched weekly TinkerLab drop-in workshop in Fort Smith
- Initiated new STEM programming in previously underserved areas of NWT
- Speaker Series – 11 virtual research talks showcasing northern research

2023-2024 HIGHLIGHTS

STUDENT SUCCESS

Edets'seèhdzà Mentorship recipient

The 2023 Edets'seèhdzà Mentorship was awarded to fourth-year Bachelor of Science in Nursing (BSN) student Antonia Lafferty. The Edets'seèhdzà Mentorship is a \$20,000 stipend that supports an Aurora College student's involvement in research during their studies. The award is funded by Hotii ts'eeda and provided through a partnership between Hotii ts'eeda and Aurora College. A proud Dene and Cree descendant, Lafferty envisions her future role a registered nurse who is dedicated to eliminating healthcare disparities. Driven by a desire to care for her community holistically, she is committed to breaking down barriers and making a meaningful impact as a healthcare professional. Lafferty impressed the selection committee with her interpersonal, written and oral communication skills, as well as her demonstrated passion for learning and contributing to initiatives that promote an equitable and safe healthcare system.

Lafferty's research activities involved various activities, including planning and participating in community engagements, preparing community visits, helping to analyze and share research findings, and contributing to the organization of a workshop to discuss potential policy changes. Hotii ts'eeda is funded by the Canadian Institutes for Health Research and is a research support unit hosted by the Tłıchǫ Government. Edets'seèhdzà (eh-DEY-tsay-zah) means "stepping forward to challenge yourself" in the Tłıchǫ language. Past research subjects for recipients have included traditional teachings, Northern-focused care, and Indigenous health research.

De Beers Group health care practicum bursaries

As part of a three-year, multi-project contribution of \$450,000 to support Elder care and community health in the Northwest Territories, De Beers Group funded bursaries to 13 Aurora College nursing students in 2024. The bursaries provided support for students to participate in practicum opportunities outside of Yellowknife, including Behchokò, Hay River, Fort Smith, and Inuvik. The bursaries are intended to encourage students to experience smaller health care facility settings as part of their health care practice. The funds offset travel and accommodation costs that often prevent students from accepting practicum opportunities outside of Yellowknife. Learnings gained in smaller settings can increase students' understanding of rural health care needs and expand their learning. Keeping stable and continuous health care staffing in small community health centres is an ongoing challenge in the Northwest Territories. Exposure to different locations and opportunities can encourage students to consider employment in smaller centres, filling existing labour gaps with northern-educated and Indigenous graduates. This can lead to less reliance on locum and southern health care professionals and can result in more consistent care for residents. De Beers Group has committed \$45,000 per year for three years (2024, 2025, 2026) to support these bursaries. Recipients included Kady Tennant, Ronnel Landry, Antonia Lafferty, Peace Umukoro, Osasere Odiase, Sean Smith, Lanita Thrasher, Lori MacMillian Gallant, Tessy Izunwanne, Josephine Martin, Michael Lim, Donovan Erutse, and Naomi Rabesca.

Yellowknife Literacy Outreach Centre honoured with Literacy Award

The Literacy Outreach Centre (LOC) in Yellowknife received the 2023 Council of the Federation Literacy Award for the Northwest Territories. One award is presented in each province and territory to celebrate achievement, innovative practice, and excellence in literacy. The Council of the Federation Literacy Award is a testament to the Literacy Outreach Centre's unwavering commitment to advancing literacy and empowering learners. For more than 25 years, the LOC has made a significant impact in the community and has helped to improve the lives of many Yellowknife and NWT residents. The centre has been operating at Aurora College in partnership with Inclusion NWT since 1997, and provides free, accessible programming to individuals of all ages and abilities. Programming includes adult literacy classes, computer basics courses, introductory Office Skills training, tutoring services, and a book club for seniors.

Convocation 2024 Awards

Students from a variety of programs received awards, scholarships, and bursaries at campus convocation ceremonies held in May and June, 2024. Recipients included:

Yellowknife North Slave Campus

- Board of Governors Student Leadership Award – Sarah Fleming, Yellowknife, Early Learning and Child Care Diploma;
- Avens Sheila Broders Award – Breanna Mandeville, Fort Resolution, Personal Support Worker Certificate;
- Honorary Personal Support Worker Certificate (Posthumous) – Violet Drybones, Behchokò;
- College and Association of Nurses of the Northwest Territories and Nunavut (CANNN) Academic and Clinical Excellence Award – Danielle Heslin, Yellowknife, Bachelor of Science in Nursing.



Thebacha Campus, Fort Smith

- Town of Fort Smith, Duncan MacPherson Citizenship Award – Tianna Melvin Simon, Fort Resolution, University and College Access Program (UCAP);
- Ronalda Boutillier Webb Memorial Bursary – Terri Gruben, Tuktoyaktuk, Office Administration Diploma;
- Posthumous Diploma – Environment and Natural Resources Technology – Dwight Carpenter.

Aurora Campus, Inuvik

- Board of Governors Student Leadership Award – James Thrasher-Pokiak, Tuktoyaktuk, University and College Access Program (UCAP);
- Town of Inuvik, Office Administration Scholarship; Aurora Cup; UNW Local 29 Staff to Student Legacy – Clara Omilgoituk, Inuvik, Office Administration;
- Eli Nasogaluaq Jr. Memorial Bursary – Stephanie Felix, Tuktoyaktuk, Personal Support Worker;
- Mervin Joe Memorial Bursary – Dawson Kovacs, Inuvik, Business Administration,

De Beers Group Early Learning and Child Care bursaries

De Beers Group (Gahcho Kue Mine) awarded 12 Aurora College Early Learning and Child Care (ELCC) 2024 graduates with the De Beers Bursaries for Academic Achievement for ELCC. Since 2022, De Beers has provided the awards to the top 12 Northwest Territories (NWT) resident graduates of the college's part-time distance ELCC program. The \$2,000 bursaries go to the top NWT-based distance students earning an ELCC certificate or diploma, and are meant to recognize graduates who are currently working in child care or as classroom assistant while completing the program with Aurora College. The bursaries acknowledge the accomplishments of graduates while addressing their financial needs as they balance work and education. In total, Gahcho Kué Mine is providing \$24,000 per year to Aurora College's ELCC graduates until the bursary program concludes in 2030. Over this period, the mine is committed to contributing \$216,000 to support early learning and child care graduates. Recipients in 2024 included Natividad Ruiz, Sue Ellen Wilson, Rola Al Dakhil, Agnes Amos, Jennifer Davidson, Farahnaz, Sharon Awichen, Imee Ruth Camillon, Amelia Garcia, Bonnie Kutcha, Emma Tutton, and Kimberley Von Allmen.

2023-2024 HIGHLIGHTS

PARTNERSHIPS

Part-time Personal Support Worker program offered in Behchokò

In response to community needs, Aurora College offered a part-time face-to-face Personal Support Worker (PSW) Certificate in Behchokò over two years academic years. The collaboration with Tłıchǫ Community Services Agency (TCSA) saw a College PSW instructor to travel to the community one day each week to deliver courses to TCSA employees in personal support positions to upgrade their skills and credentials. Five students graduated through this delivery, which is an example of how Aurora College strives to meet community needs and provide alternative learning opportunities for Northerners.

Makerspace Ecosystem growing across the territory

Interest in the Makerspace Ecosystem continues to flourish across the NWT, with the number of interested partners and communities steadily growing. In 2023-2024, more than 200 hours of workshops, events, demonstrations and training were delivered across the NWT, helping to set the stage for 11 communities to be involved in the Makerspace Ecosystem by June 2025: Inuvik, Tuktoyaktuk, Tsiigehtchik, Ulukhaktok, Yellowknife, Fort Smith, Fort Simpson, Norman Wells, Gamèti, and Aklavik. The NWT Makerspace Resource Development was established and has held workshops in Yellowknife, Norman Wells, Fort Simpson, and virtually. Discussions have been held with Gwich'in Tribal Council, Inuvialuit Regional Corporation, and Aklavik Community Corporation to explore Makerspace training and set up in the Beaufort Delta Region. Other interested supporters and partners include Makerspace YK, NWT Literacy Council, and Pinnguaq – a national organization that supports Makerspace development in remote and rural Canada.

Boreal Berry Patch Collective

Food security and access to traditional foods has become increasingly important in the North, and a number of initiatives are being undertaken to address the issue. One such collaboration is the Boreal Berry Patch Collective in the Fort Smith region. The Boreal Berry Patch Collective is a collaboration among ten partners to “grow” local food security and sovereignty by working together to increase community participation in traditional foraging practices, backyard growing, and small-scale agriculture. Fort Smith was once known as the Garden Capital of the NWT; these groups are working together to restore this knowledge and reconnect the community with the practices of growing and harvesting. The project started in the spring of 2024, with each partner committing to plant and maintain berry bushes on their lands. Each is also offering workshops and incorporating local foods into their programs, with a common goal of building community by maximizing time on the land together planting, maintaining, harvesting, preparing, and eating. The plan is to develop a research and training program around northern agriculture and food sovereignty.

The Collective is collaboration between Fort Smith Métis Council, Salt River First Nation, Smith's Landing First Nation, Northwest Territories Health and Social Services Authority Fort Smith Region, JBT Elementary School, PWK High School, Fort Smith Correctional Complex, Northern Life Museum and Cultural Centre, Town of Fort Smith, and Aurora College's South Slave Research Centre.



north2north leads to visiting professorship opportunity

Three staff and faculty members participated in academic and cultural exchanges through the north2north program. Environment and Natural Resources Technology instructor Dr. Peter Lin travelled to Svalbard to network with fellow researchers at the University Centre in Svalbard (UNIS). This led to a six-month teaching opportunity; Dr. Lin accepted a professional leave as a visiting professor at UNIS beginning in June 2024 to teach Terrestrial Arctic Biology (AB-201 Terrestrial Arctic Biology (15 ECTS) - UNIS).

First cohort completes Northern Leadership Development Program Level 2

In June 2024, Aurora College celebrated the success of two cohorts of the Northern Leadership Development Program (NLDP), including the first cohort of the new NLDP Level 2. Forty-two individuals representing 14 Northern employers and businesses were recognized for completing the program: 14 participants completed the first installment of NLDP Level 2 while 28 finished Level 1. Participants came from every region of the Northwest Territories including Fort Smith, Yellowknife, Hay River, Whatì, Wekweètì, Behchokò, Fort Simpson, Fort McPherson, Fort Good Hope, and Inuvik. Employers for Level 1 participants were Arctic Canadian Diamond, Aurora College, Diavik Diamond Mine, Government of the Northwest Territories (GNWT), North Slave Métis Alliance, Hay River Ford, Housing NWT, Mackenzie Recreation Association, and the Tłı̄ch̄ Government. Level 2 employers included Gwich'in Land and Water Board, GNWT, Arctic Canadian Diamond, De Beers Group, K'asho Got'ı̄n̄ Housing, and Inuvik Regional Hospital.

The Northern Leadership Development Program is a unique made-in-the-north leadership training program developed in conjunction with northern employers. It is designed for individuals currently in or planning to move into front-line leadership and supervisory positions. A variety of best-practice leadership models are incorporated into the curriculum with an emphasis on emotional intelligence.

Canadian Association of Research Libraries visits Aurora College

In June 2023, Aurora College Libraries hosted the Canadian Association of Research Libraries (CARL), who were touring the territorial capitals to learn about research and post-secondary education in the North. The 18-member delegation included the Librarian & Archivist of Canada, and the directors of 16 of Canada's large research universities. The visit was an opportunity to host representatives of all government and public libraries in Yellowknife, research



organizations located in Yellowknife, local faculty and staff, as well as Libraries staff from across Aurora College (Inuvik and Fort Smith), and the NWT's Territorial Librarian (Hay River).

Key outcomes of the event were relationship-building (offers of collaboration and support were made by CARL members in areas such as research data management and polytechnic evolution), increased visibility for Aurora College among Canada's top research libraries, and a strengthened appreciation among CARL leadership of research and post-secondary education in the North.

Suncor Energy Foundation support for STEM education in NWT

In early 2024, Suncor Energy Foundation announced a contribution of \$602,500 over four years to support Aurora Research Institute's Science, Technology, Engineering, and Math (ARI STEM) Outreach Team. The STEM outreach programming for schools and communities includes exposure to traditional sciences such as chemistry and physics, workshops designed to enhance coding and digital literacy, and coding camps. The financial support from the Suncor Energy Foundation will help meet the growing demand for STEM education across the Northwest Territories. Programming will focus on youth in small communities, providing educational opportunities that promote the importance of STEM education.



Elder Care and Community Health initiatives support from De Beers Group

De Beers Group is providing Aurora College with a three-year, \$450,000 contribution to support Elder care and community health in the Northwest Territories. The funding from the Snap Lake mine closure project is supporting practicum bursaries, Elders in Motion workshops, research into palliative/advanced care, and hiring of Indigenous Knowledge Holders at Yellowknife North Slave Campus. The College will receive \$150,000 annually from 2024-2026.



- Funding from De Beers Group will go towards toward:
- Training health care students to lead Elders in Motion workshops at Elder/senior gatherings in Yellowknife, Behchokò, Ndilò and Dettah;
 - Research into Palliative Care and Advance Care in the NWT;
 - A pilot project to hire Indigenous Knowledge Holders at the School of Health and Human Services who can provide Indigenous perspectives on health and healing, especially with regards to Elder care; and
 - Practicum bursaries for nursing and personal support worker students.

To maximize resources and build on existing programs and initiatives, Aurora College is working with the Northwest Territories Health and Social Services Authority (NTHSSA), the NWT Department of Health and Social Services (DHHS), Tłı̄chq̄ Health and Social Services, and the NWT Recreation and Parks Association on these projects.

2023-2024 HIGHLIGHTS

AURORA COLLEGE TEAM

Advanced Degree and Post-Graduate credentials obtained

Professional development is a key component in the success of any post-secondary institution. The following members of the Aurora College team recently earned advanced degrees and credentials:

Melanie Adams, Manager, Research Data Management: Post-Graduate Certificate in Arts & Social Sciences Research, Charles Sturt University, Australia (distance). Executive Dean's Award for academic achievement.

Debbie Dillon, Manager, Purchasing and Contract: Supply Chain Management Professionals (SCMP) designation, Supply Chain Canada.

Amy Lea, Senior Instructor, Personal Support Worker Program: Master of Professional Education in Equity, Diversity and Social Justice, Western University, London, ON.

Christie Murphy, Instructor, Personal Support Worker Program: Master of Arts in Counselling Psychology with Honours, Yorkville University, NB.

Shannon Mychael, Instructor, Personal Support Worker Program: Masters of Education in Health Profession Education, University of Saskatchewan (Saskatoon).

Hannah Vedamani, Manager, Information Systems and Technology: Masters of Education in Educational Technology, Memorial University, NL.



College team members earn credentials

Four faculty and staff members achieved their Aurora College Certificate in Adult Education:

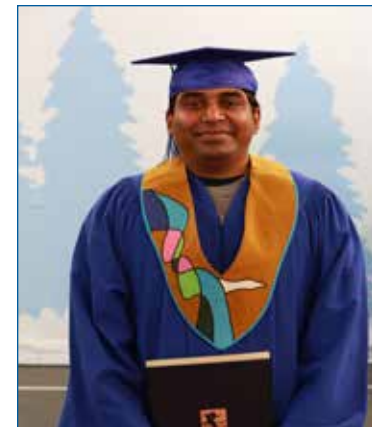
Barbara Henderson, Instructor, Bachelor of Science in Nursing

Ken Latour, Acting Vice President, Community and Extensions (2023-2024)

Jennifer MacKay, Instructor, Early Learning and Child Care

Darla Rabesca, Community Adult Educator, Whati

Balaji Rajasekaran, Finance Officer: Business Administration Diploma, Accounting Stream, Aurora College.



Recognition and appointments

Dr. Andréanne Robitaille, Manager, Health Research Programs, was appointed to the Canadian Institutes of Health Research (CIHR) College of Reviewers for a three-year term, beginning in September 2023. The appointment is the first time a representative of Aurora College has been chosen for this position, and is only the second such appointment from the northern territories (Yukon, Nunavut, NWT). The College of Reviewers is a peer review resource designed to engender a shared commitment, across the Canadian health research enterprise, to support excellent peer review of the diverse and emerging health research and knowledge translation activities. Over time, the College will serve CIHR and partners' peer review needs and will be an internationally recognized and centrally managed resource for the Canadian health research community.

Dr. Robitaille was also invited to be a blind Peer-Reviewer for the International Congress of Nurses in May 2023.

Faculty and student research to support Northern health care

Faculty in the School of Health and Human Services have been active in a number of participatory research and action research projects. The research projects focus on access to care and are centred on improving access to primary health care, end-of-life care and understanding opportunities for high school-aged youth in the NWT to enter health care professions. Fourth-year students in the Bachelor of Education program were integrated into each research team and directly involved in the research project either within their leadership practicum or as a research assistant.

- Project Title: Improving access to palliative and end of life care in the Tłıchǫ and Yellowknife regions – Community Research Action project development (funded by De Beers Group donation).
- Project Title: Spark Inspiration: Policy Strategy for Retention and Support of Indigenous and Northern Youths' Pursuit of Healthcare Careers in the Northwest Territories (NWT) (CIHR Catalyst Grant and Hotii ts'eeda Strategic Priorities Funding).
- Project title: Improving Access to Primary Care services – the development of a Nurse Practitioner led clinic at Aurora College Yellowknife Campus (Hotii ts'eeda Strategic Priorities Funding)
- Project title: Towards Northern Research to Understand the Benefits of Fur in Health Care/Healing Settings. (Hotii ts'eeda Strategic Priorities Funding)

Dr. Andréanne Robitaille is also involved as a researcher in the project: GROWW (Guiding interdisciplinary Research on Women's and girls health and Wellbeing) (CIHR Health Research Training Platform)

Faculty and staff presentations at conferences

Durnford, K.L. Creating a SEM Culture in Rural Canada: Challenges and Opportunities. AACRAO SEM Conference, Seattle, WA, November 2023.

Durnford, K.L., Brennan, J., & Pender, K. Community and Leadership Practica in a BSN Program: An Innovative Model to Advance Community Health and Leadership Competencies. International Council of Nurses, Montreal, July 2023.

Mogaji, I. M. Supporting inclusive leadership in divisive times. Bi-Annual International Conference on Educational Leadership and Management, Montego Bay, Jamaica, October 18-20, 2023.

Robitaille, A. & Kalkar, S. "Navigating Dual Roles: Clinician and Researcher, Nurse and Social Scientist, with Ethical Considerations in Research at the end of life. GROWW Seminar, Virtual, December 6, 2023.

Robitaille, A. Sociological Perspectives on Collaboration in Healthcare. University of Montreal, Faculty of Pharmacy, Virtual, November 9, 2023.

Rosolen, S. & Robitaille, A. Shaping Our Learning: Designing a course on understanding links between mining and health in the North, a conversation with Aurora Research Institute/Aurora College EŁĚTS' EHDĚE, Aurora Village, May 2024.

ARI STEM Outreach Team. Coding for Climate Change. Actua National Conference, Ottawa, February 2024.

Chris Black, STEM Outreach Coordinator, Yellowknife. Build a Watershed. Let's Talk Science National Conference. London, ON, June 2024.

Colin Dempsey, Relationship between Infrastructure and Meetings/Conferences/Tourism to Promote Economic Development. Conference Board of Canada: Centre for the North (panelist), Whitehorse, YT, June 2024.

Academic and Scientific Publications (submitted or published)

Lafferty, A., McQueen, V., **Erasmus, J., Robitaille, A.** (Accepted, under 2nd review, 2024). Stories of Inspiration in Living Well and Caring with Others: Afternoon Conversations with Vivienne McQueen and Joanne Erasmus. *Xàgots'eèhk'ò Journal*.

Dimingu, H., & Mogaji, I. M. (2023). Leading from within: Creating leaders among employees. In D. A. Roache (Ed.), *Transformational leadership styles for global leaders: Management and communication strategies* (pp. 113-127). IGI Global.

Dimingu, H., & Mogaji, I. M. (2024, March). The role of board dynamics in organizational transformation: A corporate governance perspectives. *Open Journal of Business and Management*, 12, 1209-1227.

Mogaji, I. M., & Newton, P. (2023). Conceptualizing distributed leadership for education for sustainable development. In M. A. Delgado, O. J. Cabrera, P. M. Newton, & C. O. Perez (Eds.), *Distributed leadership in education: Perspectives, challenges, and current discussions* (pp. 59-81). University of Guadalajara Press.

Robitaille, A., David, P.M. & Collin, J. (2024) Use of a "baby bottle" to allow a "better-than-nothing" death in older adults infected by COVID-19 in Quebec retirement homes – A case study. *Social Science & Medicine*. <https://doi.org/10.1016/j.socscimed.2024.117072>

Robitaille, A., Collin, J. & David, P.M. (Under review 2024) The COVID-19 Experience And The Therapeutic Landscape Of End-Of-Life Care In Retirement Homes In Quebec - A Case Study. *Health & Place*.

Robitaille, A., Laboucan, M, Gerber, K. NWT Breast Cancer Action Group (Accepted, under 2nd review, 2024). Thriving to Care - A Story of Hope with Melinda Laboucan & Kate Kerber. *Xàgots'eèhk'ò Journal*.

Robitaille, A., David, P.M. & Collin, J. (Under review, April 30, 2024). "Everything was running so smoothly": A COVID Intensive Home Care Team as an Observatory of Professional and Organizational Boundary Work in Times of Crisis. *Palliative Care and Social Practice*.



Reports

Palmer, M.J., Richardson, M., Chételat, J., Spence, C., Connon, R., Jamieson, H.E. 2024. Watershed hydrology mediates the recovery of an arsenic impacted subarctic landscape. *Environmental Pollution*. <https://doi.org/10.1016/j.envpol.2024.124480>

Castillo, A., McHale, S., Koch, I., **Palmer, M.J.**, Beauchemin, D., Jamieson, H. Yellowknife Garden Metals Study, Part 1: Concentrations of arsenic in garden soil and vegetables. Submitted to the Giant Mine Remediation Team July 2024.

Scientific Publications

In Review

Galloway, J.M., Parsons, M.B., Ardakhani, O.H., Falck, H., Fewster, R.E., Swindles, G.T., Sanei, H., **Palmer, M.J.**, Nasser, N., Patterson, R.T. In Review. Organic matter is a predominant control on total mercury concentration of near-surface lake sediments across a boreal to low arctic tundra transect in Northern Canada. *Science of the Total Environment* July 2024.

Gunesli, K., Chételat, J., **Palmer, M.J.**, Paudyn, K., Astles, B., Jamieson, H.E. In Review. Field and experimental measurements of antimony flux from lake sediments contaminated by gold mining. *Chemosphere* September 2023.

Published

Alsafi, N.E., **Palmer, M.J.**, Kokelj, S.V., Ensom, T.P., Spence, C., and Tank, S.E. 2024. Icings as sentinels and modifiers of water flow through winter landscapes: An exploration of physicochemical processes on the lake-dominated, discontinuous permafrost Taiga Shield. *Hydrological Processes*.

Palmer, M.J., Richardson, M., Chételat, J., Spence, C., Connon, R., Jamieson, H.E. 2024. Watershed hydrology mediates the recovery of an arsenic impacted subarctic landscape. *Environmental Pollution*. <https://doi.org/10.1016/j.envpol.2024.124480>

Chételat, J., **Palmer, M.J.**, Paudyn, K., Jamieson, H.E., Amyot, M., Harris, R., Hesslein, R., Pelletier, N., Peraza, I. 2023. Remobilization of legacy arsenic from sediment in a large subarctic waterbody impacted by gold mining. *Journal of Hazardous Materials*. doi.org/10.1016/j.jhazmat.2023.131230.

Rafat, A., Kheyrollah Pour, H., Spence, C., **Palmer, M.J.**, Maclean, A. 2023. An analysis of real-time ice growth and temperature dynamics in two Canadian subarctic lakes. *Cold Regions Science and Technology*. 210. doi.org/10.1016/j.coldregions.2023.103808

Paudyn, K.A., Jamieson, H.E., Chételat, J., Schuh, C.E., **Palmer, M.J.**, McHale, S. 2023. Geogenic, anthropogenic, and authigenic minerals hosting arsenic and antimony in Yellowknife Bay sediments. *The Canadian Mineralogist*. 61.

Kokelj, S.V., Gingras-Hill, T., **Daly, S.V.**, Morse, P.D., Wolfe, S.A., Rudy, A.C.A., van der Sluijs, J., Weiss, N., O'Neill, H.B., Baltzer, J.L., Lantz, T.C., Gibson, C., Cazon, D., Fraser, R.H., Froese, D.G., **Giff, G.**, Klengenberg, C., Lamoureux, S.F., Quinton, W.L., Turetsky, M.R., Chiasson, A., **Ferguson, C.**, Newton, M., Pope, M., Paul, J.A., Wilson, M.A., and Young, J.M. 2023. The Northwest Territories Thermokarst Mapping Collective: a northern-driven mapping collaborative toward understanding the effects of permafrost thaw. *Arctic Science*. 9(4): 886-918. <https://doi.org/10.1139/as-2023-0009>

Vegter, S., Bonnaventure, P. P., **Daly, S. V.**, & Kochtitzky, W. (2024). Modelling permafrost distribution using the temperature at top of permafrost model in the boreal forest environment of Whatì, NT. *Arctic Science*. Advance online publication. <https://doi.org/10.1139/as-2023-0010>

TRICAMERAL GOVERNANCE MEMBERSHIP

(as of June 30, 2024)

Board of Governors

Name and Position	Indigenous/Non-Indigenous	Home Community
Joseph Handley, Chair	Indigenous	Yellowknife
Kevin Antoniak		Fort Smith
Richard Boudreault, Vice Chair	Indigenous	Montreal
Mieke Cameron		Yellowknife
Tom Colosimo	Indigenous	Hay River
Grant Hood		Inuvik
David Hurley		Yellowknife
Naomi Peterson, Student Representative		
Rebecca Plotner		Yellowknife
Wanda Roberts, Staff Representative		Yellowknife
Jack Rowe		Hay River
Ellice Schneider	Indigenous	Inuvik
Lorraine Tordiff	Indigenous	Fort Smith
Xiaoyi Yan, Staff Representative		Yellowknife

Indigenous Knowledge Holders Council

Name and Position	Indigenous Ancestry	Home Community
Therese Charlo	Akaiicho Territory Government	T' è̀ehda (Dettah)
Stella Desjarlais	Akaiicho Territory Government	Łutselk'e
Velma Illasiak	Gwich'in First Nation	Aklavik
Nathan Kogiak	Inuvialuit Regional Corp.	Yellowknife
Dëneze Nakehk'ò	Dehcho First Nation	Fort Simpson
Gladys Norwegian	Dehcho First Nation	Enterprise/Hay River
Bonita Nowell	NWT Métis Nation	Yellowknife
Shirley Pederson	Gwich'in First Nation	Fort McPherson
Gila Somers	Inuvialuit Regional Corp.	Yellowknife
Freda Taneton	Sahtu Dene Council	Déljñę
Tony Vermillion	Smith's Landing First Nation	Fort Smith
Lisa Zoe	Tłjchq Ndek'àowo	Yellowknife
Camilia Zoe-Chocolate	Tłjchq Ndek'àowo	Yellowknife

Academic Council

Name	Position	Voting
Nora Houlahan	Chair	Voting
Heather McCagg-Nystrom	Vice Chair	Voting
Jessi Johnson	Registrar	Voting
Axelle Kearnan	Faculty Representative, Health & Human Services	Voting
Jabin Carrasco	Faculty Representative, Education	Voting
Sarah Rosolen	Faculty Representative, Aurora Research Institute	Voting
Greta Sittichinli	Faculty Representative, Aurora Campus	Voting
Tammy Soanes-White	Faculty Representative, Business & Leadership	Voting
Alexandra Hook	Faculty Representative, Thebacha Campus	Voting
Bernie Minute	Faculty Representative, Trades, Apprenticeship & Industrial Training	Voting
Linh Nguyen	Faculty Representative, Arts & Science	Voting
Brittany Rhodes	Faculty Representative, Developmental Studies	Voting
Shannon Mychael	Faculty Representative, Health & Human Services	Voting
Elizabeth Kiy	Faculty Representative, Yellowknife North Slave Campus	Voting
Melanie Adams	Faculty Representative, At Large	Voting
Ryanna Bourke	Staff Representative, Thebacha Campus/South Slave Research Centre/South Slave/Dehcho	Voting
Layla Charlo	Staff Representative, Yellowknife North Slave Campus/North Slave Research Centre/ Thcho /North Slave	Voting
Celina Jerome	Staff Representative, Aurora Campus/Western Arctic Research Centre/Beaufort Delta/Sahtu	Voting
Duane MacDonald	President's Appointment	Voting
Kerry Lynn Durnford	President's Appointment	Voting
Dave Porter	President's Appointment	Voting
Idowu Mogaji	President's Appointment	Voting
Celestine Starling	President's Appointment	Non-voting
Renee Closs	President's Appointment	Non-voting
April Davies	Secretary	Non-voting
Ashley Williams	Yellowknife North Slave Campus	Voting
Vacant	Faculty Representative, Developmental Studies	Voting
Vacant	Faculty Representative, Community Learning Centres	Voting
Vacant	Student Representative, Thebacha Campus	Voting
Vacant	Student Representative, Aurora Campus	Voting

AURORA COLLEGE
**AUDITED FINANCIAL
STATEMENTS**

AS OF JUNE 30, 2024

AURORA COLLEGE

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The financial statements of the Aurora College (the "College") and all information in this annual report are the responsibility of the College's management and have been reviewed and approved by the Board of Governors. The financial statements have been prepared in accordance with Canadian public sector accounting standards and include some amounts that are necessarily based on management's best estimates and judgment. Financial information presented elsewhere in the annual report is consistent with that contained in the financial statements.

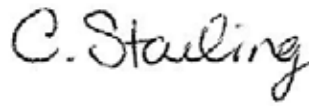
In discharging its responsibility for financial reporting, management maintains and relies on financial and management control systems and practices which are designed to provide reasonable assurance that transactions are authorized and recorded, proper records are maintained, assets are safeguarded, and the College complies with applicable laws. These controls and practices ensure the orderly conduct of business, the timely preparation of reliable financial information and adherence to the College's statutory requirements and policies.

The Board of Governors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control. The Board of Governors meets regularly with management and the external auditors. The external auditors also have full and free access to the Board of Governors.

The College's external auditor, the Auditor General of Canada, audits the financial statements and issues her report thereon to the Minister of Education, Culture and Employment, Government of the Northwest Territories.



Angela James
President



Celestine Starling
Director of Finance/Chief Financial Officer

Fort Smith, Canada
November 21, 2024



INDEPENDENT AUDITOR'S REPORT

To the Minister of Education, Culture and Employment

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Aurora College (the College), which comprise the statement of financial position as at 30 June 2024, and the statement of operations and accumulated surplus, statement of change in net financial assets and statement of cash flow 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 30 June 2024, and the results of its operations, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our 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.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to

be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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.

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.

Report on Compliance with Specified Authorities

Opinion

In conjunction with the audit of the financial statements, we have audited transactions of Aurora College coming to our notice for compliance with specified authorities. The specified authorities against which compliance was audited are the *Financial Administration Act* of the Northwest Territories and regulations, the *Aurora College Act* and regulations, the *Post-Secondary Education Act* and regulations, and the by-laws of Aurora College.

In our opinion, the transactions of Aurora College that came to our notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above. Further, as required by the *Aurora College Act*, we report that, in our opinion, the accounting principles in Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year. In addition, in our opinion, proper books of account have been kept by Aurora College and the financial statements are in agreement therewith.

Responsibilities of Management for Compliance with Specified Authorities

Management is responsible for Aurora College's compliance with the specified authorities named above, and for such internal control as management determines is necessary to enable Aurora College to comply with the specified authorities.

Auditor's Responsibilities for the Audit of Compliance with Specified Authorities

Our audit responsibilities include planning and performing procedures to provide an audit opinion and reporting on whether the transactions coming to our notice during the audit of the financial statements are in compliance with the specified authorities referred to above.

A handwritten signature in black ink, appearing to read 'Sophie Bernard', written in a cursive style.

Sophie Bernard, CPA, CGA
Principal
for the Auditor General of Canada

Vancouver, Canada
21 November 2024

AURORA COLLEGE
STATEMENT OF FINANCIAL POSITION
as at June 30, 2024
(in thousands of dollars)


	<u>2024</u>	<u>2023</u>
Financial assets		
Cash	\$ 17,110	\$ 20,322
Accounts receivable (Note 4)	4,045	3,534
Inventories for sale	139	115
	<u>21,294</u>	<u>23,971</u>
 Liabilities		
Accounts payable and accrued liabilities (Note 14a and 18)	1,872	1,832
Payroll liabilities (Notes 14a and 17)	2,197	2,109
Unearned revenue (Note 16)	3,042	7,064
Due to the Government of the Northwest Territories (Note 10)	6,056	5,796
Employee future benefits (Note 5)	1,495	1,451
Professional development fund (Note 6)	3,667	3,572
	<u>18,329</u>	<u>21,824</u>
 Net financial assets	<u>2,965</u>	<u>2,147</u>
 Non-financial assets		
Prepaid expenses	750	720
Tangible capital assets (Note 7)	9,945	8,681
	<u>10,695</u>	<u>9,401</u>
 Accumulated surplus (Note 8)	<u>\$ 13,660</u>	<u>\$ 11,548</u>

Contractual obligations and contingent liability (Note 12)


Contractual rights (Note 13)

The accompanying notes and schedule are an integral part of these financial statements.

Approved by the Board:



Joe Handley
Chairperson of the Board



Grant Hood
Acting Chairperson of the Audit & Finance Committee

AURORA COLLEGE
STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS
for the year ended June 30, 2024
(in thousands of dollars)

	Budget	<u>2024</u> Actual	<u>2023</u> Actual
Revenues (Schedule A)			
Government of the Northwest Territories revenues (Note 9)	\$ 48,981	\$ 51,455	\$ 47,127
Project income			
Other third party	4,643	2,470	3,120
Government of Canada	6,325	2,449	3,875
Own Source revenues			
Tuition fees	1,955	2,368	2,274
Interest income	200	1,078	856
Recoveries and other	760	896	775
Room and board	1,010	813	1,004
Western Arctic Research Centre expansion (Note 19b)	-	2,263	1,542
	<u>63,874</u>	<u>63,792</u>	<u>60,573</u>
Expenses (Schedule A)			
Education and training	21,573	21,610	21,447
Student services	12,611	12,169	11,810
Pooled services	7,865	10,734	9,976
Community and extensions	11,883	8,215	9,520
Aurora Research Institute	8,515	6,441	6,483
Financial and accounting services	2,499	2,511	2,224
	<u>64,946</u>	<u>61,680</u>	<u>61,460</u>
Annual (deficit) surplus	(1,072)	2,112	(887)
Accumulated surplus at beginning of year	<u>11,548</u>	<u>11,548</u>	<u>12,435</u>
Accumulated surplus at end of year	<u><u>\$ 10,476</u></u>	<u><u>\$ 13,660</u></u>	<u><u>\$ 11,548</u></u>

The accompanying notes and schedule are an integral part of the financial statements.

AURORA COLLEGE
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
for the year ended June 30, 2024
(in thousands of dollars)

	<u>2024</u>		<u>2023</u>
	Budget	Actual	Actual
Annual (deficit) surplus	\$ (1,072)	\$ 2,112	\$ (887)
Acquisition of tangible capital assets	(7,075)	(2,791)	(4,804)
Disposal of tangible capital assets	-	13	-
Amortization of tangible capital assets	<u>1,700</u>	<u>1,514</u>	<u>1,921</u>
	<u>(5,375)</u>	<u>(1,264)</u>	<u>(2,883)</u>
Decrease (increase) in prepaid expenses	<u>-</u>	<u>(30)</u>	<u>(12)</u>
(Decrease) increase in net financial assets	(6,447)	818	(3,782)
Net financial assets at beginning of year	<u>2,147</u>	<u>2,147</u>	<u>5,929</u>
Net financial assets (debt) at end of year	<u><u>\$ (4,300)</u></u>	<u><u>\$ 2,965</u></u>	<u><u>\$ 2,147</u></u>

The accompanying notes and schedule are an integral part of the financial statements.

AURORA COLLEGE
STATEMENT OF CASH FLOW
for the year ended June 30, 2024
(in thousands of dollars)

	<u>2024</u>	<u>2023</u>
Operating transactions		
Cash received from:		
Government of the Northwest Territories	\$ 38,588	\$ 40,163
Students and other third parties	7,635	9,653
Government of Canada	3,493	7,249
Interest	1,078	856
Cash paid for/to:		
Compensation and benefits	(37,558)	(36,682)
Suppliers	<u>(15,990)</u>	<u>(15,878)</u>
Cash (used for) provided by operating transactions	<u>(2,754)</u>	<u>5,361</u>
Capital transactions		
Acquisition of tangible capital assets	<u>(458)</u>	<u>(4,013)</u>
Cash used for capital transactions	<u>(458)</u>	<u>(4,013)</u>
(Decrease) increase in cash	(3,212)	1,348
Cash at beginning of year	<u>20,322</u>	<u>18,974</u>
Cash at end of year	<u>\$ 17,110</u>	<u>\$ 20,322</u>

The accompanying notes and schedule are an integral part of the financial statements.

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

1. AUTHORITY AND MANDATE

a) Authority and purpose

Aurora College (“College”) was established under the *Aurora College Act* and is named as a territorial corporation under the *Financial Administration Act* of the Northwest Territories. The College is exempt from income taxes.

The College is a multi-campus institution designed to provide a wide variety of educational services to adult learners of the Northwest Territories (NWT). The programs are directed specifically to the northern environment and the needs of individual northerners, the workforce and northern communities. To accomplish this, courses and services are delivered at campuses and communities throughout the NWT. Through the work of the Aurora Research Institute, the College is also responsible for research activities in the NWT.

b) Transfers from the Government of the Northwest Territories

The College receives monthly transfers from the Government of the Northwest Territories (“Government”) based on appropriations consistent with the Government’s Main Estimates and adjusted for supplementary appropriations. The transfers are to be utilized for the administration and delivery of the College’s adult and post-secondary education programs in the NWT. The College is allowed to retain all surpluses and is responsible for all deficits.

The College is economically dependent upon the transfers received from the Government for its ongoing operations.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards (“PSAS”).

The following is a summary of the significant accounting policies.

a) Measurement uncertainty

The preparation of financial statements in accordance with PSAS requires the College to make estimates and assumptions that affect the amounts of assets, liabilities, revenues and expenses reported in the financial statements. By their nature, these estimates are subject to measurement uncertainty. The effect on the financial statements of changes to such estimates and assumptions in future periods could be significant, although, at the time of preparation of these statements, the College believes the estimates and assumptions to be reasonable. Some of the more significant management estimates relate to the allowance for doubtful accounts, employee future benefits, amortization, and revenue accruals.

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

b) Cash

Cash is comprised of bank account balances, net of outstanding cheques.

c) Tangible capital assets

Tangible capital assets transferred to the College when it was established were recorded at their estimated fair market value. Subsequent acquisitions are recorded at cost. Tangible capital assets are amortized over their estimated remaining useful lives on a straight-line basis at the following annual rates:

Mobile equipment	3 to 20 years
Building additions and renovations	20 years
Furniture and equipment	2 to 10 years
Leasehold improvements	lesser of useful life or lease term (3 to 12 years)

Work in progress costs are capitalized as incurred. Tangible capital assets under construction or development are recorded as work in progress with no amortization until the asset is placed in service.

d) Employee future benefits

i) Pension benefits

All eligible employees participate in the Public Service Pension Plan (the "Plan") administered by the Government of Canada. The College's contributions reflect the full cost as employer. This amount is currently based on a multiple of an employee's required contributions and may change over time depending on the experience of the Plan. The College's contributions are expensed during the year in which the services are rendered and represent the total pension obligation of the College. The College is not required under present legislation to make contributions with respect to actuarial deficiencies of the Plan.

ii) Severance, removal and compensated absences

Under the terms and conditions of employment, employees may earn non-pension benefits for resignation, retirement and removal costs. Eligible employees earn benefits based on years of service to a maximum entitlement based on terms of employment.

Eligibility is based on variety of factors including place of hire, date employment commenced, and reason for termination. Benefit entitlements are paid upon resignation, retirement or death of an employee. Termination benefits are also recorded when employees are identified for lay-off. Compensated absences include sick, special, parental and maternity leave. Accumulating non-vesting sick and special leave are recognized in the period the employee provides service, whereas parental and maternity leave are event

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

driven and are recognized when the leave commences. An actuarial valuation of the cost of these benefits (except maternity and parental leave) has been prepared using data provided by management and assumptions based on management's best estimates.

e) Government transfers

Government transfers are recognized as revenue when the funding is authorized and all eligibility criteria are met, except to the extent that funding stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as unearned revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized as the stipulation liabilities are settled.

The College receives its appropriations on a monthly basis from the Government, as the College has a different fiscal year. These transfers are recognized as revenue in the period in which the funding relates once all eligibility criteria have been met and it has been authorized.

f) Other revenues

Other revenues from non-exchange transactions

Non-exchange transactions are transactions or events where there is no direct transfer of goods and services to a payor. The College recognizes recovery revenues which include fees, fines, etc., in a non-exchange transaction when the College has the authority to claim or retain an inflow of economic resources and identifies a past transaction or event that gives rise to an asset. The College records revenues from these transactions at realizable value, which is generally the amount of cash received or receivable.

Other revenues from exchange transactions

Revenues from transactions with performance obligations occur when there is an enforceable promise to transfer goods and services directly to a payor in return for promised consideration. These revenues are recognized when control of the benefits associated with the goods or services have transferred and there is no unfulfilled performance obligation.

Own source revenues include tuition fees, room and board and recoveries and other with a performance obligation. Tuition fees and room and board transactions consist of single performance obligations that are satisfied over time.

Tuition fees are recognized when the services are substantially provided, or the products delivered. Tuition fees received in advance of courses being delivered are considered unearned and recognized when the courses are delivered.

Room and board revenues are recognized when the services are provided in accordance with the terms of the rental agreements.

Recoveries and other pertain to recoveries from book sales, parking stalls, laundry, etc.

These transactions mainly consist of a single performance obligation that is satisfied at a

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

point in time. These recoveries are recognized when or as the goods or services are delivered.

Project income revenues that do not meet the definition of a government transfer are recognized by the College for the provision of education and research services to private companies, federal and territorial government departments, agencies, and corporations through contractual arrangements. They may involve single or multiple performance obligations depending on the agreement. Where a performance obligation is satisfied over time, the College measures its progress of satisfying the performance obligation considering the characteristic of the services being provided and the terms of delivery included in the contractual arrangement. Where consideration is received from a payor prior to the provision of goods or services, these amounts are initially included in unearned revenue provided the definition of a liability is met. They are subsequently recognized as revenue as performance obligations are met.

g) Interest Income

Interest income is recognized on an accrual basis.

h) Contract services

Contract services acquired by the College include printing services, food service contracts, instruction contracts, leases and rental agreements. These amounts are recognized as expenses in the year the services are rendered.

i) Contingent liabilities

A contingent liability is a potential liability which may become an actual liability when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued, and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

j) Prepaid expenses

Payment made prior to the related services being rendered are recorded as a prepaid expense. Prepaid expenses are recognized as an expense or tangible capital asset as the related services are rendered.

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

k) Funds and reserves

Certain amounts, as approved by the Board of Governors, are set aside as reserves in accumulated surplus for future operating and capital purposes. Transfers to and from funds and reserves are recorded when approved.

l) Financial instruments

Financial instruments are identified by financial asset and financial liability classifications.

The College's financial assets include cash and accounts receivable which are both measured at cost. Financial liabilities include accounts payable and accrued liabilities, payroll liabilities, due to Government and professional development fund which are all measured at cost.

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the Statement of Operations and Accumulated Surplus. The allowance for doubtful accounts is based on management's best estimate of probable losses. The allowance is calculated based on a percentage of specific aged receivables where management believes an impairment has occurred. The allowance is shown as a reduction to accounts receivable. Management recommends write-offs of student accounts that are deemed uncollectible. Student and other receivable write-offs are submitted to the Board of Governors for approval.

m) Budget

Canadian public sector accounting standards require a government organization to present in its financial statements a comparison of the results of operations and changes in net financial assets for the period with those originally planned. The budgeted figures represent the College's original fiscal plan for the year approved by the College's Board of Governors and do not reflect any subsequent adjustments made during the course of the year.

n) Related party transactions

Canadian public sector accounting standards require a government organization to disclose related party and inter-entity transactions. The College is related to all Government departments, territorial corporations and key management personnel. Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the College. Related party transactions other than inter-entity transactions are recorded at the exchange amount.

Inter-entity transactions are transactions between commonly controlled entities. Inter-entity transactions are recorded on a gross basis and are measured at the carrying amount,

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

except for the following: when inter-entity transactions are undertaken on similar terms and conditions to those adopted if the entities were dealing at arm's length, or where costs provided are recovered, they are measured at the exchange amount.

The College receives certain services provided by the Government without charge (Note 11). The Government's cost for these services, measured at the carrying amount are recognized as an expense with an offsetting credit to Services received without charge revenues in order to reflect the cost of the College's operations in its financial statements. Services received without charge that cannot be reliably measured are not recognized.

o) Inventories for sale

Inventories for sale consist of finished goods and are carried at the lower of cost and net realizable value, with cost being determined on a first in, first out basis.

p) Accounts receivable

Accounts receivable are recorded at cost. A valuation allowance is recorded when the collection of a receivable is considered doubtful.

q) Accounts payable and accrued liabilities

Accounts payable and accrued liabilities include trade payables and liabilities. These liabilities are valued at cost.

r) Western Arctic Research Centre expansion

The College receives cash and goods in-kind as part of the Western Arctic Research Centre (WARC) expansion project. The Government builds the WARC expansion on behalf of the College. The College has assessed that it controls the asset as it is built.

Where a cash or tangible capital asset transfer is provided by a federal or territorial government department, agency, or corporation, or other third party, the College recognizes the transfer as revenue once the eligibility criteria are met and the payments are authorized, except to the extent that transfers give rise to an obligation that meets the definition of a liability.

The College recognizes an asset arising from a transfer when it gains control of the resources that meet the definition of an asset, it is expected that the inflow of resources will occur, and their value can be reliably measured. Where a tangible capital asset transfer is provided by the Government for no consideration, the College recognizes the asset as the work in progress costs are incurred, consistent with its policy for tangible capital assets in Note 2c).

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

3. FUTURE ACCOUNTING CHANGES AND ADOPTION OF NEW ACCOUNTING STANDARD

Future accounting changes

Effective July 1, 2026, the College will be required to adopt the new *Conceptual Framework for Financial Reporting in the Public Sector*. Earlier adoption of the new framework is allowed. The College is currently assessing the impact of this standard on the financial statements.

Effective July 1, 2026, the College will be required to adopt PS 1202 Financial Statement Presentation. The standard sets out general and specific requirements for the presentation of information in financial statements. The financial statement presentation principles are based on the concepts in the *Conceptual Framework for Financial Reporting in the Public Sector*. Earlier adoption is permitted if the *Conceptual Framework for Financial Reporting in the Public Sector* is early adopted. The College is currently assessing the impact of this standard on the financial statements.

Adoption of new accounting standard

Effective July 1, 2023, the College adopted Canadian Public Sector Accounting Standard PS 3400, Revenue ("PS 3400"). This section sets out general guidance for how entities recognize, measure, present and disclose revenue. Under the new standard, there are two categories of transactions – exchange and non-exchange. If the transaction gives rise to one or more performance obligations, it is an exchange transaction. If no performance obligations are present, it is a non-exchange transaction. There are two approaches to recognizing revenue with performance obligations: at a point in time or over a period of time. This determination is made based on when a performance obligation is satisfied. PS 3400 has been applied prospectively to these financial statements and, as permitted by the transitional provisions, prior periods were not restated. The adoption of this standard had no recognition or measurement impact but resulted in additional disclosures as described in Note 2f).

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

4. ACCOUNTS RECEIVABLE

	<u>2024</u>		<u>2023</u>	
	(in thousands)			
	<u>Accounts Receivable</u>	<u>Allowance</u>	<u>Net</u>	<u>Net</u>
Government of the Northwest Territories	\$ 3,094	\$ -	\$ 3,094	\$ 1,246
Other	756	173	583	1,831
Government of Canada	252	-	252	320
Students	657	541	116	137
	<u>\$ 4,759</u>	<u>\$ 714</u>	<u>\$ 4,045</u>	<u>\$ 3,534</u>

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

5. EMPLOYEE FUTURE BENEFITS

a) Pension benefits

The College and all eligible employees contribute to the Public Service Pension Plan (the "Plan"), a multi-employer contributory defined benefit plan established through legislation and sponsored by the Government of Canada. Contributions are required by both the employees and the College. The President of the Treasury Board of Canada sets the required employer contributions based on a multiple of the employees' required contribution. The general contribution effective at year end was \$1.02 (2023 - \$1.02) for every dollar contributed by the employee, and \$4.63 (2023 - \$5.29) for every dollar contributed by the employee for the portion of the employee's salary above \$202,000 (2023 - \$196,200).

The Public Service Pension Plan was amended during 2013 which raised the normal retirement age and other age related thresholds from age 60 to age 65 for new members joining the plan on or after January 1, 2013. For members with start dates before January 1, 2013, the normal retirement age remains 60. For new employees who are participating in the Plan on or after January 1, 2013, the College contributes \$1.00 (2023 - \$1.00) for every dollar contributed by the employee, and \$4.63 (2023 - \$5.29) for every dollar contributed by the employee for the portion of the employee's salary above \$202,000 (2023 - \$196,200).

The College's and employees' contributions to the Plan for the year were as follows:

	<u>2024</u>	<u>2023</u>
	(in thousands)	
College's contributions	\$ 2,462	\$ 2,488
Employees' contributions	<u>2,453</u>	<u>2,479</u>
	<u>\$ 4,915</u>	<u>\$ 4,967</u>

b) Severance, removal and compensated absences

The College provides severance (resignation and retirement), removal and compensated absence (sick, special, maternity and parental leave) benefits to its employees. The benefit plans are not pre-funded and thus have no assets, resulting in a plan deficit equal to the accrued benefit obligation.

Severance benefits are paid to the College's employees based on the type of termination (e.g., resignation versus retirement) and appropriate combinations that include inputs such as when the employee was hired, the rate of pay, the number of years of continuous employment and age and the benefit is subject to maximum benefit limits. Removal benefits are subject to several criteria, the main ones being location of hire, employee category and length of service. The benefits under these two categories were valued using the projected unit credit methodology.

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

5. EMPLOYEE FUTURE BENEFITS (continued)

Compensated absence benefits generally accrue as employees render service and are paid upon the occurrence of an event resulting in eligibility for benefits under the terms of the plan. Events include, but are not limited to employee or dependent illness, mortality and death of an immediate family member. Non-accruing benefits include maternity and parental leave. Benefits that accrue under compensated absence benefits were actuarially valued using the expected utilization methodology.

Valuation results

The actuarial valuation was completed as at February 11, 2022. The results were extrapolated to June 30, 2024. The effective date of the next actuarial valuation is June 30, 2025. The liabilities are actuarially determined as the present value of the accrued benefits at June 30, 2024. The values presented below are for all of the benefits under the Compensated Absences and Termination Benefits for the College.

Changes in Obligation	Severance and Compensated		2024	2023
	Removal	Absences		
			(in thousands)	
Accrued benefit obligation, beginning of year	\$985	\$356	\$1,341	\$1,370
Current service cost	49	30	79	83
Interest cost	48	18	66	57
Benefits paid	(42)	(25)	(67)	(69)
Actuarial gain	(79)	(15)	(94)	(100)
Accrued benefit obligation, end of year	961	364	1,325	1,341
Unamortized net actuarial loss	53	117	170	110
Accrued benefit liability	\$ 1,014	\$ 481	\$ 1,495	\$ 1,451

Benefits Expense	Severance and Compensated		2024	2023
	Removal	Absences		
			(in thousands)	
Current service cost	\$49	\$30	\$79	\$83
Interest cost	47	18	65	57
Amortization of net actuarial gain	(20)	(13)	(33)	(23)
Total	\$76	\$35	\$111	\$117

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

5. EMPLOYEE FUTURE BENEFITS (continued)

Assumptions

	<u>June 30, 2024</u>	<u>June 30, 2023</u>
Discount Rate	5.3% per annum	4.8% per annum
Rate of compensation increase	2.0% per annum	2.0% per annum
Inflation rate (removal benefits)	Nil	Nil
Mortality	CPM 2014 Public Mortality Table with MI-2017 improvement scale	CPM 2014 Public Mortality Table with MI-2017 improvement scale

The expected payments during the next five fiscal years are:

	<u>Severance and Removal</u>	<u>Compensated Absences</u>	<u>Total</u>
	(in thousands)		
2025	\$ 94	\$ 23	\$ 117
2026	104	27	131
2027	118	31	149
2028	120	36	156
2029	129	46	175
Total	\$ 565	\$ 163	\$ 728

6. PROFESSIONAL DEVELOPMENT FUND

Under collective agreements, the College is required annually to make contributions to the professional development fund, in the amount of a) 3% of eligible instructor's salaries, and b) \$1,500 for each eligible instructor. Contributions made to the professional development fund are recorded as an expense in the Statement of Operations and Accumulated Surplus.

The professional development fund represents accumulated annual provisions for professional development activities, less accumulated eligible professional development expenses. The College expects to settle the obligation based on future eligible expense claims.

	<u>2024</u>	<u>2023</u>
	(in thousands)	
Professional development fund, beginning of year	\$ 3,572	\$ 3,238
Contributions	617	617
Professional development paid during the year	<u>(522)</u>	<u>(283)</u>
Professional development fund, end of year	<u>\$ 3,667</u>	<u>\$ 3,572</u>

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

7. TANGIBLE CAPITAL ASSETS

(in thousands)	Mobile equipment	Building additions and renovations	Furniture and equipment	Leasehold improvements	Work in progress	2024 Total	2023 Total
Cost							
Opening balance	\$ 6,308	\$ 1,991	\$ 11,117	\$ 1,924	\$ 3,970	\$ 25,310	\$ 20,587
Additions	133	-	325	-	2,333	2,791	4,804
Disposals	-	-	(353)	(53)	-	(406)	(81)
Closing balance	<u>6,441</u>	<u>1,991</u>	<u>11,089</u>	<u>1,871</u>	<u>6,303</u>	<u>27,695</u>	<u>25,310</u>
Accumulated amortization							
Opening balance	4,417	1,991	8,655	1,566	-	16,629	14,789
Amortization	362	-	1,072	80	-	1,514	1,921
Disposals	-	-	(340)	(53)	-	(393)	(81)
Closing balance	<u>4,779</u>	<u>1,991</u>	<u>9,387</u>	<u>1,593</u>	<u>-</u>	<u>17,750</u>	<u>16,629</u>
Net book value	<u>\$ 1,662</u>	<u>\$ -</u>	<u>\$ 1,702</u>	<u>\$ 278</u>	<u>\$ 6,303</u>	<u>\$ 9,945</u>	<u>\$ 8,681</u>

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

8. ACCUMULATED SURPLUS

The accumulated surplus balance includes the net book value of tangible capital assets transferred to the College when it was established and the results of operations since that date. The following appropriations have been made from accumulated surplus:

	(in thousands)				
Reserves	Balance, opening July 1, 2023	Net results of operations	Appropriated	Used in operations	Balance, ending June 30, 2024
a) Northern strategic research reserve	\$ 625	-	-	-	\$ 625
b) Program delivery	300	-	-	(300)	-
c) Research & development	371	-	6	-	377
d) Restricted donations	35	-	-	-	35
Total reserves	1,331	-	6	(300)	1,037
Appropriated		-	(6)	-	
Used in operations		-	-	300	
Operating surplus (deficit)	10,217	2,112	(6)	300	12,623
Total accumulated surplus	\$ 11,548	\$ 2,112	\$ -	\$ -	13,660

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

8. ACCUMULATED SURPLUS (continued)

a) Northern strategic research reserve

This appropriation was established from the surplus of the Methane Hydrate Research project to set funds aside for strategic research conducted in the north which will benefit northerners.

b) Program delivery

This appropriation is established to cover program costs contemplated in the annual Programs and Services Proposal prepared by the College, for which Government funding has not been approved. Allocations to and from this appropriation must be approved by the Board of Governors.

c) Research & development

This appropriation is established to help fund research and development of the Research Associate and Fellowship programs at the Aurora Research Institute (ARI). Annually all unencumbered ARI administration revenue after fulfillment of third party contracts is transferred to this appropriation. Use of the appropriation must be approved by the Research Advisory Council.

d) Restricted donations

From time to time, the College receives donations from individuals and corporations with conditions attached to them. In order to ensure that the wishes of the contributors are carried out, the donations are transferred to restricted donations until the conditions are met.

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

9. GOVERNMENT OF THE NORTHWEST TERRITORIES REVENUES

	<u>2024</u>	<u>2023</u>
	(in thousands)	
Operating transfers	\$ 33,536	\$ 33,050
Project income	11,816	7,313
Services received without charge (Note 11)	<u>6,103</u>	<u>6,764</u>
	<u>\$ 51,455</u>	<u>\$ 47,127</u>

The College received 81% (2023 - 78%) of its revenue in the form of a transfer, project income and services without charge from the Government. The College's continued operations are dependent on these arrangements.

10. RELATED PARTIES

The College has Government receivables from project income and the base funding transfer disclosed in Note 9. In addition, the Government transfers tuition revenue, the value of which is \$426,000 (2023 - \$211,000) and this is recognized on the Statement of Operations and Accumulated Surplus within Tuition fees. The College also owes funds to the Government from administrative agreements for facility operating and utility costs, employee benefits, payroll, and other expenses. The transactions giving rise to these balances are recorded at the exchange amount.

	<u>2024</u>	<u>2023</u>
	(in thousands)	
Due from Government of the Northwest Territories (Note 4)	\$ 3,094	\$ 1,246
Due to the Government of the Northwest Territories		
Liability for payroll services provided	\$ 4,944	\$ 4,838
Other & Repayable program advances	<u>\$ 1,112</u>	<u>\$ 958</u>
Total amount due to Government of the Northwest Territories	<u>\$ 6,056</u>	<u>\$ 5,796</u>

The above liabilities are non-interest bearing and payable on demand.

Expenses

The employees of the College are paid by the Government. The College reimbursed the Government for payroll expenses paid (Schedule A) of \$37,915,000 during 2024 (2023 - \$36,626,000) which are recorded at the exchange amount.

Under the terms of administrative agreements, the Government charges for certain support

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

10. RELATED PARTIES (continued)

services provided to the College. The College reimbursed the Government \$1,256,000 (2023 – \$3,830,000) for facility operating and utility costs, employee benefits and other expenses which are recorded at the exchange amounts in these statements. The College reimbursed the Government \$650,000 (2023 - \$1,805,000) for costs to transform to a polytechnic university, which are recorded at the exchange amounts in these statements.

11. SERVICES RECEIVED WITHOUT CHARGE

During the year, the College received contract services, building utilities, building leases and repairs and maintenance without charge from the Government.

There are building leases, of two facilities for two campuses, certain housing units and community learning centers, in place between the College and the Government without any rental charges for the use. The cost of the use of these facilities is based on the Government’s amortization and accretion expenses for these assets, which is the carrying amount.

In addition, contract services without charge from the Government include insurance and risk management, legal counsel, project management and translation services. These services have been recorded based on the carrying amount confirmed by the Government.

	<u>2024</u>	<u>2023</u>
	(in thousands)	
Building utilities	\$ 2,487	\$ 2,696
Building leases	1,973	2,083
Repairs and maintenance	1,261	1,638
Contract services	382	347
	<u>\$6,103</u>	<u>\$6,764</u>

Services that are part of the central agency role of the Government, provided through its shared services division are not tracked. Therefore, the cost cannot be reasonably estimated and they are not recorded in these financial statements. These services include, but are not limited to, construction management, records storage, computer operations, asset disposal, human resource management, payroll processing, medical travel and benefits administration.

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

12. CONTRACTUAL OBLIGATIONS AND CONTINGENT LIABILITY

In addition to facilities provided by the Government, the College has operating leases and service agreements for student accommodation, classroom space, office equipment and other services and is committed to payments as follows:

	<u>Service agreements</u>	<u>Operating leases</u>
	(in thousands)	
2025	\$ 483	\$ 4,169
2026	70	3,293
2027	51	2,917
2028	17	2,918
Thereafter	4	12,264
	\$ 625	\$ 25,561

In the normal course of operations, the College may be subject to legal claims. At year-end, one claim has been made against the College. Management has assessed that the probable resolution of the claim is not determinable. No provision has been made in the financial statements as at June 30, 2024.

13. CONTRACTUAL RIGHTS

The College has binding agreements with funding partners to implement programs/projects, and for which the following payments will be received subsequent to June 30, 2024:

<u>Funding Partner</u>	<u>2024- 2025</u>	<u>2026-2031</u>	<u>Total</u>
	(in thousands)		
Government of Canada	\$3,353	\$ 966	\$ 4,319
Government of the Northwest Territories	3,716	80	3,796
Other	1,699	2,361	4,060
	\$ 8,768	\$3,407	\$ 12,175

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

14. FINANCIAL RISK MANAGEMENT

The College's financial instruments consist of cash, accounts receivable, accounts payable and accrued liabilities, payroll liabilities, due to the Government and the professional development fund, which are all measured at cost. The College has exposure to the following risks from its use of financial instruments:

(a) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting its obligations associated with its financial liabilities. The College manages its liquidity risk by regularly monitoring forecasted and actual cash flows. The College does not believe that it will encounter difficulty in meeting its future obligations associated with its financial liabilities.

	<u>0-90 days</u>	<u>91-365 days</u>	<u>1 to 2 years</u>	<u>over 2 years</u>
	(in thousands)			
Payroll liabilities	2,197	-	-	-
Accounts payable and accrued liabilities	1,868	4	-	-
	\$ 4,065	\$ 4	\$ -	\$ -

(b) Credit risk

The College is exposed to credit risk on its cash and accounts receivable.

Cash

Credit risk on cash is minimized as these assets are held with a Canadian Chartered bank, the maximum exposure to credit risk is \$17,110,000 (2023 - \$20,322,000).

Accounts receivable

Credit risk on accounts receivable arises from the possibility that the customer fails to meet their obligations. This risk is influenced by the type of debtor and at June 30, 2024, the College's debtors are the Government, the federal government, students, and others.

In order to manage this risk, the College monitors the age of accounts receivable and initiates collection action. Credit exposure is minimized by dealing mostly with creditworthy counterparties such as government agencies and the College also enforces approved collection policies for student accounts. The maximum exposure to credit risk is \$4,045,000 (2023 - \$3,534,000).

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

14. FINANCIAL RISK MANAGEMENT (continued)

At June 30, 2024, the following accounts receivable were past due but not impaired.

	<u>91-365</u>	<u>1 to 2 years</u>	<u>over 2</u>
	<u>days</u>		<u>years</u>
	(in thousands)		
Students	\$ 165	\$ 152	\$ 204
Other third parties	57	117	103
Government of the Northwest Territories	42	36	29
Government of Canada	4	-	44
	\$ 268	\$ 305	\$ 380

The College establishes an allowance for doubtful accounts that reflects the estimated impairment of accounts receivable. The allowance is based on a percentage of specific amounts and is determined by considering the College's knowledge of the financial condition of customers, the aging of accounts receivable, current business conditions and historical experience.

(c) Interest rate risk

The College is exposed to interest rate risk in that changes in market interest rates will cause fluctuations in the interest revenue from cash. This risk is not significant due to the short terms to maturity of cash.

Although management monitors exposure to interest rate fluctuations, it does not employ any interest rate management policies to counteract interest rate fluctuations.

15. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES

The fair values of cash, accounts receivable, accounts payable and accrued liabilities, payroll liabilities and due to Government approximate their carrying amounts because of the short term to maturity.

The College is expected to settle the professional development fund in the medium term and the fair value of this liability does not differ significantly from its carrying value.

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

16. UNEARNED REVENUE

Unearned revenues are set aside for specific purposes as required either by legislation, regulation or agreement:

	<u>Contracts</u>	<u>Tuition</u>	<u>Research funds</u>	<u>2024</u>	<u>2023</u>
	(in thousands)				
Balance, beginning of year	\$ 6,875	\$ 145	\$ 44	\$ 7,064	\$ 2,649
Additions	7,779	-	8	7,787	20,843
Revenue recognized	(11,638)	(145)	(26)	(11,809)	(16,428)
Balance, end of year	<u>\$ 3,016</u>	<u>\$ -</u>	<u>\$ 26</u>	<u>\$ 3,042</u>	<u>\$ 7,064</u>

17. PAYROLL LIABILITIES

	<u>2024</u>	<u>2023</u>
	(in thousands)	
Vacation leave accrual	\$ 1,862	\$ 1,929
Time off in lieu of overtime	286	180
Special leave and salaries accrual	49	-
	<u>\$2,197</u>	<u>\$2,109</u>

18. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	<u>2024</u>	<u>2023</u>
	(in thousands)	
Trade accounts payable	\$ 1,367	\$ 885
Accrued accounts payable	479	924
Other payables	26	23
	<u>\$1,872</u>	<u>\$1,832</u>

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

19. TRANSFORMATION

a) Transformation to a polytechnic university

Aurora College is continuing on the path to transformation towards becoming a polytechnic university. While the development will not be complete by 2025, as was initially forecasted, the College is continuing to work with the Campus Alberta Quality Council (CAQC) on the institutional review and quality assurance processes, and with the Government of the Northwest Territories to determine a sustainable funding model for the polytechnic university.

To date, the College has spent \$12,075,000 in operational costs related to the transformation, which includes the completion of a wide range of projects, some of which can be found on the Aurora College Transformation website under the Progress Tracker and Critical Milestone Timeline. Of this cost, \$6,605,000 has been funded internally and \$5,470,000 has been funded by the Government.

	<u>2024</u>	<u>2023</u>	<u>2019 - 2022</u>	<u>Total</u>
	(in thousands)			
Revenues				
Government of the Northwest Territories	\$ 4,286	\$ 1,184	\$ -	\$ 5,470
Revenue total	4,286	1,184	-	5,470
Expenses				
Compensation and benefits	914	1,229	6,028	8,171
Contract services	587	1,382	1,392	3,361
Building leases	105	-	7	112
Fees and payments	24	-	69	93
Materials and supplies	1	27	198	226
Travel and accommodation	24	6	46	76
Small equipment	-	3	31	34
Communication, postage and freight	-	-	6	6
Repairs and maintenance	-	(14)	10	(4)
Expense total	1,655	2,633	7,787	12,075
Aurora College contribution	\$ 2,631	\$ (1,449)	\$ (7,787)	\$ (6,605)

b) Western Arctic Research Centre expansion project

Also related to transformation is the Western Arctic Research Centre expansion project. In partnership with industry leaders, a brand new state of the art warehouse facility is in the

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

19. TRANSFORMATION (continued)

process of being built (Note 7 – Work in progress). This project will place an increased importance on research activity and productivity, as well as technology development in partnership with small businesses and industry. This will create growth opportunities, encourage innovation, and attract new investments in research and technology development to the institution.

20. SUBSEQUENT EVENT

Ratification of Union of Northern Workers (UNW) agreement

In October 2024, the Government and the UNW ratified a new collective agreement retroactive to April 1, 2023. Management has determined that the portion of anticipated retroactive payments that are relevant to the fiscal periods ending prior to June 30, 2024 is \$1,856,000. Management has included an accrual for this amount in the due to the Government liability for payroll services (Note 10) and in compensation expenses. Management has also accrued \$1,250,000 in accounts receivable (Note 4) and operating transfers (Note 9).

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

21. SEGMENTED DISCLOSURE

The College is a multi-campus institution designed to provide a wide variety of educational services to adult learners of the Northwest Territories (NWT). For management reporting purposes the College's operations and activities are organized and reported by funds (Schedule A). Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with the budget, strategy and work plan, restrictions or limitations. The College's services are provided by departments and their activities are reported in these funds.

Certain departments that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

Finance and accounting

Finance's role is to ensure the long term viability of the College including the preparation and controls over the budgets, financial reporting, the implementation and oversight of financial controls, and management of the cash flows. Finance includes the functioning of the head office and regional offices.

Pooled services

This represents College wide expenditures which are required for the global operation. These represent allocation of costs related to professional development, amortization, cost of employee future benefits, and costs for the President's Office. The Office of the President includes services related to the operations of the College, plus communications and public relations. The Office of the President is mandated to manage the daily operations of the College, pursue its missions and vision, and develop and implement a strategic plan to ensure the long term success of the College. Also included in the pooled services are the costs related to the transformation to a polytechnic university.

Student services

Student services include Fort Smith, Yellowknife, and Inuvik locations facilities and the registrar and regional admission offices.

AURORA COLLEGE
Notes to the Financial Statements
June 30, 2024

21. SEGMENTED DISCLOSURE (continued)

Education and training

Education and training includes the Vice-President Education and Training, School of Trades, School of Education, School of Business and Leadership, School of Health and Human Services, School of Arts and Science, information systems and technology, and the library.

Community and extensions

Community and extensions represents special programs and additional resources provided to the communities through the College. This includes the School of Developmental Studies, the Beaufort Delta region, the Sahtu region, the Dehcho region, the Tlicho region, and the Akaitcho and South Slave region.

Aurora Research Institute

Through the work of the Aurora Research Institute, the College is also responsible for conducting and facilitating research activities in the NWT.

AURORA COLLEGE
Segmented disclosures
June 30, 2024

Schedule A

	Financial and accounting	Pooled services*	Student services	Education and training	Community and extensions	Aurora Research Institute	2024 Total	2024 Budget	2023 Total
For the year ended June 30, 2024 (in thousands)									
Revenues									
Government of the Northwest Territories revenues	\$2,251	\$ 9,397	\$11,289	\$18,463	\$7,408	\$2,647	\$51,455	\$48,981	\$47,127
Project income									
Other third party	-	-	115	989	192	1,174	2,470	4,643	3,120
Government of Canada	-	-	-	395	26	2,028	2,449	6,325	3,875
Own Source revenue									
Tuition fees	-	-	23	1,568	777	-	2,368	1,955	2,274
Interest income	1,078	-	-	-	-	-	1,078	200	856
Recoveries and other	88	146	84	337	23	218	896	760	775
Room and board	-	-	697	-	-	116	813	1,010	1,004
Western Arctic Research Centre expansion	-	2,263	-	-	-	-	2,263	-	1,542
	<u>3,417</u>	<u>11,806</u>	<u>12,208</u>	<u>21,752</u>	<u>8,426</u>	<u>6,183</u>	<u>63,792</u>	<u>63,874</u>	<u>60,573</u>
Expenses									
Compensation and benefits	2,243	5,015	5,080	13,923	7,198	4,456	37,915	36,900	36,626
Building leases	-	111	5,589	1,973	84	32	7,789	8,108	7,654
Contract services	39	1,410	275	467	381	1,031	3,603	5,116	4,804
Utilities	-	1	106	2,514	5	18	2,644	2,531	2,857
Repairs and maintenance	2	1,261	232	542	8	22	2,067	2,140	2,138
Materials and supplies	26	109	216	1,004	133	288	1,776	2,474	1,879
Fees and payments	110	905	89	316	84	92	1,596	2,068	1,364
Amortization of tangible capital assets	-	1,514	-	-	-	-	1,514	1,700	1,921
Travel and accommodation	50	212	75	363	224	248	1,172	1,270	929
Communication, postage and freight	7	167	395	31	58	140	798	1,074	803
Small equipment	34	26	107	302	12	105	586	792	308
Professional services	-	3	5	175	28	9	220	773	177
	<u>2,511</u>	<u>10,734</u>	<u>12,169</u>	<u>21,610</u>	<u>8,215</u>	<u>6,441</u>	<u>61,680</u>	<u>64,946</u>	<u>61,460</u>
Annual (deficit) surplus	<u>\$ 906</u>	<u>\$ 1,072</u>	<u>\$ 39</u>	<u>\$ 142</u>	<u>\$ 211</u>	<u>\$ (258)</u>	<u>\$ 2,112</u>	<u>\$(1,072)</u>	<u>\$ (887)</u>

* Pooled Services includes the revenues and expenses for the President's Office and transformation projects.

APPENDIX A

UNAUDITED WRITE-OFFS

Balance Exceeds 7 Years		
Customer Name	Accounting Date	Amount
Angeli Apilan Tampus	2017-05-04	\$300.00
Karen Bourke	2017-04-03	\$845.00
Lawrence Cheezie	2017-02-24	\$1,600.16
William Hurst	2016-09-01	\$1,565.97
Sandra Johnsen	2017-05-09	\$360.00
Total		\$4,671.13

Balance Under \$30		
Customer Name	Accounting Date	Amount
Austin Antoine-Fabien	2023-10-10	\$9.25
Lydia Cardinal	2023-10-17	\$14.68
Stephanie Cardinal-Clark	2024-05-01	\$0.42
Davina Chocolate	2024-01-11	\$2.00
Corinne Elias	2024-04-30	\$10.00
Anne-Marie Jackson	2024-04-19	\$0.21
Total		\$36.56

Credit Balance Under \$10		
Customer Name	Accounting Date	Amount
Patricia Bertrand	2024-03-06	-\$5.00
Ronalda Boutilier	2023-05-23	-\$1.75
Micaella LeGuerrier	2024-01-26	-\$0.54
Maade Sangris	2023-10-27	-\$0.22
	Total	-\$7.51



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