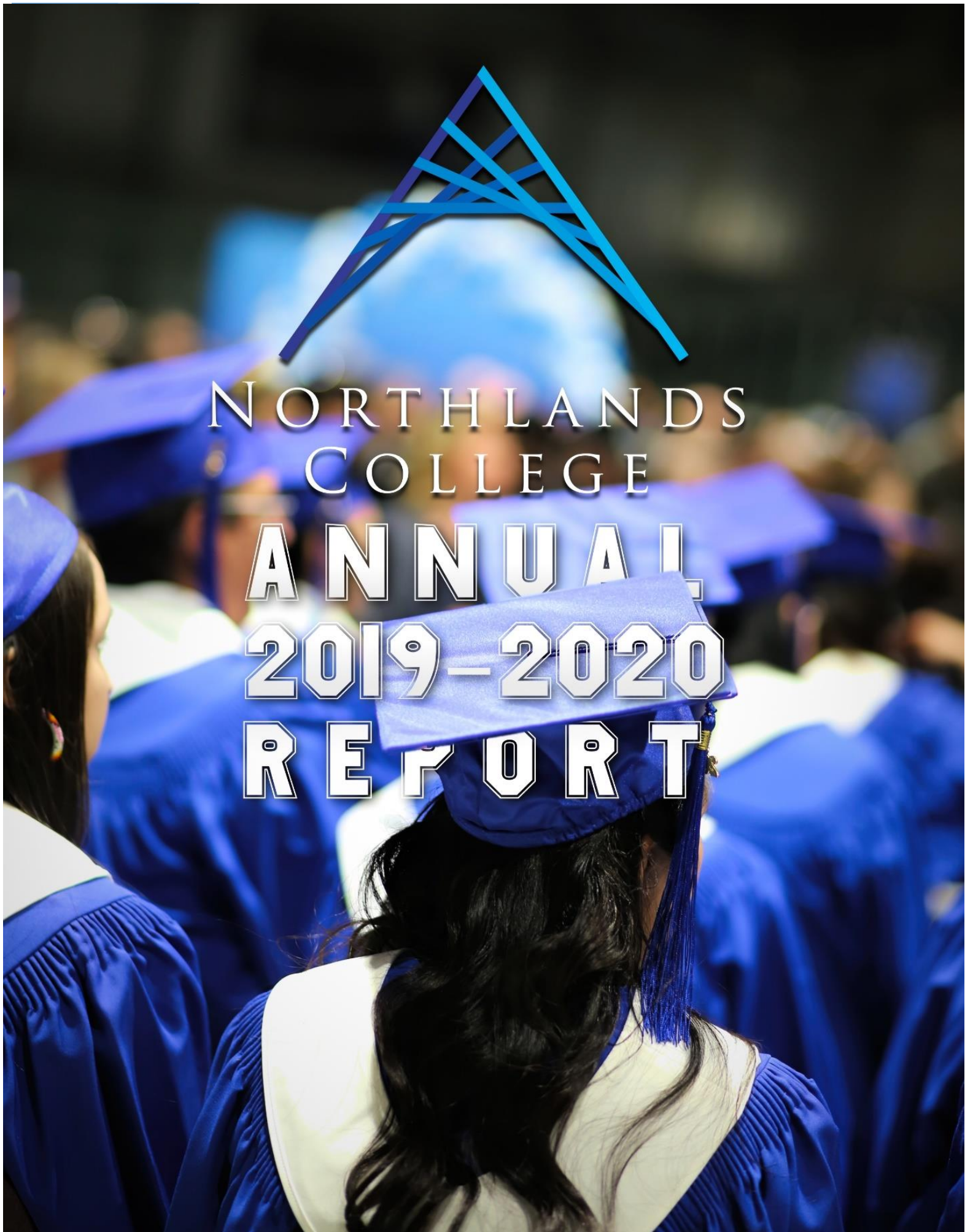




NORTHLANDS  
COLLEGE  
ANNUAL  
2019-2020  
REPORT



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NORTHLANDS  
COLLEGE

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December 18, 2020

Honourable Gene Makowsky  
Minister of Advanced Education  
Room 307, Legislative Building  
2405 Legislative Dr.  
REGINA, SK S4S 0B3

Dear Minister Makowsky:

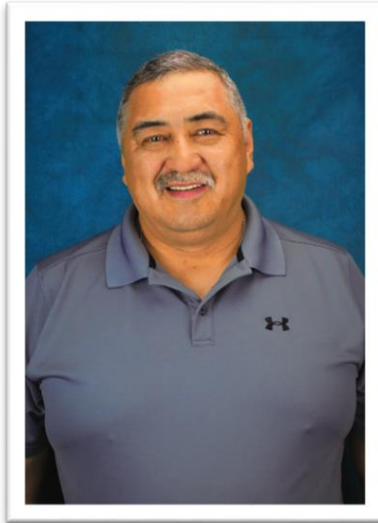
On behalf of the Board of Directors and in accordance with the regulations under the Regional College Act of the Province of Saskatchewan, I am pleased to submit the Annual Report of Northlands College for the fiscal year ended June 30, 2020.

Sincerely,

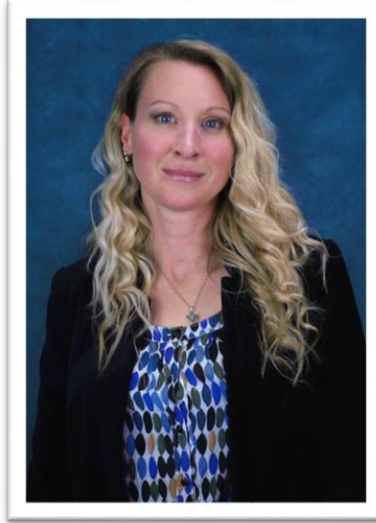
Victor Fern  
Board Chair

## Board of Directors

Northlands College is fortunate to have a supportive and hard working Board of Directors. This group of individuals met on numerous occasions last year to support staff and maintain the continued good governance of Northlands College, especially with the state of emergency being called due to the COVID-19 pandemic. Special meetings took place virtually and were in addition to the six regular meetings already scheduled. Their commitment in the 2019-20 year ensured that there was little to no disruption to the operations of Northlands College and the student's and staff greatly appreciate their outstanding efforts.



Victor Fern,  
Board Chair, Fond du Lac



Crystal Everest, Board Member,  
La Ronge



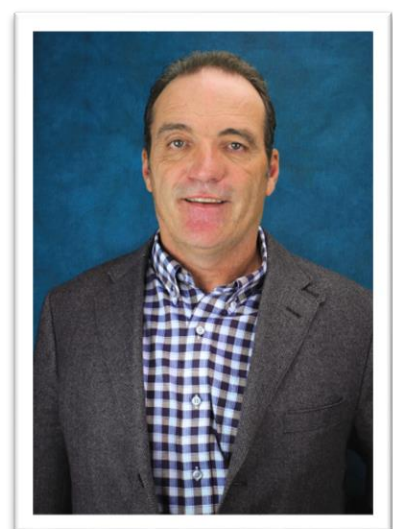
Myrna Bouvier, Board Member,  
Beauval



Jackie Durocher, Board Vice-  
Chair, Buffalo Narrows



Valerie Deschambeault, Board  
Member, Cumberland House



Hugh Watt,  
Board Member, La Ronge



Ken Gray,  
Board Member, La Ronge



Bev Cheechoo  
Board Member, Cumberland  
House



Nick Daigneault  
Board Member, Beauval

#### Message from the Board of Directors

On behalf of the Board of Directors of Northlands College it brings me great pride to present to you the 2019-20 Annual Report. The Annual Report illustrates the extent to which the College achieved its goals, objectives and targets for the reporting year and the progress made in relation to the overall strategic plan.

The Board held six meetings, five regular and one annual general meeting. In addition to these meetings, the Board had subcommittee meetings usually taking place the evening before a regular Board meeting or the morning of. During 2019-20, the Board also contracted a consultant to do some in-depth governance training and to guide them with the revision and creation of the Northlands College Vision, Mission, Values and Outcomes. These have since been implemented through the College. I am also pleased that nearly all vacant Board positions have now been filled with nine members out of ten positions available. I look forward to a full and representative Board being in place for the years to come.

This past year was a year of unprecedented times with the COVID-19 pandemic and the challenges that came with it. I would like to thank our President & CEO, Guy Penney for his dedicated leadership in navigating this pandemic and the stressors that came with leading a College in these uncertain times. Guy has shown his genuine concern for the students and staff by making sure that the Public Health Safety guidelines and restrictions are continually being followed to ensure the utmost safety of students and staff.

Northlands College is the only provincially funded educational institution to fully function, work, and administer post-secondary education throughout northern Saskatchewan, both on and off reserve. This responsibility is at the forefront of all we do. Our broad range of partnerships and inter-relationships is

crucial to meeting these obligations. The Board would like to use this opportunity to thank our partners for aiding Northlands College in continuing to provide quality programs and services. These partnerships help to meet the needs of the labour market and, most importantly, meet the needs of northern Saskatchewan residents.

The Northlands College Board of Directors is pleased to continue a mutually beneficial relationship with the Ministry of Advanced Education and the Ministry of Immigration and Career Training. We look forward to continuing to work together towards increasing education levels and opportunities throughout northern Saskatchewan.

Respectfully,

Victor Fern  
Board Chair

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2019-20 Board of Directors meeting dates:

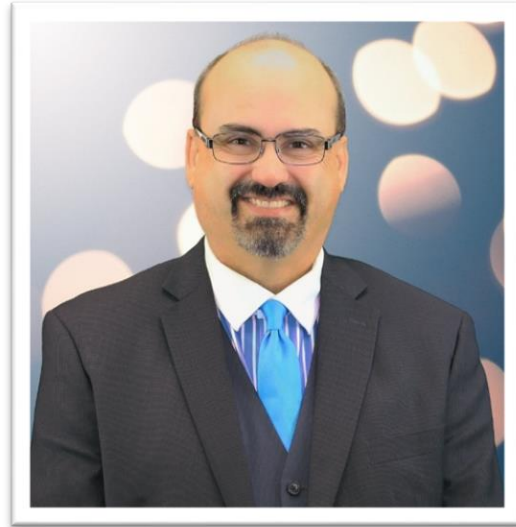
|                    |                       |
|--------------------|-----------------------|
| September 27, 2019 | Regular Meeting       |
| November 1, 2019   | Regular Meeting       |
| December 20, 2019  | Regular Meeting       |
| February 21, 2020  | Regular Meeting       |
| April 17, 2020     | Regular Meeting       |
| June 12, 2020      | Regular meeting & AGM |

---

## Message from the President and CEO

I am very pleased to present Northlands College's Annual Report for 2019-2020.

Northlands College takes great pride in the work that we do on an annual basis. We strive for excellence, as we attempt to meet the training and educational needs of the residents of northern Saskatchewan. Northern Saskatchewan is a very unique portion of the province and as such has unique needs. We continually work hard to remove barriers for students and provide educational environments that set our students up for success. It goes without saying that this past year presented some challenges that we could have not anticipated. Despite this however, I am tremendously proud of how our organization, was able to pivot and respond to the situation handed to us by the global pandemic. This is truly a testament to the strength and resilience of our students and staff.



I am honoured and humbled to serve as President & CEO of Northlands College and truly appreciate our industry partners, funding agencies and Ministry colleagues. I am proud to work for a Board of Directors that is knowledgeable, visionary and dedicated to the people and communities they represent. The staff of Northlands College deserve tremendous credit for their dedication to their roles, our students and to our College. This report demonstrates our commitment to achieving goals set by the province, as well as those we have set for ourselves. We continue to make progress in removing barriers for students, identifying programs tied to the needs of industry and incorporating language and culture into our programs and institution as a whole.

Tiniki, Marsi, Thank You!

Guy Penney  
President & CEO

## 2019-2020 Indigenous Initiatives Manager's Annual Report



In 2019-20 Northlands College created an Indigenous Initiatives Manager position. This position is primarily responsible for the continued development, implementation and ongoing monitoring and updating of the College's Indigenization Strategy. As a member of the senior management team, the Manager of Indigenous Initiatives will ensure that indigenization is appropriately included in the College's policy development, employment practices, planning processes, programming and events through collaboration with the management team.

Ron Ratte is the new Indigenous Initiatives Manager.

Ron is originally from Ile-a-la-Crosse, and he has a lot of family roots in the northern westside; however, he has been living in La Ronge for most of his life and it is a place he calls home. He is a Lac La Ronge Indian Band member of the treaty 6 territory. He has long worked to address the countless issues facing La Ronge in the areas of social health, justice, education and social services. He has served in professional and volunteer capacities, both locally and nationally. He has become a strong advocate for the residential school – truth and reconciliation commission (TRC) and he currently is involved within Provincial and Federal educational systems.

Ron has helped to create numerous innovative programs that have helped build healthy communities through traditional cultural ceremonies and gatherings that assist with recognizing one's Indigenous identity at the community level. Ron is the Chairperson to the Correctional Service of Canada (CSC). As well, he has worked with coordinating youth offender programs with Corrections and Public Safety and Policing (CPSP). The role allowed him to work with experts and assist local, regional, and national managers.

Ron says, "I feel fortunate to be given the opportunity by the College and I plan to make my time here worthwhile. I work tirelessly to make sure every student feels a sense of belonging and accomplishment".

Nanaskomon

Ron Ratte – Indigenous Initiatives Manager



## Introduction

This annual report presents the results of our 2019-20 academic year ending on June 30, 2020. In this document we highlight strategies, actions and performance measures that identify the commitment Northlands College has towards meeting our own strategic priorities along with those outlined by the Government of Saskatchewan for 2019-20.

Northlands College is proud to acknowledge that we serve on Treaties 5, 6, 8 and 10 territories as well as on the homeland of Indigenous and Métis people. As the Ministry of Advanced Education (AE) models, we are committed to effective reporting, transparency and accountability.

### Alignment with Ministries

Northlands College receives funding from both the Government of Saskatchewan's Ministry of Advanced Education and the Ministry of Immigration and Career Training (ICT). Northlands College is proud to help support the following Ministry of AE and ICT goals:

1. Ensure students succeed in post-secondary education (AE);
2. Meet the advanced education needs of the province (AE);
3. Ensure Saskatchewan's post-secondary sector is accountable and sustainable (AE);
4. Ensure the ongoing competitiveness of Saskatchewan's economy (ICT).

Along with these goals, the Ministry of AE expects student-focused post-secondary institutions to ensure accessibility, responsiveness, sustainability, accountability and quality programming.

### Strategic priority areas

Northlands College has committed to develop in three priority areas:

1. Student success,
2. Organizational success, and
3. Community success.

Northlands College Board of Directors and staff are proud of all that we have accomplished this past year. By focusing on our goals, priorities, vision and values, we were able to successfully navigate what was at times a trying year. Our commitment to offering quality programming remains steadfast as we prepare northern Saskatchewan residents for future achievements.

## Vision

Northland College will lead Northern Saskatchewan in unique blended educational opportunities and experiences to enhance cultural pride and ensure success.

## Mission

Northlands College takes pride in providing diverse education and training in a safe, welcoming environment by removing barriers and creating opportunities for people of northern Saskatchewan.

## Core Values

Northlands College will foster **unique** experiences in delivery methods, student support, and partnerships. Acknowledge and empower **cultural** diversity and challenges. Develop and implement **innovative** opportunities. **Respond** to changing environments.

## Outcomes

**Indigenization:** Northlands College leads the province in Indigenization.

**Accessibility:** Northlands College provides access to all students by striving to remove barriers.

**Sustainability:** Northlands College sustains itself through partnerships.

**Accountability:** Northlands College answers to its stakeholders and partners through good governance and updated policy.

**Centre of Specialization:** Northlands College specializes in Indigenization, making it unique.

Line Tech's during quarantine were helping fundraise with the heavy metal drive.



## Programming Highlights

### Education of choice for northern Saskatchewan residents

With an overall self-identified Indigenous student population of 92% (1228 enrollments) in 2019-20, Northlands College is doing a sizeable job at helping to increase the education level of Indigenous people of Saskatchewan. Looking at our follow-up data of the students that we contacted 60-90 days after program completion, 85% have moved on to either employment or further training.

Our application process is continually showing what we are doing is working. In 2018-19 we had 1450 applications, for the 2019-20 academic year, we had 1670 (rounded to the nearest 10) new applications. This is an increase of 15% in a single year.

For the 2019-2020 academic year, we made a pivot to remote learning due to the world pandemic. The pandemic caused us to make a rapid shift to remote learning, we used our scholarship foundation to provide laptops to students so they could continue with their studies. We also received a grant from Cameco of \$22,500 from the \$1 Million Cameco COVID-19 relief fund. We used this money to replace the laptops that we issued to students.



Ron Ratte, Indigenous Initiatives Manager, Elie Fleury, University Instructor, Victor Fern, Board Chair, Cheryl Halkett, Student, and Earl Cook on the grand opening of the Elie Fleury Cultural Centre.

## University

For 2019-2020, Northlands College continued to offer a wide array of university programming through its close partnerships with the University of Saskatchewan and the University of Regina. These programs included full four-year bachelor degrees in Nursing, Education, and Social Work, as well as three-year Bachelors of Arts in English, Sociology, and Indigenous Studies, among others. We also continued to provide northern residents with the opportunity to take diploma and certificate programs in areas such as Business Administration and Liberal Arts, and for the first time, introduced a three-year Bachelor Science in either Chemistry or Biology, the first two years of which can be completed entirely in the north.

After the success of our La Loche Bachelor of Arts Year 1 program in 2018-2019, we were able to expand our offerings in the community in 2019-2020, allowing students to transition into more specific areas such as Social Work or Business Administration. This expansion has afforded a number of La Loche students the opportunity to be accepted into the College of Nursing for the 2020-2021 academic year.

Notwithstanding the impact of the COVID-19 pandemic on post-secondary education in Saskatchewan, Northlands students and staff were able to make quick adjustments this past spring to ensure minimal disruption to the delivery of university programming. Through a combination of online learning and remote/virtual classrooms, students were able to finish the year strong, including 22 graduates across four program areas and three campus locations. Many of our 2020 graduates are already working in their respective fields. We are proud of all of them, and know they will serve the north well.

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86% of 2019-20 University students self-identify as Indigenous. This is our highest percentage we have reported in at least the last 10 years.

---

| <b>Degree/Diploma/Certificate</b> | <b>Number of Graduates in 2019-20</b> |
|-----------------------------------|---------------------------------------|
| Bachelor of Education             | 7                                     |
| Bachelor of Science in Nursing    | 11                                    |
| Bachelor of Social Work           | 3                                     |
| Bachelor of Arts                  | 1                                     |



Graduate Jeanathan Ross from the Power Line Technician with his Instructor Mike Wolkosky and His Honour the Honourable Russ Mirasty Lieutenant Governor of Saskatchewan on June 30, 2019



Graham Watt, owner of La Ronge Petroleum provided the truck, trailer and transportation and loading for the Heavy Metal Drive. Graham presented Northlands College employee Jamie Chester with a cheque for the recycled metal for the proceeds going to the Scholarship Foundation. June 25, 2019

## Health, Mining, Technical and Trades

Despite the challenges COVID-19 brought to our province and what we would call our normal way of life, it has also offered us new insight to how we can better deliver reputable programming in the north to meet the demands of the economy. This new programming has kept students closer to home during challenging times, made course material accessible at their fingertips, created networks of academic support just an email away, all while using technology.

Northlands College is making the necessary adjustments to ensure programs can still be offered during times of isolation and social distancing. These efforts will be inclusive and entail increased Instructor Aide support to further support students in completing their programs.

Many of the Post Secondary, Tech and Trades programs were geared for more of an online blended learning platform for the winter semester. This gave courses the opportunity to continue moving forward with learning opportunities that were delivered through distance learning. Platforms varied from interactive video conferencing to module based course content. Situationally, students were called back to the campus if circumstances allowed to complete necessary in-class components of the course. These in-class opportunities were based on pre-approval and had to adhere to the necessary Public Health Safety Guidelines.

Northlands College offered a wide range of programs in the 2019-20 year. Our health programs continue to be hugely popular. Along with the Bachelor of Science in Nursing program, the two year Practical Nursing (LPN) diploma and the one year Continuing Care Aide (CCA) certificate program, proven to be successful.

Although we mainly offer one-year certificate programs in the Skill - Institute Credit post-secondary area, we completed the first year of five diploma programs this year: Practical Nursing (LPN), Early Childhood Education, Mental Health and Wellness, Mining Technician and Water Management and Conservation.

Northlands College also successfully offered the Automotive Service Technician, Carpentry and Electrician certificate programs. Despite having to be extended due to COVID, the Power line Technician Fundamentals course had 12 students return to complete the extended program.

## Adult Basic Education

95% of 2019-20 ABE students self-identify as Indigenous and 94% of graduates are continuing on with further training

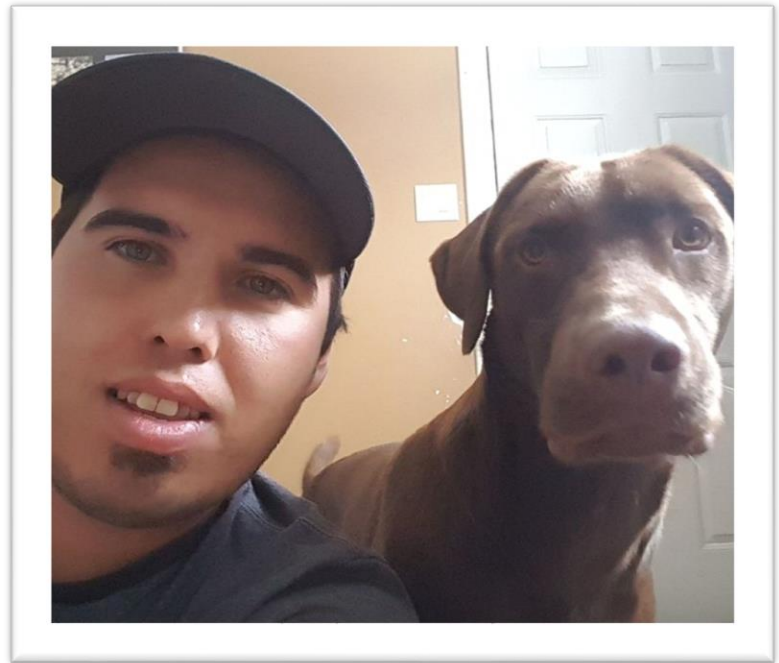
Our Adult Basic Education (ABE) program continued to evolve and expand in 2019-2020. ABE students come from a wide variety of academic backgrounds, and Northlands College is able to meet their needs through multiple program options. Northlands College proudly offered 10-level, 20-level, and 30-level Ministry of Education credit courses as part of Adult 10 and 12 programs at three campus locations: Buffalo Narrows, Creighton, and La Ronge. Adult Basic Education students in these locations could access all 30-level maths and sciences to accommodate specific post-secondary prerequisites and, therefore, any post-secondary goals. We had a record number of **59 graduates** from the three campuses! In addition, 94% of contacted graduates indicated that they were going on to further education or employment.

In 2019-2020, ABE expanded programming with an additional intake of students for Essential Skills for the Workplace in La Ronge. Additionally, we ran Adult Essential Skills in Buffalo Narrows, Creighton, Hall Lake, Mikisew (La Ronge) and Sandy Bay. We held a traditional Adult 10 program in Black Lake and Cumberland House. We had partnerships with Black Lake Denesuline Nation, Lac La Ronge Indian Band, Northwest College, and the Edcentre.ca. As a result of all ABE programming, we had just over 350 FLEs stemming from 583 enrollments.

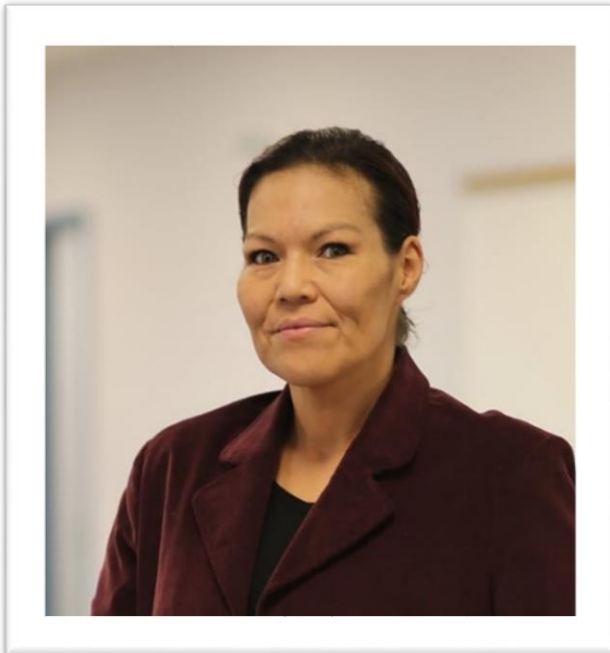
In spite of challenges created by the COVID-19 pandemic, Northlands College worked diligently to offer options for continuing coursework after COVID-19 restrictions sent staff and students to work from home in March, 2020. As a result of an enhanced partnership with Edcentre.ca, Northlands College began preparing for fall, 2020 online programming through technology training sessions with Instructors. We positioned ourselves to be able to run Adult 10 and 12 through distance learning regardless of potential pandemic-related restrictions. We look forward to continuing to offer high quality ABE programming to as many students as possible through this partnership.

### 2019-20 Student Success!

Dustin Gardiner is an Adult Basic Education student from Ile A La Crosse. Although, at the start of the term Dustin stated that he was not a good writer, he continues to prove himself wrong each day. He is excelling in both ELA 10A, interior design and Science 10. He is a very motivated student and prioritizes his schoolwork. His attendance and academic performance are both excellent! His teachers in Buffalo Narrows are very impressed of how well Dustin has done this year.

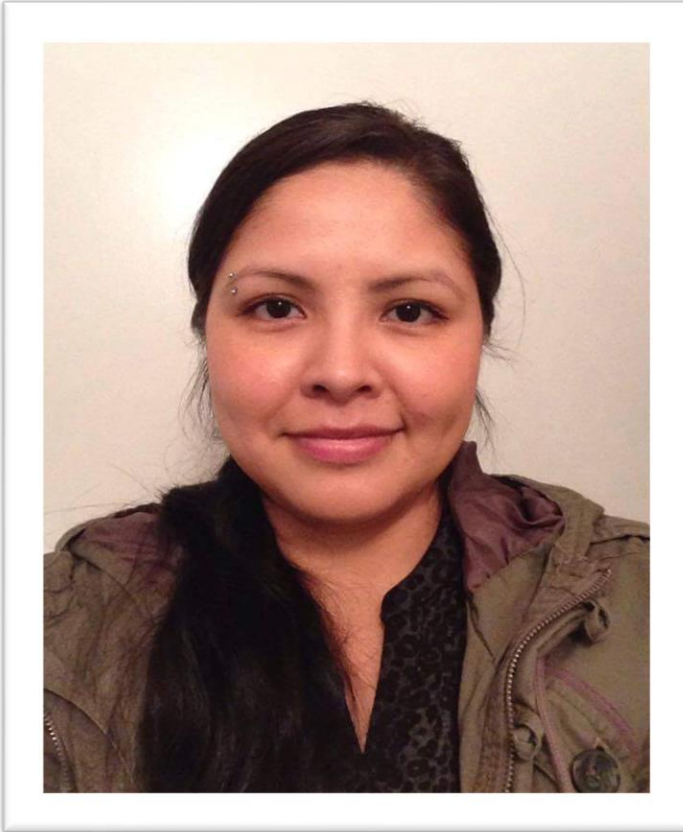


### 2019-20 Student Success!



Vonda Roberts, an Indigenous woman from the Wahpeton Dakota Nation, is enrolled in the Exploration and Mine Engineering Program at Northlands College. Vonda has recently just won a scholarship from iMpowered Women for the Mining Workforce. Vonda in response to this scholarship states *"This scholarship is a symbol and an indication that age is not a factor when it comes to Education. You can return to school regardless of your age. It inspires men and woman of all ages to never give up and that there is hope. That I could go back to school and still be successful. My family and my children are all very proud of me, I can see it in their eyes. They are the ones I want to impress and be successful for, I feel they can look at me now as a great role model, of which I always wanted to be. I am proud to inspire them to continue with there own education. This scholarship will help with my tuition and books as well as meeting all of our needs and necessities. And, in knowing what it is like to have no financial aid at all, I'm planning on opening trust funds or RESP's for my kids to help with their future education."*





### 2019-20 Student Success!

Shannon Bear has a long and successful history with Northlands College. She graduated grade 12 in Deschambeault Lake, Kimosom Pwatinahk Collegiate and started her Northlands College Journey in 2008 entering the Health Careers Access Program. Upon successful completion she entered the Licenced Practical Nursing (LPN) program and continued on to graduate in 2011. After gaining work experience in both home care and as a LPN she wanted more. So after a few years of working Shannon decided to come back to school, once again choosing Northlands College to attend university classes to become a registered nurse. She is currently in her fourth year of the BSN program and is on track to graduate this spring.

Shannon has made many contributions

to the school community. She is a hard-working student and a role model for others. She has dedicated herself to enriching the lives of the people around her offering to lend a hand when she can. Shannon is truly special for her compassion and commitment to helping others.

She has overcome adversity in her life, which she courageously shared in a video essay about her life including her vision for the future. Watch her video on you tube.

<https://www.youtube.com/watch?v=tY9AcOARaDk>

It is not hard to see how her life experiences have helped her to become such an insightful, sensitive and perceptive person. She has truly proven her resilience and strength through the challenging circumstances in her life. Shannon is the mother of two beautiful children. She is a proud member of Peter Ballantyne Cree Nation. She is fluent in the Cree language and is knowledgeable in her culture. She is hopeful she can pass this knowledge on to her children and carry it into the nursing profession.

## 2019-20 Student Success!

Lavina Beatty says, *"I chose to study Early Childhood Education at Northlands College because I just knew it was a good option for me. I liked the idea of having small classrooms and the chance to be myself and I loved that the campus in Creighton was closer to my hometown. I knew what I had planned for my future the moment I was accepted. Northlands College gave me the opportunity to make new friends and allowed me to see the potential in myself, and with the encouraging, patient and kind instructors of this school, I earned my certificate in Early*



*Childhood Education Year 1. I am currently enrolled for Year 2 and will be receiving my diploma at the end of this school year. I would recommend Northlands College to other people because like I said, the instructors are very encouraging and I'm not going to lie, the programs provided are quite challenging but with the help of everyone you will come to know; you will eventually see the potential in yourself too and you will be given opportunities to take the next steps in your desired career."*

## Northlands College Priorities

### Student Success Priority Area

Northlands College has worked diligently to offer a superior education in a variety of locations in order to offer students a quality of education that is accessible and sustainable. Northlands College offers programming in the northern half of the province. Our student population is 92% Indigenous. If a student transfers on campus or takes their final classes elsewhere, we cannot count them as our graduate. It is important to remember this when considering our graduation statistics. In order for our students to lead their best lives with the best results for the future, we may reroute students to the ABE program in order to truly reach their desired goals.



Rosie Naytowhow, Student and Campus Services Coordinator delivering laptops to the road barriers in Sucker River and Stanley Mission.

### Eliminating barriers:

In March, Northlands College had to pivot very quickly in order to continue to have students further succeed. We spent the first weeks of the lock down, getting computers into the hands of students. We distributed 70 laptops to the post secondary students and 41 laptops to our ABE students. This was funded through our Northlands College foundation. Laptops were mainly distributed through northern Saskatchewan.

Northlands College has had to work with students in order to ensure that they do not miss classes due to circumstances that are beyond student's control. We were able to assist students with critical needs money last year that totaled \$717.88, which was funded through the Northlands College Foundation. We were also able to help students with food pantry items. Please see table on the next page.

## Food Pantry 2019-2020 School Year

| Month          | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June | July | Aug | Total |
|----------------|------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|-----|-------|
| times used     | 18   | 17  | 10  | 13  | 4   | 6   | 9   | 1   | 1   | 0    | 0    | 0   | 79    |
| Items given    | 167  | 102 | 25  | 48  | 36  | 69  | 33  | 2   | 11  | 0    | 0    | 0   | 493   |
| Items received | 3    | 0   | 59  | 0   | 0   | 49  | 15  | 0   | 0   | 0    | 0    | 0   | 126   |



La Ronge Campus Food Pantry for students

In order to assist student's to achieve their goals, Northlands college student advisers attended a webinar that approached the subject of Pandemic Anxiety for students and staff. This allowed for advisers to approach subjects and react to students who were experiencing excess anxiety due to Covid-19. This has been an excellent tool that we have accessed and utilized.

## Supporting Students with Anxiety

Compassionate strategies to help students navigate anxiety in the midst of COVID-19.



AASK Communications, 2020

Table 1 – La Ronge and area bussing analysis

| Academic year                  | Total rides recorded                           | # of days rides offered | Average rides per day | Yearly cost | Average cost per ride |
|--------------------------------|--|-------------------------|-----------------------|-------------|-----------------------|
| <b>2016-17 (includes June)</b> | 5847   | 191                     | 31                    | \$168,771   | \$28.86               |
| <b>2017-18 (ends in May)</b>   | 6041   | 176                     | 34                    | \$150,555   | \$24.92               |
| <b>2018-19 (ends in May)</b>   | 6585   | 168                     | 39                    | \$146,705   | \$22.28               |
| <b>2019-20 (ends in May)</b>   | Suspension of bussing due to COVID-19 lockdown |                         |                       |             |                       |

In an effort to support our high numbers of Indigenous students, Northlands College has made reconciliation a priority. Along with having the position of Manager of Indigenous Initiatives to support this priority, processes and procedures that utilize known best practices for Indigenous students (no internal fees, admissions support, food security supports), and events to help celebrate and teach indigenous ways of knowing, Northlands College has also designated space for cultural practices with the creation of the Elie Fleury Cultural Centre. The raising of the reconciliation flag at all of our campuses publically displays our commitment to reconciliation.



Picture with staff and students watching as the Truth & Reconciliation flags was raised at the Head Office in Air Ronge.

The 2019-2020 academic year had its challenges with COVID. Given that we had to pivot to remote learning in March, many of our ABE students opted to take their current grade and not continue. This impacted our FLE's, we saw a decrease from 33 to 26. Our FLE's per program in Skill decreased by 1, from 8 to 7. In University we saw an increase in FLE's from 7.2 to 14.7.

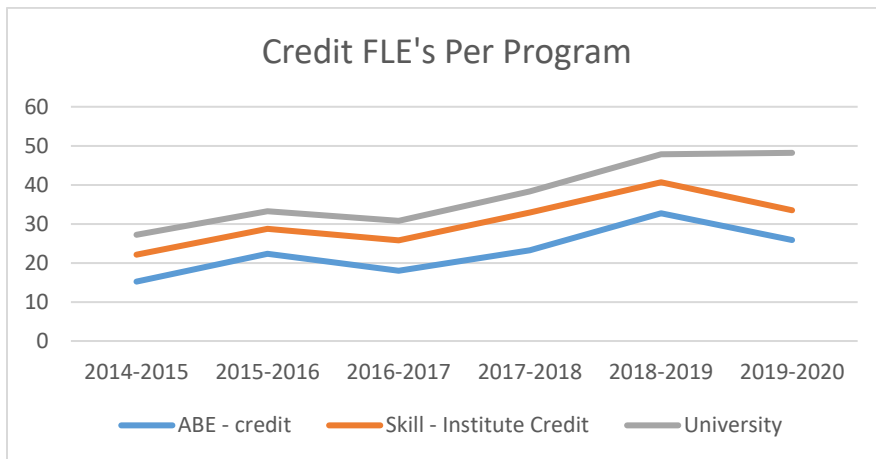


Chart 2 – Credit FLEs per program. This chart demonstrates that we have been increasing our student retention, however, COVID did have an impact. Students were still accessing critical needs supports, however, since we switched to remote learning students could not access our food pantry.

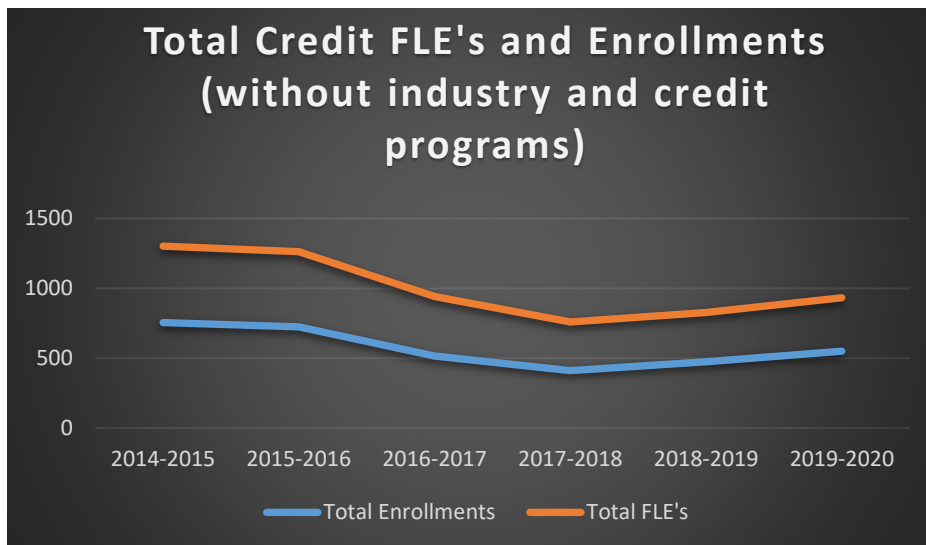


Chart 3 – Total Credit FLE's. We are seeing a continuous increase in areas of enrollments and FLE's. Industry credit programs are not included in this chart as they vary each year. Even with COVID, our number of enrollments increased by 77 and our FLE's increased by 28.

## Organizational Success Priority Area

In the fall of 2019, Northlands College hired a new President and CEO. For the 2019-20 academic year, the reporting structure stayed the same. All departments report to one of the three Vice Presidents, who in turn report to the President & CEO.

A Manager of Student Affairs and a Manager of Indigenous Initiatives were both hired in the fall of 2019. Both of these roles have helped lead Northlands College in its Indigenization priority and has improved student success.

Northlands College continues with our First Qualified, First Accepted (FQFA) admissions process for many of our institute credit programs in order to be more accountable and accessible to potential students.

Many of our students are vulnerable members of society. Food security and short-term financial issues continue to prevent some students from being successful. Using our critical needs funding through our scholarship foundation, we have run a successful food pantry in all campus locations which is a much more cost-effective support than emergency critical needs.

Student services started a student engagement strategy. Each month a student advisor leads a topic, some examples are: I am, 4 mind 4 body, self-care.

The official opening of the Elie Fleury Cultural Centre took place on February 21, 2020. The centre is a place where current and potential students and staff can go to unwind and have a quiet, comfortable place to do some self-reflection. It is a place to get away from the stressors and circumstances that people may be facing at the time. The Centre highlights different traditional and cultural artifacts and pictures representing Metis and First Nations people. The Centre has a room designated for smudging and prayer and is always available for students and staff.

### 2019-20 Staff Listing (will replace with new listing when received)

Table 2 – 2019-20 Out of scope (OOS) employees (position title as of June 30, 2020)

| Name               | Position                              |
|--------------------|---------------------------------------|
| Brown, Cheryl      | Human Resources Advisor               |
| Brown, Ken         | Facilities Manager                    |
| Carriere, Sue      | Student Affairs Manager               |
| Chrispen, Cherise  | Vice President, Student Affairs       |
| Gordon, Erin       | Human Resources Manager               |
| Penney, Guy        | Vice-President, Academic              |
| Penny, Guy         | President & Chief Executive Officer   |
| Huber, Michelle    | Accounting Manager                    |
| Kyplain, Jennifer  | Executive Assistant                   |
| Morvik, Kory       | Manager of University Programming     |
| Galloway, Justin   | Manager of Post-Secondary Programming |
| McDougald, Chandra | Manager of University Programming     |
| McDougald, Chandra | Vice-President, Academic              |

|                  |  |
|------------------|--|
| Mercredi, Russel | Manager of Post-Secondary Programming        |
| Ratte, Ron       | Indigenous Initiatives Manager               |
| Senga, Janelle   | Manager of Adult Basic Education Programming |
| Young, Shelley   | Vice-President, Finance & Operations         |

Table 3 – 2019-20 In-scope employees

| Name                | Position                                      |
|---------------------|---|
| Anwender, Heather   | Student Advisor                               |
| Anwender, Heather   | Student & Campus Services Coordinator         |
| Ashton, Alexander   | Mining, Technical & Trades Instructor         |
| Bagwell, Stephen    | University Instructor                         |
| Ballantyne, Barb    | Instructor Aide                               |
| Ballantyne, Barb    | Student Advisor                               |
| Ballentyne, Paul    | Senior Program Coordinator                    |
| Beisel, Quinton     | Information Technology Systems Administrator  |
| Bell, Brandi        | Student & Campus Services Coordinator         |
| Bell, Lena          | Program Assistant                             |
| Berg, Waldo         | Adult Basic Education Level 3 Instructor      |
| Bergen, Cheryl      | Student Advisor                               |
| Bishoff, Alan       | Adult Basic Education Level 3 Instructor      |
| Bodnar, Helen       | Student Housing Custodian & Attendant         |
| Bosiak, Charlene    | Early Childhood Education Instructor          |
| Boyle, Damian       | Adult Basic Education Math/Science Instructor |
| Burnouf, Laura      | University Instructor                         |
| Cardiff, Erik       | Journeyman Carpenter                          |
| Carlson, Donna      | Administrative Assistant                      |
| Chapman, Ryan       | Information Technology Systems Administrator  |
| Charles, Charlene   | Payroll Clerk                                 |
| Charles, Charlene   | Program Assistant                             |
| Charles, Colleen    | University Instructor                         |
| Charles, Elizabeth  | Program Assistant                             |
| Charles, Robert     | Student Advisor                               |
| Chester, Jamie      | Marketing & Public Relations Coordinator      |
| Clarke, Anne        | Early Childhood Education Instructor          |
| Clinton, Barb       | Campus Clerk 3                                |
| Cook, Julian        | Information Technology Technician             |
| Corrigal, Roland    | Website & Marketing Associate                 |
| Courtoreille, Lisa  | Senior Program Coordinator                    |
| Daigneault, Valerie | Instructor Aide                               |
| Dorion, John        | Mental Health & Wellness Instructor           |
| Duffy, Sharon       | Adult 12 Instructor                           |
| Eastman, Cheryl     | Campus Clerk 4                                |



| <b>Name</b>              | <b>Position</b>                                     |
|--------------------------|---|
| Endale, Endale           | Youth Care Worker Instructor                        |
| Finlayson, Barb          | Program Assistant                                   |
| Gabriel, Marnie          | Adult Basic Education ELA/Science Instructor        |
| Galloway, Camille        | Environmental Science Instructor                    |
| Gardiner, Pearl          | Instructor Aide                                     |
| Gardiner, Pearl          | University Coordinator                              |
| Georges, Sky             | Facilities Assistant                                |
| Gibson-Dingwall, Deborah | University Instructor                               |
| Giesbrecht, Chris        | Information Technology Coordinator                  |
| Glazebrook, Don          | Women in Trades (CWP) Instructor                    |
| Hamm, Eric               | University Instructor                               |
| Hancheroff, Lori         | Payroll Clerk                                       |
| Haugen, Brett            | Job Coach   |
| Haydukewich, Kelly       | Online High School Instructor                       |
| Hennie, Emily            | Administrative Assistant                            |
| Hrycuik, Christine       | Mental Health & Wellness Instructor                 |
| Iron-Gardiner, Amanda    | Instructor Aide                                     |
| Iwasyk, Marilyn          | University Instructor                               |
| Jeffries, Cheryl         | Administrative Assistant                            |
| Kadachuk, Edith          | University Instructor                               |
| Karlewicz, Vince         | Mining Engineering Instructor                       |
| Khalil, Amro             | Health Instructor                                   |
| King, Stephen            | Instructor Aide                                     |
| Klassen, Ellen           | Health Instructor                                   |
| Koebnick, Tammy          | Student Advisor                                     |
| Lariviere, Linda         | Adult Basic Education ELA/Social Science Instructor |
| Layton, Alicia           | Adult 12 Instructor                                 |
| Li, James                | Adult Essential Skills Instructor                   |
| Lipton, Ethan            | Adult Basic Education Math/Science Instructor       |
| Lipton, Valerie          | Instructor Aide                                     |
| Lockstein, Rick          | Mining Engineering Instructor                       |
| MacGowan, Judith         | Adult Essential Skills Instructor                   |
| Macmillan, Darcy         | Building Attendant                                  |
| Mahar, Shawn             | RRAC (Carpentry) Instructor                         |
| Marsland, Seapieces      | Mental Health & Wellness Year 2 Instructor          |
| Martin, Johnny           | Industrial Mechanics Instructor                     |
| Maurice, Adrienne        | Institutional Cooking Instructor                    |
| Mayer-Halkett, Jennifer  | Program Assistant                                   |
| McCallum, Larry          | Adult Essential Skills Instructor                   |
| McDermott, Ethel         | Student Housing Custodian & Attendant               |
| McKenzie, Dawn           | Accounting Clerk                                    |
| McKenzie, Kristen        | Health Instructor                                   |

| Name                 | Position                                 |
|----------------------|--|
| McKenzie, Patrick    | Senior Program Coordinator               |
| McKenzie, Patrick    | Student & Campus Services Coordinator    |
| McLeod, Alexis       | Education Assistant Program Instructor   |
| McLeod, Sally        | Practical Nursing Lab Assistant          |
| Michalak, Rhea       | Early Childhood Education Instructor     |
| Moosewaypayo, Susan  | Instructor Aide                          |
| Morin, Audrey        | Student Housing Custodian & Attendant    |
| Morin, Bradley       | Purchaser                                |
| Morvik, Kory         | University Coordinator                   |
| Muirhead, Jennifer   | Health Instructor                        |
| Muirhead, Katelyn    | Instructor Aide                          |
| Muirhead, Larissa    | Practical Nursing Lab Assistant          |
| Nagy, Laura          | Student Advisor                          |
| Nagy, Laura          | Student Services Coordinator             |
| Nagyl, Kimberley     | Adult Basic Education Instructor         |
| Naytowhow, Rosie     | Student Advisor                          |
| Naytowhow, Rosie     | Student & Campus Services Coordinator    |
| Neill, Janet         | Janitor                                  |
| Nelson, Dorothy      | Student Advisor                          |
| Nicholls, Marlene    | Student & Campus Services Coordinator    |
| Paetkau, Steven      | Carpentry Certificate Instructor         |
| Paetkau, Tim         | Automotive Service Technician Instructor |
| Pantel, Andrew       | Environmental Science Instructor         |
| Pasquarelli, Claudio | Electrical Instructor                    |
| Pedersen, Cole       | Student Housing Custodian & Attendant    |
| Pedersen, Janelle    | Campus Clerk 4                           |
| Pedersen, Jessica    | Student & Campus Services Coordinator    |
| Pedersen, Val        | Security Guard                           |
| Plunz, Angela        | Information Officer                      |
| Poitras, Mitchell    | Facilities Assistant                     |
| Poitras, Regina      | Student Advisor                          |
| Putz, Tamara         | Adult Basic Education Instructor         |
| Putz, Trevor         | Accounting Technician                    |
| Rawal, Indermohan    | University Instructor                    |
| Rawal, Manjula       | Adult Basic Education Instructor         |
| Rayner, Marcus       | University Instructor                    |
| Renaud, Lynda        | Educational Assistant Program Instructor |
| Roberts, Dale        | Information Officer                      |
| Roberts, Dale        | Instructor Aide                          |
| Roberts, Lorna       | Office Administration Instructor         |
| Robinson, Tyson      | Administrative Receptionist              |
| Sanderson, Khalie    | Student Advisor                          |

| Name                  | Position  |
|-----------------------|---|
| Sanderson, Pam        | Essential Skills for the Workplace Level 1 & 2 Instructor |
| Sanderson, Samantha   | Adult Basic Education – Sciences Instructor               |
| Sewap, Maggie         | Administrative Assistant                                  |
| Smith, Gloria         | Instructor Aide   |
| Soares, Michael       | University Bachelor of Education Instructor               |
| Shier, Susan          | Program Assistant   |
| Stockdale, Aaron      | Inventory Controller                                      |
| Stuckey, Carolyn      | Essential Skills for the Workplace Instructor             |
| Thomas, William       | Senior Program Coordinator                                |
| Thompson, Robert      | Senior Program Coordinator                                |
| Todd, Kristy          | Biology Lab Instructor                                    |
| Vandall, Jocelyn      | Adult Basic Education Instructor                          |
| Weinberger, Terri-Ann | Registrar   |
| Wilson, Jody          | Nursing Instructor  |
| Wolverine, Jocelyn    | Administrative Assistant                                  |

In total Northlands College had 110.03 FTE's or full time equivalent employees in the 2019-20 year. This was achieved by providing employment for 143 individuals during the year. This number does not include out-of-scope, non-management people who were employed on short term contracts.

Northlands College Staff FTE's 2019-2020

| Out-of-Scope Management | In-Scope | Out-of-Scope Non-Management | Total  |
|-------------------------|----------|-----------------------------|--------|
| 12.2                    | 95.29    | 2.54                        | 110.03 |

### Employment Equity

Northlands College remains committed to employment equity. The College's Indigenous employment rate was 50.3%. The College saw increases in the visible minorities (2%) and people with disabilities (5%) equity categories.

Table 4 – 2019-20 Employment Equity Statistics

| Employee category | # of employees* | Female    |              | Aboriginal |              | Disability |             | Visible Minority |             |
|-------------------|-----------------|-----------|--------------|------------|--------------|------------|-------------|------------------|-------------|
|                   |                 | #         | %            | #          | %            | #          | %           | #                | %           |
| Admin             | 63              | 35        | 55.6%        | 35         | 55.6%        | 7          | 11.1%       | 7                | 11.1%       |
| Instructor        | 66              | 41        | 62.1%        | 33         | 50.0%        | 6          | 9.1%        | 5                | 7.6%        |
| OOS               | 14              | 8         | 57.1%        | 4          | 28.6%        | 0          | 0.0%        | 1                | 7.1%        |
| <b>Total</b>      | <b>143</b>      | <b>84</b> | <b>58.7%</b> | <b>72</b>  | <b>50.3%</b> | <b>13</b>  | <b>9.1%</b> | <b>13</b>        | <b>9.1%</b> |

\* Includes employees who were not actively employed in 2019-20, however, they are still considered employees due to their status (e.g. on reemployment list).

## Comparison of Stated Financial Objectives and Performance

Table 5 – 2019-20 Revenue and expenditures variances table based on the audit

| <b>2019-20 Revenue and Expenditures Variances</b> |  |                       |                      |                       |
|---|--|-----------------------|----------------------|-----------------------|
|   |  | <b>Budget</b>         | <b>Actual</b>        | <b>Variance</b>       |
| <b>Revenue:</b>                                   |  |                       |                      |                       |
| General   |  | 7,314,770             | <b>7,754,622</b>     | 439,852               |
| Skills Credit                                     |  | 3,887,632             | <b>4,570,175</b>     | 682,543               |
| Skills Non-Credit                                 |  | 694,500               | <b>497,389</b>       | (197,111)             |
| Basic Education Credit                            |  | 1,575,000             | <b>1,751,112</b>     | 176,112               |
| Basic Education Non-Credit                        |  | 795,000               | <b>642,038</b>       | (152,962)             |
| University  |  | 3,929,216             | <b>3,845,849</b>     | (83,367)              |
| Learner Support                                   |  | 195,055               | <b>190,803</b>       | (4,252)               |
| Counseling Services                               |  | -                     | -                    | -                     |
| Scholarships                                      |  | 58,600                | <b>46,783</b>        | (11,817)              |
| Student Housing                                   |  | 139,316               | <b>154,335</b>       | 15,019                |
| Total Revenue                                     |  | <b>\$ 18,589,089</b>  | <b>\$ 19,453,106</b> | <b>\$ 864,017</b>     |
| <b>Expenses:</b>                                  |  |                       |                      |                       |
| General   |  | 6,999,471             | <b>6,849,116</b>     | (150,355)             |
| Skill Credit                                      |  | 3,824,041             | <b>3,815,936</b>     | (8,105)               |
| Skills Non-Credit                                 |  | 734,000               | <b>487,915</b>       | (246,085)             |
| Basic Education Credit                            |  | 2,070,000             | <b>1,711,527</b>     | (358,473)             |
| Basic Education Non-Credit                        |  | 795,000               | <b>729,242</b>       | (65,758)              |
| University  |  | 4,245,368             | <b>3,393,162</b>     | (852,206)             |
| Learner Support                                   |  | 195,055               | <b>214,668</b>       | 19,613                |
| Counseling Services                               |  | 518,064               | <b>582,503</b>       | 64,439                |
| Scholarships                                      |  | 75,000                | <b>105,861</b>       | 30,861                |
| Student Housing                                   |  | 721,015               | <b>746,645</b>       | 25,630                |
| Total Expenses                                    |  | <b>\$ 20,177,014</b>  | <b>\$ 18,636,575</b> | <b>\$ (1,540,439)</b> |
| <b>Revenues over Expenses:</b>                    |  | <b>\$ (1,587,925)</b> | <b>\$ 816,530</b>    | <b>\$ 2,404,456</b>   |

Northlands College budgeted conservatively and program plans were ambitious in the 2019-20 fiscal year. The College realized total surplus variance of \$2.4 million (-\$1.59 million – 816,530) with the majority represented by coming in under budget in Skill and University programs.

There were five programs listed in Skill programs for the Business Plan that the College was unable to run for a variety of reasons. The most common challenge to running a program at many locations is recruitment of a qualified instructor and COVID 19 limited alternatives that might have otherwise been implemented. Although the Adult Basic Education programs encountered some cancellations, that group was able to run some alternative programs bringing the expenditures close to what was budgeted.

Within the plan for University, there was intention for more staff than was hired. There were three Instructor Aide positions that were not filled and a Manager of University Programs was budgeted, but the position was not filled until March. We did not renew one of the two secondments that were budgeted when one of the individuals retired. Lastly one instructor position was not filled.

Operationally, things were relatively on budget with the overall variance made up of multiple small variances. The budget did anticipate a deficit of \$139,698 and realized a deficit of \$293,172 overall. There were three significant variances in operations that relatively cancelled each other out. The first was a budget for up to \$302,000 in facilities expenditures to repair aging boilers and pipes at the student housing in Buffalo Narrows and to replace windows at the Canoe among other things. These projects did not come to pass and total building repairs this year came in at approximately \$85,000 promoting a surplus in addition to the second variance realized. In the IT Department, the College budgets for a 5-year cycle to replace computing equipment. This was delayed due to COVID 19 and resulted in a variance of approximately \$47,000 contributing to the surplus. The third variance would have resulted in a deficit of approximately \$325,000 if it was not for the first two significant variances countering the result. The College and the Northern Lights School Division (NLSD) reconciled the funds received by Northlands College for the students educated between the ages of 18 -21 for the past number of years and it was found there had been overpayments over a series of a few years. Due to the timing of year-end, the College recorded the expense and liability that results from this in 2019/20 and will apply the liability to the invoice received by NLSD this October as a result of the student numbers calculated in September. This liability will be fully resolved prior to the year-ended June 30, 2021.

### **Use of Internally Appropriated Surplus in College Operations**

The College maintains six specific appropriations within its internally appropriated surplus:

Capital Purchase Appropriation - \$79,891 - is intended for the purchase of any equipment or real property required for sustaining programming activity at the College. The entire amount is committed to lease buy-outs scheduled to occur that began in June 2019. Five vehicles were bought-out for \$75,322, leaving one buy-out in 2020/21 and two more in 2021/22.

Building Capital Appropriation - \$464,644 - is intended to purchase/renovate buildings to sustain programming at the College. There is currently \$289,644 committed against this appropriation for the purpose of repairing boilers and roofing at the La Ronge Program Centre in addition to grading the grounds and drive way for improved accessibility.

Building/Equipment Maintenance Appropriation - \$5,864 - is intended to maintain the aged buildings and equipment owned by the College. There are no outstanding commitments to this appropriation.

Information Technology Appropriation - \$322,808 - is to ensure the College can maintain an IT infrastructure that operates to effectively help students through their programs. The entire amount in this appropriation is to update the Concentra phone system to a digital Voice over Internet Protocol (VoIP) system and to replenish 115 laptops that were repurposed to students for remote learning during the COVID-19 Pandemic. These activities will be complete within 2020/21.

Adult Basic Education Scholarships Appropriation - \$3,500 - is to award scholarships for academic achievement. Total scholarships awarded in 2019/20 was \$1,500.

Critical Needs Bursary Appropriation - \$16,788 – is intended for students who have a gap in funding and/or other unforeseen financial difficulty that may render the student unable to attend school. This bursary is designed to be flexible to assist students in distress. An application process and proof of hardship is required. The amount will vary depending on the nature of the situation, but will generally be for an amount of \$500 or less. The amount of \$1,250 was paid in 2019/20 and contributions to the appropriation were \$2,000 in specified donations.



Before COVID-19 Mental Health & Wellness Students with their Instructor Christine Hryciuk during open house March 11, 2020



Scholarships presented to students in all programs on November 7, 2019

## Community Success Priority Area

Northlands College works hard to bring training throughout our region which covers the northern half of our province. This is done working with many partners. Northlands College has run successful ABE and skills programs with partnerships from both Lac La Ronge Indian Band (LLRIB) and Peter Ballantyne Cree Nation (PBCN). Some of the other agencies that we partnered with this past year are:

- Ile a la Crosse School Division
- Meadow Lake Tribal Council (MLTC)
- Saskatchewan Health Authority
- University of Regina
- University of Saskatchewan
- First Nations University of Canada
- Woodland Cree
- Gabriel Dumont Institute (GDI)

Along with partnerships to offer programming, Northlands College also works with student funding partners. Gabriel Dumont Institute, Birch Narrows Dene Nation and Prince Albert Grand Council, among many others, are valued partners in continuing to educate northern residents.

Programs were run in the following off-campus locations:

Black Lake,  
Cumberland House,  
Clearwater  
Deschambeault Lake,  
Grandmother's Bay,  
Hall Lake,  
Ile a la Crosse,  
Montreal Lake,  
Pelican Narrows,  
Sandy Bay,  
Southend,  
Stanley Mission,  
Stony Rapids,  
and  
Sucker River.

Northlands College staff members having celebrating Christmas 2019 by sharing a meal.





## Performance Measures

### Skill – Institute Credit

Table 6 – 2019-20 Skill – Institute Credit performance measures

| Description   | Baseline<br>(average<br>of three<br>years) | Projected<br>2019-20 | Actual<br>2019-20 |
|---|--|----------------------|-------------------|
| # of FLEs   | 168.87                                     | 157.80               | 160.86            |
| # of enrollments  | 187  | 102                  | 181               |
| # of graduates  | 99   | 116                  | 58                |
| # of completers   | 28   | 22                   | 60                |
| % of credit enrollments   | 20%  | 20.6%                | 19.5%             |
| % of graduates  | 56%  | 58%                  | 51%               |
| % of employed after training (FT only)                                | 43%  | 51%                  | 53.9%             |
| % continuing further training (FT only)                               | 34%  | 38%                  | 63.6%             |
| % of Indigenous enrollments   | 98%  | 99%                  | 96.1%             |
| % of Indigenous graduates from total graduates (FT only)              | 97%  | 98%                  | 93.1%             |
| % of Indigenous graduates from total Indigenous enrollments (FT only) | 56%  | 64%                  | 31%               |
| % Indigenous employed after training                                  | 42%  | 51%                  | 60.8%             |
| % Indigenous continuing training                                      | 34%  | 38%                  | 68.9%             |

Baseline is an average of 2016-17, 2017-18, and 2018-19.

### Skill – Industry Credit

Table 7 – 2019-20 Skill-Industry Credit performance measures

| Description   | Baseline<br>(average<br>of three<br>years) | Projected<br>2019-20 | Actual<br>2019-20 |
|---|--|----------------------|-------------------|
| # of FLEs   | 13.93                                      | 12.72                | 28.97             |
| # of enrollments  | 182  | 166                  | 135               |
| # of graduates  | 108  | 92                   | 89                |
| # of completers   | 15   | 13                   | 45                |
| % of credit enrollments   | 12%  | 14%                  | 14.5%             |
| % of graduates (PT only)  | 78%  | 74%                  | 67%               |
| % of Indigenous enrollments   | 97%  | 98%                  | 91.1%             |
| % of Indigenous graduates from total graduates (PT only)              | 97%  | 98%                  | 98.5%             |
| % of Indigenous graduates from total Indigenous enrollments (PT only) | 78%  | 73%                  | 71.8%             |

Baseline is an average of 2016-17, 2017-18, and 2018-19.

## ABE Credit

Table 8 – 2019-20 ABE Credit performance measures

| Description   | Baseline<br>(average<br>of three<br>years) | Projected<br>2019-20 | Actual<br>2019-20 |
|---|--|----------------------|-------------------|
| # of FLEs   | 279.28                                     | 302.55               | 258.50            |
| # of enrollments  | 393  | 374                  | 374               |
| # of graduates  | 55   | 56                   | 91                |
| # of completers   | 158  | 167                  | 188               |
| % of credit enrollments   | 43%  | 50%                  | 40.26%            |
| % of graduates  | 14%  | 13%                  | 24.33%            |
| % of employed after training (FT only)                                | 46%  | 57%                  | 85.71%            |
| % continuing further training (FT only)                               | 86%  | 91%                  | 98.33%            |
| % of Indigenous enrollments   | 96%  | 96%                  | 93.85%            |
| % of Indigenous graduates from total graduates (FT only)              | 97%  | 98%                  | 90.11%            |
| % of Indigenous graduates from total Indigenous enrollments (FT only) | 17%  | 14%                  | 23.36%            |
| % Indigenous employed after training                                  | 46%  | 57%                  | 85.71%            |
| % Indigenous continuing training                                      | 86%  | 90%                  | 98.18%            |

Baseline is an average of 2016-17, 2017-18, and 2018-19.

## University

Table 9 – 2019-20 University performance measures

| Description                 | Baseline | Projected<br>2019-20 | Actual<br>2019-20 |
|-----------------------------|----------|----------------------|-------------------|
| # of FLEs                   | 153.74   | 145.96               | 146.96            |
| # of enrollments            | 228      | 217                  | 239               |
| % of credit enrollments     | 25%      | 11%                  | 25.73%            |
| % of Indigenous enrollments | 90.8%    | 91%                  | 86.19%            |

Baseline is an average of 2016-17, 2017-18, and 2018-19.

### Notes:

We offered more Institute credit and less Industry credit than we expected. Due to COVID, we did not offer as many Industry credit programs as we planned. Graduates from Institute credit are lower than projected, this is partially due to COVID. Our ABE programs were full, graduates were higher due to COVID, and students had the option to take their grade as of March 2020.

## Glossary of Terms

**ABE:** Adult Basic Education skills development that leads to grades 10 and 12 certification.

**AE:** Advanced Education

**Apprenticeship & Trade:** Education and training certified through the Saskatchewan Apprenticeship and Trade Commission.

**Casual Learner (CAS):** A person taking courses within a program group that collectively totals less than 30 hours of scheduled time.

**Community/Individual Non-Credit:** Education and training that leads to or enhances a person's employability or enhances community and/or social development but does not result in credentials or certification recognized by an industry, association, sector, regulatory body, or licensing agency.

**Completer:** A student who has completed the time requirement of a course or all courses within a program session.

**Completed Successfully:** A student who has successfully completed all requirements of a non-credit program.

**Credit:** Learning which is certified by a recognized body.

**DTI:** Dumont Technical Institute

**Employability/Life Skills:** Scheduled program-based activities with an emphasis on the development of personal and life skills necessary for employment.

**Full Load Equivalent (FLE):** The total participant hours divided by the generally accepted full-load equivalent factor for a program group.

**FTE:** Full time equivalency for staff.

**Full-Time Learner (FT):** A person taking courses that collectively require a minimum of 18 hours of scheduled class time per week, for a minimum period of 12 weeks. There are two exceptions to this definition:

- a) For Apprenticeship and Trade: a complete level (the length depends on the trade) is required; and
- b) For university courses: a minimum of 216 hours of scheduled class time for the academic year.

**GDI:** Gabriel Dumont Institute of Native Studies and Applied Research

**GED:** General Education Development is a series of exams that are written to determine grade 12 equivalency.

**General Academic Studies:** Academic skill development that prepares individuals to meet adult 10 pre-requisites.

**Graduate:** A student who has successfully completed all program requirements and has attained a level of standing resulting in credit recognition from an accrediting institution, industry, and/or regulatory body.

**ICT:** Ministry of Immigration and Career Training (formerly Ministry of Economy)

**Industry Credit:** Education and training which leads to a credential that is recognized by an industry association, sector, regulatory body, or licensing agency.

**Institute Credit:** Education and training which leads to a credential (certificate, diploma, degree) from a recognized credit-granting agency.

**LLRIB:** Lac La Ronge Indian Band

**MLTC:** Meadow Lake Tribal Council

**NCQ:** Northern Career Quest

**Non-Credit:** Learning which may include some form of evaluation but does not result in certification by a recognized body.

**Participant Hours:** The total time (in hours) that a student is actively involved in a program (course) session.

**Part-Time Learner (PT):** A person taking courses of less than 12 weeks duration, even if they collectively require more than 18 hours of scheduled class time per week; or one who is taking courses that are at least 12 weeks in duration but collectively require less than 18 hours of scheduled class time per week.

**PBCN:** Peter Ballantyne Cree Nation

**Program:** A course of study based on a curriculum, plan, or system of academic and related activities that have a definite duration (hours/credit hours).

**SIIT:** Saskatchewan Indian Institute of Technologies

**U of R:** University of Regina

**U of S:** University of Saskatchewan



Northlands College putting up Congratulation signs for Adult 12 & University students who graduated in June 2020.

## Appendix A: Tables

Table 1: Northlands College's Student Enrollment for Whole College

| Comprehensive Enrollment<br>Program Groups |  | # of Students Enrolled |            |               |               |            |            |               |               |
|--|--|------------------------|------------|---------------|---------------|------------|------------|---------------|---------------|
|  |  | 2018-19                |            |               |               | 2019-20    |            |               |               |
|  |  | FT                     | PT         | Cas           | FLEs          | FT         | PT         | Cas           | FLEs          |
| Skills Training                            | Institute Credit   |                        |            |               |               |            |            |               |               |
|  | Saskatchewan Polytechnic                                       | 100                    | 1          | 0             | 109.20        | 97         | 16         | 0             | 108.53        |
|  | Other  | 33                     | 11         | 0             | 33.70         | 55         | 13         | 0             | 52.33         |
|  | Apprenticeship & Trade   | 0                      | 0          | 0             | 0.00          | 0          | 0          | 0             | 0.00          |
|  | <i>Total Institute Credit</i>                                  | 133                    | 12         | 0             | 142.90        | 152        | 29         | 0             | 160.86        |
|  | Industry Credit  |                        |            |               |               |            |            |               |               |
|  | <i>Total Industry Credit</i>                                   | 12                     | 121        | 52            | 20.77         | 30         | 105        | 0             | 28.96         |
|  | Non-Credit (Industry, Community/Individual, Personal Interest) |                        |            |               |               |            |            |               |               |
|  | <i>Total Non-Credit</i>  | 0                      | 135        | 28            | 27.85         | 13         | 50         | 27            | 21.00         |
|  | <b>Total Skills Training</b>                                   | <b>145</b>             | <b>268</b> | <b>80</b>     | <b>191.49</b> | <b>195</b> | <b>184</b> | <b>27</b>     | <b>210.84</b> |
| Basic Education                            | Basic Education Credit   |                        |            |               |               |            |            |               |               |
|  | Adult 12   | 128                    | 164        | 0             | 224.72        | 113        | 116        | 0             | 178.42        |
|  | Adult 10   | 78                     | 59         | 0             | 69.76         | 83         | 62         | 0             | 80.07         |
|  | Academic GED   | 0                      | 0          | 0             | 0.00          | 0          | 0          | 0             | 0.00          |
|  | <i>Total BE Credit</i>   | 206                    | 223        | 0             | 294.48        | 196        | 178        | 0             | 258.5         |
|  | Basic Education Non-Credit                                     |                        |            |               |               |            |            |               |               |
|  | Employability/Life Skills                                      | 0                      | 0          | 0             | 0.00          | 0          | 53         | 0             | 6.70          |
|  | English Language Training                                      | 0                      | 0          | 0             | 0.00          | 0          | 0          | 0             | 0             |
|  | General Academic Studies                                       | 56                     | 25         | 0             | 20.40         | 100        | 56         | 0             | 88.39         |
|  | Literacy   | 0                      | 0          | 0             | 0.00          | 0          | 0          | 0             | 0             |
| <i>Total BE Non-Credit</i>                 | 56   | 25                     | 0          | 20.40         | 100           | 109        | 0          | 95.10         |               |
| <b>Total Basic Education</b>               | <b>262</b>   | <b>248</b>             | <b>0</b>   | <b>314.88</b> | <b>296</b>    | <b>287</b> | <b>0</b>   | <b>353.59</b> |               |
| University                                 |  |                        |            |               |               |            |            |               |               |
|  | <b>Total University</b>  | <b>181</b>             | <b>70</b>  | <b>0</b>      | <b>179.94</b> | <b>154</b> | <b>85</b>  | <b>0</b>      | <b>146.95</b> |
| <b>TOTAL ENROLLMENT</b>                    |  | <b>588</b>             | <b>586</b> | <b>80</b>     | <b>686.31</b> | <b>645</b> | <b>556</b> | <b>27</b>     | <b>711.39</b> |

Key: FT = Full time; PT = Part time; Cas = Casual; FLEs = Full load equivalent

Table 1a: Northlands College's Student Enrollment for Buffalo Campus and Area

| Buffalo Campus Enrollment    |  | # of Students Enrolled |           |              |              |            |            |              |               |
|------------------------------|--|------------------------|-----------|--------------|--------------|------------|------------|--------------|---------------|
|                              |  | 2018-19                |           |              |              | 2019-20    |            |              |               |
|                              |  | FT                     | PT        | Cas          | FLEs         | FT         | PT         | Cas          | FLEs          |
| Program Groups               |  |                        |           |              |              |            |            |              |               |
| Skills Training              | Institute Credit   |                        |           |              |              |            |            |              |               |
|                              | Saskatchewan Polytechnic                                       | 28                     | 0         | 0            | 20.35        | 30         | 0          | 0            | 29.62         |
|                              | Other  | 0                      | 0         | 0            | 0.00         | 10         | 0          | 0            | 4.12          |
|                              | Apprenticeship & Trade   | 0                      | 0         | 0            | 0.00         | 0          | 0          | 0            | 0.00          |
|                              | <i>Total Institute Credit</i>                                  | 28                     | 0         | 0            | 20.35        | 40         | 0          | 0            | 33.74         |
|                              | Industry Credit  |                        |           |              |              |            |            |              |               |
|                              | <i>Total Industry Credit</i>                                   | 0                      | 12        | 12           | 0.80         | 10         | 34         | 0            | 8.86          |
|                              | Non-Credit (Industry, Community/Individual, Personal Interest) |                        |           |              |              |            |            |              |               |
|                              | <i>Total Non-Credit</i>  | 0                      | 0         | 0            | 0.00         | 0          | 0          | 0            | 0.00          |
|                              | <b>Total Skills Training</b>                                   | <b>28</b>              | <b>12</b> | <b>12</b>    | <b>21.15</b> | <b>50</b>  | <b>34</b>  | <b>0</b>     | <b>42.6</b>   |
| Basic Education              | Basic Education Credit   |                        |           |              |              |            |            |              |               |
|                              | Adult 12   | 8                      | 10        | 0            | 11.40        | 18         | 6          | 0            | 19.53         |
|                              | Adult 10   | 12                     | 8         | 0            | 13.07        | 14         | 9          | 0            | 14.95         |
|                              | Academic GED   | 0                      | 0         | 0            | 0.00         | 0          | 0          | 0            | 0.00          |
|                              | <i>Total BE Credit</i>   | 20                     | 18        | 0            | 24.47        | 32         | 15         | 0            | 34.48         |
|                              | Basic Education Non-Credit                                     |                        |           |              |              |            |            |              |               |
|                              | Employability/Life Skills                                      | 0                      | 0         | 0            | 0.00         | 0          | 53         | 0            | 6.70          |
|                              | English Language Training                                      | 0                      | 0         | 0            | 0.00         | 0          | 0          | 0            | 0.00          |
|                              | General Academic Studies                                       | 9                      | 3         | 0            | 0.20         | 3          | 7          | 0            | 3.53          |
|                              | Literacy   | 0                      | 0         | 0            | 0.00         | 0          | 0          | 0            | 0.00          |
|                              | <i>Total BE Non-Credit</i>                                     | 9                      | 3         | 0            | 0.20         | 3          | 60         | 0            | 10.23         |
| <b>Total Basic Education</b> | <b>29</b>  | <b>21</b>              | <b>0</b>  | <b>24.66</b> | <b>35</b>    | <b>75</b>  | <b>0</b>   | <b>44.71</b> |               |
| University                   |  |                        |           |              |              |            |            |              |               |
|                              | <b>Total University</b>  | <b>48</b>              | <b>14</b> | <b>0</b>     | <b>44.12</b> | <b>35</b>  | <b>29</b>  | <b>0</b>     | <b>34.42</b>  |
| <b>TOTAL ENROLLMENT</b>      |  | <b>105</b>             | <b>47</b> | <b>12</b>    | <b>89.94</b> | <b>120</b> | <b>138</b> | <b>0</b>     | <b>121.63</b> |

Key: FT = Full time; PT = Part time; Cas = Casual; FLEs = Full load equivalent

Table 1b: Northlands College's Student Enrollment for Creighton Campus and Area

| Creighton Campus Enrollment  |  | # of Students Enrolled |            |              |              |           |           |              |              |
|------------------------------|--|------------------------|------------|--------------|--------------|-----------|-----------|--------------|--------------|
|                              |  | 2018-19                |            |              |              | 2019-20   |           |              |              |
|                              |  | FT                     | PT         | Cas          | FLEs         | FT        | PT        | Cas          | FLEs         |
| Skills Training              | Institute Credit   |                        |            |              |              |           |           |              |              |
|                              | Saskatchewan Polytechnic                                       | 5                      | 0          | 0            | 7.91         | 17        | 0         | 0            | 13.31        |
|                              | Other  | 12                     | 0          | 0            | 5.78         | 0         | 13        | 0            | 6.93         |
|                              | Apprenticeship & Trade   | 0                      | 0          | 0            | 0.00         | 0         | 0         | 0            | 0.00         |
|                              | <i>Total Institute Credit</i>                                  | 17                     | 0          | 0            | 13.69        | 17        | 13        | 0            | 20.25        |
|                              | Industry Credit  |                        |            |              |              |           |           |              |              |
|                              | <i>Total Industry Credit</i>                                   | 12                     | 45         | 18           | 12.56        | 0         | 20        | 0            | 3.56         |
|                              | Non-Credit (Industry, Community/Individual, Personal Interest) |                        |            |              |              |           |           |              |              |
|                              | <i>Total Non-Credit</i>  | 0                      | 36         | 8            | 7.69         | 0         | 0         | 11           | 0.12         |
|                              | <b>Total Skills Training</b>                                   | <b>29</b>              | <b>81</b>  | <b>26</b>    | <b>33.94</b> | <b>17</b> | <b>33</b> | <b>11</b>    | <b>23.93</b> |
| Basic Education              | Basic Education Credit   |                        |            |              |              |           |           |              |              |
|                              | Adult 12   | 10                     | 13         | 0            | 14.74        | 15        | 9         | 0            | 20.04        |
|                              | Adult 10   | 13                     | 10         | 0            | 13.26        | 22        | 14        | 0            | 23.91        |
|                              | Academic GED   | 0                      | 0          | 0            | 0.00         | 0         | 0         | 0            | 0.00         |
|                              | <i>Total BE Credit</i>   | 23                     | 23         | 0            | 28.00        | 37        | 23        | 0            | 43.95        |
|                              | Basic Education Non-Credit                                     |                        |            |              |              |           |           |              |              |
|                              | Employability/Life Skills                                      | 0                      | 0          | 0            | 0.00         | 0         | 0         | 0            | 0.00         |
|                              | English Language Training                                      | 0                      | 0          | 0            | 0.00         | 0         | 0         | 0            | 0.00         |
|                              | General Academic Studies                                       | 0                      | 0          | 0            | 0.00         | 22        | 5         | 0            | 15.29        |
|                              | Literacy   | 0                      | 0          | 0            | 0.00         | 0         | 0         | 0            | 0            |
|                              | <i>Total BE Non-Credit</i>                                     | 0                      | 0          | 0            | 0.00         | 22        | 5         | 0            | 15.29        |
| <b>Total Basic Education</b> | <b>23</b>  | <b>23</b>              | <b>0</b>   | <b>28.00</b> | <b>59</b>    | <b>28</b> | <b>0</b>  | <b>59.24</b> |              |
| University                   |  |                        |            |              |              |           |           |              |              |
|                              | <b>Total University</b>  | <b>8</b>               | <b>2</b>   | <b>0</b>     | <b>6.80</b>  | <b>9</b>  | <b>2</b>  | <b>0</b>     | <b>7.20</b>  |
| <b>TOTAL ENROLLMENT</b>      |  | <b>60</b>              | <b>106</b> | <b>26</b>    | <b>68.74</b> | <b>85</b> | <b>63</b> | <b>11</b>    | <b>90.36</b> |

Key: FT = Full time; PT = Part time; Cas = Casual; FLEs = Full load equivalent

Table 1c: Northlands College's Student Enrollment for La Ronge Campuses and Area

| La Ronge Campus Enrollment<br>(includes River, Rock and Canoe<br>Campuses)<br>Program Groups |  | # of Students Enrolled |            |               |               |            |            |               |               |
|--|--|------------------------|------------|---------------|---------------|------------|------------|---------------|---------------|
|  |  | 2018-19                |            |               |               | 2019-20    |            |               |               |
|  |  | FT                     | PT         | Cas           | FLEs          | FT         | PT         | Cas           | FLEs          |
| Skills Training  | Institute Credit   |                        |            |               |               |            |            |               |               |
|  | Saskatchewan Polytechnic   | 67                     | 1          | 0             | 80.93         | 50         | 16         | 0             | 65.60         |
|  | Other  | 21                     | 11         | 0             | 27.93         | 45         | 0          | 0             | 41.28         |
|  | Apprenticeship & Trade   | 0                      | 0          | 0             | 0.00          | 0          | 0          | 0             | 0.00          |
|  | <i>Total Institute Credit</i>  | 88                     | 12         | 0             | 108.86        | 95         | 16         | 0             | 106.88        |
|  | Industry Credit  |                        |            |               |               |            |            |               |               |
|  | <i>Total Industry Credit</i>   | 0                      | 43         | 21            | 4.59          | 20         | 51         | 0             | 16.55         |
|  | Non-Credit (Industry,<br>Community/Individual, Personal<br>Interest) |                        |            |               |               |            |            |               |               |
|  | <i>Total Non-Credit</i>  | 0                      | 62         | 18            | 17.33         | 13         | 12         | 16            | 17.47         |
|  | <b>Total Skills Training</b>   | <b>88</b>              | <b>117</b> | <b>39</b>     | <b>130.78</b> | <b>128</b> | <b>79</b>  | <b>16</b>     | <b>140.89</b> |
| Basic Education  | Basic Education Credit   |                        |            |               |               |            |            |               |               |
|  | Adult 12   | 110                    | 155        | 0             | 198.58        | 80         | 118        | 0             | 138.85        |
|  | Adult 10   | 47                     | 27         | 0             | 35.05         | 36         | 28         | 0             | 27.77         |
|  | Academic GED   | 0                      | 0          | 0             | 0.00          | 0          | 0          | 0             | 0.00          |
|  | <i>Total BE Credit</i>   | 157                    | 182        | 0             | 233.63        | 116        | 146        | 0             | 166.62        |
|  | Basic Education Non-Credit   |                        |            |               |               |            |            |               |               |
|  | Employability/Life Skills  | 0                      | 0          | 0             | 0.00          | 0          | 0          | 0             | 0.00          |
|  | English Language Training  | 0                      | 0          | 0             | 0.00          | 0          | 0          | 0             | 0.00          |
|  | General Academic Studies   | 47                     | 22         | 0             | 20.20         | 75         | 44         | 0             | 69.58         |
|  | Literacy   | 0                      | 0          | 0             | 0.00          | 0          | 0          | 0             | 0.00          |
|  | <i>Total BE Non-Credit</i>   | 47                     | 22         | 0             | 20.20         | 75         | 44         | 0             | 69.58         |
| <b>Total Basic Education</b>   | <b>204</b>   | <b>204</b>             | <b>0</b>   | <b>253.83</b> | <b>191</b>    | <b>190</b> | <b>0</b>   | <b>236.20</b> |               |
| University   |  |                        |            |               |               |            |            |               |               |
|  | <b>Total University</b>  | <b>124</b>             | <b>57</b>  | <b>0</b>      | <b>129.02</b> | <b>110</b> | <b>54</b>  | <b>0</b>      | <b>105.44</b> |
| <b>TOTAL ENROLLMENT</b>  |  | <b>416</b>             | <b>378</b> | <b>39</b>     | <b>513.64</b> | <b>429</b> | <b>323</b> | <b>16</b>     | <b>482.54</b> |

Key: FT = Full time; PT = Part time; Cas = Casual; FLEs = Full load equivalent



Table 1d: Northlands College's Student Enrollment for Athabasca Basin

| Athabasca Basin Enrollment   |  | # of Students Enrolled |           |             |              |           |           |              |              |
|------------------------------|--|------------------------|-----------|-------------|--------------|-----------|-----------|--------------|--------------|
|                              |  | 2018-19                |           |             |              | 2019-20   |           |              |              |
| Program Groups               |  | FT                     | PT        | Cas         | FLEs         | FT        | PT        | Cas          | FLEs         |
| Skills Training              | Institute Credit   |                        |           |             |              |           |           |              |              |
|                              | Saskatchewan Polytechnic                                       | 0                      | 0         | 0           | 0.00         | 0         | 0         | 0            | 0.00         |
|                              | Other  | 0                      | 0         | 0           | 0.00         | 0         | 0         | 0            | 0.00         |
|                              | Apprenticeship & Trade   | 0                      | 0         | 0           | 0.00         | 0         | 0         | 0            | 0.00         |
|                              | <i>Total Institute Credit</i>                                  | 0                      | 0         | 0           | 0.00         | 0         | 0         | 0            | 0.00         |
|                              | Industry Credit  |                        |           |             |              |           |           |              |              |
|                              | <i>Total Industry Credit</i>                                   | 0                      | 22        | 1           | 2.81         | 0         | 0         | 0            | 0.00         |
|                              | Non-Credit (Industry, Community/Individual, Personal Interest) |                        |           |             |              |           |           |              |              |
|                              | <i>Total Non-Credit</i>  | 0                      | 37        | 2           | 2.80         | 0         | 38        | 0            | 3.42         |
|                              | <b>Total Skills Training</b>                                   | <b>0</b>               | <b>59</b> | <b>3</b>    | <b>5.61</b>  | <b>0</b>  | <b>38</b> | <b>0</b>     | <b>3.42</b>  |
| Basic Education              | Basic Education Credit   |                        |           |             |              |           |           |              |              |
|                              | Adult 12   | 0                      | 0         | 0           | 0.00         | 0         | 0         | 0            | 0.00         |
|                              | Adult 10   | 6                      | 14        | 0           | 8.38         | 11        | 11        | 0            | 13.44        |
|                              | Academic GED   | 0                      | 0         | 0           | 0.00         | 0         | 0         | 0            | 0.00         |
|                              | <i>Total BE Credit</i>   | 6                      | 14        | 0           | 8.38         | 11        | 11        | 0            | 13.44        |
|                              | Basic Education Non-Credit                                     |                        |           |             |              |           |           |              |              |
|                              | Employability/Life Skills                                      | 0                      | 0         | 0           | 0.00         | 0         | 0         | 0            | 0.00         |
|                              | English Language Training                                      | 0                      | 0         | 0           | 0.00         | 0         | 0         | 0            | 0.00         |
|                              | General Academic Studies                                       | 0                      | 0         | 0           | 0.00         | 0         | 0         | 0            | 0.00         |
|                              | Literacy   | 0                      | 0         | 0           | 0.00         | 0         | 0         | 0            | 0.00         |
|                              | <i>Total BE Non-Credit</i>                                     | 0                      | 0         | 0           | 0.00         | 0         | 0         | 0            | 0.00         |
| <b>Total Basic Education</b> | <b>6</b>   | <b>14</b>              | <b>0</b>  | <b>8.38</b> | <b>11</b>    | <b>11</b> | <b>0</b>  | <b>13.44</b> |              |
| University                   |  |                        |           |             |              |           |           |              |              |
|                              | <b>Total University</b>  | <b>0</b>               | <b>0</b>  | <b>0</b>    | <b>0.00</b>  | <b>0</b>  | <b>0</b>  | <b>0</b>     | <b>0.00</b>  |
| <b>TOTAL ENROLLMENT</b>      |  | <b>6</b>               | <b>73</b> | <b>3</b>    | <b>13.99</b> | <b>11</b> | <b>49</b> | <b>0</b>     | <b>16.85</b> |

Key: FT = Full time; PT = Part time; Cas = Casual; FLEs = Full load equivalent

Table 2

Equity Participation Enrolments by Program Groups for Northlands College

| Program Groups   | Actuals 2018-2019 |     |     |                  |    |     |            |    |     |                 |     |     | Actuals 2019-2020 |     |     |                  |    |     |            |    |     |                 |     |     |
|--|-------------------|-----|-----|------------------|----|-----|------------|----|-----|-----------------|-----|-----|-------------------|-----|-----|------------------|----|-----|------------|----|-----|-----------------|-----|-----|
|  | Aboriginal        |     |     | Visible Minority |    |     | Disability |    |     | Total Enrolment |     |     | Aboriginal        |     |     | Visible Minority |    |     | Disability |    |     | Total Enrolment |     |     |
|  | FT                | PT  | Cas | FT               | PT | Cas | FT         | PT | Cas | FT              | PT  | Cas | FT                | PT  | Cas | FT               | PT | Cas | FT         | PT | Cas | FT              | PT  | Cas |
| <b>Skills Training</b>   |                   |     |     |                  |    |     |            |    |     |                 |     |     |                   |     |     |                  |    |     |            |    |     |                 |     |     |
| Institute Credit   |                   |     |     |                  |    |     |            |    |     |                 |     |     |                   |     |     |                  |    |     |            |    |     |                 |     |     |
| Saskatchewan Polytechnic                                       | 99                | 1   | 0   | 0                | 0  | 0   | 1          | 0  | 0   | 100             | 1   | 0   | 93                | 16  | 0   | 2                | 0  | 0   | 1          | 0  | 0   | 97              | 16  | 0   |
| Other Apprenticeship & Trade                                   | 33                | 10  | 0   | 0                | 0  | 0   | 3          | 1  | 0   | 33              | 11  | 0   | 52                | 13  | 0   | 0                | 1  | 0   | 3          | 0  | 0   | 55              | 13  | 0   |
| <b>Total Institute Credit</b>                                  | 132               | 11  | 0   | 0                | 0  | 0   | 4          | 1  | 0   | 133             | 12  | 0   | 145               | 29  | 0   | 2                | 1  | 0   | 4          | 0  | 0   | 152             | 29  | 0   |
| Industry Credit  |                   |     |     |                  |    |     |            |    |     |                 |     |     |                   |     |     |                  |    |     |            |    |     |                 |     |     |
| <b>Total Industry Credit</b>                                   | 12                | 119 | 52  | 1                | 0  | 0   | 1          | 3  | 1   | 12              | 121 | 52  | 23                | 100 | 0   | 1                | 0  | 0   | 1          | 3  | 0   | 30              | 105 | 0   |
| Non-Credit (Industry, Community/Individual, Personal Interest) |                   |     |     |                  |    |     |            |    |     |                 |     |     |                   |     |     |                  |    |     |            |    |     |                 |     |     |
| <b>Total Non-Credit</b>  | 0                 | 127 | 28  | 0                | 0  | 0   | 0          | 4  | 0   | 0               | 135 | 28  | 7                 | 46  | 22  | 0                | 2  | 1   | 1          | 2  | 0   | 13              | 50  | 27  |
| <b>Total Skills Training</b>                                   | 144               | 257 | 80  | 1                | 0  | 0   | 5          | 8  | 1   | 145             | 268 | 80  | 175               | 175 | 22  | 3                | 3  | 1   | 6          | 5  | 0   | 195             | 184 | 27  |
| <b>Basic Education</b>   |                   |     |     |                  |    |     |            |    |     |                 |     |     |                   |     |     |                  |    |     |            |    |     |                 |     |     |
| Basic Education Credit   |                   |     |     |                  |    |     |            |    |     |                 |     |     |                   |     |     |                  |    |     |            |    |     |                 |     |     |
| Adult 12   | 121               | 157 | 0   | 1                | 2  | 0   | 4          | 7  | 0   | 128             | 164 | 0   | 108               | 104 | 0   | 3                | 1  | 0   | 4          | 4  | 0   | 113             | 116 | 0   |
| Adult 10   | 77                | 57  | 0   | 0                | 3  | 0   | 1          | 4  | 0   | 78              | 59  | 0   | 79                | 60  | 0   | 2                | 1  | 0   | 0          | 0  | 0   | 83              | 62  | 0   |
| Academic GED   | 0                 | 0   | 0   | 0                | 0  | 0   | 0          | 0  | 0   | 0               | 0   | 0   | 0                 | 0   | 0   | 0                | 0  | 0   | 0          | 0  | 0   | 0               | 0   | 0   |
| <b>Total Basic Education Credit</b>                            | 198               | 214 | 0   | 1                | 5  | 0   | 5          | 11 | 0   | 206             | 223 | 0   | 187               | 164 | 0   | 5                | 2  | 0   | 4          | 4  | 0   | 196             | 178 | 0   |
| Basic Education Non-Credit                                     |                   |     |     |                  |    |     |            |    |     |                 |     |     |                   |     |     |                  |    |     |            |    |     |                 |     |     |
| Employability/Life Skills                                      | 0                 | 0   | 0   | 0                | 0  | 0   | 0          | 0  | 0   | 0               | 0   | 0   | 0                 | 53  | 0   | 0                | 1  | 0   | 0          | 3  | 0   | 0               | 53  | 0   |
| English Language Training                                      | 0                 | 0   | 0   | 0                | 0  | 0   | 0          | 0  | 0   | 0               | 0   | 0   | 0                 | 0   | 0   | 0                | 0  | 0   | 0          | 0  | 0   | 0               | 0   | 0   |
| General Academic Studies                                       | 55                | 25  | 0   | 1                | 0  | 0   | 1          | 0  | 0   | 56              | 25  | 0   | 0                 | 0   | 0   | 0                | 0  | 0   | 0          | 0  | 0   | 0               | 0   | 0   |
| Literacy   | 0                 | 0   | 0   | 0                | 0  | 0   | 0          | 0  | 0   | 0               | 0   | 0   | 95                | 54  | 0   | 2                | 0  | 0   | 1          | 2  | 0   | 100             | 56  | 0   |
| <b>Total Basic Education Non-Credit</b>                        | 55                | 25  | 0   | 1                | 0  | 0   | 1          | 0  | 0   | 56              | 25  | 0   | 95                | 107 | 0   | 2                | 1  | 0   | 1          | 5  | 0   | 100             | 109 | 0   |
| <b>Total Basic Education</b>                                   | 253               | 239 | 0   | 2                | 5  | 0   | 6          | 11 | 0   | 262             | 248 | 0   | 282               | 271 | 0   | 7                | 3  | 0   | 5          | 9  | 0   | 296             | 287 | 0   |
| <b>Total University</b>  | 167               | 61  | 0   | 0                | 0  | 0   | 3          | 0  | 0   | 181             | 70  | 0   | 135               | 71  | 0   | 1                | 0  | 0   | 2          | 0  | 0   | 154             | 85  | 0   |
| <b>Total Enrolment</b>   | 564               | 557 | 80  | 3                | 5  | 0   | 14         | 19 | 1   | 588             | 586 | 80  | 592               | 517 | 22  | 11               | 6  | 1   | 13         | 14 | 0   | 645             | 556 | 27  |

Table 3

Student Success by Program Groups for Northlands College

| Program Groups                          | Actuals 2018-2019        |            |           |                          |            |           |                |           |           |                                 |           |          | Actuals 2019-2020        |            |           |                          |           |          |                |           |          |                                 |            |          |  |  |  |
|---|--------------------------|------------|-----------|--------------------------|------------|-----------|----------------|-----------|-----------|---------------------------------|-----------|----------|--------------------------|------------|-----------|--------------------------|-----------|----------|----------------|-----------|----------|---------------------------------|------------|----------|--|--|--|
|   | Total Students Completed |            |           | Total Students Graduated |            |           | Total Employed |           |           | Total Going to Further Training |           |          | Total Students Completed |            |           | Total Students Graduated |           |          | Total Employed |           |          | Total Going to Further Training |            |          |  |  |  |
|   | FT                       | PT         | Cas       | FT                       | PT         | Cas       | FT             | PT        | Cas       | FT                              | PT        | Cas      | FT                       | PT         | Cas       | FT                       | PT        | Cas      | FT             | PT        | Cas      | FT                              | PT         | Cas      |  |  |  |
| <b>Skills Training</b>                  |                          |            |           |                          |            |           |                |           |           |                                 |           |          |                          |            |           |                          |           |          |                |           |          |                                 |            |          |  |  |  |
| Institute Credit                        |                          |            |           |                          |            |           |                |           |           |                                 |           |          |                          |            |           |                          |           |          |                |           |          |                                 |            |          |  |  |  |
| Saskatchewan Polytechnic                | 4                        | 0          | 0         | 72                       | 1          | 0         | 20             | 0         | 0         | 10                              | 0         | 0        | 19                       | 14         | 0         | 41                       | 1         | 0        | 13             | 3         | 0        | 33                              | 2          | 0        |  |  |  |
| Other                                   | 10                       | 0          | 0         | 11                       | 9          | 0         | 1              | 0         | 0         | 10                              | 0         | 0        | 15                       | 12         | 0         | 16                       | 0         | 0        | 2              | 0         | 0        | 18                              | 1          | 0        |  |  |  |
| Apprenticeship & Trade                  | 0                        | 0          | 0         | 0                        | 0          | 0         | 0              | 0         | 0         | 0                               | 0         | 0        | 0                        | 0          | 0         | 0                        | 0         | 0        | 0              | 0         | 0        | 0                               | 0          | 0        |  |  |  |
| <b>Total Institute</b>                  | <b>14</b>                | <b>0</b>   | <b>0</b>  | <b>83</b>                | <b>10</b>  | <b>0</b>  | <b>21</b>      | <b>0</b>  | <b>0</b>  | <b>20</b>                       | <b>0</b>  | <b>0</b> | <b>34</b>                | <b>26</b>  | <b>0</b>  | <b>57</b>                | <b>1</b>  | <b>0</b> | <b>15</b>      | <b>3</b>  | <b>0</b> | <b>51</b>                       | <b>3</b>   | <b>0</b> |  |  |  |
| <b>Total Industry</b>                   | <b>2</b>                 | <b>12</b>  | <b>35</b> | <b>8</b>                 | <b>87</b>  | <b>12</b> | <b>4</b>       | <b>24</b> | <b>10</b> | <b>1</b>                        | <b>5</b>  | <b>0</b> | <b>12</b>                | <b>33</b>  | <b>0</b>  | <b>19</b>                | <b>70</b> | <b>0</b> | <b>4</b>       | <b>25</b> | <b>0</b> | <b>13</b>                       | <b>4</b>   | <b>0</b> |  |  |  |
| <b>Total Non-Credit</b>                 | <b>0</b>                 | <b>83</b>  | <b>26</b> | <b>0</b>                 | <b>0</b>   | <b>0</b>  | <b>0</b>       | <b>19</b> | <b>2</b>  | <b>0</b>                        | <b>9</b>  | <b>1</b> | <b>12</b>                | <b>46</b>  | <b>27</b> | <b>0</b>                 | <b>0</b>  | <b>0</b> | <b>5</b>       | <b>16</b> | <b>6</b> | <b>0</b>                        | <b>2</b>   | <b>0</b> |  |  |  |
| <b>Total Skills</b>                     | <b>16</b>                | <b>95</b>  | <b>61</b> | <b>91</b>                | <b>97</b>  | <b>12</b> | <b>25</b>      | <b>43</b> | <b>12</b> | <b>21</b>                       | <b>14</b> | <b>1</b> | <b>58</b>                | <b>105</b> | <b>27</b> | <b>76</b>                | <b>71</b> | <b>0</b> | <b>24</b>      | <b>44</b> | <b>6</b> | <b>64</b>                       | <b>9</b>   | <b>0</b> |  |  |  |
| <b>Basic Education</b>                  |                          |            |           |                          |            |           |                |           |           |                                 |           |          |                          |            |           |                          |           |          |                |           |          |                                 |            |          |  |  |  |
| Basic Education Credit                  |                          |            |           |                          |            |           |                |           |           |                                 |           |          |                          |            |           |                          |           |          |                |           |          |                                 |            |          |  |  |  |
| Adult 12                                | 58                       | 48         | 0         | 44                       | 7          | 0         | 7              | 4         | 0         | 74                              | 19        | 0        | 62                       | 70         | 0         | 51                       | 19        | 0        | 7              | 18        | 0        | 86                              | 45         | 0        |  |  |  |
| Adult 10                                | 58                       | 0          | 0         | 1                        | 0          | 0         | 0              | 0         | 0         | 53                              | 0         | 0        | 55                       | 1          | 0         | 21                       | 0         | 0        | 2              | 0         | 0        | 61                              | 0          | 0        |  |  |  |
| Academic GED                            | 0                        | 0          | 0         | 0                        | 0          | 0         | 0              | 0         | 0         | 0                               | 0         | 0        | 0                        | 0          | 0         | 0                        | 0         | 0        | 0              | 0         | 0        | 0                               | 0          | 0        |  |  |  |
| <b>Total Basic Education Credit</b>     | <b>116</b>               | <b>48</b>  | <b>0</b>  | <b>45</b>                | <b>7</b>   | <b>0</b>  | <b>7</b>       | <b>4</b>  | <b>0</b>  | <b>127</b>                      | <b>19</b> | <b>0</b> | <b>117</b>               | <b>71</b>  | <b>0</b>  | <b>72</b>                | <b>19</b> | <b>0</b> | <b>9</b>       | <b>18</b> | <b>0</b> | <b>147</b>                      | <b>45</b>  | <b>0</b> |  |  |  |
| <b>Basic Education Non-Credit</b>       |                          |            |           |                          |            |           |                |           |           |                                 |           |          |                          |            |           |                          |           |          |                |           |          |                                 |            |          |  |  |  |
| Employability/Life Skills               | 0                        | 0          | 0         | 0                        | 0          | 0         | 0              | 0         | 0         | 0                               | 0         | 0        | 0                        | 53         | 0         | 0                        | 0         | 0        | 0              | 3         | 0        | 0                               | 6          | 0        |  |  |  |
| English                                 | 0                        | 0          | 0         | 0                        | 0          | 0         | 0              | 0         | 0         | 0                               | 0         | 0        | 0                        | 0          | 0         | 0                        | 0         | 0        | 0              | 0         | 0        | 0                               | 0          | 0        |  |  |  |
| Language Training General               | 42                       | 2          | 0         | 0                        | 0          | 0         | 2              | 0         | 0         | 19                              | 1         | 0        | 72                       | 0          | 0         | 0                        | 0         | 0        | 6              | 0         | 0        | 49                              | 0          | 0        |  |  |  |
| Academic Studies                        | 0                        | 0          | 0         | 0                        | 0          | 0         | 0              | 0         | 0         | 0                               | 0         | 0        | 0                        | 0          | 0         | 0                        | 0         | 0        | 0              | 0         | 0        | 0                               | 0          | 0        |  |  |  |
| Literacy                                | 0                        | 0          | 0         | 0                        | 0          | 0         | 0              | 0         | 0         | 0                               | 0         | 0        | 0                        | 0          | 0         | 0                        | 0         | 0        | 0              | 0         | 0        | 0                               | 0          | 0        |  |  |  |
| <b>Total Basic Education Non-Credit</b> | <b>42</b>                | <b>2</b>   | <b>0</b>  | <b>0</b>                 | <b>0</b>   | <b>0</b>  | <b>2</b>       | <b>0</b>  | <b>0</b>  | <b>19</b>                       | <b>1</b>  | <b>0</b> | <b>72</b>                | <b>53</b>  | <b>0</b>  | <b>0</b>                 | <b>0</b>  | <b>0</b> | <b>6</b>       | <b>3</b>  | <b>0</b> | <b>49</b>                       | <b>6</b>   | <b>0</b> |  |  |  |
| <b>Total Basic</b>                      | <b>158</b>               | <b>50</b>  | <b>0</b>  | <b>45</b>                | <b>7</b>   | <b>0</b>  | <b>9</b>       | <b>4</b>  | <b>0</b>  | <b>146</b>                      | <b>20</b> | <b>0</b> | <b>189</b>               | <b>124</b> | <b>0</b>  | <b>72</b>                | <b>19</b> | <b>0</b> | <b>15</b>      | <b>21</b> | <b>0</b> | <b>196</b>                      | <b>51</b>  | <b>0</b> |  |  |  |
| <b>Total University</b>                 | <b>146</b>               | <b>60</b>  | <b>0</b>  | <b>19</b>                | <b>7</b>   | <b>0</b>  | <b>18</b>      | <b>15</b> | <b>0</b>  | <b>132</b>                      | <b>37</b> | <b>0</b> | <b>120</b>               | <b>65</b>  | <b>0</b>  | <b>19</b>                | <b>3</b>  | <b>0</b> | <b>11</b>      | <b>15</b> | <b>0</b> | <b>121</b>                      | <b>40</b>  | <b>0</b> |  |  |  |
| <b>Total Enrolment</b>                  | <b>320</b>               | <b>205</b> | <b>61</b> | <b>155</b>               | <b>111</b> | <b>12</b> | <b>52</b>      | <b>62</b> | <b>12</b> | <b>299</b>                      | <b>71</b> | <b>1</b> | <b>367</b>               | <b>294</b> | <b>27</b> | <b>167</b>               | <b>93</b> | <b>0</b> | <b>50</b>      | <b>80</b> | <b>6</b> | <b>381</b>                      | <b>100</b> | <b>0</b> |  |  |  |

Table 4

Equity Participation Completers and Graduates by Program Groups for Northlands College

| Program Groups                                | Actuals     |            |            |          |            |          |            |          |                  |          |            |             |            |            |           |           |          |           |           |          |  |
|---|-------------|------------|------------|----------|------------|----------|------------|----------|------------------|----------|------------|-------------|------------|------------|-----------|-----------|----------|-----------|-----------|----------|--|
|   | 2018-2019   |            |            |          |            |          | 2019-2020  |          |                  |          |            |             |            |            |           |           |          |           |           |          |  |
|   | Aboriginal  |            | Visible    |          | Disability |          | Aboriginal |          | Visible Minority |          | Disability |             |            |            |           |           |          |           |           |          |  |
| E   | C           | E          | C          | E        | C          | E        | C          | E        | C                | E        | C          | E           | C          | G          |           |           |          |           |           |          |  |
| <b>Skills Training</b>                        |             |            |            |          |            |          |            |          |                  |          |            |             |            |            |           |           |          |           |           |          |  |
| Institute Credit                              | 100         | 4          | 72         | 0        | 0          | 0        | 1          | 0        | 1                | 0        | 0          | 109         | 31         | 41         | 2         | 1         | 0        | 1         | 0         | 0        |  |
| Saskatchewan Polytechnic                      | 43          | 10         | 19         | 0        | 0          | 0        | 4          | 0        | 3                | 0        | 0          | 65          | 27         | 13         | 1         | 1         | 0        | 3         | 1         | 0        |  |
| Other   | 0           | 0          | 0          | 0        | 0          | 0        | 0          | 0        | 0                | 0        | 0          | 0           | 0          | 0          | 0         | 0         | 0        | 0         | 0         | 0        |  |
| Apprenticeship and Trade                      | 0           | 0          | 0          | 0        | 0          | 0        | 0          | 0        | 0                | 0        | 0          | 0           | 0          | 0          | 0         | 0         | 0        | 0         | 0         | 0        |  |
| <b>Total Institute</b>                        | <b>143</b>  | <b>14</b>  | <b>91</b>  | <b>0</b> | <b>0</b>   | <b>0</b> | <b>5</b>   | <b>0</b> | <b>4</b>         | <b>0</b> | <b>4</b>   | <b>174</b>  | <b>58</b>  | <b>54</b>  | <b>3</b>  | <b>2</b>  | <b>0</b> | <b>4</b>  | <b>1</b>  | <b>0</b> |  |
| <b>Total Industry</b>                         | <b>183</b>  | <b>49</b>  | <b>105</b> | <b>1</b> | <b>1</b>   | <b>0</b> | <b>5</b>   | <b>1</b> | <b>3</b>         | <b>1</b> | <b>1</b>   | <b>123</b>  | <b>37</b>  | <b>86</b>  | <b>1</b>  | <b>1</b>  | <b>1</b> | <b>4</b>  | <b>3</b>  | <b>2</b> |  |
| <b>Total Skills Training Non-Credit</b>       | <b>155</b>  | <b>103</b> | <b>0</b>   | <b>0</b> | <b>0</b>   | <b>0</b> | <b>4</b>   | <b>2</b> | <b>0</b>         | <b>0</b> | <b>0</b>   | <b>75</b>   | <b>70</b>  | <b>0</b>   | <b>3</b>  | <b>3</b>  | <b>0</b> | <b>3</b>  | <b>3</b>  | <b>0</b> |  |
| <b>Total Skills</b>                           | <b>481</b>  | <b>166</b> | <b>196</b> | <b>1</b> | <b>1</b>   | <b>0</b> | <b>14</b>  | <b>3</b> | <b>7</b>         | <b>0</b> | <b>7</b>   | <b>372</b>  | <b>165</b> | <b>140</b> | <b>7</b>  | <b>6</b>  | <b>1</b> | <b>11</b> | <b>7</b>  | <b>2</b> |  |
| <b>Basic Education</b>                        |             |            |            |          |            |          |            |          |                  |          |            |             |            |            |           |           |          |           |           |          |  |
| Basic Education Credit                        | 278         | 98         | 50         | 3        | 2          | 1        | 11         | 2        | 4                | 0        | 0          | 212         | 119        | 63         | 4         | 3         | 2        | 8         | 5         | 2        |  |
| Adult 12                                      | 134         | 58         | 1          | 3        | 0          | 0        | 5          | 1        | 0                | 0        | 0          | 139         | 55         | 19         | 3         | 1         | 1        | 0         | 0         | 0        |  |
| Adult 10                                      | 0           | 0          | 0          | 0        | 0          | 0        | 0          | 0        | 0                | 0        | 0          | 0           | 0          | 0          | 0         | 0         | 0        | 0         | 0         | 0        |  |
| Academic GED                                  | 0           | 0          | 0          | 0        | 0          | 0        | 0          | 0        | 0                | 0        | 0          | 0           | 0          | 0          | 0         | 0         | 0        | 0         | 0         | 0        |  |
| <b>Total Basic Education Credit</b>           | <b>412</b>  | <b>156</b> | <b>51</b>  | <b>6</b> | <b>2</b>   | <b>1</b> | <b>16</b>  | <b>3</b> | <b>4</b>         | <b>0</b> | <b>4</b>   | <b>351</b>  | <b>174</b> | <b>82</b>  | <b>7</b>  | <b>4</b>  | <b>3</b> | <b>8</b>  | <b>5</b>  | <b>2</b> |  |
| Adult Basic Education Non-Credit              | 0           | 0          | 0          | 0        | 0          | 0        | 0          | 0        | 0                | 0        | 0          | 0           | 0          | 0          | 0         | 0         | 0        | 0         | 0         | 0        |  |
| Employability/Life Skills                     | 0           | 0          | 0          | 0        | 0          | 0        | 0          | 0        | 0                | 0        | 0          | 53          | 53         | 0          | 1         | 1         | 0        | 3         | 3         | 0        |  |
| English Language Training                     | 0           | 0          | 0          | 0        | 0          | 0        | 0          | 0        | 0                | 0        | 0          | 0           | 0          | 0          | 0         | 0         | 0        | 0         | 0         | 0        |  |
| General Academic Studies                      | 80          | 43         | 0          | 1        | 1          | 0        | 1          | 1        | 0                | 0        | 0          | 149         | 69         | 0          | 2         | 2         | 0        | 3         | 1         | 0        |  |
| Literacy                                      | 0           | 0          | 0          | 0        | 0          | 0        | 0          | 0        | 0                | 0        | 0          | 0           | 0          | 0          | 0         | 0         | 0        | 0         | 0         | 0        |  |
| <b>Total Adult Basic Education Non-Credit</b> | <b>80</b>   | <b>43</b>  | <b>0</b>   | <b>1</b> | <b>1</b>   | <b>0</b> | <b>1</b>   | <b>1</b> | <b>0</b>         | <b>0</b> | <b>0</b>   | <b>202</b>  | <b>122</b> | <b>0</b>   | <b>3</b>  | <b>3</b>  | <b>0</b> | <b>6</b>  | <b>4</b>  | <b>0</b> |  |
| <b>Total Adult Basic Education</b>            | <b>492</b>  | <b>199</b> | <b>51</b>  | <b>7</b> | <b>3</b>   | <b>1</b> | <b>17</b>  | <b>4</b> | <b>4</b>         | <b>0</b> | <b>4</b>   | <b>553</b>  | <b>296</b> | <b>82</b>  | <b>10</b> | <b>7</b>  | <b>3</b> | <b>14</b> | <b>9</b>  | <b>2</b> |  |
| <b>Total University</b>                       | <b>228</b>  | <b>178</b> | <b>25</b>  | <b>0</b> | <b>0</b>   | <b>0</b> | <b>3</b>   | <b>1</b> | <b>1</b>         | <b>1</b> | <b>1</b>   | <b>206</b>  | <b>154</b> | <b>20</b>  | <b>1</b>  | <b>1</b>  | <b>0</b> | <b>2</b>  | <b>2</b>  | <b>0</b> |  |
| <b>Total Enrolment</b>                        | <b>1201</b> | <b>543</b> | <b>272</b> | <b>8</b> | <b>4</b>   | <b>1</b> | <b>34</b>  | <b>8</b> | <b>12</b>        | <b>8</b> | <b>12</b>  | <b>1131</b> | <b>615</b> | <b>242</b> | <b>18</b> | <b>14</b> | <b>4</b> | <b>27</b> | <b>18</b> | <b>4</b> |  |

## Appendix B: Financial Statements



NORTHLANDS  
COLLEGE

**Head Office**  
P.O. Box 1000  
Air Ronge, SK S0J 3G0  
**Phone:** (306) 425-4480  
**Toll Free:** 1-888-311-1185  
**Fax:** (306) 425-3002

September 18, 2020

The Honourable Tina Beaudry-Mellor  
Minister of Advanced Education  
Room 307, Legislative Building  
2405 Legislative Drive  
REGINA, Saskatchewan S4S 0B3

Dear Minister Beaudry-Mellor:

On behalf of the Board of Directors for Northlands College and in accordance with the provisions of The Regional College Act, I am pleased to submit the audited financial statements of Northlands College for the fiscal year ended June 30, 2020.

Sincerely,

Jackie Durocher  
Vice-Chair

c: Mark McLoughlin, Deputy Minister

## Management's Responsibility

To the Board of Directors of Northlands College:

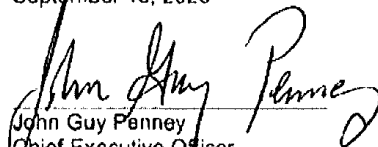
Management is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards and ensuring that all information in the annual report is consistent with the statements. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the consolidated financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of consolidated financial statements.

The Board of Directors is composed entirely of Directors who are neither management nor employees of the College. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for the appointment of the College's external auditors.

MNP LLP, an independent firm of Chartered Professional Accountants, is appointed by the Board of Directors to audit the consolidated financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

September 18, 2020

  
John Guy Penney  
Chief Executive Officer



## **Independent Auditor's Report**

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To the Board of Directors of Northlands College:

### **Opinion**

We have audited the consolidated financial statements of Northlands College (the "College"), which comprise the consolidated statement of financial position as at June 30, 2020, and the consolidated statements of operations and accumulated surplus, changes in net financial assets, cash flows and the related schedules for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the College as at June 30, 2020, and the results of its consolidated operations, changes in net financial assets and its consolidated 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 Consolidated 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 consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

Management is responsible for the preparation and fair presentation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated 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 Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated 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 consolidated financial statements.

## Independent Auditor's Report *continued*

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 consolidated 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 consolidated 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 consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the College to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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.

Prince Albert, Saskatchewan

September 18, 2020

*MNP LLP*

Chartered Professional Accountants



(KINGCENTRIC)  
Best Employer  
CANADA 2019

ACCOUNTING › CONSULTING › TAX



Statement 1

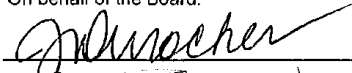
**Northlands College**  
**Consolidated Statement of Financial Position**  
as at June 30, 2020

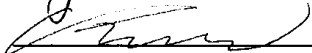
|   | <u>June 30</u><br><u>2020</u> | <u>June 30</u><br><u>2019</u> |
|---|-------------------------------|-------------------------------|
| <b>Financial Assets</b>                           |                               |                               |
| Cash and cash equivalents (Note 3)                | \$ 10,806,760                 | \$ 9,319,060                  |
| Accounts receivable (Note 4)                      | 326,630                       | 241,936                       |
| <b>Total Financial Assets</b>                     | <u>11,133,390</u>             | <u>9,560,996</u>              |
| <b>Liabilities</b>                                |                               |                               |
| Accrued salaries and benefits (Note 6)            | 1,200,515                     | 984,742                       |
| Accounts payable and accrued liabilities (Note 7) | 871,360                       | 440,946                       |
| Deferred revenue (Note 8)                         | 172,094                       | -                             |
| Liability for employee future benefits (Note 9)   | 316,900                       | 315,500                       |
| Long-term debt (Note 10)                          | 113,916                       | 231,681                       |
| <b>Total Financial Liabilities</b>                | <u>2,674,785</u>              | <u>1,972,869</u>              |
| <b>Net Financial Assets</b>                       | <u>8,458,605</u>              | <u>7,588,127</u>              |
| <b>Non-Financial Assets</b>                       |                               |                               |
| Tangible capital assets (Note 11)                 | 5,443,004                     | 5,494,228                     |
| Inventory of supplies for consumption             | 43,961                        | 42,485                        |
| Prepaid expenses (Note 12)                        | 176,844                       | 181,044                       |
| <b>Total Non-Financial Assets</b>                 | <u>5,663,809</u>              | <u>5,717,757</u>              |
| <b>Accumulated Surplus</b>                        | <u>\$ 14,122,414</u>          | <u>\$ 13,305,884</u>          |
| <b>Accumulated Surplus is comprised of:</b>       |                               |                               |
| Accumulated surplus from operations (Note 17)     | \$ 14,122,414                 | \$ 13,305,884                 |
| <b>Total Accumulated Surplus</b>                  | <u>\$ 14,122,414</u>          | <u>\$ 13,305,884</u>          |

Contingent Liabilities (Note 19)  
Contractual Obligations and Commitments (Note 18)

*The accompanying notes and schedules are an integral part of these financial statements*

On behalf of the Board:

  
\_\_\_\_\_  
Director

  
\_\_\_\_\_  
Director/CFO

**Northlands College**  
**Consolidated Statement of Operations and Accumulated Surplus**  
**for the year ended June 30, 2020**

**Statement 2**

|  | 2020<br>Budget<br><i>(Note 15)</i> | 2020<br>Actual       | 2019<br>Actual       |
|--|------------------------------------|----------------------|----------------------|
| <b>Revenues (Schedule 2)</b>                   |                                    |                      |                      |
| Provincial government                          |                                    |                      |                      |
| Grants   | \$ 14,982,700                      | \$ 15,165,800        | \$ 15,773,518        |
| Other  | 355,383                            | 817,430              | 1,102,032            |
| Federal government                             |                                    |                      |                      |
| Grants   | -                                  | -                    | -                    |
| Other revenue                                  |                                    |                      |                      |
| Administrative recoveries                      | 37,500                             | 525,520              | 554,190              |
| Contracts                                      | 615,847                            | 609,138              | 912,223              |
| Interest                                       | 147,600                            | 215,448              | 193,574              |
| Rents  | 469,566                            | 154,335              | 162,193              |
| Resale items                                   | 291,000                            | 323,214              | 298,752              |
| Tuition  | 781,389                            | 881,238              | 914,364              |
| Donations                                      | 55,000                             | 43,853               | 12,298               |
| Other  | 853,104                            | 717,130              | 610,418              |
| Total revenues                                 | <u>18,589,089</u>                  | <u>19,453,105</u>    | <u>20,533,562</u>    |
| <b>Expenses (Schedule 3)</b>                   |                                    |                      |                      |
| General  | 6,999,471                          | 6,849,116            | 6,108,768            |
| Skills training                                | 4,558,041                          | 4,303,851            | 3,715,192            |
| Basic education                                | 2,864,999                          | 2,440,769            | 2,080,372            |
| University                                     | 4,245,368                          | 3,393,162            | 4,050,054            |
| Services                                       | 713,119                            | 797,171              | 560,150              |
| Scholarships                                   | 75,000                             | 105,861              | 48,682               |
| Student housing                                | 721,015                            | 746,645              | 726,297              |
| Total expenses                                 | <u>20,177,014</u>                  | <u>18,636,575</u>    | <u>17,289,515</u>    |
| (Deficit) Surplus for the Year from Operations | <u>(1,587,925)</u>                 | <u>816,530</u>       | <u>3,244,047</u>     |
| Accumulated Surplus, Beginning of Year         | <u>13,305,884</u>                  | <u>13,305,884</u>    | <u>10,061,837</u>    |
| Accumulated Surplus, End of Year               | <u>\$ 11,717,959</u>               | <u>\$ 14,122,414</u> | <u>\$ 13,305,884</u> |

*The accompanying notes and schedules are an integral part of these financial statements*

**Statement 3**

**Northlands College**  
**Consolidated Statement of Changes in Net Financial Assets**  
**as at June 30, 2020**

|   | 2020<br>Budget<br><i>(Note 15)</i> | 2020<br>Actual      | 2019<br>Actual      |
|---|------------------------------------|---------------------|---------------------|
| <b>Net Financial Assets, Beginning of Year</b>        | \$ 7,588,127                       | \$ 7,588,127        | \$ 4,496,727        |
| <b>Surplus (Deficit) for the Year from Operations</b> | (1,587,925)                        | 816,530             | 3,244,047           |
| Acquisition of tangible capital assets                | (435,834)                          | (622,382)           | (839,851)           |
| Acquisition of assets under capital lease             | (146,742)                          | -                   | -                   |
| Amortization of tangible capital assets               | 644,766                            | 673,607             | 659,197             |
| Disposal of assets under capital lease                | -                                  | -                   | 18,828              |
| Acquisition of inventory of supplies for consumption  | (65,912)                           | (43,961)            | (42,485)            |
| Acquisition of prepaid expenses                       | (178,000)                          | (176,844)           | (181,044)           |
| Consumption of supplies inventory                     | 65,912                             | 42,484              | 55,544              |
| Use of prepaid expenses                               | 178,000                            | 181,044             | 177,164             |
| <b>Change in Net Financial Assets</b>                 | <u>(1,525,735)</u>                 | <u>870,478</u>      | <u>3,091,400</u>    |
| <b>Net Financial Assets, End of Year</b>              | <u>\$ 6,062,392</u>                | <u>\$ 8,458,605</u> | <u>\$ 7,588,127</u> |

*The accompanying notes and schedules are an integral part of these financial statements*

**Northlands College  
Consolidated Statement of Cash Flows  
for the year ended June 30, 2020**

**Statement 4**

|   | <u>2020</u>          | <u>2019</u>         |
|---|----------------------|---------------------|
| <b>Operating Activities</b>                                     |                      |                     |
| Surplus for the year from operations                            | \$ 816,530           | \$ 3,244,047        |
| Non-cash items included in surplus (deficit)                    |                      |                     |
| Amortization of tangible capital assets                         | 673,607              | 659,197             |
| Changes in non-cash working capital                             |                      |                     |
| (Increase) Decrease in accounts receivable                      | (84,694)             | 411,129             |
| Increase in accrued salaries and benefits                       | 215,773              | 69,993              |
| Increase (Decrease) in accounts payable and accrued liabilities | 430,413              | (157,450)           |
| Increase (Decrease) in deferred revenue                         | 172,094              | (18,050)            |
| Increase in employee future benefits                            | 1,400                | 1,100               |
| (Increase) Decrease in inventory of supplies for consumption    | (1,476)              | 13,059              |
| (Increase) in prepaid expenses                                  | 4,200                | (3,880)             |
| <b>Cash Provided by Operating Activities</b>                    | <u>2,227,847</u>     | <u>4,219,145</u>    |
| <b>Capital Activities</b>                                       |                      |                     |
| Cash used to acquire tangible capital assets                    | (622,382)            | (839,851)           |
| <b>Cash Used by Capital Activities</b>                          | <u>(622,382)</u>     | <u>(839,851)</u>    |
| <b>Financing Activities</b>                                     |                      |                     |
| Repayment of capital lease obligations                          | (117,765)            | (139,103)           |
| <b>Cash Provided (Used) by Financing Activities</b>             | <u>(117,765)</u>     | <u>(139,103)</u>    |
| <b>Increase in Cash and Cash equivalents</b>                    | 1,487,700            | 3,240,191           |
| <b>Cash and Cash Equivalents, Beginning of Year</b>             | <u>9,319,060</u>     | <u>6,078,869</u>    |
| <b>Cash and Cash Equivalents, End of Year</b>                   | <u>\$ 10,806,760</u> | <u>\$ 9,319,060</u> |
| <b>Represented on the Financial Statements as:</b>              |                      |                     |
| Cash and cash equivalents                                       | \$ 10,806,760        | \$ 9,319,060        |
| <b>Cash and Cash Equivalents, End of Year</b>                   | <u>\$ 10,806,760</u> | <u>\$ 9,319,060</u> |

*The accompanying notes and schedules are an integral part of these financial statements*

Schedule 1

Northlands College  
Consolidated Schedule of Revenues and Expenses by Function  
for the year ended June 30, 2020

|                                       | 2020              |                   |                  |                  |                    |                    |                     |                    |                    |                    | 2019              |                       |                     |
|---------------------------------------|-------------------|-------------------|------------------|------------------|--------------------|--------------------|---------------------|--------------------|--------------------|--------------------|-------------------|-----------------------|---------------------|
|                                       | Skills Training   |                   | Basic Education  |                  | Services           |                    | University          |                    | Scholarships       |                    | Student Housing   |                       | Budget              |
| General                               | Credit            | Non-credit        | Credit           | Non-credit       | Learner Support    | Counsel            | Credit              | Non-credit         | Credit             | Non-credit         | Actual            | Budget                | Actual              |
| <b>Revenues (Schedule 2)</b>          |                   |                   |                  |                  |                    |                    |                     |                    |                    |                    |                   |                       |                     |
| Provincial government                 | \$ 3,356,221      | \$ 421,707        | \$ 1,762,024     | \$ 605,836       | \$ -               | \$ -               | \$ 3,384,900        | \$ -               | \$ -               | \$ -               | \$ 15,983,230     | \$ 15,338,083         | \$ 16,875,547       |
| Federal government                    | 1,213,954         | 75,682            | (912)            | 36,202           | 190,803            | 190,803            | 461,349             | 46,783             | 154,335            | 154,335            | 3,469,875         | 3,251,006             | 3,658,012           |
| Other                                 | 4,570,175         | 497,389           | 1,751,112        | 642,038          | 190,803            | -                  | 3,845,648           | 46,783             | 154,335            | 154,335            | 19,453,105        | 18,586,088            | 20,533,562          |
| <b>Total Revenues</b>                 | <b>9,140,350</b>  | <b>994,778</b>    | <b>3,513,034</b> | <b>1,283,876</b> | <b>381,606</b>     | <b>190,803</b>     | <b>7,671,897</b>    | <b>95,246</b>      | <b>302,970</b>     | <b>302,970</b>     | <b>39,296,010</b> | <b>37,175,177</b>     | <b>39,067,121</b>   |
| <b>Expenses (Schedule 3)</b>          |                   |                   |                  |                  |                    |                    |                     |                    |                    |                    |                   |                       |                     |
| Agency contracts                      | 85,162            | 938,879           | 445,140          | 297,872          | 8,328              | -                  | 503,737             | -                  | 146,189            | -                  | 2,629,697         | 2,553,855             | 2,494,450           |
| Amortization                          | 673,607           | -                 | -                | -                | -                  | -                  | -                   | -                  | -                  | -                  | 673,607           | 644,766               | 659,197             |
| Equipment                             | 91,115            | 1,185             | 4,325            | 15,299           | -                  | -                  | 17,293              | -                  | 1,884              | -                  | 242,904           | 355,146               | 312,372             |
| Facilities                            | 630,381           | 220,794           | 32,485           | 41,884           | -                  | -                  | 413,355             | -                  | 381,850            | -                  | 1,776,347         | 2,446,307             | 1,517,362           |
| Information technology                | 145,851           | 1,077             | 24,124           | 41,884           | -                  | 119                | 13,427              | -                  | 41,709             | -                  | 2,226,462         | 2,269,258             | 2,078,811           |
| Operating                             | 1,141,791         | 440,120           | 1,453,331        | 322,540          | 206,340            | 8,298              | 2,145,365           | 105,861            | 175,013            | 175,013            | 10,677,455        | 11,907,715            | 2,500,687           |
| Personal services                     | 4,031,209         | 2,897,654         | 1,251,114        | 322,540          | 214,668            | 574,686            | 3,383,162           | 105,861            | 740,645            | 740,645            | 11,297,591        | 9,558,466             | 9,558,466           |
| <b>Total Expenses</b>                 | <b>8,945,116</b>  | <b>3,615,536</b>  | <b>487,915</b>   | <b>725,242</b>   | <b>214,668</b>     | <b>582,503</b>     | <b>3,383,162</b>    | <b>105,861</b>     | <b>740,645</b>     | <b>740,645</b>     | <b>18,636,375</b> | <b>20,177,014</b>     | <b>17,286,515</b>   |
| <b>Surplus (Deficit) for the year</b> | <b>\$ 905,596</b> | <b>\$ 754,239</b> | <b>\$ 9,474</b>  | <b>\$ 38,565</b> | <b>\$ (87,204)</b> | <b>\$ (23,865)</b> | <b>\$ (582,503)</b> | <b>\$ (58,076)</b> | <b>\$ (92,310)</b> | <b>\$ (92,310)</b> | <b>\$ 816,530</b> | <b>\$ (1,587,925)</b> | <b>\$ 3,244,047</b> |

**Northlands College**  
**Consolidated Schedule of Revenues by Function**  
**for the year ended June 30, 2020**

|                              | 2020 Revenues Actual |              |                 |            |                |         |              |              |                 |                       | 2020                  |                       | 2019                  |        |
|------------------------------|----------------------|--------------|-----------------|------------|----------------|---------|--------------|--------------|-----------------|-----------------------|-----------------------|-----------------------|-----------------------|--------|
|                              | Skills Training      |              | Basic Education |            | Services       |         | University   | Scholarships | Student Housing | Total Revenues Actual | Total Revenues Budget | Total Revenues Actual | Total Revenues Actual |        |
|                              | Credit               | Non-credit   | Credit          | Non-credit | Leamer Support | Counsel |              |              |                 |                       |                       |                       |                       | Credit |
| <b>Provincial Government</b> |                      |              |                 |            |                |         |              |              |                 |                       |                       |                       |                       |        |
| Advanced Education/Economy   |                      |              |                 |            |                |         |              |              |                 |                       |                       |                       |                       |        |
| Operating grants             | \$ 6,202,633         | \$ -         | \$ 1,752,024    | \$ -       | \$ -           | \$ -    | \$ -         | \$ -         | \$ -            | \$ -                  | \$ 6,202,633          | \$ 6,269,867          | \$ 6,269,867          |        |
| Program grants               | 19,294               | 421,707      | 1,752,024       | 605,836    | -              | -       | 2,842,424    | -            | -               | -                     | 8,741,167             | 8,741,000             | 8,793,151             |        |
| Capital grants               | 222,000              | -            | -               | -          | -              | -       | -            | -            | -               | -                     | 222,000               | 172,000               | 710,500               |        |
|                              | 6,443,927            | 421,707      | 1,752,024       | 605,836    | -              | -       | 2,842,424    | -            | -               | -                     | 15,163,800            | 14,962,700            | 15,773,518            |        |
| Contracts                    |                      |              |                 |            |                |         |              |              |                 |                       |                       |                       | 53,279                |        |
| Other                        |                      |              |                 |            |                |         |              |              |                 |                       |                       |                       | 368,345               |        |
|                              | 6,443,927            | 421,707      | 1,752,024       | 605,836    | -              | -       | 330,250      | -            | -               | -                     | 330,250               | 14,982,700            | 16,185,142            |        |
| Other provincial             | 19,016               | -            | -               | -          | -              | -       | 3,172,674    | -            | -               | -                     | 15,496,050            | 355,383               | 690,405               |        |
|                              | 6,462,942            | 421,707      | 1,752,024       | 605,836    | -              | -       | 3,384,500    | -            | -               | -                     | 15,983,230            | 15,338,083            | 16,875,547            |        |
| <b>Total Provincial</b>      |                      |              |                 |            |                |         |              |              |                 |                       |                       |                       |                       |        |
| <b>Federal Government</b>    |                      |              |                 |            |                |         |              |              |                 |                       |                       |                       |                       |        |
| Operating grants             |                      |              |                 |            |                |         |              |              |                 |                       |                       |                       |                       |        |
| Program grants               |                      |              |                 |            |                |         |              |              |                 |                       |                       |                       |                       |        |
| Capital grants               |                      |              |                 |            |                |         |              |              |                 |                       |                       |                       |                       |        |
| Other Federal                |                      |              |                 |            |                |         |              |              |                 |                       |                       |                       |                       |        |
| <b>Total Federal</b>         |                      |              |                 |            |                |         |              |              |                 |                       |                       |                       |                       |        |
| <b>Other Revenue</b>         |                      |              |                 |            |                |         |              |              |                 |                       |                       |                       |                       |        |
| Admin recovery               | 361,191              | -            | -               | -          | 164,328        | -       | -            | -            | -               | -                     | 525,520               | 37,500                | 554,190               |        |
| Contracts                    | 212,518              | 31,132       | -               | 30,000     | -              | -       | 98,784       | -            | -               | -                     | 609,138               | 615,847               | 912,223               |        |
| Interest                     |                      |              |                 |            |                |         |              |              |                 |                       |                       |                       | 147,600               |        |
| Rents                        |                      |              |                 |            |                |         |              |              |                 |                       |                       |                       | 183,574               |        |
| Resale items                 |                      |              | (912)           | 6,202      | 26,475         | -       | -            | 154,335      | -               | -                     | 154,335               | 469,566               | 162,193               |        |
| Tuition                      | 840                  | 44,550       | -               | -          | -              | -       | 106,853      | -            | -               | -                     | 323,214               | 291,000               | 298,752               |        |
| Donations                    |                      |              |                 |            |                |         | 255,712      | -            | -               | -                     | 861,238               | 781,389               | 914,364               |        |
| Other                        | 717,130              | -            | -               | -          | -              | -       | -            | 43,853       | -               | -                     | 43,853                | 55,000                | 12,298                |        |
|                              | 1,291,679            | 1,213,954    | 75,682          | 36,202     | 190,803        | -       | 461,349      | 46,783       | 154,335         | -                     | 3,251,006             | 3,251,006             | 3,668,012             |        |
| <b>Total Other</b>           |                      |              |                 |            |                |         |              |              |                 |                       |                       |                       |                       |        |
| <b>Total Revenues</b>        | \$ 7,754,622         | \$ 4,570,175 | \$ 497,369      | \$ 642,038 | \$ 190,803     | \$ -    | \$ 3,845,849 | \$ 46,783    | \$ 154,335      | \$ 19,453,105         | \$ 18,569,089         | \$ 20,533,562         | \$ 20,533,562         |        |

Northlands College  
Consolidated Schedule of Expenses by Function  
for the year ended June 30, 2020

Schedule 3

|                                 | 2020 Expenses Actual |                 |                 |              |            |              |                 |                            |                            |                            | 2020 Total Expenses Budget | 2019 Total Expenses Actual |
|---------------------------------|----------------------|-----------------|-----------------|--------------|------------|--------------|-----------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|                                 | General (Schedule 4) | Skills Training | Basic Education | Services     | University | Scholarships | Student Housing | 2020 Total Expenses Actual | 2020 Total Expenses Budget | 2019 Total Expenses Actual |                            |                            |
|                                 | Credit               | Non-credit      | Credit          | Non-credit   | Support    | Course       | Credit          | Scholarships               | Student Housing            | 2020 Total Expenses Actual | 2020 Total Expenses Budget | 2019 Total Expenses Actual |
| <b>Agency Contracts</b>         |                      |                 |                 |              |            |              |                 |                            |                            |                            |                            |                            |
| Contracts                       | 85,162               | 938,879         | 445,140         | 204,390      | 297,872    | 8,328        | 368,761         |                            | 146,189                    | 2,484,721                  | 2,378,105                  | 2,989,777                  |
| Instructors                     | 85,162               | 938,879         | 445,140         | 204,390      | 297,872    | 8,328        | 368,761         |                            | 146,189                    | 2,484,721                  | 2,378,105                  | 2,989,777                  |
| <b>Amortization</b>             | 673,607              |                 |                 |              |            |              |                 |                            |                            | 673,607                    | 644,786                    | 659,197                    |
| <b>Equipment</b>                |                      |                 |                 |              |            |              |                 |                            |                            |                            |                            |                            |
| Equipment (non-capital)         | 20,561               | 8,562           |                 | 3,925        |            |              | 740             |                            | 1,629                      | 35,437                     | 108,000                    | 175,570                    |
| Rental                          | 39,627               | 118,520         |                 | 400          |            |              | 16,553          |                            | 254                        | 175,538                    | 135,538                    | 81,299                     |
| Repairs and maintenance         | 31,027               |                 | 1,185           |              |            |              | 144,977         |                            |                            | 177,009                    | 111,608                    | 55,501                     |
| <b>Facilities</b>               | 91,115               | 127,102         | 1,185           | 4,325        |            |              | 17,293          |                            | 1,884                      | 292,904                    | 355,146                    | 312,372                    |
| Building supplies               | 27,720               | 882             |                 |              |            |              | 2,117           |                            | 5,888                      | 38,617                     | 38,850                     | 76,410                     |
| Grounds                         | 15,298               | 269             | 1,507           |              |            |              | 269             |                            |                            | 17,343                     | 30,000                     | 17,842                     |
| Janitorial                      | 181,135              | 8,355           |                 | 2,700        |            |              | 5,281           |                            | 1,711                      | 199,182                    | 218,764                    | 200,093                    |
| Rental                          | 117,374              | 103,462         | 14,912          | 73,779       | 15,289     |              | 400,066         |                            | 326,200                    | 1,140,992                  | 1,556,624                  | 1,069,337                  |
| Repairs & maintenance buildings | 86,853               | 1,811           | 15,185          |              |            |              | 224             |                            | 15,620                     | 119,733                    | 353,000                    | 145,614                    |
| Utilities                       | 201,962              | 18,005          | 881             | 5,705        |            |              | 5,388           |                            | 33,432                     | 263,383                    | 251,069                    | 253,279                    |
| <b>Information Technology</b>   | 630,381              | 220,794         | 32,485          | 82,183       | 15,239     |              | 413,335         |                            | 391,850                    | 1,776,347                  | 2,448,307                  | 1,517,362                  |
| Computer services               | 30,329               |                 |                 |              |            |              |                 |                            |                            | 30,329                     | 76,660                     | 63,307                     |
| Data communications             | 12,943               |                 |                 |              |            |              | 12,381          |                            |                            | 25,324                     | 20,380                     | 48,236                     |
| Equipment (non-capital)         | 32,840               |                 |                 |              |            |              | 843             |                            |                            | 57,807                     | 85,132                     | 115,239                    |
| Materials & supplies            | 1,562                |                 |                 |              |            |              |                 |                            |                            | 1,562                      | 4,200                      | 1,665                      |
| Repairs & maintenance buildings |                      |                 |                 |              |            |              |                 |                            |                            |                            | 600                        |                            |
| Software (non-capital)          | 68,157               | 1,077           |                 |              |            | 119          | 203             |                            |                            | 111,420                    | 81,866                     | 107,938                    |
| <b>Operating</b>                | 145,853              | 1,077           |                 | 24,124       | 41,864     |              | 13,427          |                            |                            | 228,162                    | 263,258                    | 267,812                    |
| Advertising                     | 74,099               | 18,684          | 525             | 9,097        | 4,781      |              | 9,989           |                            | 17,614                     | 135,170                    | 132,750                    | 152,296                    |
| Association fees & dues         | 25,966               | 563             |                 | 1,386        |            |              | 1,011           |                            |                            | 28,926                     | 34,980                     | 19,958                     |
| Bad debts                       | 7,292                |                 |                 |              |            |              |                 |                            |                            | 23,502                     | 22,074                     | 32,143                     |
| Financial services              | 23,504               |                 |                 |              |            |              |                 |                            |                            | 7,392                      | 7,895                      | 16,073                     |
| Insurance                       | 182,185              | 822             |                 | 1,724        | 271        |              | 933             |                            |                            | 28,597                     | 126,146                    | 78,815                     |
| Insurance (includes PD)         | 63,798               | 196,160         | 1,041           | 50,243       | 21,718     |              | 3,196           |                            | 15,909                     | 202,112                    | 198,366                    | 190,064                    |
| Materials & supplies            | 26,194               | 7,268           |                 | 1,929        | 1,989      |              | 8,028           |                            | 4,342                      | 342,266                    | 525,021                    | 335,538                    |
| Postage, freight & courier      | 94,350               | 27,626          | 1               | 63,616       | 7,196      |              | 85,596          |                            | 382                        | 47,960                     | 71,695                     | 99,908                     |
| Printing & copying              | 1,014                |                 |                 | 340          |            |              | 87,258          |                            | 864                        | 281,962                    | 173,100                    | 239,433                    |
| Professional services           | 3,435                |                 |                 |              |            |              | 89,223          |                            |                            | 28,184                     | 85,000                     | 71,780                     |
| Recruiting                      |                      |                 |                 |              |            |              |                 |                            |                            | 27,634                     | 13,078                     | 30,642                     |
| Subscriptions                   | 60,053               | 2,634           |                 | 1,650        |            |              | 10,900          |                            | 2,595                      | 81,230                     | 88,092                     | 77,372                     |
| Telephone & fax                 | 126,863              | 75,791          | 4,743           | 15,344       | 5,978      |              | 70,011          |                            | 3                          | 464,087                    | 754,415                    | 829,167                    |
| Travel                          | 350,528              |                 |                 |              |            |              |                 |                            |                            | 456,398                    | 85,000                     | 73,329                     |
| Other                           | 1,141,791            | 440,120         | 6,309           | 145,331      | 51,685     |              | 329,999         | 105,861                    | 41,709                     | 2,477,424                  | 2,607,715                  | 2,503,656                  |
| <b>Personal Services</b>        | 26,436               |                 |                 |              |            |              |                 |                            |                            | 26,436                     | 25,000                     | 31,873                     |
| Honaria                         | 3,415,869            | 1,698,661       |                 | 1,127,030    | 276,545    |              | 1,696,714       |                            | 134,069                    | 8,824,208                  | 9,406,404                  | 7,855,230                  |
| Salaries                        | 7,739                | 63,131          | 2,615           | 6,371        | 2,742      |              | 56,732          |                            | 13,571                     | 157,298                    | 220,500                    | 167,371                    |
| Other                           | 631,166              | 285,173         | 181             | 115,924      | 48,294     |              | 305,392         |                            | 27,373                     | 1,544,673                  | 54,380                     | 133,509                    |
| Student Training Allowance      | 4,081,210            | 2,087,964       | 2,198           | 1,251,174    | 322,251    |              | 374,085         | 2,115,351                  | 175,013                    | 10,610,134                 | 11,287,967                 | 1,346,684                  |
| Employee benefits               |                      |                 |                 |              |            |              |                 |                            |                            |                            |                            | 9,356,667                  |
| <b>Total Expenses</b>           | \$ 6,849,116         | \$ 3,615,936    | \$ 487,015      | \$ 1,711,327 | \$ 729,242 | \$ 214,668   | \$ 862,505      | \$ 3,393,162               | \$ 105,861                 | \$ 18,636,525              | \$ 20,177,014              | \$ 17,285,515              |

## Schedule 4

**Northlands College**  
**Consolidated Schedule of General Expenses by Functional Area**  
**for the year ended June 30, 2020**

|                                 | 2020 General Actual |                                    |                                |                                  | 2020                       | 2020                       | 2019                       |
|---------------------------------|---------------------|------------------------------------|--------------------------------|----------------------------------|----------------------------|----------------------------|----------------------------|
|                                 | Governance          | Operating<br>and<br>Administration | Facilities<br>and<br>Equipment | Information<br>and<br>Technology | Total<br>General<br>Actual | Total<br>General<br>Budget | Total<br>General<br>Actual |
| <b>Agency Contracts</b>         |                     |                                    |                                |                                  |                            |                            |                            |
| Contracts                       | \$ 4,888            | \$ 39,503                          | \$ 40,771                      | \$ -                             | \$ 85,162                  | \$ 114,600                 | \$ 81,358                  |
|                                 | <u>4,888</u>        | <u>39,503</u>                      | <u>40,771</u>                  | <u>-</u>                         | <u>85,162</u>              | <u>114,600</u>             | <u>81,358</u>              |
| <b>Amortization</b>             | -                   | -                                  | 564,886                        | 108,721                          | 673,607                    | 644,766                    | 659,197                    |
| <b>Equipment</b>                |                     |                                    |                                |                                  |                            |                            |                            |
| Equipment (non-capital)         | -                   | 17,892                             | 2,669                          | -                                | 20,561                     | 42,800                     | 20,183                     |
| Rental                          | -                   | 403                                | 37,944                         | 1,180                            | 39,527                     | 49,522                     | 43,696                     |
| Repairs and maintenance         | -                   | 204                                | 30,823                         | -                                | 31,027                     | 65,288                     | 49,749                     |
|                                 | <u>-</u>            | <u>18,499</u>                      | <u>71,436</u>                  | <u>1,180</u>                     | <u>91,115</u>              | <u>157,610</u>             | <u>113,628</u>             |
| <b>Facilities</b>               |                     |                                    |                                |                                  |                            |                            |                            |
| Building supplies               | -                   | 4,254                              | 23,466                         | -                                | 27,720                     | 25,600                     | 18,296                     |
| Grounds                         | -                   | -                                  | 15,298                         | -                                | 15,298                     | 32,000                     | 15,079                     |
| Janitorial                      | -                   | 622                                | 180,513                        | -                                | 181,135                    | 182,130                    | 182,550                    |
| Rental                          | 444                 | 41,592                             | 75,338                         | -                                | 117,374                    | 184,029                    | 81,121                     |
| Repairs & maintenance buildings | -                   | 1,326                              | 85,567                         | -                                | 86,893                     | 302,000                    | (69,839)                   |
| Utilities                       | -                   | 3,586                              | 198,376                        | -                                | 201,962                    | 201,087                    | 189,783                    |
|                                 | <u>444</u>          | <u>51,380</u>                      | <u>578,557</u>                 | <u>-</u>                         | <u>630,381</u>             | <u>926,846</u>             | <u>416,990</u>             |
| <b>Information Technology</b>   |                     |                                    |                                |                                  |                            |                            |                            |
| Computer services               | -                   | 30,329                             | -                              | -                                | 30,329                     | 76,660                     | (5,307)                    |
| Data communications             | -                   | 1,685                              | -                              | 11,258                           | 12,943                     | 19,860                     | 35,613                     |
| Equipment (non-capital)         | 877                 | 494                                | 2,738                          | 28,731                           | 32,840                     | 51,200                     | 19,807                     |
| Materials & supplies            | -                   | -                                  | 23                             | 1,559                            | 1,582                      | 4,200                      | 1,665                      |
| Rental                          | -                   | -                                  | -                              | -                                | -                          | 600                        | -                          |
| Repairs & maintenance buildings | -                   | -                                  | -                              | -                                | -                          | 500                        | -                          |
| Software (non-capital)          | -                   | 50,290                             | -                              | 17,867                           | 68,157                     | 59,466                     | 72,945                     |
|                                 | <u>877</u>          | <u>82,798</u>                      | <u>2,761</u>                   | <u>59,415</u>                    | <u>145,851</u>             | <u>212,486</u>             | <u>124,723</u>             |
| <b>Operating</b>                |                     |                                    |                                |                                  |                            |                            |                            |
| Advertising                     | 12,671              | 60,175                             | -                              | 1,253                            | 74,099                     | 79,550                     | 125,850                    |
| Association fees & dues         | 23,825              | 2,141                              | -                              | -                                | 25,966                     | 32,130                     | 19,398                     |
| Bad debts                       | -                   | 23,502                             | -                              | -                                | 23,502                     | 22,074                     | 32,143                     |
| Financial services              | -                   | 3,696                              | 3,596                          | -                                | 7,292                      | 7,695                      | 15,478                     |
| In-service (includes PD)        | 1,392               | 20,554                             | -                              | 1,558                            | 23,504                     | 110,349                    | 68,204                     |
| Insurance                       | 13,582              | 14,528                             | 154,075                        | -                                | 182,185                    | 179,730                    | 170,232                    |
| Materials & supplies            | 1,007               | 55,697                             | 6,343                          | 751                              | 63,798                     | 48,915                     | 61,653                     |
| Postage, freight & courier      | 76                  | 21,317                             | 6,704                          | 97                               | 28,194                     | 27,330                     | 26,399                     |
| Printing & copying              | -                   | 94,317                             | 32                             | 1                                | 94,350                     | 49,700                     | 76,341                     |
| Professional services           | 12,770              | 59,916                             | 4,323                          | -                                | 77,009                     | 75,000                     | 70,365                     |
| Resale items                    | -                   | 1,014                              | -                              | -                                | 1,014                      | -                          | 48,303                     |
| Subscriptions                   | -                   | 2,999                              | -                              | 436                              | 3,435                      | 5,860                      | 4,526                      |
| Telephone & fax                 | 2,363               | 50,736                             | 2,417                          | 4,537                            | 60,053                     | 59,068                     | 56,659                     |
| Travel                          | 32,310              | 85,445                             | 2,622                          | 6,486                            | 126,863                    | 151,360                    | 193,052                    |
| Other                           | -                   | 342,634                            | 7,894                          | -                                | 350,528                    | 10,000                     | 8,458                      |
|                                 | <u>99,994</u>       | <u>838,672</u>                     | <u>188,006</u>                 | <u>15,119</u>                    | <u>1,141,791</u>           | <u>858,761</u>             | <u>977,061</u>             |
| <b>Personal Services</b>        |                     |                                    |                                |                                  |                            |                            |                            |
| Honoraria                       | 26,436              | -                                  | -                              | -                                | 26,436                     | 25,000                     | 31,873                     |
| Salaries                        | -                   | 3,022,434                          | 225,106                        | 168,329                          | 3,415,869                  | 3,402,879                  | 3,117,693                  |
| Other                           | -                   | 3,045                              | 4,694                          | -                                | 7,739                      | 27,000                     | 11,061                     |
| Employee benefits               | 927                 | 546,986                            | 49,880                         | 33,373                           | 631,166                    | 629,523                    | 575,185                    |
|                                 | <u>27,363</u>       | <u>3,572,464</u>                   | <u>279,681</u>                 | <u>201,702</u>                   | <u>4,081,210</u>           | <u>4,084,402</u>           | <u>3,735,812</u>           |
| <b>Total General Expenses</b>   | <u>\$ 133,566</u>   | <u>\$ 4,603,316</u>                | <u>\$ 1,726,097</u>            | <u>\$ 386,137</u>                | <u>\$ 6,849,116</u>        | <u>\$ 6,999,471</u>        | <u>\$ 6,108,769</u>        |



**NORTHLANDS COLLEGE**  
**Notes to the Consolidated Financial Statements**  
**for the year ended June 30, 2020**

**1. PURPOSE AND AUTHORITY**

Northlands College offers educational services and programs under the authority of Section 14 of *The Regional Colleges Act*.

The Board of Northlands College is responsible for administering and managing the educational affairs of the College in accordance with the intent of *The Regional Colleges Act* and its regulations.

The College's objectives are to promote the social, economic and cultural development of the northern region of Saskatchewan by facilitating learning options and participating in community groups.

Northlands College is exempt from the payment of income tax.

**2. SIGNIFICANT ACCOUNTING POLICIES**

As a government not-for-profit organization, the College prepared these consolidated financial statements in accordance with CPA Canada Public Sector Accounting (PSA) Handbook.

**(a) College Reporting Entity and Consolidation**

Significant aspects of the accounting policies adopted by the College are as follows:

**College Reporting Entity:**

The consolidated financial statements include all of the assets, liabilities, revenues and expenses of the College reporting entity. The College reporting entity is comprised of all the organizations that are controlled by the College.

**Consolidation:**

All controlled organizations are consolidated on a line-by-line basis.

**Consolidation Method:**

All inter-organizational balances and transactions are eliminated.

Controlled organizations that have been included using the full consolidation method:

- Northlands College Scholarship Foundation Inc.

**(b) Measurement Uncertainty and the Use of Estimates**

The preparation of financial statements in conformity with PSA standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the year. Uncertainty in the determination of the amount at which an item is recognized or disclosed in financial statements is known as measurement uncertainty. Such uncertainty exists when there is a variance between the recognized or disclosed amount and another reasonably possible amount.

Measurement uncertainty that may be material to these consolidated financial statements exists for:

- the liability for employee future benefits of \$316,900 (June 30, 2019 - \$315,500) because actual experience may differ significantly from actuarial or historical estimations and assumptions;
- the allowance for doubtful accounts of \$50,455 (June 30, 2019 - \$52,523) because it is an estimate derived from past experience; and
- useful lives of tangible capital assets and related amortization is done on a straight-line basis.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the periods in which they become known. While best estimates are used for reporting items subject to measurement uncertainty, it is reasonably possible that changes in future conditions, occurring within one fiscal year, could require material changes in the amounts recognized or disclosed.

**(c) Financial Instruments**

Financial instruments create rights and obligations to receive or deliver economic benefits. Financial instruments include cash and cash equivalents, accounts receivable, accrued salaries and benefits, accounts payable and accrued liabilities and long term debt.

Financial instruments are assigned to one of two measurement categories: fair value or cost or amortized cost.

**i) Cost or Amortized Cost**

All other financial assets and financial liabilities are measured at cost or amortized cost. Transaction costs are a component of cost for financial instruments measured using cost or amortized cost. Loans and receivables are measured at amortized cost. Due to their short-term nature, the amortized cost of these instruments approximates their fair value.

**(d) Financial Assets**

Financial assets are assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Valuation allowances are used where considered necessary to reduce the amounts reported for financial assets to their net realizable value.

**Cash and Cash Equivalents** consist of cash, bank deposits and highly liquid investments with initial maturity terms of three months or less and held for the purpose of meeting short-term operating cash commitments rather than for investing purposes.

**Accounts Receivable** are shown net of allowance for doubtful accounts to reflect their expected net recoverable value. Valuation allowances are recorded where recovery is considered uncertain. Changes in valuation allowances are recorded in the consolidated statement of operations and accumulated surplus.

**(e) Liabilities**

Liabilities are present obligations arising from transactions and events occurring prior to year-end, which will be satisfied in the future through the use of assets or another form of economic settlement.

**Accrued Salaries and Benefits** represents salaries and benefits owing to or on behalf of work performed by employees, but not yet paid, at the end of the fiscal period. Amounts are payable within one year.

**Accounts Payable and Accrued Liabilities** include accounts payable and accrued liabilities owing to third parties for goods supplied and services rendered, but not yet paid, at the end of the fiscal period. Amounts are payable within one year.

**Deferred revenue** from government transfers represents restricted grants with stipulations that give rise to a liability. The revenue is recognized as the stipulation liabilities are settled. Deferred revenue from non-government sources represents revenue related to fees or services received in advance of the fee being earned or the services being performed, and other contributions for which the contributor has placed restrictions on the use of the resources. Tuition and fee revenue is recognized as the course is delivered, revenue from contractual services is recognized as the services are delivered, and revenue from other contributions is recognized in the fiscal year in which the resources are used for the purpose specified.

**Liability for Employee Future Benefits** represents non-vesting sick leave benefits that accrue to the College's employees. The cost of these benefits is recorded as the benefits are earned by employees. The liability relating to these benefits is actuarially determined using the projected benefit method pro-rated on service and management's best estimate of expected sick leave usage, discount rate, inflation, salary escalation, termination and retirement rates and mortality. Actuarial gains and losses are amortized on a straight line basis over the expected average remaining service life of the related employee groups. Actuarial valuations are performed periodically. Extrapolations of these valuations are made when a valuation is not done in the current fiscal year.

**Long-Term Debt** is comprised of capital loans and other long-term debt with initial maturities of more than one year. Long-term debt also includes capital lease obligations where substantially all of the benefits and risks incident to ownership are transferred to the College without necessarily transferring legal ownership. The amount of the lease liability recorded at the beginning of the lease term is the present value of the minimum lease payments, excluding the portion thereof relating to executory costs.

**(f) Non-Financial Assets**

Non-financial assets are assets held for consumption in the provision of services. These assets do not normally provide resources to discharge the liabilities of the College unless they are sold.

**Tangible Capital Assets** have useful lives extending beyond the accounting period, are used by the College to provide services to the public and are not intended for sale in the ordinary course of operations. Tangible capital assets are recorded at cost and include all costs directly attributable to the acquisition, design, construction, development, installation and betterment of the tangible capital asset. The College does capitalize interest incurred while a tangible capital asset is under construction. Contributed tangible capital assets are recorded at their fair value at the date of receipt.

The cost of depreciable tangible capital assets, net of any residual value, is amortized on a straight line basis over their estimated useful lives as follows:

|                         |                              |
|-------------------------|------------------------------|
| Buildings               | 20 – 50 years                |
| Furniture and equipment | 3 to 10 years                |
| Computer software       | 10 years                     |
| Computer hardware       | 3 years                      |
| Vehicles                | 5 years                      |
| Leasehold improvements  | Term of lease or useful life |
| Leased capital assets   | Term of lease or useful life |

Write-downs are accounted for as expenses in the consolidated statement of operations and accumulated surplus.

**Inventory of Supplies for Consumption** consists of supplies held for consumption by the College in the course of normal operations and are recorded at the lower of cost and replacement cost.

**Prepaid Expenses** are prepaid amounts for goods or services such as advertising for future year programs and insurance which will provide economic benefits in one or more future periods. The prepaid amount is recognized as an expense in the year the goods or services are consumed.

**(g) Employee Pension Plans**

Employees of the College participate in the following pension plans:

**Multi-Employer Defined Benefit Plans**

The College's employees participate in one of the following multi-employer defined benefit plans:

- i) Teachers and other employees holding a teaching certificate participate in either the retirement plan of the Saskatchewan Teachers' Retirement Plan (STRP) or Saskatchewan Teachers' Superannuation Plan (STSP). The College's obligation for these plans is limited to collecting and remitting contributions of the employees at rates determined by the plans.
- ii) Other employees participate in the Municipal Employees' Pension Plan (MEPP). In accordance with PSA standards, the plan is accounted for as a defined contribution plan whereby the College's contributions are expensed when due.

**(h) Revenue Recognition**

Revenues are recorded on the accrual basis. Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues, provided the amount to be received can be reasonably estimated and collection is reasonably assured.

The College's major sources of revenue include the following:

- i) **Government Transfers (Grants)**  
Grants from governments are considered to be government transfers. Government transfers are recognized as revenues when the transfer is authorized, all eligibility criteria have been met, the amount can be estimated and collection is reasonably assured except when, and to the extent, stipulations by the transferor give rise to an obligation that meets the definition of a liability.

**ii) Fees and Services**

Revenues from tuition fees and other services are recognized in the year they are earned. Amounts that are restricted pursuant to legislation, regulation or agreements with external parties that may only be used in the conduct of certain programs or in the delivery of specific services and transactions are initially recorded as deferred revenue and subsequently recognized as revenue in the fiscal year the related expenses are incurred or services are performed.

**iii) Interest Income**

Interest is recognized on an accrual basis when it is earned.

**iv) Other (Non-Government Transfer) Contributions**

Unrestricted contributions are recognized as revenue in the year received or in the year the funds are committed to the College if the amount can be reasonably estimated and collection is reasonably assured. Externally restricted contributions are contributions for which the contributor has placed restrictions on the use of the resources. All externally restricted contributions are deferred until the resources are used for the purpose specified, at which time the contributions are recognized as revenue. In-kind contributions are recorded at their fair value when they are received.

**(i) Expenses**

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year is expensed.

**(j) Contingent liabilities**

Contingent liabilities are potential liabilities which may become actual liabilities 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 consolidated financial statements.

**(k) Accounting Standards Not Yet in Effect**

New standards have not been applied in preparing these consolidated financial statements. The following standards will become effective as follows:

*PS 3280 Asset Retirement Obligations (effective April 1, 2022)*

Replaces PS 3270 with revised guidance on accounting for, and presentation and disclosure of, asset retirement obligations.

*PS 3400 Revenue (effective April 1, 2023)*

A new standard establishing guidance on how to account for and report on revenue. Specifically, it addresses revenue arising from exchange transactions and unilateral transactions.

### 3. CASH AND CASH EQUIVALENTS

Due to the short-term nature of the investments, market value of cash and cash equivalents approximates cost.

|                                  | June 30<br>2020      | June 30<br>2019     |
|----------------------------------|----------------------|---------------------|
| Cash and bank deposits           | \$ 10,806,760        | \$ 9,319,060        |
| <b>Cash and cash equivalents</b> | <b>\$ 10,806,760</b> | <b>\$ 9,319,060</b> |

### 4. ACCOUNTS RECEIVABLE

All accounts receivable presented on the statement of financial position are net of any valuation allowances for doubtful accounts.

|  | June 30<br>2020   | June 30<br>2019   |
|--|-------------------|-------------------|
| Provincial government                            |                   |                   |
| Advanced Education/Immigration & Career Training | \$ -              | \$ -              |
| Federal government                               | 25,744            | 54,703            |
| Other receivables                                | 351,341           | 239,756           |
|  | 377,085           | 294,459           |
| Less: Allowance for doubtful accounts            | (50,455)          | (52,523)          |
| <b>Accounts receivable, net of allowances</b>    | <b>\$ 326,630</b> | <b>\$ 241,936</b> |

### 5. BANK INDEBTEDNESS

Bank indebtedness consists of a demand operating line of credit with a maximum borrowing limit of \$500,000 (June 30, 2019 - \$500,000) that bears interest at prime. This line of credit is authorized by a borrowing resolution by the Board and is secured by a general security agreement. This line of credit was approved by the Minister of Advanced Education on June 25, 2001. The balance drawn on the line of credit at June 30, 2020 was \$ 0 (June 30, 2019 - \$ 0).

### 6. ACCRUED SALARIES AND BENEFITS

|                                      | June 30<br>2020     | June 30<br>2019   |
|--------------------------------------|---------------------|-------------------|
| Accrued salaries                     | \$ 344,471          | \$ 251,096        |
| Accrued employee benefits            | 856,044             | 733,646           |
| <b>Accrued salaries and benefits</b> | <b>\$ 1,200,515</b> | <b>\$ 984,742</b> |

## 7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

|   | June 30<br>2020   | June 30<br>2019   |
|---|-------------------|-------------------|
| Provincial Government                           | \$ 13,241         | \$ 26,295         |
| Federal Government                              | -                 | -                 |
| Other   | 858,119           | 414,651           |
| <b>Accounts payable and accrued liabilities</b> | <b>\$ 871,360</b> | <b>\$ 440,946</b> |

## 8. DEFERRED REVENUE

|                              | June 30<br>2019 | Addition<br>during the year | Revenue<br>recognized in<br>the year | June 30<br>2020   |
|------------------------------|-----------------|-----------------------------|--------------------------------------|-------------------|
| Deferred revenue             |                 |                             |                                      |                   |
| Peter Ballantyne Cree Nation | -               | 172,094                     | -                                    | 172,094           |
| <b>Deferred revenue</b>      | <b>\$ -</b>     | <b>\$ 172,094</b>           | <b>\$ -</b>                          | <b>\$ 172,094</b> |

## 9. LIABILITY FOR EMPLOYEE FUTURE BENEFITS

The College provides certain post-employment, compensated absence and termination benefits to its employees. These benefits include accumulating non-vested sick leave. The liability associated with these benefits is calculated as the present value of expected future payments pro-rated for service and is recorded as Liability for Employee Future Benefits in the statement of financial position.



Details of the employee future benefits are as follows:

|   | June 30<br>2020 | June 30<br>2019 |
|---|-----------------|-----------------|
| Actuarial valuation (extrapolation) date        | (June-30-20)    | June-30-19      |
| Long-term assumptions used:                     |                 |                 |
| Salary escalation rate (percentage)             | 1.50%           | 1.50%           |
| Discount rate (percentage)                      | 2.10%           | 1.90%           |
| Expected average remaining service life (years) | 10.8            | 10.8            |

|   | June 30<br>2020   | June 30<br>2019   |
|---|-------------------|-------------------|
| <b>Liability for Employee Future Benefits</b>   |                   |                   |
| Accrued Benefit Obligation - beginning of year  | \$ 257,500        | \$ 276,500        |
| Valuation effect                                | -                 | (21,400)          |
| Current period benefit cost                     | 41,600            | 41,200            |
| Interest cost                                   | 5,400             | 4,900             |
| Benefit payments                                | (39,100)          | (40,800)          |
| Actuarial gains/losses                          | -                 | (2,900)           |
| <b>Accrued Benefit Obligation - end of year</b> | <b>265,400</b>    | <b>257,500</b>    |
| <b>Unamortized Net Actuarial Gains/Losses</b>   | <b>51,500</b>     | <b>58,000</b>     |
| <b>Liability for Employee Future Benefits</b>   | <b>\$ 316,900</b> | <b>\$ 315,500</b> |

|  | June 30<br>2020  | June 30<br>2019  |
|--|------------------|------------------|
| <b>Employee Future Benefits Expense</b>                              |                  |                  |
| Current period benefit cost  | \$ 41,600        | \$ 41,200        |
| Amortization of net actuarial gain/loss                              | (6,500)          | (4,200)          |
| <b>Benefit Cost</b>  | <b>35,100</b>    | <b>37,000</b>    |
| <b>Interest cost on unfunded employee future benefits obligation</b> | <b>5,400</b>     | <b>4,900</b>     |
| <b>Total Employee Future Benefits Expense</b>                        | <b>\$ 40,500</b> | <b>\$ 41,900</b> |

## 10. LONG-TERM DEBT

| Details of Long-Term Debt:  |   | June 30<br>2020   | June 30<br>2019   |
|-----------------------------|---|-------------------|-------------------|
| Capital Loans:              |   | \$ -              | \$ -              |
| Other Long-Term Debt:       |   | -                 | -                 |
| Capital Leases:             |   |                   |                   |
| 2015 Toyota Highlander      | A 48-month lease with no down payment, monthly payments of \$625 plus taxes, an implicit interest rate of 5.1%, and a buy-out value of \$16,886 plus taxes in September 2019. Net Book Value = \$8,787      | -                 | 18,781            |
| 2016 Toyota Tundra          | A 48-month lease with no down payment, monthly payments of \$705 plus taxes, an implicit interest rate of 2.74%, and a buy-out value of \$21,110 plus taxes in September 2019. Net Book Value = \$10,628    | -                 | 23,401            |
| 2015 Toyota Highlander      | A 48-month lease with no down payment, monthly payments of \$625 plus taxes, an implicit interest rate of 5.1%, and a buy-out value of \$16,886 plus taxes in September 2019. Net Book Value = \$8,524      | -                 | 18,781            |
| 2015 Toyota Tundra          | A 48-month lease with \$500 down payment, monthly payments of \$644 plus taxes, an implicit interest rate of 0.74%, and a buy-out value of \$19,240 plus taxes in September 2019. Net Book Value = \$10,238 | -                 | 21,526            |
| 2018 Chevy Tahoe            | A 36-month lease with \$432 down payment, monthly payments of \$1,432 plus taxes, an implicit interest rate of 2.9%, and a buy-out value of \$27,190 plus taxes in June 2021. Net Book Value = \$35,341     | 41,452            | 58,567            |
| 2018 Toyota Tundra          | A 48-month lease with no down payment, monthly payments of \$751 plus taxes, an implicit interest rate of 1.49%, and a buy-out value of \$22,177 plus taxes in January 2022. Net Book Value = \$26,344      | 36,001            | 45,017            |
| 2018 Toyota Tundra          | A 48-month lease with no down payment, monthly payments of \$762 plus taxes, an implicit interest rate of 0.99%, and a buy-out value of \$21,684 plus taxes in February 2022. Net Book Value = \$26,354     | 36,463            | 45,608            |
|                             |   | <b>113,916</b>    | <b>231,681</b>    |
| <b>Total Long-Term Debt</b> |   | <b>\$ 113,916</b> | <b>\$ 231,681</b> |

Principal repayments over the next 2 fiscal years are estimated as follows:

| Capital Leases |         |
|----------------|---------|
| 2021           | 59,613  |
| 2022           | 54,303  |
|                | 113,916 |

Interest paid on long-term debt for the fiscal year ending June 30, 2020 was \$3,596 (June 30, 2019 - \$11,977).

## 11. TANGIBLE CAPITAL ASSETS

|  | Land       | Buildings    | Furniture and Equipment | Computer Hardware | Computer Software | Vehicles     | Leasehold Improvements | 2020         | 2019         |
|--|------------|--------------|-------------------------|-------------------|-------------------|--------------|------------------------|--------------|--------------|
| <i>Tangible Capital Assets - at Cost:</i>      |            |              |                         |                   |                   |              |                        |              |              |
| Opening Balance at Start of Year               | \$ 351,184 | \$ 9,831,563 | \$ 4,509,669            | \$ 1,000,506      | \$ 452,213        | \$ 573,274   | \$ 291,613             | \$17,010,022 | \$16,188,998 |
| Additions/Purchases                            | -          | 536,796      | 79,824                  | -                 | -                 | 5,762        | -                      | 622,382      | 839,851      |
| Disposals/Write-downs                          | -          | -            | -                       | -                 | -                 | -            | -                      | -            | 18,827       |
| Contributed Tangible Capital Assets            | -          | -            | -                       | -                 | -                 | -            | -                      | -            | -            |
| Closing balance at End of Year                 | 351,184    | 10,368,359   | 4,589,493               | 1,000,506         | 452,213           | 579,036      | 291,613                | 17,632,404   | 17,010,022   |
| <i>Tangible Capital Assets - Amortization:</i> |            |              |                         |                   |                   |              |                        |              |              |
| Opening Balance at Start of Year               | -          | 6,000,496    | 3,636,594               | 884,324           | 265,528           | 437,239      | 291,613                | 11,515,794   | 10,856,597   |
| Amortization for the Period                    | -          | 204,360      | 237,377                 | 63,499            | 45,221            | 123,150      | -                      | 673,607      | 659,197      |
| Disposal                                       | -          | -            | -                       | -                 | -                 | -            | -                      | -            | -            |
| Closing Balance at End of Year                 | -          | 6,204,856    | 3,873,971               | 947,823           | 310,749           | 560,389      | 291,613                | 12,189,401   | 11,515,794   |
| <i>Net Book Value:</i>                         |            |              |                         |                   |                   |              |                        |              |              |
| Opening Balance at Start of Year               | 351,184    | 3,831,067    | 873,075                 | 116,182           | 186,685           | 136,035      | -                      | 5,494,228    | 5,332,401    |
| Closing Balance at End of Year                 | 351,184    | 4,163,503    | 715,523                 | 52,683            | 141,464           | 18,648       | -                      | 5,443,004    | 5,494,228    |
| Change in Net Book Value                       | \$ -       | \$ 332,436   | \$ (157,552)            | \$ (63,499)       | \$ (45,221)       | \$ (117,387) | \$ -                   | \$ (51,224)  | \$ 161,827   |

## 12. PREPAID EXPENSES

|                   | June 30<br>2020 | June 30<br>2019 |
|-------------------|-----------------|-----------------|
| Prepaid expenses  | 48,320          | 64,055          |
| Prepaid insurance | 128,523         | 116,989         |
| Prepaid expenses  | \$ 176,844      | \$ 181,044      |

### 13. EMPLOYEE PENSION PLANS

#### Multi-Employer Defined Benefit Plans

Information on the multi-employer pension plans to which the College contributes is as follows:

- i) Saskatchewan Teachers' Retirement Plan (STRP) or Saskatchewan Teachers' Superannuation Plan (STSP):

The STRP and STSP provide retirement benefits based on length of service and pensionable earnings.

The STRP and STSP are funded by contributions by the participating employee members and the Government of Saskatchewan. The College's obligation to the STRP and STSP is limited to collecting and remitting contributions of the employees at rates determined by the plans. Accordingly, these consolidated financial statements do not include any expense for employer contributions to these plans. Net pension assets or liabilities for these plans are not reflected in these consolidated financial statements as ultimate responsibility for retirement benefits rests with the Saskatchewan Teachers' Federation for the STRP and with the Government of Saskatchewan for the STSP.

Details of the contributions to these plans for the College's employees are as follows:

|   | 2020              |                 |                   | 2019              |
|---|-------------------|-----------------|-------------------|-------------------|
|   | STRP              | STSP            | Total             | Total             |
| Number of active College members                | 30                | 1               | 31                | 29                |
| Member contribution rate (percentage of salary) | 11.70%            | 6.05%           | 11.70%/6.05%      | 11.30%/6.05%      |
| <b>Member contributions for the year</b>        | <b>\$ 229,555</b> | <b>\$ 2,738</b> | <b>\$ 232,293</b> | <b>\$ 220,666</b> |

- ii) Municipal Employees' Pension Plan (MEPP)

The MEPP provides retirement benefits based on length of service and pensionable earnings.

The MEPP is funded by employer and employee contributions at rates set by the Municipal Employees' Pension Commission.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. Any actuarially determined deficiency is the responsibility of the participating employers and employees which could affect future contribution rates and/or benefits.

The contributions to the MEPP by the participating employers are not segregated in separate accounts or restricted to provide benefits to the employees of a particular employer. As a result, individual employers are not able to identify their share of the underlying assets and liabilities, and the net pension assets or liabilities for this plan are not recognized in these financial statements. In accordance with PSA standards, the plan is accounted for as a defined contribution plan whereby the College's contributions are expensed when due.

Details of the MEPP are as follows:

|  | 2020      | 2019      |
|--|-----------|-----------|
| Number of Active College members                 | 123       | 98        |
| Member contribution rate (percentage of salary)  | 9.00%     | 8.15%     |
| College contribution rate (percentage of salary) | 9.00%     | 8.15%     |
| Member contributions for the year                | 517,666   | 438,032   |
| College contributions for the year               | 517,666   | 438,032   |
| Actuarial valuation (extrapolation) date         | 31-Dec-19 | 31-Dec-18 |
| Plan Assets                                      | 2,819,222 | 2,487,505 |
| Plan Liabilities                                 | 2,160,754 | 2,024,269 |
| Plan Surplus                                     | 658,468   | 463,236   |

#### 14. RISK MANAGEMENT

The College is exposed to financial risks from its financial assets and liabilities. These risks include credit risk, liquidity risk and market risk (consisting of interest rate risk and foreign exchange risk).

##### i) Credit Risk

Credit risk is the risk to the College from potential non-payment of accounts receivable. The credit risk related to the College's receivables from the provincial government, federal government and their agencies are considered to be minimal. For other receivables, the College has adopted credit policies which include reviewing the outstanding accounts receivable for the College on a regular basis and denying further service until outstanding balances at year-end are paid. The College does not have a significant exposure to any individual customer. Management reviews accounts receivable on a case by case basis to determine if a valuation allowance is necessary to reflect impairment in collectability.

The aging of accounts receivable at June 30, 2020 and June 30, 2019 was:

|              | June 30, 2020       |                                 | June 30, 2019       |                       |
|--------------|---------------------|---------------------------------|---------------------|-----------------------|
|              | Accounts Receivable | Allowance for Doubtful Accounts | Accounts Receivable | for Doubtful Accounts |
| Current      | \$ 202,989          |                                 | \$ 137,498          |                       |
| 0-30 days    | -                   |                                 | 1,912               |                       |
| 30-60 days   | 17,068              |                                 | 7,965               |                       |
| 60-90 days   | 7,694               |                                 | 7,643               |                       |
| Over 90 days | 149,334             | 50,455                          | 139,441             | 52,523                |
| Total        | \$ 377,085          | \$ 50,455                       | \$ 294,459          | \$ 52,523             |
| <b>Net</b>   |                     | <b>\$ 326,630</b>               |                     | <b>\$ 241,936</b>     |

#### ii) Liquidity Risk

Liquidity risk is the risk that the College will not be able to meet its financial obligations as they come due. The College manages liquidity risk by maintaining a reasonable amount of unappropriated surplus at approximately 3% of the Operating Grant as suggested by the Ministries.

The following table sets out the contractual maturities of the College's financial liabilities:

|  | June 30, 2020   |                    |              |
|--|-----------------|--------------------|--------------|
|  | Within 6 months | 6 months to 1 year | 1 to 5 years |
| Accrued salaries and benefits            | 1,200,515       |                    |              |
| Accounts payable and accrued liabilities | 871,360         |                    |              |
| Long-term debt                           | 17,638          | 41,975             | 54,303       |
| Total                                    | \$ 2,089,512    | \$ 41,975          | \$ 54,303    |

#### iii) Market Risk

The College is exposed to market risks with respect to interest rates and foreign currency exchange rates, as follows:

##### Interest Rate Risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The College's interest rate exposure relates to long-term debt. The College also has an authorized bank line of credit of \$500,000 with interest payable monthly at a rate of prime. Changes in the bank's prime rate can cause fluctuation in interest payments and cash flows. There was no balance outstanding on this credit facility as of June 30, 2020.

The College minimizes these risks by:

- holding cash in an account at a Canadian bank, denominated in Canadian currency
- managing cash flows to minimize utilization of its bank line of credit
- managing its interest rate risk on long-term debt through the exclusive use of fixed rate terms for its long-term debt

## 15. BUDGET FIGURES

Budget figures included in the consolidated financial statements were approved by the Board on May 10, 2019, and the Minister of Advanced Education on July 4, 2019.

## 16. RELATED PARTIES

These consolidated financial statements include transactions with related parties. Northlands College is related to all Saskatchewan Crown Agencies such as ministries, corporations, boards, and commissions under the common control of the Government of Saskatchewan, as well as its key management personnel and their close family members. Additionally, Northlands College is related to organizations where they have key management personnel and/or their close family members in common.

### (a) Related Party Transactions:

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the consolidated financial statements. They are recorded at exchange amounts which approximate prevailing market rates charged by those organizations and are settled on normal trade terms.

In addition, the College pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases and customer sales on items that are deemed taxable. Taxes paid are recorded as part of the cost of those purchases.

The College receives long distance telephone services between major centers from SaskTel, a related party, at reduced rates available to Government agencies.

The Ministry of Central Services contributed \$330,250 in 2020 (\$291,164 in 2019) for the purpose of classroom and office space at the Mistasinik Building in La Ronge.

## 17. ACCUMULATED SURPLUS

Accumulated surplus represents the financial assets and non-financial assets of the College less liabilities. This represents the accumulated balance of net surplus arising from operations of the College and accumulated net re-measurement gains and losses.

Certain amounts of the accumulated operating surplus, as approved by the Board, have been designated for specific future purposes. These internally restricted amounts, or designated assets, are included in the accumulated surplus in the consolidated statement of financial position. Accumulated surplus from operations also includes externally restricted contributions for which the contributor has placed restrictions that the resources be held in perpetuity.

The College does not maintain separate bank accounts for the designated assets.

|  | June 30<br>2019   | Additions<br>during the year | Reductions<br>during the year | June 30<br>2020   |
|--|-------------------|------------------------------|-------------------------------|-------------------|
| <b>Invested in Tangible Capital Assets:</b>                                  |                   |                              |                               |                   |
| Net Book Value of Tangible Capital Assets                                    | \$ 5,494,229      | \$ 622,382                   | \$ 673,607                    | 5,443,004         |
| Less: Debt owing on Tangible Capital Assets                                  | 231,681           | -                            | 117,765                       | 113,916           |
|  | <u>5,262,548</u>  | <u>622,382</u>               | <u>555,842</u>                | <u>5,329,088</u>  |
| <b>Designated assets:</b>  |                   |                              |                               |                   |
| Capital Purchase   | 155,213           | -                            | 75,322                        | 79,891            |
| Building Capital   | 475,000           | -                            | 10,356                        | 464,644           |
| Building /Equipment Maintenance  | 5,864             | -                            | -                             | 5,864             |
| Information Technology   | 22,808            | 300,000                      | -                             | 322,808           |
| Adult Basic Education Scholarships   | 5,000             | -                            | 1,500                         | 3,500             |
| Critical Needs Bursaries   | 16,038            | 2,000                        | 1,250                         | 16,788            |
| Education Leave  | 281,504           | 5,925                        | 14,122                        | 273,307           |
| Training and Education   | 19,659            | -                            | -                             | 19,659            |
|  | <u>981,086</u>    | <u>307,925</u>               | <u>102,550</u>                | <u>1,186,461</u>  |
| <b>Other restricted surplus:</b>   |                   |                              |                               |                   |
| Various Other Appropriations from Ministries                                 | 943,633           | 450,000                      | 799,474                       | 594,159           |
| Skill Training Allocation  | 717,705           | 2,644,125                    | 2,669,741                     | 692,089           |
| Sector Partnerships  | 18,000            | -                            | 18,000                        | -                 |
| Adult Basic Education  | 540,350           | 1,649,000                    | 1,655,998                     | 533,352           |
| On-Reserve Training  | 501,392           | 391,000                      | 354,099                       | 538,293           |
| Essential Skills for the Workplace   | 197,204           | 200,000                      | 277,521                       | 119,683           |
| Northern Skills Training   | 1,022,781         | 1,383,600                    | 576,293                       | 1,830,088         |
| Northern Health Strategy   | 456,463           | 465,102                      | 531,727                       | 389,838           |
| University   | 662,466           | 3,199,348                    | 2,751,957                     | 1,109,857         |
|  | <u>5,059,994</u>  | <u>10,382,175</u>            | <u>9,634,810</u>              | <u>5,807,359</u>  |
| <b>Unrestricted Operating Surplus</b>  | <u>1,861,623</u>  | <u>875,603</u>               | <u>1,019,278</u>              | <u>1,717,948</u>  |
| <b>Total Accumulated Surplus from Operations</b>                             | <u>13,165,252</u> | <u>12,188,085</u>            | <u>11,312,480</u>             | <u>14,040,856</u> |
| <b>Accumulated Surplus - Northlands College Scholarship Foundation, Inc.</b> |                   |                              |                               |                   |
| <b>Unrestricted Operating Surplus</b>  | <u>140,633</u>    | <u>46,786</u>                | <u>105,861</u>                | <u>81,558</u>     |
| <b>Total Accumulated Surplus from Operations</b>                             | <u>13,305,884</u> | <u>12,234,871</u>            | <u>11,418,341</u>             | <u>14,122,414</u> |



The purpose and nature of each designated assets amount is as follows:

Capital Purchase Appropriation - \$79,891 - is intended for the purchase of any equipment or real property required for sustaining programming activity at the College. The entire amount is committed to lease buy-outs scheduled to occur that began in June 2019. Five vehicles were bought-out for \$75,322, leaving one buy-out in 2020/21 and two more in 2021/22.

Building Capital Appropriation - \$464,644 - is intended to purchase/renovate buildings to sustain programming at the College. There is currently \$289,644 committed against this appropriation for the purpose of repairing boilers and roofing at the La Ronge Program Centre in addition to grading the grounds and drive way for improved accessibility.

Building/Equipment Maintenance Appropriation - \$5,864 - is intended to maintain the aged buildings and equipment owned by the College. There are no outstanding commitments to this appropriation.

Information Technology Appropriation - \$322,808 - is to ensure the College can maintain an IT infrastructure that operates to effectively help students through their programs. The entire amount in this appropriation is to update the Concentra phone system to a digital Voice over Internet Protocol (VoIP) system and to replenish 115 laptops that were repurposed to students for remote learning during the COVID-19 Pandemic. These activities will be complete within 2020/21.

Adult Basic Education Scholarships Appropriation - \$3,500 - is to award scholarships for academic achievement. Total scholarships awarded in 2019/20 was \$1,500.

Critical Needs Bursary Appropriation - \$16,788 – is intended for students who have a gap in funding and/or other unforeseen financial difficulty that may render the student unable to attend school. This bursary is designed to be flexible to assist students in distress. An application process and proof of hardship is required. The amount will vary depending on the nature of the situation, but will generally be for an amount of \$500 or less. The amount of \$1,250 was paid in 2019/20 and contributions to the appropriation were \$2,000 in specified donations.

Education Leave Appropriation - \$273,307 - represents the amount the Board has committed to the purpose of supporting staff in future educational requirements. The amount of \$14,122 was paid in 2019/20 with \$5,925 paid for by an outstanding liability remaining from previous years. There is approximately \$125,350 in Education Leave commitments estimated for future years.

Estimated expenditures:

2020/21 - \$59,350

2021/22 - \$36,000

2022/23 – 30,000

Training and Education Appropriation - \$19,659 - is intended for use toward specific programming initiatives with Board approval. There are no commitments outstanding against this appropriation.

## 18. CONTRACTUAL OBLIGATIONS AND COMMITMENTS

Significant contractual obligations and commitments of the College are as follows:

|                                | Operating Leases |                  |                   |                   | Capital Leases    |                   |
|--------------------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|
|                                | Classroom Rental | Equipment Leases | Housing Leases    | Total Operating   | Vehicles          | Total Capital     |
| Future Minimum Lease Payments  |                  |                  |                   |                   |                   |                   |
| 2021                           | \$ 2,400         | \$ 35,169        | \$ 325,900        | \$ 363,469        | \$ 57,263         | \$ 57,263         |
| 2022                           |                  | 1,756            | 27,100            | 28,856            | 53,757            | 53,757            |
| 2023                           |                  | 957              | -                 | 957               | -                 | -                 |
| 2024                           |                  | 399              | -                 | 399               | -                 | -                 |
|                                | 2,400            | 38,281           | 353,000           | 393,681           | 111,020           | 111,020           |
| Interest and executory costs   |                  |                  |                   |                   | 2,896             | 2,896             |
| <b>Total Lease Obligations</b> | <b>\$ 2,400</b>  | <b>\$ 38,281</b> | <b>\$ 353,000</b> | <b>\$ 393,681</b> | <b>\$ 113,916</b> | <b>\$ 113,916</b> |

## 19. CONTINGENT LIABILITIES

A union representing employees of an employer unrelated to the College has applied by Notice of Motion for an order quashing purported decisions of the Municipal Employees Pension Plan relating to the application of actuarial surplus in the fund, as well as other relief. Several participating employers, including the College have been named. It is not possible to estimate the potential effect of the claim at this stage of the proceedings. The College's share of settlement, if any, will be charged to expenses in the year in which the related litigation is settled.

## 20. STATEMENT OF REMEASUREMENT GAINS AND LOSSES

The consolidated financial statements do not include a Statement of Remeasurement Gains and Losses since there were no unrealized changes in fair value.

## 21. COMPARATIVE FIGURES

Prior year comparative figures have been reclassified to conform to the current year's presentation.

## 22. COVID-19

During the year, there was a global outbreak of COVID-19 (coronavirus), which has had a significant impact on businesses through the restrictions put in place by the Canadian, provincial and municipal governments regarding travel, business operations and isolation/quarantine orders.

At this time, it is unknown the extent of the impact the COVID-19 outbreak may have on the organization as this will depend on future developments that are highly uncertain and that cannot be predicted with confidence. These uncertainties arise from the inability to predict the ultimate geographic spread of the disease, and the duration of the outbreak, including the duration of travel restrictions, business closures or disruptions, and quarantine/isolation measures that are currently, or may be put, in place by Canada and other countries to fight the virus.

**Northlands College  
Personal Service Listing  
for the year ended June 30, 2020  
"Unaudited"**

Listed are individuals (including unionized employees) who received \$50,000 or more for salaries, wages, honorariums, and compensation for personal service.

This listing will include: Gross salary + gross bonus + honorariums + compensation for personal service = Personal Service.

(No travel reimbursements, transfers or other expenditures will be included)

|                |                   | Annual Gross<br>Base Salary | Annual<br>Gross<br>Honorarium | Total Personal<br>Service<br>Amount |
|----------------|-------------------|-----------------------------|-------------------------------|-------------------------------------|
| Ashton         | , Alexander       | 86,017                      |                               | 86,017                              |
| Bagwell        | , Stephen         | 87,819                      |                               | 87,819                              |
| Ballantyne     | , Barbara         | 53,189                      |                               | 53,189                              |
| Ballentyne     | , Paul            | 86,827                      |                               | 86,827                              |
| Bell           | , Lena            | 69,076                      |                               | 69,076                              |
| Berg           | , Waldo           | 89,072                      |                               | 89,072                              |
| Bosiak         | , Charlene        | 83,190                      |                               | 83,190                              |
| Bouvier        | , Myrna           | -                           | 3,640                         | 3,640                               |
| Boyle          | , Damian          | 89,536                      |                               | 89,536                              |
| Brown          | , Ken             | 92,844                      |                               | 92,844                              |
| Brown          | , Cheryl          | 81,388                      |                               | 81,388                              |
| Cardiff        | , Erik            | 63,587                      |                               | 63,587                              |
| Cardin-Clinton | , Barbara         | 51,501                      |                               | 51,501                              |
| Carlson        | , Donna           | 66,586                      |                               | 66,586                              |
| Charles        | , Elizabeth       | 69,077                      |                               | 69,077                              |
| Charles        | , Charlene        | 65,535                      |                               | 65,535                              |
| Charles        | , Colleen         | 82,376                      |                               | 82,376                              |
| Cheechoo       | , Bev             | -                           | 630                           | 630                                 |
| Chester        | , Jamie           | 83,460                      |                               | 83,460                              |
| Chrispen       | , Cherise         | 121,540                     |                               | 121,540                             |
| Cook           | , Julian          | 57,084                      |                               | 57,084                              |
| Corrigal       | , Roland          | 72,254                      |                               | 72,254                              |
| Courtoreille   | , Lisa            | 80,409                      |                               | 80,409                              |
| Deschambeault  | , Val             | -                           | 3,940                         | 3,940                               |
| Daigneault     | , Nick            | -                           | 630                           | 630                                 |
| Duffy          | , Sharon          | 87,837                      |                               | 87,837                              |
| Durocher       | , Jackie          | -                           | 3,920                         | 3,920                               |
| Eastman        | , Cheryl          | 60,475                      |                               | 60,475                              |
| Endale         | , Endale Negussie | 67,542                      |                               | 67,542                              |
| Everest        | , Crystal         | -                           | 2,680                         | 2,680                               |
| Fern           | , Victor          | -                           | 7,620                         | 7,620                               |
| Finlayson      | , Barbara         | 62,587                      |                               | 62,587                              |

|               |               |         |     |         |
|---------------|---------------|---------|-----|---------|
| Gabriel       | , Marnie      | 86,693  |     | 86,693  |
| Galloway      | , Camille     | 64,181  |     | 64,181  |
| Georges       | , Sky         | 55,123  |     | 55,123  |
| Giesbrecht    | , Christopher | 73,905  |     | 73,905  |
| Gordon        | , Erin        | 102,969 |     | 102,969 |
| Gray          | , Ken         | -       | 630 | 630     |
| Hamm          | , Eric        | 105,405 |     | 105,405 |
| Haugen        | , Brett       | 72,254  |     | 72,254  |
| Haydukewich   | , Kelly       | 91,741  |     | 91,741  |
| Hennie        | , Emily       | 66,519  |     | 66,519  |
| Hrycuik       | , Christine   | 92,485  |     | 92,485  |
| Huber         | , Michelle    | 100,983 |     | 100,983 |
| Iron-Gardiner | , Amanda      | 58,846  |     | 58,846  |
| Iwasyk        | , Marilyn     | 107,191 |     | 107,191 |
| Jeffries      | , Cheryl      | 66,519  |     | 66,519  |
| Kadachuk      | , Edith       | 102,117 |     | 102,117 |
| Karlewicz     | , Vince       | 90,820  |     | 90,820  |
| Khalil        | , Amro        | 113,562 |     | 113,562 |
| King          | , Stephen     | 67,491  |     | 67,491  |
| Klassen       | , Ellen       | 94,056  |     | 94,056  |
| Kyplain       | , Jennifer    | 82,696  |     | 82,696  |
| Lariviere     | , Linda       | 86,297  |     | 86,297  |
| Layton        | , Alicia      | 87,837  |     | 87,837  |
| Lipton        | , Ethan       | 57,573  |     | 57,573  |
| Lipton        | , Valerie     | 63,034  |     | 63,034  |
| Lockstein     | , Richard     | 87,126  |     | 87,126  |
| Mahar         | , Shawn       | 59,637  |     | 59,637  |
| Marsland      | , Seapieces   | 66,558  |     | 66,558  |
| Mayer-Halkett | , Jennifer    | 66,519  |     | 66,519  |
| Mcdougald     | , Chandra     | 113,247 |     | 113,247 |
| McKenzie      | , Dawn        | 53,946  |     | 53,946  |
| McKenzie      | , Kristen     | 78,929  |     | 78,929  |
| Mckenzie      | , Patrick     | 72,201  |     | 72,201  |
| Michalak      | , Rhea        | 89,106  |     | 89,106  |
| Morin         | , Bradley     | 64,019  |     | 64,019  |
| Morvik        | , Kory        | 85,430  |     | 85,430  |
| Muirhead      | , Jennifer    | 52,490  |     | 52,490  |
| Nagy          | , Laura       | 72,392  |     | 72,392  |
| NagyI         | , Kimberley   | 66,285  |     | 66,285  |
| Naytowhow     | , Rosie       | 69,442  |     | 69,442  |
| Paetkau       | , Steven      | 73,003  |     | 73,003  |
| Paetkau       | , Tim         | 83,098  |     | 83,098  |
| Pedersen      | , Janelle     | 61,831  |     | 61,831  |
| Penney        | , John Guy    | 156,393 |     | 156,393 |
| Putz          | , Tamara      | 87,957  |     | 87,957  |
| Putz          | , Trevor      | 66,540  |     | 66,540  |
| Rawal         | , Indermohan  | 94,065  |     | 94,065  |

|                     |   |           |                  |               |                  |
|---------------------|---|-----------|------------------|---------------|------------------|
| Rawal               | , | Manjula   | 102,433          |               | 102,433          |
| Rayner              | , | Marcus    | 59,214           |               | 59,214           |
| Roberts             | , | Dale      | 64,111           |               | 64,111           |
| Roberts             | , | Lorna     | 67,404           |               | 67,404           |
| Robinson            | , | Tyson     | 50,892           |               | 50,892           |
| Sanderson           | , | Khalie    | 62,954           |               | 62,954           |
| Sanderson           | , | Pamela    | 88,437           |               | 88,437           |
| Sanderson           | , | Samantha  | 85,665           |               | 85,665           |
| Senga               | , | Janelle   | 91,562           |               | 91,562           |
| Soares              | , | Michael   | 84,421           |               | 84,421           |
| Stockdale           | , | Aaron     | 66,036           |               | 66,036           |
| Stuckey             | , | Carolyn   | 78,407           |               | 78,407           |
| Thomas              | , | William   | 86,871           |               | 86,871           |
| Thompson            | , | Robert    | 86,939           |               | 86,939           |
| Todd                | , | Kristy    | 76,199           |               | 76,199           |
| Vandall             | , | Jocelyn   | 95,718           |               | 95,718           |
| Watt                | , | Hugh      | -                | 2,280         | 2,280            |
| Weinberger          | , | Terri Ann | 72,641           |               | 72,641           |
| Wolverine           | , | Jocelyn   | 69,075           |               | 69,075           |
| Young               | , | Shelley   | 129,320          |               | 129,320          |
| Unionized Employees |   |           | 1,684,591        |               | 1,684,591        |
|                     |   |           | <b>8,824,209</b> | <b>25,970</b> | <b>8,850,179</b> |

**Northlands College  
Supplier Payment Listing  
for the year ended June 30, 2019  
"Unaudited"**

Listed are payees who received \$50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment

|   |                         |
|---|-------------------------|
| Access 2000 Elevator & Lift Inc.              | 61,050                  |
| Blue Cross                                    | 379,874                 |
| Camsell Portage Transportation Services       | 51,345                  |
| Comptech Innovation                           | 51,456                  |
| Cornerstone Insurance                         | 191,023                 |
| Evergreen Safety & Training                   | 56,372                  |
| Eli Fleury                                    | 69,191                  |
| Frank Dunn Toyota                             | 83,607                  |
| Keewatin Community Development Association    | 203,793                 |
| Lac La Ronge Indian Band                      | 200,511                 |
| Life Design Concepts By Laurel Inc            | 80,170                  |
| Loch Brothers Mechanical                      | 390,721                 |
| Minister of Finance                           | 256,452                 |
| Municipal Employees Pension Plan              | 1,085,762               |
| National Student Loans Service Centre         | 68,162                  |
| Northern Lights School Div 113                | 623,252                 |
| Northway Janitorial Service Ltd               | 196,209                 |
| Northwinds Bus Lines Ltd                      | 172,812                 |
| Ptarmigan Consulting Inc                      | 212,894                 |
| Receiver General for Canada                   | 2,707,506               |
| Safri Management Corp                         | 337,871                 |
| Sask Power                                    | 127,904                 |
| Sasktel                                       | 93,529                  |
| Saskatchewan Government Employees Union       | 231,492                 |
| Saskatchewan Teachers Federation              | 247,636                 |
| Saskatchewan Workers Compensation Board       | 87,184                  |
| Saskatchewan Indian Institute of Technologies | 120,716                 |
| Saskatchewan Polytechnic                      | 145,615                 |
| Spence Equipment Rentals Ltd                  | 69,030                  |
| Supreme Basics                                | 57,159                  |
| Toshiba Business Solutions                    | 55,992                  |
| Tourism Saskatchewan                          | 80,934                  |
| University of Regina                          | 101,715                 |
| University of Saskatchewan                    | 162,707                 |
|   | <b><u>9,061,646</u></b> |



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Parcel M - Highway #2 North  
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**Phone:** (306) 425-4483

**Fax:** (306) 425-4666

**Rock Campus**

1328 La Ronge Avenue  
Box 5000  
La Ronge, SK  
S0J 1L0

**Phone:** (306) 425-4354

**Fax:** (306) 425-4372

**Buffalo Narrows Campus**

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Box 190  
Buffalo Narrows, SK  
S0M 0J0

**Phone:** (306) 235-1765

**Fax:** (306) 235-4346

**Creighton Campus**

120 King Crescent  
Box 400  
Creighton, SK  
S0P 0A0

**Phone:** (306) 688-8838

**Fax:** (306) 688-7710

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