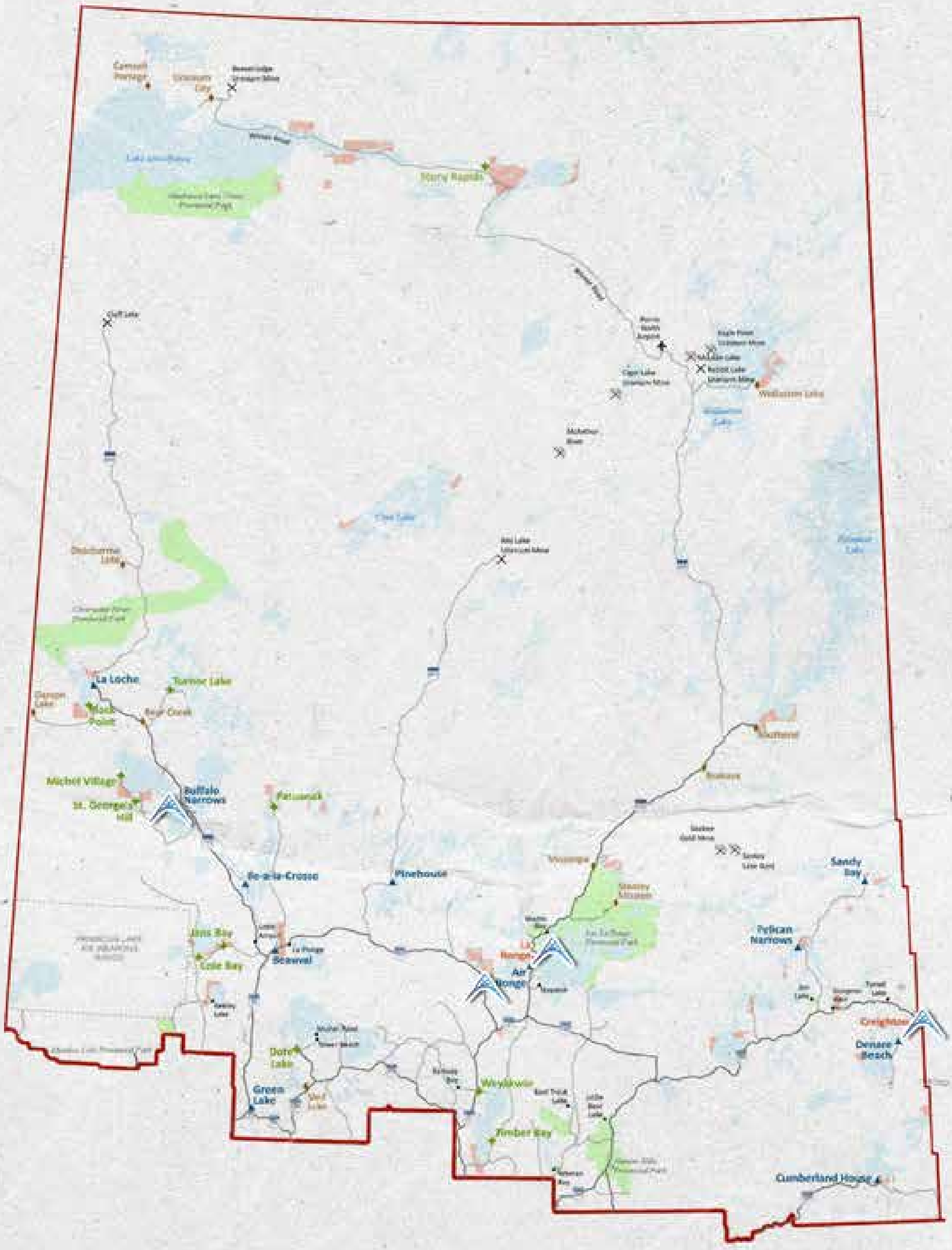
ANNUAL REPORT

2022–2023

#findyourport

TABLE OF CONTENT

NORTHLANDS COLLEGE CAMPUSES



La Ronge | Air Ronge | Creighton | Buffalo Narrows

LETTER OF TRANSMITTAL

NORTHLANDS COLLEGE

January 12, 2024

Honourable Gordon S. Wyant
Minister of Advanced Education
Room 307, Legislative Building
2405 Legislative Drive
REGINA, SK S4S 0B3

Dear Minister Wyant:

On behalf of the Board of Governors and in accordance with the regulations under the Regional Colleges Act of the Province of Saskatchewan, I am pleased to submit the Annual Report of Northlands College for the fiscal year ended June 30, 2023.

Sincerely,

Nick Daigneault
Chairperson

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northlandscollege.ca

Northlands College is honoured to help educate northern Saskatchewan residents on Treaties 5, 6, 8, and 10 territories and the homeland of Indigenous & Metis peoples.

BOARD OF GOVERNORS

Northlands College is fortunate to have a supportive and dedicated Board of Governors. The Board was active in its governing responsibilities during the year and was instrumental in setting the direction of the College. On top of the six scheduled meetings, the group along with the Elders Advisory Council held a planning session on May 28, 2023, to contribute to the new five-year Strategic Plan. On April 20, 2023, two new members were appointed to the Board of Governors, Thomas Sierzycki and Doreen Polischuk.

Nick Daigneault

Chairperson-Beauval,SK

Robert St. Pierre,

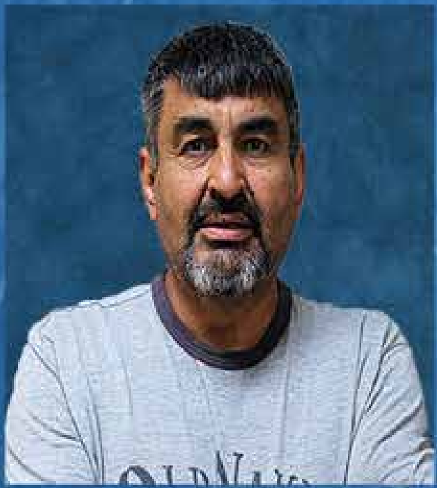
Vice-Chair La Loche

Val Deschambeault

Member at Large Cumberland House

Bev Cheechoo,

Member at Cumberland House



Elmer Campbell

Member Dillion

Ken Gray

Member La Ronge

Susanne Fern

Member Fond Du Lac

Thomas Sierzycki,

Member La Ronge

Doreen Polischuk

Member La Ronge

Karsten Henriksen

President & CEO of Northlands College

Nick Daigneault

Chairperson

Message from the Board of Governors Chair and President & CEO

Northlands College, a vibrant Public Regional College dedicated to serving northern Saskatchewan, takes pride in its strong commitment to Truth and Reconciliation, with over 92 percent of learners self-identifying with Indigenous ancestry.

In the 2022-23 academic year, Northlands College began a transformative journey following the findings of the Fall 2022 Operational Review. The review highlighted significant challenges, such as a 57 percent decline in enrollment since 2011, coupled with issues in stakeholder engagement, human resources, college processes, and a lack of strategic and infrastructure planning. With a clear forward looking vision, the Northlands College Board of Governors celebrated the initiation of the college's 2023 Year of Transformation in January 2023. The late Elder-in-Residence, Eli Fleury emphasized,

"the creator gave us the tools and intellect to change and, it is our responsibility to do so."

The 2022-23 Fiscal Year marked a period of reflection and action at Northlands College, from completing the College Operational and Organizational Review in Fall 2022 to implementing a new organizational structure in January 2023, coinciding with the launch of the College's Year of Transformation.

Aligned with the Government of Saskatchewan's 2023 Growth Plan and Health and Human Resources Strategy, Northlands College established a Health and Wellness Division, focusing on developing northern healthcare professionals. Additionally, the college prepared to deliver the Dental Therapy Degree Program, launched in Fall 2023.

Throughout the year, the college prioritized engagement with communities and industries in the North, establishing Sector Advisory Councils to inform programming. In response to community and industry needs, the leadership of Trades and Technology was decentralized to the Buffalo Narrows Campus, and Trades Training Coordinators were appointed to address the diverse needs of the Northern Saskatchewan Growing Natural Resources Sector(s).

Responding to industry and community demands, Northlands College introduced "Capable North" to provide short-term, employer-focused, and general interest programming to Northern communities. This initiative not only addressed labor market needs but also contributed to the college's revenue diversification goals.

The college's use of information technology underwent a transformation with the launch of a new website, creating an online space for prospective learners and increasing transparency. Virtual reality became a teaching tool in various programs, and Northlands College became the first post-secondary institution in Saskatchewan to launch a Metaverse Campus, gaining international recognition.

In the fiscal year, the college introduced a new Human Resources and Organizational Development Strategy, including employee in-service training, digital onboarding, and the Presidents Excellence Awards in service excellence, teaching excellence, and innovation. The college promoted transparency in hiring by involving in-scope faculty and staff, as well as Elders, in "out-of-scope" hiring practices.

In early 2023, Northlands College became a designated Saskatchewan Immigrant Nominee Program (SINP) employer, aiming to fill long-term vacancies and support the province's population growth goals. To enhance employee retention, the college significantly increased investment in developing and growing leaders.

In spring 2023, the college commenced consultation for the 2023-2028 Strategic Plan, engaging internal and external stakeholders, including the Northlands College Elders Advisory Council. As the fiscal year concluded, Northlands College looked forward to continued growth and innovation.

2022-2023 Board of Directors Meeting Dates

September 16, 2022	AGM and Regular Meeting
November 26, 2022	Regular Meeting
December 16, 2022	Regular Meeting
February 17, 2023	Regular Meeting
April 21, 2023	Regular Meeting
June 16, 2023	Regular Meeting

Indigenous Initiatives Office

The Northlands College Indigenous Initiatives Office continues to support faculty, staff, and learners to implement Indigenous strategies within our campuses. Northlands College has been working hard to incorporate Indigenous ways of knowing, cultures and practices into our spaces and programming. We aim to continue to decolonize our campuses north-wide. In 2022-2023, Northlands College hosted its' Annual 'Welcome Back to School' Cultural Days. It was a two-day event that featured the National Championship Iron Swing Powwow Singer Group and along with their powwow dancers. Also, the event had traditional teachings and traditional feasts. It was well attended by faculty, staff, learners and the surrounding communities. A big "Thank you" to SaskCulture for their financial grant contribution. Some of the traditional teachings included moose hide tanning, traditional medicines, tipi teachings, smudging, a sacred fire, and a pipe ceremony.

During this year, preparations were made to establish a new cultural centre at the Creighton campus on the east side of the province. As this will be our third cultural centre to serve our faculty, staff, leaners, and community members for years to come. The vision of the cultural centres is that they become a vibrant hub by providing a comfortable, culturally safe, and welcoming environment to gather, reflect, educate, and perform traditional ceremonies.

In addition, there was a newly created Elders Advisory Council made up of Elders across northern Saskatchewan. Elder Antoinette (Ann) Lafleur is from Beauval, Elder Fred Throassie is from Black Lake, Elder Thompson McKenzie is from Grandmother's Bay and Elder John H. Charles is from Montreal Lake. The council provides guidance and knowledge to our institution in the areas of language and culture. The council works closely with our Board of Governors and our office of Indigenous Initiatives to reinforce our College's Vision, Mission and Outcomes. The group meets three times a year with one of these meeting with the Northlands College Board of Governors.

INTRODUCTION

This annual report presents the results of our 2022-23 academic year ending on June 30, 2023. 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 2022-23.

Northlands College is proud to acknowledge that we serve on Treaties 5, 6, 8 and 10 territories as well as on the homeland of Metis 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:

01 Ensure students succeed in post-secondary education (AE);

02 Foster an inclusive post-secondary sector where a diversity of students (including youth, lifelong learners, Indigenous people, newcomers, international students and person with disabilities) can enroll and succeed (AE);

03 Ensure Saskatchewan's post-secondary sector is accountable and sustainable (AE);

04 Provide training and employment supports for under-represented groups. (ICT).

05 Saskatchewan is an attractive place for its residents to build their careers and for interprovincial and international migration (ICT).

06 Organizational Excellence (ICT)

Along with these goals, the Ministry of AE expects learner-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:

01 Learner success

02 Organizational success, and

03 Community success.

Northlands College Board of Governors, faculty and staff are proud of all that we have accomplished this past year. The 2022-23 Fiscal Year marked a period of reflection and action at Northlands College, from completing the College Operational and Organizational Review in Fall 2022 to implementing a new organizational structure in January 2023, coinciding with the launch of the College's Year of Transformation. The following outgoing Vision, Mission, Values and Outcomes were part of the transformational change to better reflect our new future as a regional college in Northern Saskatchewan.

VISION

Developing learners to live, work, and lead in northern Saskatchewan.

MISSION

Nurturing northern learners to thrive in their communities and to participate in the northern economy by offering practical, innovative education that embraces cultural identity and meets workforce needs.

VALUES

Accountability: We believe in being responsible for ourselves, our work, and our shared culture.

Integrity: We believe in doing the right thing even if it's not easy. We speak and act knowing the truth.

People-first: We believe in putting people first. We promote compassion, understanding and fairness in our relationships.

Culture: We believe in a positive campus culture that is rooted in Indigenous worldviews and we are open-minded to all people and their worldviews.

Sustainability: We believe in sustainable practices that preserve the land we reside on, the air we breathe, the water we drink, and our finite resources.

PROGRAM HIGHLIGHTS

Education of choice for northern Saskatchewan residents

With an overall self-identified Indigenous student population of 92% (859 enrollments) in 2022-23, Northlands College is doing a sizeable job at helping to increase the education level of Indigenous people of Saskatchewan.

Technical, Trades and Mining

The 12-week Powerline Technician Fundamentals Program in Air Ronge continues to be a popular program with graduates finding employment. Due to the success of the program, it is forecasted that the Powerline Technician Fundamentals program will continue to be offered yearly and align with the industry hiring timeline. Valard Construction made a significant contribution to the success of the program by donating a digger truck, which will enhance the hands-on training of the program.

Programs in Air Ronge that continue to remain popular include the Automotive Service Technician (AST), which has seen learners gaining employment within the community; Carpentry's popularity has resulted in Northlands College offering two cohorts within the academic year. In addition to these programs, the full-time Office Administration program had a high number of applications for the Fall intake and Mineral Exploration 2nd program cohort starts the Fall semester of 2023.

Additional community programs included a Line Cook and Plumbing/Pipefitting in Buffalo Narrows; a Carpentry and a 6-week Scaffolding Stony Rapids and a Carpentry program being offered in La Loche.
The partnership with KCDA that includes the IT Essentials, Northern Business Start Up and the Harvester program continues to support skills training for northern Saskatchewan residents.

Northlands College's Trades and Technology had its first Advisory Council Meeting. The Advisory Council consist of representatives from the communities and industry who come together to discuss and determine future training programs in the North. The second meeting is scheduled for October 2023.

In response to community needs and industry demands, we have strategically introduced two pivotal positions within our organization: the Northern Senior Training Coordinator in Stoney Rapids and the Eastern Senior Training Coordinator in Creighton. These roles are designed to amplify representation within the community, align with industry requirements, and foster increased opportunities for skills development and trade pursuits. Furthermore, these positions aim to address specific training and development needs within the industry, with a keen emphasis on promoting communal integration into various aspects of the industrial landscape.

As mining and mining exploration and forestry continue to grow in the North, short programs such as safety tickets, introduction to Microsoft Office and heavy equipment operation will see an increased demand for training. Along with these programs, the demands for a multitude of trade training including applied certificate and certificate programs in the construction and manufacturing sectors will also increase to meet industry needs.

FLEXIBLE LEARNING

In 2023, the term "Flexible Learning" was adopted to highlight Northlands College's commitment to creating learning environments and programs specifically tailored to meet the diverse needs of its learners. The college has dedicated itself to supporting adaptable learning structures that address the unique requirements of its learner body. One of the noteworthy initiatives within the Flexible Learning framework included the integration of virtual reality into the learning space, providing learners with a more immersive educational experience.

Adult Basic Education (ABE)

During the 2022-2023 academic year, the Adult Basic Education department continued to provide Level 1/2, Adult 10, and Adult 12 programming throughout Northern Saskatchewan. Although we faced challenges related to learner retention, our dedicated team worked to enhance the flexibility of our ABE programs. We maintained our commitment to delivering high-quality instruction at the 10, 20, and 30-level (Ministry of Education credit courses) as part of the Adult 10 and Adult 12 programs in Buffalo Narrows, Creighton, and La Ronge. Furthermore, we continued with the successful delivery of the Adult 12 Virtual Live program. Regardless of the program location, the ABE department collaborated with instructors to ensure top-notch educational opportunities for our learners. To support our Adult Basic Education (ABE) programs, the first ABE advisory council meeting took place in the spring of 2023. The meeting brought together members from various northern communities and stakeholders, including representatives from Creighton, Lac La Ronge Indian Band, Woodland Cree, Black Lake, Fond Du Lac, Peter Ballantyne Cree Nation, and Buffalo Narrows.

In addition to our regular programming, we also engaged in the following partnerships:

01 Partnership with Northern Lights School Division #113 that enabled adult learners in our region to access edcentre.ca courses and resources, facilitating blended and online learning opportunities.

02 Our long-standing partnership with the Lac La Ronge Indian Band continued to provide programs in Hall Lake and Mikisew (La Ronge).

03 Ile-a-la-Crosse and Dumont Training Institute to offer an Adult 12 program in Ile-a-la-Crosse.

04 A collaboration with Sucker River allowed us to offer an Adult Essential Skills program in the community.

05 We offered an AES (Adult Essential Skills) program in Cumberland House.

As always, the highlight of our year came in June 2023 when the ABE department celebrated the graduation of 17 learners. The convocation celebrated the success of our ABE learners. Additionally, instructors organized end-of-year celebrations for Level 1 and Level 2 programming, bringing together community members, families, and learners to showcase student growth and achievements.

As we look to the future, the ABE department is dedicated to creating more learner-centric programs tailored to the unique needs of the communities served by Northlands College.

CAPABLE NORTH

In March 2023, Northlands College proudly launched its continuing education department, Capable North. Capable North's mission is to provide Northern Saskachewan with just in-time labour's market training to build and upskill.

Under the Capable North initiative, Northlands College introduced 14 new courses across all three campuses. Additionally, we delivered contract training to local organizations and partnered with the University of Saskatchewan to offer a science camp for youth in Buffalo Narrows.
There will be ongoing development and refinement of Capable North programming as we continue to respond effectively to the evolving needs of our communities.

LEARNER SUCCESS STORIES

Ruby Halkett

(La Ronge)

Ruby graduated from the Adult 12 education program in May 2023. Being out of school for a few years, she decided to return to school to get her diploma and work towards achieving her future career goals. Presently, she is working casually at the Long-Term Care at the Mamawetan Churchill River Health Centre as a Recreational Worker. Ruby is continuing her educational journey with Northlands College by attending Mental Health and Wellness. There were times when Ruby wanted to give up, but she remembered that her family was depending on her to accomplish her dreams. Ruby wants to be in the healthcare field so she can make the world a better place for people who are hurting and in pain. Ruby is dedicated to her education, and she is on track to complete Mental Health and Wellness and graduate again from Northlands College is 2025.

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Jayson Tremblay

(La Ronge)

Jayson came to Northlands College in the winter of 2022 because he felt he needed to finish his education. He put it off for ten years, which he felt was far too long. He had been out of school since 2012 when he dropped out of high school to work full-time as a cook. Some of the challenges he has had to overcome as an ABE learner are laziness and balance. Jayson tends to overthink and worry, which keeps him up at night. Now Jayson often focuses on how ABE can help overcome his struggles. Jayson likes how the instructors are flexible and willing to work with the learners at their own pace. The instructors are there to support the learners when they have questions. Jayson also enjoys the campus environment because it creates healthy comradery between learners and the faculty; he feels like he belongs to a community.

The ABE program helps Jayson plan for his future in the workforce. Jayson hopes his efforts to educate himself will help him create balance in his life. He appreciates the flexible learning structure of the program, which allows him to overcome barriers he faces from time to time. Upon graduating from the ABE program, Jayson plans to pursue a teaching career after taking the Bachelor of Education program. Jayson wants to become a supportive teacher who can give learners a fulfilling experience like the ABE program provided him with. Throughout his experience in the ABE program, he found it easier to reach out for help because of the flexible learning environment and community experience where learners and faculty support each other. He feels the ABE program is a significant first step in achieving his dream of completing the Bachelor of Education program by 2028.

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George started the ABE program at Northlands College in the Fall of 2022 and graduated in the Spring of 2023. His experience during the program was a positive one, but there were difficulties that he had to overcome while attending. Coming out of the workforce and going to school was a huge adjustment in his life. The encouragement that he received from the faculty at Northlands College and his family inspired him to build a better future and gave him the strength he needed when he felt like giving up. George found a part-time job while he was in school and continued with his studies and graduated as the ABE Valedictorian. George is now attending Saskatchewan Polytechnic where he is enrolled in the Industrial Mechanics program.

George Laban

(La Ronge)

After he completes his program, he hopes to find work in the mining, oil/gas, and manufacturing sectors. If George gave up while attending Northlands College, he would not have the opportunities that he does now. The ABE program gave him the boost he needed to carry on!

Kyla Sanderson-Daniels

(Creighton)

Kyla was a learner enrolled in the Adult 12 program in Creighton during the 2022-2023 academic year. Kyla has lived in Denare Beach, Saskatchewan for the past 11 years. She had been out of school for 13 years before enrolling with Northlands College. She tried to continue with school over the years but was unsuccessful. Kyla says she had to put her education on hold over the years to be a stay-at-home mother and to work to support herself and her children. She embraces the responsibilities of caring for a young family and husband as she was recently married. She does her best to care for herself, family and fellow classmates. Kyla is now able to go to school full time while enjoying her two children's sporting activities. Kyla is thriving and pushing herself forward to be where she wants to be and to achieve the goals, she has set for herself. Kyla is currently enrolled at Northlands College in Creighton and is poised to graduate with the class of 2023-2024.

UNIVERSITY

The 2022-2023 academic year marked the first time since the onset of the Covid pandemic in which all university courses (excluding labs) were offered via hybrid and HyFlex modalities irrespective of the pandemic itself. The previous two years taught us that the ability to attend classes from home was of the utmost importance for a number of our learners, many of whom previously had to travel upwards of 100 kilometers or move away from their families and home communities to achieve their post-secondary education, or who faced other obstacles such as childcare.

The first half of the year saw a continuation of our standard university programming, which included:

01 Bachelor of Science in Nursing (University of Saskatchewan)
02 Bachelor of Education (University of Saskatchewan)
03 Bachelor of Social Work (University of Regina)
04 Indigenous Community-Based Master of Education, Intake 2 (University of Regina and Gabriel Dumont Institute)
05 Bachelor of Arts in Indigenous Studies, English, Sociology, and Political Studies (University of Saskatchewan)
06 Bachelor of Science in Chemistry and Biology, years 1-2 (University of Saskatchewan)
07 Bachelor of Commerce, year 1 (University of Saskatchewan)
08 Diploma of Administration (First Nations University of Canada and University of Regina)
09 Liberal Arts Certificate and Diploma (University of Regina)
10 Local Government Administration Certificate and Advanced Certificate (University of Regina)
11 Public Relations Certificate (University of Regina)

Under the leadership of the new President and CEO, the Northlands College Year of Transformation ushered in several new changes, including:

01 The transition of the University Department to the Department of University Studies, with a focus on new programming opportunities and initiatives
02 The establishment of the position of Director, University Studies, with a new portfolio and new mandates
03 The realignment of the organizational reporting structure within the department

One of the first initiatives was the formation of a University Studies Advisory Council composed of northern community leaders, whose input regarding future university programming will be essential to meeting the post-secondary needs of northern Saskatchewan. The Advisory Council meets three to four times per year.

The Department of University Studies was also tasked with leading the development of applied research capacity at Northlands College. This included investment in training and professional development, the creation of new policies and procedures related to applied research, and the submission of an application for eligibility to the Natural Sciences and Engineering Research Council (NSERC) and Social Sciences and Humanities Research Council (SSHRC). Once approved, Northlands College will be able to apply for federal funding grants and partner with community organizations, other educational institutions, and industry to help solve many of the problems facing the north.

Northlands College also signed a Memorandum of Agreement with the Universit y of Regina as the foundation for the development of new programming partnerships between the institutions. The agreement not only paves the way for an expansion of post-secondary opportunities in the north, but also increases access to individual courses delivered at both institutions through new shared remote sections, in which URegina learners outside the Northlands service region can connect remotely from Regina or other communities, or even other countries. Conversely, Northlands College learners will have expanded access to remote courses delivered from the URegina campus. The MOA also includes a new tuition-sharing model through which Northlands will receive an increased portion of tuition derived from northern enrolments.

Two new undergraduate programs were introduced, both in partnership with the University of Regina: a Health Studies diploma, aimed at those who are interested in the health field in non-medical professional areas such as accounting, marketing, or general administration; and a Computer Science diploma designed to provide the knowledge and skills to find employment in areas such as information technology, computer programming, software development, and IT technical support. The Computer Science diploma will be part of a broader, long-term strategy to begin meeting the labour demands of Industry 4.0.

Building on the partnership with First Nations University of Canada and the University of Regina, through which we have offered the Diploma of Administration for many years, work also began on a new program agreement to offer a full four-year Bachelor of Administration at Northlands College. The agreement is in its final stages of approval from all three institutions and will be available to learners across all of our campus communities in 2024.

To answer the educational and market needs of northern communities, we also began pursuing two graduate programs: a Master of Social Work, and a Master of Business Administration. The MBA will be the first of its kind to be offered in northern Saskatchewan, through a combination of remotely-delivered and in-person courses located in La Ronge. The agreement is expected to be finalized in December of 2023, with the program scheduled to begin in July of 2024. Planning with potential partners for the Master of Social Work is still ongoing.

In an effort to increase engagement with the University of the Arctic, Northlands College joined as a member of the north2north program in 2023. In February, our Indigenous Studies instructor was invited to Norway as a guest lecturer at Nord University in Levanger and the Norwegian University of Science and Technology in Trodheim.

LEARNER SUCCESS STORY

Hailey Cross

(La Ronge)

Hailey was born and raised in La Ronge, SK, where she graduated from Churchill Community High School in 2013. In 2014, she moved to Regina to take classes toward a Bachelor of Arts degree, which she later completed through Northlands College and the University of Saskatchewan, taking a combination of courses between La Ronge and Saskatoon, including two full-time practicums with La Ronge Community Corrections in 2017 and 2018.

"I took Sociology because I was driven to help Indigenous offenders, who are over-represented in the justice system. I wanted to contribute to the healing of Indigenous people. I had originally intended to go to law school, but during my time with La Ronge Community Corrections, I realized I wanted to work there after getting my degree, as I felt it was something that aligned better with my career goals."

Once she became a mother, Hailey began to recognize the impact of a child's early years on their future, and wanted to transition to more preventative work with young children. While on maternity leave, she began a Bachelor of Social Work through the University of Regina at Northlands College. She knew that obtaining a BSW would provide many opportunities to contribute to her community and the north by helping to break dangerous cycles. Hailey also developed an interest in counselling and felt a degree in social work might lead to opportunities in that area.

While at Northlands College, Hailey felt very welcomed, found the staff helpful and supportive, and appreciated all the ways in which the college helped facilitate success in her educational goals. "I enjoyed the smaller classes, getting to know the staff, and the transition into university was a lot easier. When in the city, I felt so much isolation and culture shock. Without Northlands College, I would not have been able to complete my BSW. I was a single mother, I worked full time, and moving south for school was not an option."

Currently, Hailey works for KidsFirst North as a home visitor supervisor in La Ronge and Pinehouse. She is also registered with the Non-Insured Health Benefits (NIHB) program to provide private counselling, with a focus on teenagers. "My education and practicums completed at Northlands have guided my work from the justice system into preventative work with children and families. My career goal is to share as much knowledge as I can about breaking cycles, healing, and contributing to the positive changes for the future in the north." Hailey's plan is to continue private counselling,

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facilitate healing from intergenerational trauma, and work with the entire north in any capacity that fosters change. "If Northlands College were to offer a Master of Social Work program, I would return to school. Following my MSW, I would love to teach BSW classes locally with Northlands."

For prospective learners considering a university education at Northlands College, Hailey offers the following advice: "I always talk about how accommodating the university department is, how helpful the staff are, and how the transition into university feels less intimidating than being in a new city and large university. Northlands College not only helps to ensure academic success, but they also contribute to personal empowerment through culture and recognition. Through Northlands College, Hailey graduated with a Bachelor of Arts in Sociology, with a major in Indigenous Criminal Justice and Criminology from the University of Saskatchewan in 2018, followed by a Bachelor of Social Work from the University of Regina in 2023.

HEALTH AND WELLNESS

Our Health and Wellness programs remain highly sought after in Northern Saskatchewan, offering a wide range of post-graduate employment opportunities for our learners. The majority of these programs are delivered face-to-face, with some also offering hybrid delivery for distance learning. Responding to the demand and the Government of Saskatchewan's mandate for enhanced healthcare services in the North, we established a new "Health and Wellness" department with a dedicated directorship.

Additionally, the Health and Wellness portfolio has established a Sector Advisory Council to engage the community and inform future programming decisions. This committee, comprised of Industry, Government and northern community stakeholders, meets two times a year.

Our programming continued to grow and mature over the course of the reporting period. The Indigenous Practical Nursing (LPN) program, in collaboration with SIIT, successfully transitioned into its second year. Students not only gained the skills of an LPN but are also being exposed to Indigenous culture and customs to better prepare them for the workforce. These students are set to graduate from the diploma program in February 2024. In addition, the two-year Mental Health and Wellness Diploma continues to thrive. The Year 1 cohort is offered out of Buffalo Narrows, Sk., and Year 2 out of Air Ronge, Sk. Graduates from this program will serve the Human Services fields at both the provincial and federal levels.

The Continuing Care Assistant Certificate program, offered out of Air Ronge, Sk., produces graduates who are in high demand in the Northern industry to serve key supportive roles in healthcare settings. Northlands College continues to bridge Northern learners to University Nursing programming. The 2022-23 academic year offered Years 2, 3, and 4 of the University of Saskatchewan's (USask) BScN program.

In response to community needs, we offered the First Nations Child Care Diploma program in Pinehouse, Sk., and the Early Childhood Education Diploma in Air Ronge, Sk. Graduates from these programs will meet the demand for certified childcare workers in Northern Saskatchewan.

NORTHLANDS COLLEGE PRIORITIES

Learner Success Priority Area

In the 2022-2023 academic year, Northlands College underwent a transformative period, adopting innovative methods to enhance the learner experience. Despite the challenges presented during this year of transformation, the college continued its commitment to providing education and training, focusing on both academic achievements and overall learner wellbeing. The holistic measurement of learner success allowed Northlands College to offer responsive support throughout the transition from online learning in 2020-2021 to a blend of online and in-person learning in 2022-2023.

Learner Services collaborated closely with the programming departments to support learners navigating the shift in learning access. Barriers were identified and addressed, and services were streamlined to enhance program accessibility. Orientations, a crucial part of Northlands College programming, were conducted both virtually and in-person in September 2022 and January 2023. During these orientations, learners received information on college policies, procedures, programming details, and non-academic support services.

The college's commitment to empowering learners to overcome their own barriers remained a priority. While emphasizing self-help, Northlands College acknowledged that unforeseeable financial challenges could arise. In response, the Critical Needs Fund was accessed four times during the 2022-2023 academic year, providing support to learners facing short-term financial difficulties. Additionally, the Northlands College Food Pantry Program provided food assistance to approximately 25 learners and their families.

In the realm of learner housing in Creighton, Buffalo Narrows, and La Ronge, challenges persisted. La Ronge housing maintained a waitlist throughout the academic year of an average of 49, many of these are families seeking two or more bedroom living spaces. Transportation, specifically in La Ronge, was again identified as a barrier, with a distance of approximately seven kilometers from the south to the north end of the community. Contracted bus services provide over 50 learners with transportation.

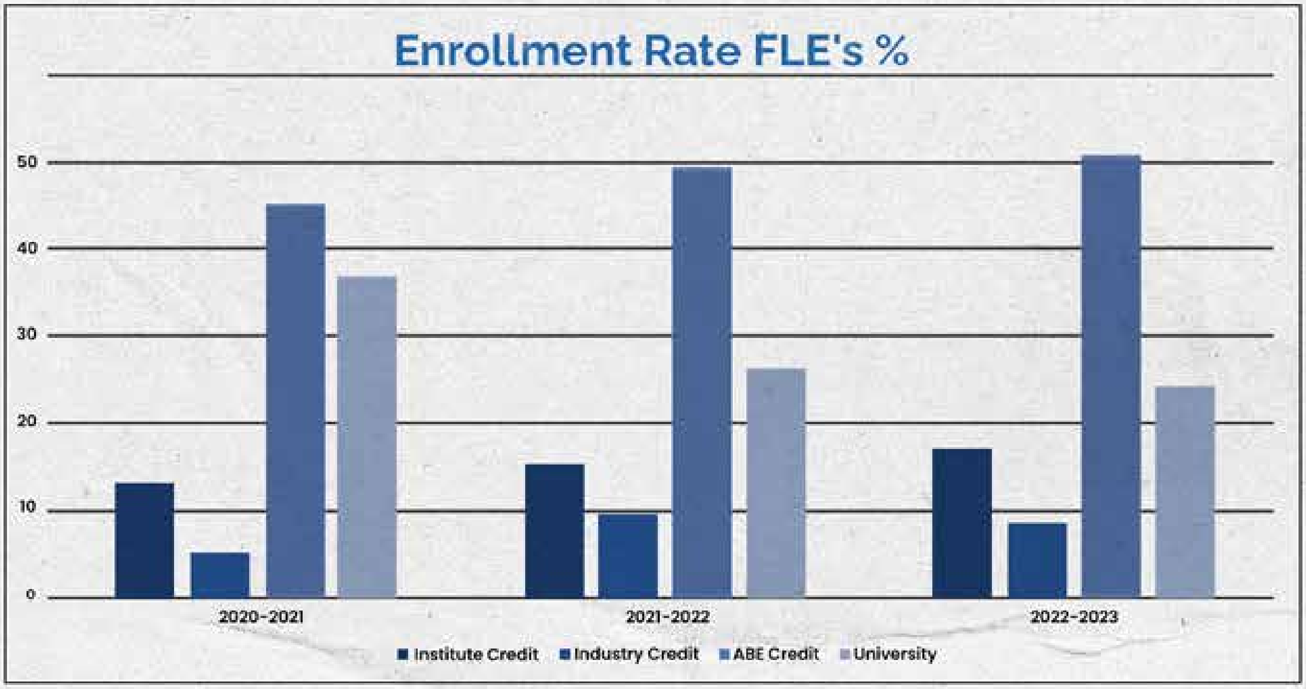
Academic Year	Total Rides Recorded	Number of Days Rides Offered	Average Rides per Day	Yearly Cost	Average Cost per Ride
2017-18 (ends in May)	6041	176	34	$150,555	$24.92
2018-19 (ends in May)	6585	168	39	$146,705	$22.28
2019-20 (ends in May)	Suspension of bussing due to COVID-19 lockdown				
2020-21 (ends in May)	Suspension of bussing due to COVID-19 lockdown				
2021-22 (December to May)	1879	65	29	$89,356	$47.55
2022-2023 (September- June)	6892	173	40	$168,098	$24.39

HOUSING WAIT LIST SUBMITTED

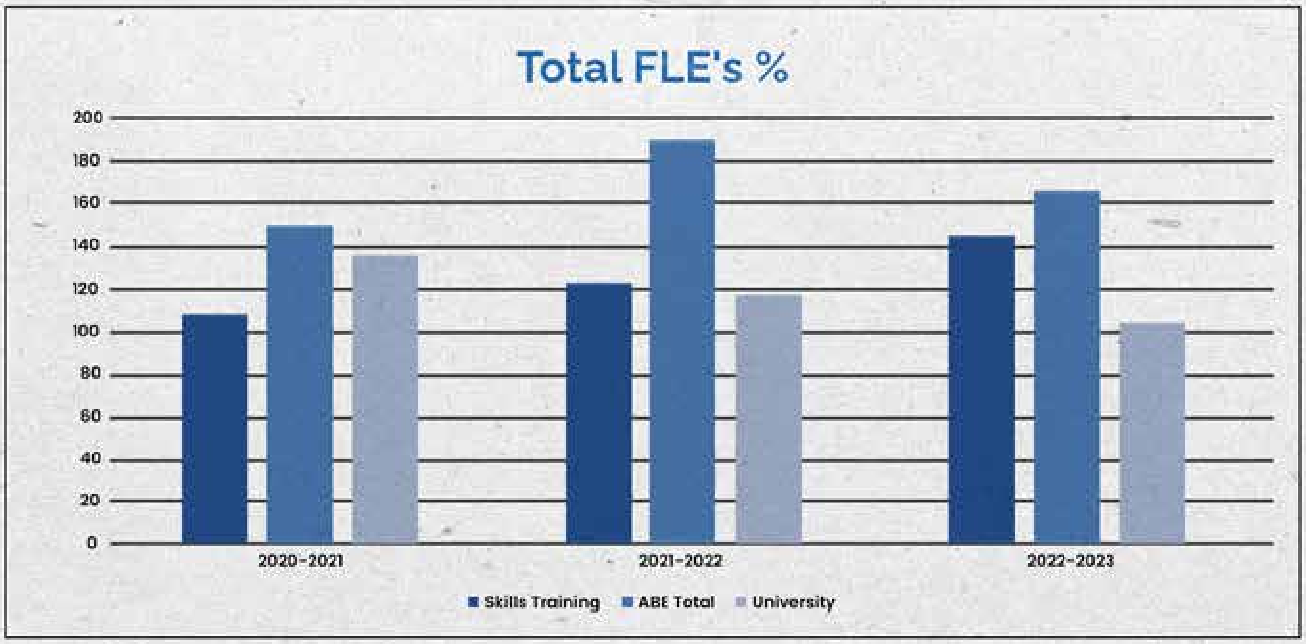
2022-2023

	Bachelor	1-Bedroom	2-Bedroom	Total	Average
August 31, 2022	9	11	27	47	54
September 30, 2022	5	7	6	18	53
October 31, 2022	8	7	6	21	53
December 1, 2022	15	11	9	35	53
December 23, 2022	17	10	12	39	52
January 31, 2023	9	1	8	18	52
February 1, 2023	12	1	9	22	51
March 30, 2023	11	1	4	16	51
April 30, 2023	10	1	3	14	50
May 31, 2023	5	0	3	8	49
Average (Rounded To Nearest Whole)	**17**	**14**	**21**	**52**	**49**

2022-2023 Student Loans/Grants		
Applicants	Fall/Winter	Spring/Summer
La Ronge	33	7
Buffalo Narrows	15	1
Creighton	0	0



Enrollment Rate FLE's %
50
40
30
20
10
0
2020-2021
2021-2022
2022-2023
Institute Credit
Industry Credit
ABE Credit
University



Total FLE's %
200
180
160
140
120
100
80
60
40
20
0
2020-2021
2021-2022
2022-2023
Skills Training
ABE Total
University

HUMAN RESOURCES

2022-2023 Out-of-Scope Management Employees

Employee Name	Position
Ken Brown	Facilities Manager
Patty Coulson	Director, Human Resources & Organizational Development
Justin Galloway	Director, Health & Wellness
Christopher Giesbrecht	Director, Information Technology
Karsten Henriksen	President and CEO
Michelle Huber	Vice President, Finance & Administration
Jennifer Kyplain	Executive Coordinator
Chandra McDougald	Vice President, Learning
Muriel Morin	Executive Assistant
Kory Morvik	Director, University Studies
Marlee Proulx	Vice President, Adult Basic Education & Learner Services
Ron Ratte	Director, Indigenous Initiatives
Aamir Saifullah	Manager, Strategic Communications & Marketing
Pinder Sangha	Director, Finance
Benjamin Sey	Vice President, Learning
Lovepreet Singh Tamber	Human Resources Generalist
Priyanka Singh Tamber	Human Resources Generalist
Cassandra Spence	Senior Administrative Assistant
Ahmed Tarin	Human Resources Generalist
Kristy Todd	Director, Learner Services
Jocelyn Vandall	Director, Flexible Learning
Tom Weegar	Director, Trades and Technology

2022-2023 In-Scope Employees

Employee Name	Position
Silla Baby	Accounting Clerk, Payroll
Stephen Bagwell	University Instructor
Paul Ballentyne	Senior Coordinator, Trades and Technology
Chantal Barreda	Instructor, Adult Essential Skills for the Workplace
Quinton Beisel	Information Technology Systems Administrator
Laura Bell	Program Assistant
Lena Bell	Program Assistant
Waldo Berg	Instructor, Adult Basic Education
Akil Bhavnagri	Accounting Clerk, Payroll
Charlene Bosiak	Instructor, Educational Assistant Program
Damian Boyle	Instructor, Adult Basic Education
Aida Carandang de-Leon	Health Faculty, Continuing Care Assistant
Erik Cardiff	Journeyperson Carpenter
Donna Carlson	Accounting Technician
Aditya Challanivaari Reddy	Registrar
Charlene Charles	Payroll Clerk
Colleen Charles	Instructor, University
Corinne Charles	Instructor Aide
Elizabeth Charles	Program Assistant
Jamie Chester	Marketing & Public Relations Coordinator
Barbara Clinton	Information Officer
Matt Collier	Instructor Aide
Cheri Cook	Administrative Assistant
Julian Cook	Information Technology Technician
Cody Cooper	Senior Coordinator, Health Programs
Lisa Courtoreille	Learner & Campus Services Coordinator
Mariah Daigneault	Instructor, Health Faculty
Valerie Daigneault	Instructor Aide

Richard Danielson	Learner Advisor
Cadena Deschambeault	Instructor, Adult Basic Education
Rielle Desjarlais	Campus Clerk
Reid Dingwall	Instructor, University
Anne Dorion	Instructor, Office Administration
Elizabeth Dorion	Learner Advisor
Trevor Dubois	Instructor, Mental Health & Wellness
Sharon Duffy	Instructor, Adult Basic Education
Mary Eninew	Instructor Aide
Myrna Ewing	Learner & Campus Services Coordinator
Barbara Finlayson	Program Assistant
Destiny Forest	Campus Clerk
Brenda Fraser	Learner Advisor
Pearl Gardiner	Coordinator, University Programs
Camille Galloway	Instructor, Mineral Exploration Techniques
Sky Georges	Inventory Controller
Don Glazebrook	Instructor, Carpentry Applied Certificate
Matthew Hamilton	Learner Helpdesk/Information Technology Technician
Eric Hamm	Instructor, University
Kelly Haydukewich	Instructor, Adult Basic Education
Emily Hennie	Program Assistant
Ann Henningham	Instructor, Early Childhood Education
Shelley Hillis	Senior Coordinator, Adult Basic Education
Peggy Hunt	Accounting Clerk, Accounts Payable
Marilyn Iwasyk	Instructor, University
Cheryl Jeffries	Administrative Assistant
Vince Karlewicz	Instructor, Mineral Exploration Techniques
Lorraine Kenny	Instructor Aide
Amro Khalil	Instructor, Continuing Care Assistant
Stephen King	Instructor Aide

Alicia Layton	Instructor, Adult Basic Education
Ethan Lipton	Instructor, Adult Basic Education
Darcy MacMillan	Building Attendant
Shaylene Marinuk	Website & Marketing Associate
Sherry Markham	Instructor, First Nations Child Care
Kane Matcyk	Senior Coordinator, Health Programs
Larry McCallum	Learner and Campus Services Coordinator
Samara McCann-Bird	Coordinator, Learner Services
Wendy McKenzie	Coordinator, Learner & Campus Services
Lisa McLeod	Instructor, Adult Basic Education
Eugene Mirasty	Instructor, Carpentry Certificate
Audrey Morin	Learner Housing Custodian and Attendant
Donna Morin	Campus Clerk
Katy Muirhead	Instructor Aide
Larissa Muirhead	Health Faculty
Laura Nagy	Coordinator, University Programs
Rao Aamir Naseeb	Purchaser
Randy Natomagan	Accounting Technician
Marlene Nicholls	Instructor, Mental Health & Wellness
Olivia Noon	Program Assistant
Marian Otter	Instructor Aide
Tim Paetkau	Instructor, Automotive Service Technician
Janelle Pedersen	Learner Advisor
Valerie Pedersen	Learner Housing Custodian & Attendant
Martin Pilar	Registrar
Angela Plunz	Information Officer
Mitchell Poitras	Facilities Assistant
Regina Poitras	Learner Advisor
Tamara Putz	Instructor, Adult Basic Education
Trina Quinn	Campus Clerk

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Brittany Rainville	Janitor
Susan Ratte	Instructor Aide, Nursing Lab
Indermohan Rawal	Instructor, University
Manjula Rawal	Instructor, University
Marcus Rayner	Instructor, University
Lorna Roberts	Instructor, Adult Essential Skills
Tyson Robinson	Receptionist
Karen Rooney	Instructor, Health Faculty
Sharon Ross	Instructor, Office Administration
Guy Row	Instructor, Essential Skills in the Workplace
Kelly Russell	Instructor, Adult Basic Education
Khalie Sanderson	Learner Advisor
Pamela Sanderson	Instructor, Adult Basic Education
Samantha Sanderson	Instructor, Adult Basic Education
Don Smith	Instructor, Plumbing and Pipefitting
Michael Soares	Instructor, University
Aaron Stockdale	Learner Helpdesk Technician
Carolyn Stuckey	Instructor, Adult Basic Education
Paiton Tegstrom	Learner Advisor
William Thomas	Senior Coordinator, Trades and Technology
Candace Wainman	Instructor, Mental Health & Wellness
Colin Weinberger	Instructor, Adult Basic Education
Terri-Ann Weinberger	Registrar
Jody Wilson	Instructor, Health Faculty
Jocelyn Wolverine	Administrative Assistant

In the 2022-23 fiscal year, the Human Resources department underwent a significant transformation to focus efforts on organizational development more so than in the past. These efforts included the following initiatives:

- Achievement of the Certificate of Registration that allows the College to recruit internationally under the Saskatchewan Immigrant Nominee Program.
- The re-intro duction of the staff in-service training event to provide employees with critical job-related training and information.
- The inclusion of in-scope staff and Elders in the selection committees for out-of-scope senior and executive vacancies. This initiative has proven very successful in providing important diverse and culturally relevant perspectives to the process.

- The College held its first President's Excellence Awards. The awards were given for:
  - Teaching Excellence
  - Service Excellence
  - Innovation
- The College significantly increased its investment in professional development of employees. Employees were encouraged to propose opportunities for their own development as well as the executive management team allocated funds for selected employees identified with the succession plan.

Northlands College Staff FTE's 2022-2023			
Out-of-Scope Management	In-Scope	Out-of-Scope Non-Management	Total
13.2	89.3	1.76	104.26

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EMPLOYMENT EQUITY

Employee Category	# of Employees	Females #	Females %	Indigenous #	Indigenous %	Visibility Minorities #	Visibility Minorities %
Non-Instructional	54	36	66.7%	38	70.4%	6	11.1%
Instructional	60	35	58.3%	19	31.7%	4	7.4%
Out-of-Scope	22	11	50%	7	31.8%	7	31.8%
	136	82	60.3%	64	47.1%	17	12.5%

Northlands College remains committed to employment equity, diversity and inclusion. The College's Indigenous employment rate was 47.1%. The number of visible minorities was 12.5%, which is an increase of 7.8% over the previous fiscal year.

COMPARISON OF STATED FINANCIAL OBJECTIVES AND PERFORMANCE

2022-2023 Revenue and Expenditures Variances

	Budget	Actual	Variance
Revenue			
General	7,489,399	9,004,670	1,515,271
Skills Credit	4,206,734	4,102,095	(104,639)
Skills Non-Credit	116,625	51,950	(64,675)
Basic Education Credit	2,040,000	1,718,180	(321,820)
Basic Education Non-Credit	200,000	590,100	390,100
University	3,877,000	2,981,411	(895,589)
Learner Support	25,000	16,645	(8,355)
Counseling Services	302,018	-	(302,018)
Scholarships	55,850	11,266	(44,584)
Student Housing	523,260	126,996	(396,264)
	$ 18,835,886	$ 18,603,313	$ (232,573)
Expenses			
General	7,263,302	6,703,536	(559,766)
Skills Credit	4,791,587	3,832,605	(958,982)
Skills Non-Credit	731,436	431,119	(300,317)
Basic Education Credit	2,355,788	1,565,872	(789,916)
Basic Education Non-Credit	481,125	526,418	45,293
University	4,052,716	3,013,687	(1,039,029)

2022-2023 Revenue and Expenditures Variances			
Expenses			
Learner Support	25,000	34,829	9,829
Counseling Services	460,952	646,927	185,975
Scholarships	50,000	43,700	(6,300)
Student Housing	840,469	654,780	(185,689)
Total Expenses	$ 21,052,374	$ 17,453,473	$ (3,598,901)
Revenues over Expenses:	**$ (2,216,488)**	**$ 1,149,840**	**$ 3,366,328**

The College realized a total surplus variance of $3,366,328 ($3,598,901 in reduced expenses - $232,573 in unrealized revenues). The largest contributors to this variance are represented by lower-than-expected revenues and expenses in both Skills Credit and University programming.

There were four programs planned for Skill training in the Business Plan that the College was unable to run for a variety of reasons. The most common challenges to running a program at many locations is recruitment of learners, housing availability for potential learners and recruitment of a qualified instructor. Adult Basic Education programs experienced the same challenges resulting in three program cancellations for similar reasons. University programming achieved reduced revenue in tuition due to lower student enrollments and partnership contributions.

Operationally, Northlands College did anticipate a deficit of $2,216,488 however realized a surplus of $1,149,840 at year end.

On the expense side of operations, there were two significant areas of variance that complimented the many small factors that were experienced to contribute to the overall results.

The first contributor was the savings realized in Personal Services for approximately $1,685,000 due to hard to recruit for positions. One example of this is the Accounting Manager position being vacant for 12 months of the fiscal year.

The second contributor was travelling reduction in TSA for entire year amounting by $ 687,000. There was less travel in year 2022-23 as compared to budget which resulted in a savings of approximately $237,000.

Other contributors of note were lack of replenishment expenses for our resale merchandise and lower repair & maintenance These combined operating expenses resulted in a realized surplus of approximately $789,000.

Use of Internally Appropriated Surplus in College Operations

The College maintains eight specific appropriations within its internally appropriated surplus.

Capital Purchase Appropriation - $500,000 - is intended for the purchase of any equipment or real property required for sustaining programming activity at the College. The balance of $500,000 is intended to be used in preparation of the teaching space for the new dental program to begin in 2023/24.

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 driveway 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.

ERP Appropriation - $728,343 – is set aside in anticipation of future costs associated with the new ERP system.

Critical Needs Bursary Appropriation - $10,463 – 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. An amount of

Education Leave Appropriation - $201,947 - represents the amount the Board has committed to the purpose of supporting staff in future educational requirements. There is approximately $37,174 in Education Leave commitments estimated for future years:

2023/24 – $21,369
2025/26 – $5,269
2026/27 – $5,269
2027/28 – $5,269

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

COMPREHENSIVE ENROLLMENT PROGRAM GROUP

# of Students Enrolled

		2021-22				2022-23			
		FT	PT	Cas	FLEs	FT	PT	Cas	FLEs
SKILL TRAINING	**Institute Credit**								
	Sask Polytechnic	47	2	0	39.88	64	0	0	53.87
	! Other	40	16	2	52.55	42	11	0	60.02
	Apprenticeship & Trade	0	0	0	0	0	0	0	0
	Total Institute Credit	87	18	2	92.43	106	11	0	113.89
	Industry Credit								
	Total Industry Credit	12	54	1	11.32	20	37	27	14.06
	Non-Credit (Industry, Community, Personal Interest)								
	Total Non-Credit	15	47	20	11.32	12	20	118	17.3
	TOTAL SKILLS TRAINING	**114**	**119**	**23**	**123.32**	**138**	**68**	**145**	**145.25**
BASIC EDUCATION	**BE Credit**								
	Adult 12	57	191	0	145.55	50	182	0	121.93
	Adult 10	34	54	0	41.48	35	84	0	44.04
	Academic GED	3	5	0	2.64	0	0	0	0
	Total BE Credit	94	250	0	189.67	85	266	0	165.43
	BE Non-Credit								
	Employability/Life Skills	0	0	0	0	0	0	0	0
	English Language Training	0	0	0	0	0	0	0	0
	General Academic Studies	32	27	0	33	41	42	0	20.7
	Literacy	0	0	0	0	0	0	0	0
	Total BE Non-Credit	32	27	0	33	41	42	0	20.70
	TOTAL BASIC EDUCATION	**126**	**277**	**0**	**222.67**	**126**	**308**	**0**	**186.13**
UNIVERSITY	**Total University**	**116**	**66**	**0**	**117.87**	**95**	**72**	**0**	**103.69**
	TOTAL ENROLLMENT	**356**	**462**	**23**	**463.86**	**359**	**448**	**145**	**435.07**

Key: FT = Full Time, PT = Part time, Cas = Casual, FLE's = Full load equivalent

NORTHWEST REGION ENROLMENT PROGRAM GROUPS

of Students Enrolled

		2021-22				2022-23			
		FT	PT	Cas	FLEs	FT	PT	Cas	FLEs
SKILL TRAINING	**Institute Credit**								
	Sask Polytechnic	0	0	0	0	17	0	0	11.70
	! Other	0	0	0	0	9	0	0	12.53
	Apprenticeship & Trade	0	0	0	0	0	0	0	0.00
	Total Institute Credit	0	0	0	0	26	0	0	24.23
	Industry Credit								
	Total Industry Credit	0	13	1	0.65	13	0	0	5.38
	Non-Credit (Industry, Community, Personal Interest)								
	Total Non-Credit	0	0	0	0	0	0	0	0
	TOTAL SKILLS TRAINING	0	13	1	0.65	39	0	0	29.61
BASIC EDUCATION	**BE Credit**								
	Adult 12	8	8	0	8.96	4	8	0	3.88
	Adult 10	4	8	0	6.18	2	10	0	3.16
	Academic GED	0	0	0	0	0	0	0	0
	Total BE Credit	12	16	0	15.14	6	18	0	7.04
	BE Non-Credit								
	Employability/Life Skills	0	0	0	0	0	0	0	0
	English Language Training	0	0	0	0	0	0	0	0
	General Academic Studies	0	0	0	0	0	0	0	0
	Literacy	0	0	0	0	0	0	0	0
	Total BE Non-Credit	0	0	0	0	0	0	0	0
	TOTAL BASIC EDUCATION	12	16	0	15.14	6	18	0	7.04
UNIVERSITY	**Total University**	39	18	0	40.71	22	16	0	21.08
	TOTAL ENROLLMENT	51	47	1	56.50	67	34	0	57.37

Key: FT = Full Time, PT = Part time, Cas = Casual, FLE's = Full load equivalent

NORTHEAST ENROLMENT PROGRAM GROUPS

# of Students Enrolled

		2021-22				2022-23			
		FT	PT	Cas	FLEs	FT	PT	Cas	FLEs
SKILL TRAINING	**Institute Credit**								
	Sask Polytechnic	0	0	0	0	9	0	0	3.87
	! Other	0	0	0	0	0	0	0	0
	Apprenticeship & Trade	0	0	0	0	0	0	0	0
	Total Institute Credit	0	0	0	0	9	0	0	3.87
	Industry Credit								
	Total Industry Credit	0	0	0	0	0	0	0	0
	Non-Credit (Industry, Community, Personal Interest)								
	Total Non-Credit	0	0	0	0	0	0	0	0
	TOTAL SKILLS TRAINING	0	0	0	0	0	0	0	0
BASIC EDUCATION	**BE Credit**								
	Adult 12	7	7	0	7.67	0	7	0	0
	Adult 10	5	11	0	6.12	11	23	0	14.32
	Academic GED	0	0	0	0	0	0	0	0
	Total BE Credit	12	18	0	13.79	11	23	0	14.37
	BE Non-Credit								
	Employability/Life Skills	0	0	0	0	0	0	0	0
	English Language Training	0	0	0	0	0	0	0	0
	General Academic Studies	0	0	0	0	0	0	0	0
	Literacy	0	0	0	0	0	0	0	0
	Total BE Non-Credit	0	0	0	0	0	0	0	0
	TOTAL BASIC EDUCATION	12	18	0	13.79	13	31	0	16.51
UNIVERSITY	**Total University**	5	7	0	7.05	7	3	0	7.31
	TOTAL ENROLLMENT	17	25	0	20.84	29	34	145	27.69

Key: FT = Full Time, PT = Part time, Cas = Casual, FLE's = Full load equivalent

NORTH CENTRAL ENROLMENT PROGRAM GROUPS

# of Students Enrolled

		2021-22				2022-23			
		FT	PT	Cas	FLEs	FT	PT	Cas	FLEs
SKILL TRAINING	**Institute Credit**								
	Sask Polytechnic	47	2	0	39.88	38	0	0	38.30
	! Other	40	16	2	52.55	33	11	0	47.49
	Apprenticeship & Trade	0	0	0	0	0	0	0	0
	Total Institute Credit	87	18	2	92.43	71	11	0	85.79
	Industry Credit								
	Total Industry Credit	12	41	0	10.67	7	26	27	6.18
	Non-Credit (Industry, Community, Personal Interest)								
	Total Non-Credit	15	47	20	19.57	12	20	118	17.30
	TOTAL SKILLS TRAINING	**114**	**106**	**22**	**122.67**	**90**	**57**	**145**	**109.27**
BASIC EDUCATION	**BE Credit**								
	Adult 12	42	186	0	128.92	46	117	0	117.51
	Adult 10	25	35	0	29.18	22	57	0	26.51
	Academic GED	3	5	0	2.64	0	0	0	0
	Total BE Credit	70	226	0	160.74	68	228	0	144.02
	BE Non-Credit								
	Employability/Life Skills	0	0	0	0	0	0	0	0
	English Language Training	0	0	0	0	0	0	0	0
	General Academic Studies	24	22	0	22.64	39	34	0	18.56
	Literacy	0	0	0	0	0	0	0	0
	Total BE Non-Credit	24	22	0	22.64	39	34	0	18.56
	TOTAL BASIC EDUCATION	**94**	**248**	**0**	**183.38**	**107**	**262**	**0**	**162.58**
UNIVERSITY	**Total University**	**72**	**41**	**0**	**70.12**	**66**	**54**	**0**	**75.30**
	TOTAL ENROLLMENT	**280**	**395**	**22**	**376.17**	**263**	**373**	**145**	**347.15**

Key: FT = Full Time, PT = Part time, Cas = Casual, FLE's = Full load equivalent

Equity Participation Enrollments by Program Groups for the Whole College

	2021 - 2022												2022 - 2023											
	Aboriginal			Visible Minority			Disability			Total Enrollment			Aboriginal			Visible Minority			Disability			Total Enrollment		
	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas
Skills Training - Credit																								
Institute Credit																								
Saskatchewan Polytechnic	44	2	0	2	0	0	4	0	0	47	2	0	60	0	0	1	0	0	1	0	0	64	0	0
Other	38	16	2	0	0	0	0	0	0	40	16	2	41	11	0	0	0	0	0	0	0	42	11	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
Total Institute Credit	**82**	**18**	**2**	**2**	**0**	**0**	**4**	**0**	**0**	**87**	**18**	**2**	**101**	**11**	**0**	**1**	**0**	**0**	**1**	**0**	**0**	**106**	**11**	**0**
Industry Credit																								
Total Industry Credit	12	54	1	1	0	0	0	4	0	12	54	1	18	35	18	0	0	0	0	0	1	20	37	27
Total Credit	**94**	**72**	**3**	**3**	**0**	**0**	**4**	**4**	**0**	**99**	**72**	**3**	**119**	**46**	**18**	**1**	**0**	**0**	**1**	**0**	**1**	**126**	**48**	**27**
Skills Training Non-Credit Industry Non-Credit Community/Individual Non-Credit Personal Interest Non-Credit																								
Total Non-Credit	11	36	15	0	0	0	1	2	0	15	47	20	5	18	102	0	0	3	0	1	3	12	20	118
Total Skills Training	**105**	**108**	**18**	**3**	**0**	**0**	**5**	**6**	**0**	**114**	**119**	**23**	**124**	**64**	**120**	**1**	**0**	**3**	**1**	**1**	**4**	**138**	**68**	**145**
Basic Education Credit																								
Adult 12	55	176	0	3	7	0	4	8	0	57	191	0	50	173	0	2	7	0	1	7	0	50	182	0
Adult 10	34	54	0	2	0	0	2	3	0	34	54	0	34	81	0	0	1	0	1	5	0	35	84	0
Academic GED	3	5	0	0	0	0	0	0	0	3	5	0	0	0	0	0	0	0	0	0	0	0	0	0
Total BE Credit	**92**	**235**	**0**	**5**	**7**	**0**	**6**	**11**	**0**	**94**	**250**	**0**	**84**	**254**	**0**	**2**	**8**	**0**	**2**	**12**	**0**	**85**	**266**	**0**
Basic Education Non-Credit																								
Employability/Life Skills	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	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	31	25	0	0	0	0	2	1	0	32	27	0	40	40	0	0	1	0	1	5	0	41	42	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
Total BE Non-Credit	**31**	**25**	**0**	**0**	**0**	**0**	**2**	**1**	**0**	**32**	**27**	**0**	**40**	**40**	**0**	**0**	**1**	**0**	**1**	**5**	**0**	**41**	**42**	**0**
Total Basic Education	**123**	**260**	**0**	**5**	**7**	**0**	**8**	**12**	**0**	**126**	**277**	**0**	**124**	**294**	**0**	**2**	**9**	**0**	**3**	**17**	**0**	**126**	**308**	**0**
University Credit																								
Total University	**106**	**62**	**0**	**1**	**3**	**0**	**3**	**5**	**0**	**116**	**66**	**0**	**84**	**64**	**0**	**1**	**2**	**0**	**6**	**1**	**0**	**95**	**72**	**0**
TOTAL ENROLLMENT	**334**	**430**	**18**	**9**	**10**	**0**	**16**	**23**	**0**	**356**	**462**	**23**	**332**	**422**	**120**	**4**	**11**	**3**	**10**	**19**	**4**	**359**	**448**	**145**

Student Success by Program Groups for the Whole College

	2021 - 2022																2022 - 2023															
	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	Total	FT	PT	Cas	Total	FT	PT	Cas	Total	FT	PT	Cas	Total	FT	PT	Cas	Total	FT	PT	Cas	Total	FT	PT	Cas	Total	FT	PT	Cas	Total
Skills Training - Credit																																
Institute Credit																																
Saskatchewan Polytechnic	3	0	0	3	23	0	0	23	6	0	0	6	9	0	0	9	12	0	0	12	29	0	0	29	17	0	0	17	6	0	0	6
Other	18	11	0	29	11	0	0	11	0	0	0	0	27	10	0	37	13	0	0	13	18	8	0	26	8	2	0	10	13	0	0	13
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	0	0	0	0	0	0	0	0
Total Institute Credit	**21**	**11**	**0**	**32**	**34**	**0**	**0**	**34**	**6**	**0**	**0**	**6**	**36**	**10**	**0**	**46**	**25**	**0**	**0**	**25**	**47**	**8**	**0**	**55**	**25**	**2**	**0**	**27**	**19**	**0**	**0**	**19**
Industry Credit																																
Industry Credit	0	12	1	13	9	29	0	38	3	2	1	6	3	8	0	11	15	19	0	34	1	14	27	42	4	1	0	5	0	1	3	4
Total Credit	**21**	**23**	**1**	**45**	**43**	**29**	**0**	**72**	**9**	**2**	**1**	**12**	**39**	**18**	**0**	**57**	**40**	**19**	**0**	**59**	**48**	**22**	**27**	**97**	**29**	**3**	**0**	**32**	**19**	**1**	**3**	**23**
Skills Training Non-CreditIndustry Non-CreditCommunity/Individual Non-CreditPersonal Interest Non-Credit																																
Total Non-Credit	13	39	20	72	0	0	0	0	13	4	0	17	0	0	0	0	9	10	118	137	0	0	0	0	5	0	23	28	0	1	28	29
Total Skills Training	**34**	**62**	**21**	**117**	**43**	**29**	**0**	**72**	**22**	**6**	**1**	**29**	**39**	**18**	**0**	**57**	**49**	**29**	**118**	**196**	**48**	**22**	**27**	**97**	**34**	**3**	**23**	**60**	**19**	**2**	**31**	**52**
Basic Education Credit																																
Adult 12	23	83	0	106	21	7	0	28	6	1	0	7	21	11	0	32	20	23	0	43	16	1	0	17	3	0	0	3	20	2	0	22
Adult 10	29	1	0	30	0	0	0	0	1	0	0	1	26	1	0	27	29	1	0	30	0	1	0	1	0	0	0	0	20	1	0	21
Academic GED	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total BE Credit	**54**	**84**	**0**	**138**	**21**	**7**	**0**	**28**	**7**	**1**	**0**	**8**	**47**	**12**	**0**	**59**	**49**	**24**	**0**	**73**	**16**	**2**	**0**	**18**	**3**	**0**	**0**	**3**	**40**	**3**	**0**	**43**
Basic Education Non-Credit																																
Employability/Life Skills	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0
General Academic Studies	25	1	0	26	0	0	0	0	0	0	0	0	14	1	0	15	35	3	0	38	0	0	0	0	0	0	0	0	11	1	0	12
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	0	0	0	0	0	0	0	0
Total BE Non-Credit	**25**	**1**	**0**	**26**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**14**	**1**	**0**	**15**	**35**	**3**	**0**	**38**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**11**	**1**	**0**	**12**
Total Basic Education	**79**	**85**	**0**	**164**	**21**	**7**	**0**	**28**	**7**	**1**	**0**	**8**	**61**	**13**	**0**	**74**	**84**	**27**	**0**	**111**	**16**	**2**	**0**	**18**	**3**	**0**	**0**	**3**	**51**	**4**	**0**	**55**
University Credit																																
Total University	**92**	**53**	**0**	**145**	**15**	**5**	**0**	**20**	**12**	**10**	**0**	**22**	**85**	**35**	**0**	**120**	**86**	**58**	**0**	**144**	**4**	**3**	**0**	**7**	**5**	**8**	**0**	**13**	**40**	**14**	**0**	**54**
TOTAL ENROLLMENT	**205**	**200**	**21**	**426**	**79**	**41**	**0**	**120**	**41**	**17**	**1**	**59**	**185**	**66**	**0**	**251**	**219**	**114**	**118**	**451**	**68**	**27**	**27**	**122**	**42**	**11**	**23**	**76**	**110**	**20**	**31**	**161**

Equity Participation Completers & Graduates by Program Groups for the Whole College

	2021 - 2022									2022 - 2023								
	Aboriginal			Visible Minority			Disability			Aboriginal			Visible Minority			Disability		
	E	C	G	E	C	G	E	C	G	E	C	G	E	C	G	E	C	G
Skills Training - Credit																		
Institute Credit																		
Saskatchewan Polytechnic	46	2	21	2	0	0	4	0	4	60	12	27	1	0	1	1	0	0
Other	56	29	11	0	0	0	0	0	0	52	13	26	0	0	0	0	0	0
Apprenticeship & Trade	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Institute Credit	**102**	**31**	**32**	**2**	**0**	**0**	**4**	**0**	**4**	**112**	**25**	**53**	**1**	**0**	**1**	**1**	**0**	**0**
Industry Credit																		
Industry Credit	67	13	38	1	0	1	4	1	1	71	30	33	0	0	0	1	0	1
Total Credit	**169**	**44**	**70**	**3**	**0**	**1**	**8**	**1**	**5**	**183**	**55**	**86**	**1**	**0**	**1**	**2**	**0**	**1**
Skills Training Non-Credit Industry Non-CreditCommunity/Individual Non-CreditPersonal Interest Non-Credit																		
Total Non-Credit	62	54	0	0	0	0	3	2	0	125	113	0	3	3	0	4	4	0
Total Skills Training	**231**	**98**	**70**	**3**	**0**	**1**	**11**	**3**	**5**	**308**	**168**	**86**	**4**	**3**	**1**	**6**	**4**	**1**
Basic Education Credit																		
Adult 12	231	97	26	10	5	1	12	7	2	223	43	17	9	3	0	8	0	0
Adult 10	88	30	0	2	2	0	5	2	0	115	29	1	1	0	0	6	0	0
Academic GED	8	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total BE Credit	**327**	**129**	**26**	**12**	**7**	**1**	**17**	**9**	**2**	**338**	**72**	**18**	**10**	**3**	**0**	**14**	**0**	**0**
Basic Education Non-Credit																		
Employability/Life Skills	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
English Language Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
General Academic Studies	56	25	0	0	0	0	3	2	0	80	38	0	1	0	0	6	1	0
Literacy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total BE Non-Credit	**56**	**25**	**0**	**0**	**0**	**0**	**3**	**2**	**0**	**80**	**38**	**0**	**1**	**0**	**0**	**6**	**1**	**0**
Total Basic Education	**383**	**154**	**26**	**12**	**7**	**1**	**20**	**11**	**2**	**418**	**110**	**18**	**11**	**3**	**0**	**20**	**1**	**0**
University Credit																		
Total University	**168**	**132**	**19**	**4**	**3**	**0**	**8**	**6**	**0**	**148**	**126**	**6**	**3**	**3**	**0**	**7**	**5**	**2**
TOTAL ENROLLMENT	**782**	**384**	**115**	**19**	**10**	**2**	**39**	**20**	**7**	**874**	**404**	**110**	**18**	**9**	**1**	**33**	**10**	**3**

FINANCIAL STATEMENTS

NORTHLANDS COLLEGE

September 16, 2023

The Honourable Gordon S. Wyant
Minister of Advanced Education
Room 307, Legislative Building
2405 Legislative Drive
REGINA, Saskatchewan S4S 0B3

Dear Minister Wyant:

On behalf of the Board of Governors 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, 2023.

Sincerely,

Nick Daigneault
Chairperson

c: Denise Macza, Deputy Minister, Advanced Education

#findyournorth

northlandscollege.ca

Northlands College is honoured to help educate northern Saskatchewan residents on Treaties 5, 6, 8, and 10 territories and the homeland of Indigenous & Metis peoples.

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 16, 2023

Karsten Henriksen
Chief Executive Officer

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Northlands College:

MNP

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, 2023, 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, 2023, and the results of its consolidated operations 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.

MNP LLP
101, 1061 Central Avenue, Prince Albert SK, S6V 4V4 1.855.667.3310 T: 306.764.6873 F: 306.763.0766

PRAXITY

MNP.ca

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

MNP LLP

September 16, 2023

Chartered Professional Accountants

MNP LLP

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

as at June 30,2023

Statement 1

	June 30 2023	June 30 2022
Financial Assets		
Cash and cash equivalents *(Note 3)*	**$ 5,896,003**	$ 14,697,836
Accounts receivable *(Note 4)*	**493,733**	971,536
Marketable securities *(Note 5)*	**10,000,000**	-
Total Financial Assets	**16,389,736**	15,669,372
Liabilities		
Accrued salaries and benefits *(Note 7)*	**797,244**	1,132,398
Accounts payable and accrued liabilities *(Note 8)*	**785,615**	1,083,377
Deferred revenue *(Note 9)*	**96,625**	96,625
Liability for employee future benefits *(Note 10)*	**329,000**	323,300
Long-term debt *(Note 11)*	**-**	48,553
Total Financial Liabilities	**2,008,484**	2,684,253
Net Financial Assets	**14,381,252**	12,985,119
Non-Financial Assets		
Tangible capital assets *(Note 12)*	**4,345,456**	4,645,388
Inventory of supplies for consumption	**39,308**	39,308
Prepaid expenses *(Note 13)*	**283,924**	230,285
Total Non-Financial Assets	**4,668,688**	4,914,981
Accumulated Surplus *(Note 18)*	**$ 19,049,940**	$ 17,900,100
Total Accumulated Surplus	**$ 19,049,940**	$ 17,900,100

Contractual Obligations and Commitments *(Note 19)*

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

On behalf of the Board:

Director

Director

CONSOLIDATED STATEMENT OF OPERATIONS & ACCUMULATED SURPLUS

for the year ended June 30,2023

Statement 2

	2023 Budget *(Note 16)*	2023 Actual	2022 Actual
Revenues (Schedule 2)			
Provincial government			
Grants	$ 14,981,199	$ 15,175,000	$ 15,647,826
Other	599,000	365,800	339,400
Other revenue			
Administrative recoveries	275,000	410,019	549,418
Contracts	132,300	745,711	979,570
Interest	100,850	391,530	186,518
Rents	169,260	126,996	108,528
Resale items	600,631	203,860	260,781
Tuitions	1,145,628	607,034	564,264
Donations	50,000	7,731	84,904
Other	782,018	569,632	536,913
Total revenues	18,835,886	18,603,313	19,258,122
Expenses (Schedule 3)			
General	7,263,302	6,703,536	6,113,384
Skills training	5,523,023	4,263,724	3,526,958
Basic education	2,836,913	2,092,290	2,536,463
University	4,052,716	3,013,687	3,666,064
Services	485,952	681,756	769,514
Scholarships	50,000	43,700	85,635
Student housing	840,468	654,780	655,071
Total expenses	21,052,374	17,453,473	17,353,089
Surplus (Deficit) for the Year from Operations	(2,216,488)	1,149,840	1,905,033
Accumulated Surplus, Beginning of Year	17,900,100	17,900,100	15,995,067
Accumulated Surplus, End of Year	$ 15,683,612	$ 19,049,940	$ 17,900,100

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

CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

as at June 30,2023

Statement 3

	2023 Budget *(Note 16)*	2023 Actual	2022 Actual
Net Financial Assets, Beginning of Year	$ 12,985,119	**$ 12,985,119**	$ 10,752,132
Surplus (Deficit) for the Year from Operations	(2,216,488)	**1,149,840**	1,905,033
Acquisition of tangible capital assets	(588,000)	**(138,593)**	(92,457)
Amortization of tangible capital assets	412,153	**402,138**	438,930
Disposal of assets under capital lease	-	**36,387**	-
Acquisition of inventory of supplies for consumption	(50,000)	**(39,308)**	(39,308)
Acquisition of prepaid expenses	(150,000)	**(283,924)**	(230,285)
Consumption of supplies inventory	25,000	**39,308**	69,166
Use of prepaid expenses	150,000	**230,285**	181,908
Change in Net Financial Assets	(2,417,335)	**1,396,133**	2,232,987
Net Financial Assets, End of Year	$ 10,567,784	**$ 14,381,252**	$ 12,985,119

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

CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended June 30,2023

Statement 4

	2023	2022
Operating Activities		
Surplus for the year from operations	$ 1,149,840	$ 1,905,033
Non-cash items included in surplus		
Amortization of tangible capital assets	402,138	438,930
Gain on disposal of assets	-	(2,500)
Changes in non-cash working capital		
Accounts receivable	477,803	(673,648)
Accrued salaries and benefits	(335,154)	26,773
Accounts payable and accrued liabilities	(297,762)	215,468
Deferred revenue	-	96,625
Employee future benefits	5,700	4,600
Inventory of supplies for consumption	-	29,858
Prepaid expenses	(53,639)	(48,377)
Cash Provided by Operating Activities	1,348,926	1,992,762
Capital Activities		
Cash used to acquire tangible capital assets	(138,593)	(92,457)
Proceeds from disposal of capital assets	36,387	2,500
Cash Used by Capital Activities	(102,206)	(89,957)
Investing Activities		
Purchase of marketable securities	(10,000,000)	-
Cash Provided (Used) by Investing Activities	(10,000,000)	-
Financing Activities		
Repayment of capital lease obligations	(48,553)	(5,750)
Cash Provided (Used) by Financing Activities	(48,553)	(5,750)
Increase (decrease) in Cash and Cash equivalents	(8,801,833)	1,897,055
Cash and Cash Equivalents, Beginning of Year	14,697,836	12,800,781
Cash and Cash Equivalents, End of Year	$ 5,896,003	$ 14,697,836

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

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

for the year ended June 30,2023

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 financial statements in accordance with CPA Canada Public Sector Accounting (PSA) Handbook.

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

(a) College Reporting Entity and Consolidation

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.

2. SIGNIFICANT ACCOUNTING POLICIES *continued*

(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 financial statements exists for:

- the liability for employee future benefits of $329,000 (2022 - $323,300) because actual experience may differ significantly from actuarial or historical estimations and assumptions;
- the allowance for doubtful accounts of $42,558 (2022 - $42,558) 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, marketable securities, accounts receivable, accrued salaries and benefits and accounts payable and accrued liabilities.

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

i) Fair Value

Fair value measurement applies to portfolio investments in equity instruments that are quoted in an active market.

As at June 30, 2023 and June 30, 2022 the College did not own any portfolio investments in equity instruments.

ii) **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. Receivables are measured at amortized cost. Due to their short-term nature, the amortized cost of these instruments approximates their fair value.

Marketable securities consist of a flexible GIC and non-redeemable GIC. Prices are reported at historical cost.

(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.

Marketable securities with prices quoted in an active market are measured at fair value while those that are not quoted in an active market are measured at cost less impairment

(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.

2. SIGNIFICANT ACCOUNTING POLICIES *continued*

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.

2. SIGNIFICANT ACCOUNTING POLICIES *continued*

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 Contribution Plans
The College's employees participate in one of the following multi-employer defined contribution 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.

5. MARKETABLE SECURITIES

		June 30 2023		June 30 2022
CIBC Flexible GIC	$	3,000,000	$	-
Non-redeemable GIC		7,000,000		-
Marketable investments	**$**	**10,000,000**	**$**	**-**

Marketable securities consist of the following:
Flexible GIC, Redeemable - maturity date September 22, 2023, annual interest rate 3.00%.
GIC, Non-redeemable – maturity date September 22, 2023, annual interest rate 4.90%.

6. BANK INDEBTEDNESS

Bank indebtedness consists of a demand operating line of credit with a maximum borrowing limit of $500,000 (2022 - $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, 2023 was $nil (2022 - $nil).

7. ACCRUED SALARIES AND BENEFITS

		June 30 2023		June 30 2022
Accrued salaries	$	190,615	$	213,426
Accrued employee benefits		606,629		918,972
Accrued salaries and benefits	**$**	**797,244**	**$**	**1,132,398**

8. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

		June 30 2023		June 30 2022
Provincial Government	$	8,743	$	19,713
Other		776,872		1,063,664
Accounts payable and accrued liabilities	**$**	**785,615**	**$**	**1,083,377**

9. DEFERRED REVENUE

	June 30 2022	Addition during the year	Revenue recognized during the year	June 30 2023
Cumberland House Cree Nation 2023 Training Program	96,625	-	-	96,625
Deferred revenue	$ 96,625	$ -	$ -	$ 96,625

10. 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 2023	June 30 2022
Actuarial valuation (extrapolation) date	(June-30-23)	(June-30-22)
Long-term assumptions used:		
Salary escalation rate (percentage)	2.50%	2.50%
Discount rate (percentage)	3.90%	3.90%
Expected average remaining service life (years)	10.4	10.4

Liability for Employee Future Benefits	June 30 2023	June 30 2022
Accrued Benefit Obligation - beginning of year	$ 247,700	$ 273,700
Valuation effect	-	(12,300)
Current period benefit cost	48,600	51,600
Interest cost	9,800	5,500
Benefit payments	(42,600)	(46,000)
Actuarial gains/losses	-	(24,800)
Accrued Benefit Obligation - end of year	**263,500**	**247,700**
Unamortized Net Actuarial Gains/Losses	**65,500**	**75,600**
Liability for Employee Future Benefits	**$ 329,000**	**$ 323,300**

Employee Future Benefits Expense	June 30 2023	June 30 2022
Current period benefit cost	$ 48,600	$ 51,600
Amortization of net actuarial gain/loss	(10,100)	(6,500)
Benefit Cost	38,500	45,100
Interest cost on unfunded employee future benefits obligation	9,800	5,500
Total Employee Future Benefits Expense	**$ 48,300**	**$ 50,600**

11. LONG-TERM DEBT

Details of Long-Term Debt:		June 30 2023	June 30 2022
Capital Leases:			
2022 Nissan Pathfinder	A 48-month lease with no down payment, monthly payments of $875 plus taxes, an implicit interest rate of 3.91%, and a buy-out value of $22,086 plus taxes in July 2025. Vehicle was returned February 2023.	$ -	$ 48,553
Total Long-Term Debt		**$ -**	**$ 48,553**

Interest paid on long-term debt for the fiscal year ending June 30, 2023 was $934 (2022 - $1,815).

12. TANGIBLE CAPITAL ASSETS

	Land	Buildings	Furniture and Equipment	Computer Hardware	Computer Software	Vehicles	Leasehold Improvements	Dental building - WIP	2023	2022
Tangible Capital Assets - at Cost:										
Opening Balance at Start of Year	$ 351,184	$ 10,435,646	$ 4,611,079	$ 1,006,749	$ 452,213	$ 561,728	$ 291,613	$ -	$ 17,710,212	$ 17,617,755
Additions/Purchases	-	7,374	26,101	10,013	-	-	-	100,308	143,796	92,457
Disposals/Write-downs	-	-	-	-	-	(60,643)	-	-	(60,643)	-
Contributed Tangible Capital Assets	-	-	-	-	-	-	-	-	-	-
Closing balance at End of Year	351,184	10,443,020	4,637,180	1,016,762	452,213	501,085	291,613	100,308	17,793,365	17,710,212
Tangible Capital Assets - Amortization:										
Opening Balance at Start of Year	-	6,627,842	4,254,586	1,002,587	387,463	500,733	291,613	-	13,064,824	12,625,894
Amortization for the Period	-	211,231	149,570	2,916	29,617	8,805		-	402,138	438,930
Disposal	-					(19,054)	-	-	(19,054)	-
Closing Balance at End of Year	-	6,839,073	4,404,156	1,005,503	417,080	490,484	291,613	-	13,447,909	13,064,824
Net Book Value:										
Opening Balance at Start of Year	351,184	3,807,804	356,493	4,162	64,750	60,995	-		4,645,388	4,991,861
Closing Balance at End of Year	351,184	3,603,947	233,024	11,259	35,133	10,601	-	100,308	4,345,456	4,645,388
Change in Net Book Value	$ -	$ (203,857)	$ (123,469)	$ 7,097	$ (29,617)	$ (50,394)	$ -	$ 100,308	$ (299,932)	$ (346,473)

13. PREPAID EXPENSES

	June 30 2023	June 30 2022
Prepaid expenses	$ 92,411	$ 52,059
Prepaid insurance	191,513	178,226
Prepaid expenses	**$ 283,924**	**$ 230,285**

14. EMPLOYEE PENSION PLANS

Multi-Employer Defined Contribution 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 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 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:

	2023			2022
	STRP	STSP	Total	Total
Number of active College members	28	0	28	28
Member contribution rate (percentage of salary)	11.70%	6.05%	11.70%/6.05%	11.70%/6.05%
Member contributions for the year	**$ 207,233**	**$ -**	**$ 207,233**	**$ 232,692**

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.

14. EMPLOYEE PENSION PLANS *continued*

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:

	2023	2022
Number of Active College members	*114*	*111*
Member contribution rate (percentage of salary)	9.00%	9.00%
College contribution rate (percentage of salary)	9.00%	9.00%
Member contributions for the year	514,625	516,815
College contributions for the year	514,625	516,815
Actuarial valuation (extrapolation) date	31-Dec-22	31-Dec-21
Plan Assets	3,275,495	3,568,400
Plan Liabilities	2,254,194	2,424,014
Plan Surplus	1,021,301	1,144,386

15. 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.

15. RISK MANAGEMENT *continued*

The aging of accounts receivable at June 30, 2023 and June 30, 2022 was:

	June 30, 2023		June 30, 2022	
	Accounts Receivable	Allowance for Doubtful Accounts	Accounts Receivable	for Doubtful Accounts
Current	$ 227,421		$ 613,796	
0-30 days	10,979		198,118	
30-60 days	111,684		4,975	
60-90 days	38,408		18,779	
Over 90 days	150,248	45,008	178,426	42,558
Total	$ 538,741	$ 45,008	$ 1,014,094	$ 42,558
Net		$ 493,733		$ 971,536

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 2023		
	Within 6 months	6 months to 1 year	1 to 5 years
Accrued salaries and benefits	$ 797,244	$ -	$ -
Accounts payable and accrued liabilities	785,615	-	-
Long-term debt	-	-	-
Total	$ 1,582,859	$ -	$ -

iii) Market Risk

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

15. RISK MANAGEMENT *continued*

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, 2023.

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

16. BUDGET FIGURES

Budget figures included in the financial statements were approved by the Board on May 20, 2022, and the Minister of Advanced Education on March 23, 2022.

17. RELATED PARTIES

These 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 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 SaskBuilds and Procurement contributed $365,500 in 2023 (2022 - $339,400) for the purpose of classroom and office space at the Mistasinihk Building in La Ronge.

18. 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 2022	Additions during the year	Reductions during the year	June 30 2023
Invested in Tangible Capital Assets:				
Net Book Value of Tangible Capital Assets	$ 4,645,388	$ 138,593	$ 438,525	$ 4,345,456
Less: Debt owing on Tangible Capital Assets	$ 48,553	$ -	$ 48,553	$ -
	$ 4,596,835	$ 138,593	$ 389,972	$ 4,345,456
Designated assets:				
Capital Purchase	$ 500,000	$ -	$ -	$ 500,000
Building Capital	$ 464,644	$ -	$ -	$ 464,644
Building /Equipment Maintenance	$ 5,864	$ -	$ -	$ 5,864
Information Technology	$ 322,808	$ -	$ -	$ 322,808
ERP Appropriation	$ 728,343	$ -	$ -	$ 728,343
Critical Needs Bursaries	$ 12,463	$ -	$ 2,000	$ 10,463
Education Leave	$ 201,947	$ -	$ -	$ 201,947
Training and Education	$ 19,659	$ -	$ -	$ 19,659
	$ 2,255,728	$ -	$ 2,000	$ 2,253,728
Other restricted surplus:				
Various Other Appropriations from Ministries	$ 534,368	$ 340,285	$ 58,723	$ 815,930
Skill Training Allocation	$ 2,252,931	$ 2,499,047	$ 2,377,107	$ 2,374,871
Adult Basic Education	$ 514,903	$ 1,648,300	$ 1,192,203	$ 971,000
On-Reserve Training	$ 599,084	$ 390,500	$ 471,818	$ 517,766
Essential Skills for the Workplace	$ 435,129	$ 199,600	$ 248,479	$ 386,250
Northern Skills Training	$ 2,892,101	$ 663,015	$ 1,289,500	$ 2,265,616
Northern Health Strategy	$ 451,147	$ 330,000	$ 148,966	$ 632,181
University	$ 689,627	$ 2,916,955	$ 2,561,365	$ 1,045,217
	$ 8,369,290	$ 8,987,703	$ 8,348,161	$ 9,008,832
Unrestricted Operating Surplus	$ 2,592,254	$ 1,182,274	$ 386,163	$ 3,388,365
Total Accumulated Surplus from Operations	$ 17,814,107	$ 10,308,570	$ 9,126,296	$ 18,996,381
Accumulated Surplus - Northlands College Scholarship Foundation, Inc.				
Unrestricted Operating Surplus	$ 85,993	$ 11,266	$ 43,700	$ 53,559
Total Accumulated Surplus from Operations	$ 17,900,100	$ 10,319,836	$ 9,169,996	$ 19,049,940

18. ACCUMULATED SURPLUS *continued*

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

Capital Purchase Appropriation - $500,000 - is intended for the purchase of any equipment or real property required for sustaining programming activity at the College. The balance of $500,000 is intended to be used in preparation of the teaching space for the new dental program to begin in 2023/24.

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.

ERP Appropriation - $728,343 – is set aside in anticipation of future costs associated with the new ERP system.

Critical Needs Bursary Appropriation - $10,463 – 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. An amount of $2,000 was paid in 2022/23.

Education Leave Appropriation - $201,947 - represents the amount the Board has committed to the purpose of supporting staff in future educational requirements. There is approximately $37,174 in Education Leave commitments estimated for future years:

2023/24 – $21,369
2025/26 – $5,269
2026/27 – $5,269
2027/28 – $5,269

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.

19. 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						
2024	$ 29,621	$ 48,263	$ 37,850	$ 115,734	$ -	$ -
2025	-	$ 26,431	-	26,431	-	-
2026	-	$ 2,100	-	2,100	-	-
	29,621	$ 76,794	37,850	144,265	-	-
Interest and executory costs	-	-	-	-	-	-
Total Lease Obligations	**$ 29,621**	**$ 76,794**	**$ 37,850**	**$ 144,265**	**$ -**	**$ -**

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.

CONSOLIDATED SCHEDULES OF REVENUES & EXPENSES BY FUNCTION

for the year ended June 30,2023

Schedule 1

	2023										2023	2023	2022
	General	Skills Training		Basic Education		Services		University	Scholarships	Student Housing			
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit			Actual	Budget (Note 16)	Actual
Revenues (Schedule 2)													
Provincial government	$ 7,634,600	$ 3,009,800	$ -	$ 1,648,300	$ 590,100	$ -	$ -	$ 2,658,000	$ -	$ -	$ 15,540,800	$ 15,580,199	$ 15,987,226
Federal government	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	1,370,070	1,092,295	51,950	69,880	-	16,645	-	323,411	11,266	126,996	3,062,513	3,255,687	3,270,896
Total Revenues	9,004,670	4,102,095	51,950	1,718,180	590,100	16,645	-	2,981,411	11,266	126,996	18,603,313	18,835,886	19,258,122
Expenses (Schedule 3)													
Agency contracts	100,859	936,703	379,600	193,664	71,430	-	-	235,960	-	103,230	2,021,446	2,708,146	2,179,799
Amortization	402,138	-	-	-	-	-	-	-	-	-	402,138	412,153	438,930
Equipment	152,258	2,525	743	11,037	-	-	-	1,569	-	-	168,132	335,458	184,993
Facilities	653,923	250,548	-	36,721	31,774	-	-	447,727	-	417,429	1,838,122	2,261,765	1,797,104
Information technology	123,639	23,412	-	24,550	504	-	-	-	-	-	172,105	341,207	317,269
Operating	1,582,722	443,971	14,304	96,627	34,995	34,829	12,752	220,473	43,700	31,819	2,516,192	2,982,844	1,962,001
Personal services	3,687,997	2,175,446	36,472	1,203,273	387,715	-	634,175	2,107,958	-	102,302	10,335,338	12,010,801	10,472,993
Total Expenses	6,703,536	3,832,605	431,119	1,565,872	526,418	34,829	646,927	3,013,687	43,700	654,780	17,453,473	21,052,374	17,353,089
Surplus (Deficit) for the year	$ 2,301,134	$ 269,490	$ (379,169)	$ 152,308	$ 63,682	$ (18,184)	$ (646,927)	$ (32,276)	$ (32,434)	$ (527,784)	$ 1,149,840	$ (2,216,488)	$ 1,905,033

CONSOLIDATED SCHEDULES OF REVENUES BY FUNCTION

for the year ended June 30,2023

Schedule 2

	2023 Revenues Actual										2023	2023	2022
	General	Skills Training		Basic Education		Services		University	Scholarships	Student Housing	Total Revenues Actual	Total Revenues Budget (Note 16)	Total Revenues Actual
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit					
Provincial Government													
Advanced Education/ Immigration & Career Training													
Operating grants	$ 6,908,800	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,908,800	$ 6,733,199	$ 6,898,879
Program grants	-	3,009,800	-	1,648,300	590,100	-	-	2,658,000	-	-	$ 7,906,200	7,888,000	8,673,447
Capital grants	360,000	-	-	-	-	-	-	-	-	-	360,000	360,000	75,500
	7,268,800	3,009,800	-	1,648,300	590,100	-	-	2,658,000	-	-	15,175,000	14,981,199	15,647,826
Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	365,800	-	-	-	-	-	-	-	-	-	365,800	349,000	339,400
	7,634,600	3,009,800	-	1,648,300	590,100	-	-	2,658,000	-	-	15,540,800	15,330,199	15,987,226
Other provincial	-	-	-	-	-	-	-	-	-	-	-	250,000	-
Total Provincial	7,634,600	3,009,800	-	1,648,300	590,100	-	-	2,658,000	-	-	15,540,800	15,580,199	15,987,226
Other Revenue													
Admin recovery	410,019	-	-	-	-	-	-	-	-	-	410,019	275,000	549,418
Contracts	-	529,571	-	69,356	-	-	-	146,784	-	-	745,711	132,300	979,570
Interest	387,995	-	-	-	-	-	-	-	3,535	-	391,530	100,850	186,518
Rents	-	-	-	-	-	-	-	-	-	126,996	126,996	169,260	108,528
Resale items	1,207	121,029	-	524	-	16,645	-	64,455	-	-	203,860	600,631	260,781
Tuitions	1,217	441,695	51,950	-	-	-	-	112,172	-	-	607,034	1,145,628	564,264
Donations	-	-	-	-	-	-	-	-	7,731	-	7,731	50,000	84,904
Other	569,632	-	-	-	-	-	-	-	-	-	569,632	782,018	536,913
Total Other	1,370,070	1,092,295	51,950	69,880	-	16,645	-	323,411	11,266	126,996	3,062,513	3,255,687	3,270,896
Total Revenues	$ 9,004,670	$ 4,102,095	$ 51,950	$ 1,718,180	$ 590,100	$ 16,645	$ -	$ 2,981,411	$ 11,266	$ 126,996	$ 18,603,313	$ 18,835,886	$ 19,258,122

CONSOLIDATED SCHEDULES OF EXPENSES BY FUNCTION

for the year ended June 30,2023

Schedule 3

	2023 Expenses Actual										2023	2023	2022
	General (Schedule 4)	Skills Training		Basic Education		Services		University	Scholarships	Student Housing	Total Expenses Actual	Total Expenses Budget (Note 16)	Total Expenses Actual
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit					
Agency Contracts													
Contracts	$ 100,859	$ 936,703	$ 379,600	$ 193,664	$ 71,430	$ -	$ -	$ 111,883	$ -	$ 103,230	$ 1,897,369	$ 2,579,611	$ 2,057,909
Instructors	-	-	-	-	-	-	-	124,077	-	-	124,077	128,535	121,890
	100,859	936,703	379,600	193,664	71,430	-	-	235,960	-	103,230	2,021,446	2,708,146	2,179,799
Amortization	402,138	-	-	-	-	-	-	-	-	-	402,138	412,153	438,930
Equipment													
Equipment (non-capital)	17,850	1,033	743	11,037	-	-	-	-	-	-	30,663	123,680	80,816
Rental	52,950	1,492	-	-	-	-	-	1,569	-	-	56,011	176,828	53,385
Repairs and maintenance	81,458	-	-	-	-	-	-	-	-	-	81,458	34,950	50,792
	152,258	2,525	743	11,037	-	-	-	1,569	-	-	168,132	335,458	184,993
Facilities													
Building supplies	14,564	-	-	-	-	-	-	-	-	1,164	15,728	22,450	5,119
Grounds	18,520	690	-	-	-	-	-	332	-	1,000	20,542	21,400	17,207
Janitorial	191,433	10,709	-	-	-	-	-	5,684	-	14,319	222,145	226,730	220,558
Rental	87,222	210,936	-	36,721	31,564	-	-	436,140	-	363,240	1,165,823	1,203,835	1,096,048
Repairs & maintenance buildings	102,010	985	-	-	-	-	-	-	-	8,495	111,490	528,450	160,067
Utilities	240,174	27,228	-	-	210	-	-	5,571	-	29,211	302,394	258,900	298,105
	653,923	250,548	-	36,721	31,774	-	-	447,727	-	417,429	1,838,122	2,261,765	1,797,104
Information Technology													
Computer services	17,078	-	-	-	-	-	-	-	-	-	17,078	53,370	20,228
Data communications	16,782	-	-	-	504	-	-	-	-	-	17,286	16,702	13,968
Equipment (non-capital)	30,608	22,790	-	24,550	-	-	-	-	-	-	77,948	72,600	214,578
Materials & supplies	1,558	-	-	-	-	-	-	-	-	-	1,558	3,600	2,696
Rental	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs & maintenance buildings	-	-	-	-	-	-	-	-	-	-	-	-	306
Software (non-capital)	57,613	622	-	-	-	-	-	-	-	-	58,235	194,935	65,493
	123,639	23,412	-	24,550	504	-	-	-	-	-	172,105	341,207	317,269
Operating													
Advertising	263,702	25,434	(129)	3,753	3,158	-	1,540	18,020	-	-	315,478	204,475	244,339
Association fees & dues	19,784	1,550	-	-	-	-	-	-	-	-	21,334	17,070	19,258
Bad debts	16,058	-	-	-	-	-	-	-	-	-	16,058	25,000	14,494
Financial services	10,933	-	-	-	-	-	-	-	-	-	10,933	6,270	5,912
In-service (includes PD)	30,762	2,325	-	-	-	-	-	12,395	-	-	45,482	142,050	36,967
Insurance	258,936	5,627	742	-	-	-	-	4,082	-	25,353	294,740	243,865	254,038
Materials & supplies	87,685	179,230	4,128	43,220	20,839	991	85	43,075	-	2,901	382,154	431,026	238,593
Postage, freight & courier	16,558	2,648	4,854	3,236	975	-	2,313	3,478	-	772	34,834	44,675	33,215
Printing & copying	58,432	27,812	2,439	30,698	8,372	-	4,538	34,699	-	-	166,990	235,500	136,245
Professional services	312,734	-	-	-	-	-	-	-	-	915	313,649	91,500	92,840
Resale items	34,026	112,480	1,141	-	-	33,838	-	49,566	-	-	231,051	604,851	269,610
Subscriptions	6,776	1,284	-	2,550	-	-	-	-	-	-	10,610	9,496	9,867
Telephone & fax	51,411	6,161	-	-	-	-	4,085	8,564	-	1,822	72,043	83,024	83,283
Travel	407,029	79,420	1,129	13,170	1,651	-	191	46,594	-	56	549,240	786,147	429,958
Other	7,896	-	-	-	-	-	-	-	43,700	-	51,596	57,895	93,382
	1,582,722	443,971	14,304	96,627	34,995	34,829	12,752	220,473	43,700	31,819	2,516,192	2,982,844	1,962,001
Personal Services													
Honoraria	55,670	-	-	-	-	-	-	-	-	-	55,670	46,500	45,700
Salaries	2,947,288	1,825,368	17,488	1,043,825	349,042	-	522,767	1,780,682	-	85,168	8,571,628	9,988,127	8,705,245
Other	-	18,390	11,950	10,614	1,306	-	3,394	34,191	-	-	79,845	127,517	50,306
Student Training Allowance	-	-	-	-	-	-	-	6,350	-	-	6,350	-	10,200
Employee benefits	685,039	331,688	7,034	148,834	37,367	-	108,014	286,735	-	17,134	1,621,845	1,848,657	1,661,542
	3,687,997	2,175,446	36,472	1,203,273	387,715	-	634,175	2,107,958	-	102,302	10,335,338	12,010,801	10,472,993
Total Expenses	$ 6,703,536	$ 3,832,605	$ 431,119	$ 1,565,872	$ 526,418	$ 34,829	$ 646,927	$ 3,013,687	$ 43,700	$ 654,780	$ 17,453,473	$ 21,052,374	$ 17,353,089

CONSOLIDATED SCHEDULE OF GENERAL EXPENSE BY FUNCTIONAL AREA

for the year ended June 30,2023

Schedule 4

	2023 General Actual				2023	2023	2022
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	Total General Actual	Total General Budget *(Note 16)*	Total General Actual
Agency Contracts							
Contracts	$ -	$ 52,748	$ 48,111	$ -	$ 100,859	$ 365,900	$ 137,478
Amortization	-	-	367,936	34,202	402,138	412,153	438,930
Equipment							
Equipment (non-capital)	-	4,144	13,625	81	17,850	36,800	28,462
Rental	-	3,938	49,012	-	52,950	42,100	50,932
Repairs and maintenance	-	39,547	41,911	-	81,458	33,950	50,792
	-	47,629	104,548	81	152,258	112,850	130,186
Facilities							
Building supplies	-	3,268	11,296	-	14,564	17,200	3,526
Grounds	-	54	18,466	-	18,520	20,000	14,062
Janitorial	-	356	191,077	-	191,433	202,730	198,433
Rental	1,002	6,952	79,268	-	87,222	75,250	67,940
Repairs & maintenance buildings	-	8	102,002	-	102,010	500,500	132,410
Utilities	-	493	239,681	-	240,174	208,900	248,361
	1,002	11,131	641,790	-	653,923	1,024,580	664,732
Information Technology							
Computer services	-	14,088	-	2,990	17,078	41,370	20,028
Data communications	-	1,204	-	15,578	16,782	15,652	13,568
Equipment (non-capital)	-	3,371	-	27,237	30,608	52,600	111,338
Materials & supplies	-	-	-	1,558	1,558	3,600	2,244
Rental	-	-	-	-	-	-	-
Repairs & maintenance buildings	-	-	-	-	-	-	306
Software (non-capital)	-	35,535	-	22,078	57,613	182,250	60,461
	-	54,198	-	69,441	123,639	295,472	207,945
Operating							
Advertising	7,024	254,943	1,735	-	263,702	141,750	191,012
Association fees & dues	14,011	5,773	-	-	19,784	15,870	17,009
Bad debts	-	16,058	-	-	16,058	25,000	14,494
Financial services	-	9,817	1,116	-	10,933	6,270	5,912
In-service (includes PD)	1,588	26,588	-	2,586	30,762	128,800	32,414
Insurance	48,006	22,398	188,532	-	258,936	219,325	226,211
Materials & supplies	-	86,721	941	23	87,685	58,400	107,758
Postage, freight & courier	-	15,783	696	79	16,558	20,400	19,207
Printing & copying	271	58,117	25	19	58,432	70,000	57,311
Professional services	19,484	284,788	8,462	-	312,734	79,000	92,357
Resale items	-	34,026	-	-	34,026	20,000	27,683
Subscriptions	-	6,776	-	-	6,776	9,496	7,318
Telephone & fax	2,778	41,778	2,155	4,700	51,411	52,974	58,536
Travel	47,530	179,691	171,735	8,073	407,029	301,200	237,010
Other	-	-	7,896	-	7,896	7,895	7,747
	140,692	1,043,257	383,293	15,480	1,582,722	1,156,380	1,101,979
Personal Services							
Honoraria	55,670	-	-	-	55,670	46,500	45,700
Salaries	-	2,389,881	193,123	364,284	2,947,288	3,203,088	2,813,102
Other	-	-	-	-	-	17,000	-
Employee benefits	2,098	534,003	49,574	99,364	685,039	629,379	573,332
	57,768	2,923,884	242,697	463,648	3,687,997	3,895,967	3,432,134
Total General Expenses	$ 199,462	$ 4,132,847	$ 1,788,375	$ 582,852	$ 6,703,536	$ 7,263,302	$ 6,113,384

PERSONAL SERVICE LISTING

for the year ended June 30,2023

"Unaudited"

Listed are individuals (inculding 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.
(Not travel reimbursements, transfer or other expenditures will be included)

		Annual Gross Base Salary	Annual Gross Honorarium	Total Personal Service
Mcdougald,	Chandra	159,983		159,983
Morvik,	Kory	107,444		107,444
Brown,	Ken	109,725		109,725
Vandall,	Jocelyn	117,819		117,819
Kyplain,	Jennifer	102,364		102,364
Giesbrecht,	Chris	121,134		121,134
Todd,	Kristy	119,463		119,463
Huber,	Michelle	180,017		180,017
Ratte,	Ronald F	82,439		82,439
Galloway,	Justin	113,088		113,088
Coulson,	Patricia	121,632		121,632
Proulx,	Marlee	129,611		129,611
Spence,	Cassandra	57,472		57,472
Tarin,	Ahmed	59,033		59,033
Henriksen,	Karsten	120,876		120,876
Berg,	Waldo	68,038		68,038
Haydukewich,	Kelly	102,777		102,777
Bell,	Lena	68,425		68,425
Mcleod,	Lisa	99,321		99,321
Charles,	Elizabeth	71,989		71,989
Iwasyk,	Marilyn	111,889		111,889
Pedersen,	Janelle	82,013		82,013
Ballentyne,	Paul Jay	81,188		81,188
Thomas,	William	90,378		90,378
Finlayson,	Barbara	68,792		68,792
Courtoreille,	Lisa Mae	90,539		90,539
Boyle,	Damian	102,833		102,833
Carlson,	Donna	72,845		72,845
Jeffries,	Cheryl	71,989		71,989
Plunz,	Angela	54,267		54,267
Hennie,	Emily	69,815		69,815
Rawal,	Indermohan	102,562		102,562
Karlewicz,	Vince	94,538		94,538

Bosiak,	Charlene	87,764	87,764
Georges,	Sky	64,584	64,584
Khalil,	Amro	121,519	121,519
Ross,	Sharon	66,321	66,321
Chester,	Jamie	71,974	71,974
Stockdale,	Aaron	63,507	63,507
Sanderson,	Samantha	85,399	85,399
Cardin-Clinton,	Barbara	53,960	53,960
Mckenzie,	Wendy	74,645	74,645
Hamm,	Eric	104,322	104,322
Layton,	Alicia	91,516	91,516
Cardiff,	Erik	72,928	72,928
Nagy,	Laura	87,024	87,024
Paetkau,	Tim	90,538	90,538
Cook,	Julian	62,104	62,104
Rayner,	Marcus	88,134	88,134
Rawal,	Manjula	107,252	107,252
Sanderson,	Pamela	97,853	97,853
Putz,	Tamara	91,628	91,628
King,	Stephen	70,547	70,547
Muirhead,	Larissa	88,980	88,980
Soares,	Michael	104,513	104,513
Bagwell,	Stephen	100,557	100,557
Charles,	Colleen	87,937	87,937
Roberts,	Lorna	85,901	85,901
Galloway,	Camille	87,012	87,012
Stuckey,	Carolyn	91,314	91,314
Daigneault,	Valerie	51,807	51,807
Ratte,	Susan	52,068	52,068
Beisel,	Quinton	75,285	75,285
Nicholls,	Marlene	87,119	87,119
Wilson,	Jody	94,234	94,234
McCann-Bird,	Samara	72,443	72,443
Hunt,	Peggy	55,025	55,025
Hamilton,	Matthew	60,551	60,551
Russell,	Kelly	88,327	88,327
Dingwall,	John Reid	108,175	108,175
Eninew,	Mary	52,414	52,414
Danielson,	Richard	75,285	75,285
Kenny,	Lorraine	64,514	64,514
Ewing,	Myrna	75,203	75,203
Dorion,	Elizabeth	75,285	75,285
Hillis,	Shelley	91,110	91,110
Markham,	Sherry	90,703	90,703
Bell,	Laura	60,008	60,008
Barreda,	Kona	87,859	87,859
Marinuk,	Shaylene	60,106	60,106

Weinberger,	Colin	78,200		78,200
Noon,	Olivia	66,113		66,113
Naseeb,	Rao Aamir Khush	71,524		71,524
Quinn,	Trina	61,568		61,568
Daigneault,	Mariah	77,815		77,815
Wainman,	Candace	79,114		79,114
Rooney,	Karen L	97,661		97,661
Henningham,	Ann M	77,522		77,522
Mirasty,	Eugene C	77,750		77,750
Otter,	Marian	64,204		64,204
Dorion,	Anne P	72,972		72,972
Row,	Guy	54,928		54,928
		7,862,921	**-**	**7,862,921**

SUPPLIER LISTING

for the year ended June 30,2023

"Unaudited"

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

BIRD CONSTRUCTION INDUSTRIAL SERVICE LTD.	76,199
BLACK LAKE VENTURES	71,345
BLUE CROSS	352,162
COMPTECH INNOVATION	52,068
CORNERSTONE INSURANCE	284,762
FLEURY, ELI	79,744
GRADEE PROPERTIES LTD.	65,520
HALLAND FARMS INC.	60,428
ICGE MANAGEMENT CONSULTANTS LTD.	67,664
KEEWATIN COMMUNITY DEVELOPMENT ASSOCIATION	205,526
LINKED IN	72,608
MUNICIPAL EMPLOYEE'S PENSION PLAN	1,032,119
MINISTER OF FINANCE	296,691
MLT AIKINS	50,818
MEYERS NORRIS AND PENNY LLP	55,087
MOTIF MARKETING	89,178
NORTHWAY JANITORIAL SERVICES LTD	200,776
NORTHERN LIGHTS SCHOOL DIV 113	175,753
NORTHWINDS BUS LINES LTD.	178,343
PRAIRIE ARCTIC TRADES TRAINING CENTRE LTD	74,727
PTARMIGAN CONSULTING INC	257,355
RECEIVER GENERAL FOR CANADA	2,887,766
Rely-Ex Contracting	92,837
SAFRI MANAGEMENT CORP.	373,690
SASK. GOVERNMENT EMPLOYEES UNION	213,686
SASKATCHEWAN POLYTECHNIC PRINCE ALBERT CAMPUS	260,208
SASKATCHEWAN INDIAN INSTITUTE OF TECHNOLOGIES	175,160
SASKENERGY	62,591
SASK POWER	139,631
SASK. TEACHERS' FEDERATION	206,355
SASK TEL	85,092
SASK. WORKERS' COMPENSATION BOARD	99,106
UNIVERSITY OF REGINA	56,734
	8,451,730

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MEET THE SPEAKERS

CECILIA MZVONDIWA

Cecilia Mzvondiwa is one of the two first-ever hate crimes community liaisons for the Government of Alberta. She currently practives law in Alberta, and has done extensive work in human rights.

COLLEEN CHARLES

Colleen Charles is a proud representative of the North-American Woodland Cree people, and works as an Indigenous Studies instructor at Northlands College in Saskatchewan.

PHIL KER

Dr Phil Ker is currently the Executive Director of PIN (Post – Secondary International Network) and former president of Otago polytechnic in New Zealand. He is a vocational education consultant specializing in leadership development, curriculum design and the recognition of prior learning, drawing on a lifetime of experience in these fields.

GLENYS KER

Dr Glenys Ker is the primary architect of the independent learning pathway (ILP) approach to qualifications offered through Capable NZ, Otago Polytechnic's work-based and practice-based learning school.

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 theacademic 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.

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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

CANOE CAMPUS

207 Boardman Street Box 509
La Ronge, SK
S0J 1L0

Phone: (306) 425-4353
Fax: (306) 425-2696

ROCK CAMPUS

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

Phone: (306) 425-4354
Fax: (306) 425-4372

CREIGHTON CAMPUS

120 King Crescent Box 400
Creighton, SK
S0P 0A0

Phone: (306) 688-8838
Fax: (306) 688-7710

BUFFALO NARROWS CAMPUS

1815 Cummings Drive Box 190
Buffalo Narrows, SK
S0M 0J0

Phone: (306) 235-1765
Fax: (306) 235-4346

RIVER CAMPUS & MINE SCHOOL

Parcel M - Highway #2 North Box 1000
Air Ronge, SK
S0J 3G0

Phone: (306) 425-4483
Fax: (306) 425-4666

HEAD OFFICE

Parcel M - Highway #2 North Box 1000
Air Ronge, SK
S0J 3G0

Phone: (306) 425-4480
Fax: (306) 425-3002