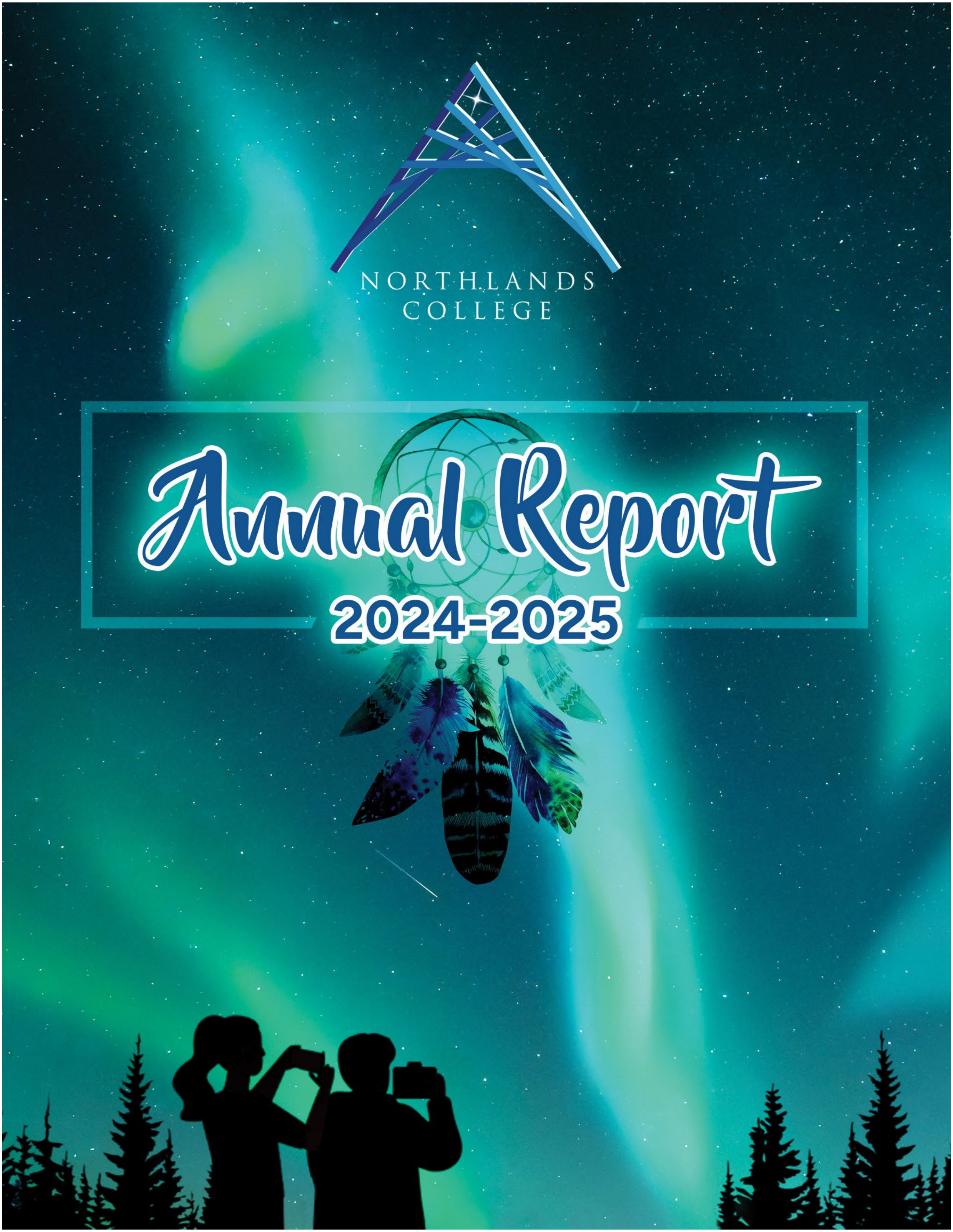
NORTHLANDS COLLEGE

Annual Report 2024-2025



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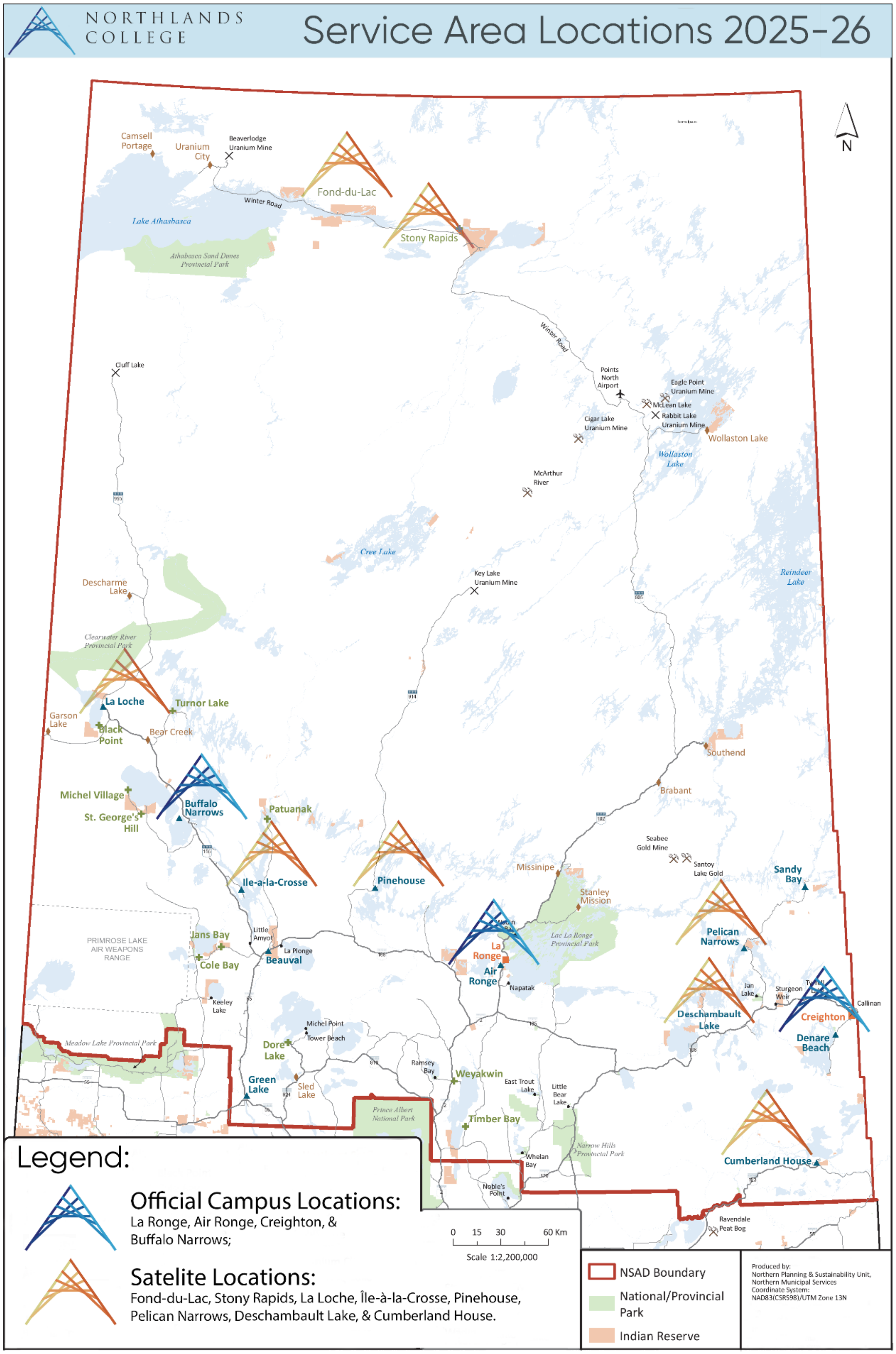

NORTHLANDS COLLEGE
Service Area Locations 2025-26
N
Camsell Portage
Uranium City
Beaverlodge Uranium Mine
Fond-du-Lac
Winter Road
Stony Rapids
Lake Athabasca
Athabasca Sand Dunes Provincial Park
Cluff Lake
Points North Airport
Eagle Point Uranium Mine
McLean Lake
Rabbit Lake Uranium Mine
Cigar Lake Uranium Mine
Wollaston Lake
McArthur River
Cree Lake
Key Lake Uranium Mine
Reindeer Lake
Descharme Lake
Clearwater River Provincial Park
La Loche
Turnor Lake
Garson Lake
Black Point
Bear Creek
Southend
Brabant
Michel Village
Buffalo Narrows
St. George's Hill
Patuanak
Seabee Gold Mine
Santoy Lake Gold
Missinipe
Ile-a-la-Crosse
Pinehouse
Stanley Mission
Sandy Bay
Pelican Narrows
PRIMROSE LAKE AIR WEAPONS RANGE
Jans Bay
Cole Bay
Little Amyot
La Plonge
Beauval
La Ronge
Air Ronge
Napatak
Lac La Ronge Provincial Park
Keeley Lake
Jan Lake
Sturgeon Weir
Deschambault Lake
Creighton
Denare Beach
Callinan
Michel Point
Tower Beach
Meadow Lake Provincial Park
Dore Lake
Ramsey Bay
Weyakwin
East Trout Lake
Little Bear Lake
Green Lake
Sled Lake
Prince Albert National Park
Timber Bay
Narrow Hills Provincial Park
Whelan Bay
Cumberland House
Noble's Point
Ravendale Peat Bog
Legend:
Official Campus Locations:
La Ronge, Air Ronge, Creighton, & Buffalo Narrows;
Satelite Locations:
Fond-du-Lac, Stony Rapids, La Loche, Île-à-la-Crosse, Pinehouse, Pelican Narrows, Deschambault Lake, & Cumberland House.
0 15 30 60 Km
Scale 1:2,200,000
NSAD Boundary
National/Provincial Park
Indian Reserve
Produced by: Northern Planning & Sustainability Unit, Northern Municipal Services
Coordinate System: NAD83(CSRS98)/UTM Zone 13N

Letter of Transmittal

December 13, 2025

Honourable Ken Cheveldayoff
Minister of Advanced Education
Room 307, Legislative Building
2405 Legislative Drive
Regina, SK S4S 0B3

Dear Minister Cheveldayoff,

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, 2025.

Sincerely,

Nick Daigneault
Chairperson
Northlands College Board of Governors

BOARD OF GOVERNORS

Northlands College is truly fortunate to be guided by a dedicated and compassionate Board of Governors. This exceptional group of leaders went above and beyond throughout the past year, convening on numerous occasions in addition to their regularly scheduled meetings. Their steadfast commitment to the College's mission and vision is reflected in the clear direction they continue to provide.

Deeply connected to Northern Saskatchewan, our Board members embody a genuine care for the people and communities we serve. During the challenges of the 2025 wildfires and the subsequent evacuations, their leadership and compassion shone brightly. They devoted countless hours to supporting our students, staff, and Northern communities, ensuring that Northlands College remained a source of stability and strength in uncertain times. Their dedication continues to inspire all of us to serve with purpose, resilience, and heart.

Nick Daigneault, Chair

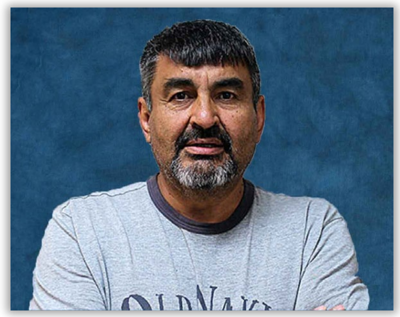
Beauval, SK

Robert St. Pierre, Member

La Loche, SK

Val Deschambeault, Member

Cumberland House, SK

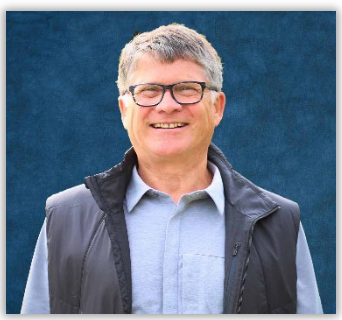


Elmer Campbell, Member

Dillon, SK

Bev Cheechoo, Member-at-large

Cumberland House, SK



Ken Gray, Vice-Chair

La Ronge, SK

Sussanne Fern, Member

Fond du Lac, SK

Doreen Polischuk, Member

La Ronge, SK

2024-2025 Board of Governors Meeting Dates and Locations		
Date	**Meeting Type**	**Location**
September 21, 2024	AGM and Regular Meeting	Prince Albert, SK
November 15, 2024	Special Meeting	Virtual
December 4, 2024	Special Meeting	Virtual
December 14, 2024	Regular Meeting	Prince Albert, SK
March 1, 2025	Regular Meeting	Prince Albert, SK
March 10, 2025	Special Meeting	Virtual
April 26, 2025	Regular Meeting	Missinipe, SK
June 7, 2025	Regular Meeting	Virtual (due to wildfires)

MESSAGE FROM THE BOARD OF GOVERNORS CHAIR AND PRESIDENT AND CEO

Introduction

Nick Daigneault, Board of Governors Chair

Through its 2024-25 Business Plan, Northlands College worked to advance the Government of Saskatchewan's Growth Plan 2020-2030, directing efforts toward several key priorities: expanding Indigenous participation in the economy, particularly within Saskatchewan's natural resource industries and labour market development; supporting economic transformation through innovation, technology, and the expansion of the province's technology sector; strengthening Saskatchewan's labour force to meet emerging workforce needs; contributing to the provincial climate change strategy by advancing initiatives that reduce carbon emissions; and enhancing Indigenous engagement and opportunities in natural resource development.

Michael McCormick, President and CEO

Throughout the year, Northlands College remained focused on proactive and sustainable planning. Our success has consistently been built on strong partnerships across northern Saskatchewan and beyond. By leveraging financial resources in collaboration with partners, we worked to ensure long-term stability. At the same time, we aligned our efforts with the province's long-term growth agenda, creating pathways for our learners to fully participate in Saskatchewan's economy and benefit from its prosperity.

The midpoint leadership transition enabled the College to close the fiscal period with a surplus, reversing a previously projected deficit. This positive outcome was driven by strategic realignment efforts, including the streamlining of operations through natural attrition of out-of-scope and in-scope roles, enhanced revenue projections, and a temporary reduction in administrative and programming expenditures during the restructuring phase.

In addition, Northlands College continued to meet the Government of Saskatchewan's five core expectations for post-secondary institutions: ensuring education that is accessible, responsive, accountable, sustainable, and of high quality. The College also advanced several strategic directions, including the creation of new pathway programming, the continued expansion of Indigenous Initiatives, the growth of environment and sustainability programming, and the development of digital transformation initiatives.

Innovation and Flexibility in Programming

In 2024-25, Northlands College continued significant investments in innovative approaches designed to expand learner choice and respond to diverse needs across the region. The Learning Hub and continuous intake into Adult Basic Education introduced in 2023-24 have required substantial resources and although they did not

immediately yield higher enrolment numbers, they have laid important groundwork for the future. The College views these initiatives as necessary steps in modernizing delivery methods, broadening access, and creating flexible learning pathways that will better serve learners in years to come.

Although overall enrolment remained lower than anticipated and program cancellations further affected participation rates, these challenges have provided valuable lessons. The College is now refocusing on student recruitment and retention as top priorities, while continuing to apply the lessons learned from pilot projects and innovative programming. The foundation established later this year will support more effective alignment with learner demand and community needs in the years ahead.

Organizational Renewal and Realignment

During 2024-25, Northlands College explored a regionalized organizational model in place of the traditional functional structure of finance, human resources, academics, and student services. While the regional model was intended to increase responsiveness to local needs, it did not achieve the desired outcomes and contributed to lower student enrolment and higher staff turnover than normal. Recognizing these challenges, the College made the decision to return to a more traditional model of operations. This shift has already resulted in improved clarity, stability, and efficiency, reinforcing the importance of aligning organizational frameworks with institutional priorities and staff capacity.

A change in leadership also played an important role in shaping the College's renewed focus. Under new direction, Northlands College placed greater emphasis on fiscal prudence, organizational stability, and sustainability, while still maintaining a commitment to innovation. Leadership introduced regular and meaningful staff engagement sessions, creating a two-way dialogue with employees that informed the development of a refreshed organizational framework. This approach not only improved decision-making but also fostered a stronger culture of trust, collaboration, and accountability. In addition, significant efforts were made to improve internal controls that will continue to safeguard assets.

Northlands College engaged an external consultant to lead an organizational realignment to improve efficiency, fiscal sustainability, and strategic alignment. In consultation with the leadership team, the consultant reviewed the College's strategic framework, developed an implementation plan with clear milestones, and applied structured project management to ensure accountability. Broad stakeholder consultations provided valuable insights and strong support for the recommended organizational changes.

Additional consulting services provided strategic HR support to strengthen the College's People and Culture function and advance the organizational realignment. Key outcomes included coaching the HR Manager, recruiting senior leaders, and developing an integrated Orientation and Onboarding Program with leadership training. The consultant also created a Leadership Development Framework, modernized key policies, and prepared recommendations to transition to a People and Culture model. Participation on the Evacuation Response Team and the completion of a comprehensive HR audit is underway, which will inform the strategic HR roadmap.

Resilience Through Wildfire Evacuations:

The 2024-25 year also brought unforeseen challenges as wildfires threatened many Northern communities, resulting in multiple evacuations across the region in 2025. Despite the uncertainty, interruption, and stress caused by displacement, the Northlands College community demonstrated extraordinary resilience, compassion and adaptability.

As evacuation orders, highway closures, and changing conditions unfolded, the College implemented multiple measures to maintain clear communication and stability. Regular updates were shared with staff, students, and community partners to ensure accurate, timely information and to help individuals make informed decisions about safety, travel, and academic or work arrangements.

Recognizing the financial and personal strain on those impacted, the College provided monetary support to staff and students facing unplanned displacement and emergency expenses. Additional paid days off were made available to employees directly affected by the evacuations, reinforcing the institution’s commitment to compassion, flexibility, and understanding during an unprecedented situation.

To maintain operations and services wherever possible, the College expanded the option to work remotely. Employees who were able to continue their duties from alternate locations were supported with flexible expectations and remote access to systems, minimizing disruption while acknowledging the personal challenges staff were navigating. Staff mobilized quickly to ensure continuity of learning, student support, and clear communication, even as many employees themselves were evacuated from their homes and workplaces. Flexible academic arrangements were rapidly deployed to reduce disruption to students and maintain progress towards learning outcomes.

The wildfire response also highlighted the leadership and adaptability of the Board of Governors, who remained actively engaged and supportive throughout the crisis. Their guidance ensured that the College’s actions aligned with institutional values, fiscal responsibility, and the needs of the communities it serves.

Despite the uncertainty and emotional stress of the evacuations, the Northlands College community demonstrated remarkable resilience. The experience strengthened the College's understanding of crisis readiness and further emphasized the importance of flexible learning systems, mental health supports, remote work capability, and emergency response planning.

The response to the wildfires stands as a powerful example of the strength, unity, and dedication that exist across the Northlands College community.

Indigenous Engagement and Community Partnerships

A central focus of Northlands College continues to be building relationships with Indigenous communities and advancing reconciliation through education and training. In 2024-25, the College expanded its Indigenous Initiatives Strategy, creating new Indigenous learning spaces that are unique, culturally meaningful, and designed to support learner success. These spaces, combined with the hosting of cultural events and celebrations across the region, reinforced the College's role as both a training provider and a community partner.

The College engaged in discussions with industry partners to expand labour market opportunities for our region. By engaging and continuing to align with resource sector growth and labour market needs, the College worked to ensure that northern learners are positioned to take part in, and benefit from, the economic opportunities developing across northern Saskatchewan.

These initiatives not only demonstrate alignment with the Government of Saskatchewan's Growth Plan but also reflect Northlands College's deep commitment to supporting Indigenous learners in meaningful and practical ways.

Infrastructure and Capital Planning

In addition to program and organizational renewal, 2024-25 saw significant investment in infrastructure and capital planning. Projects included security enhancements, facility upgrades, and major improvements designed to extend the life and/or improve the usability of existing infrastructure. These initiatives, though less visible than new programs, play a critical role in ensuring safe, modern, and sustainable learning environments for students and staff alike.

By balancing innovation in programming with responsible capital planning, the College is building a stable foundation for future growth. These efforts underscore the importance of aligning infrastructure investment with both immediate needs and long-term institutional goals.

Looking Ahead

While 2024-25 was primarily a year of transition, Northlands College has emerged with a renewed focus on core priorities. The lessons learned from restructuring, pilot programming, and enrolment challenges are shaping a stronger and more sustainable path forward. The College's commitment to fiscal responsibility, organizational stability, student recruitment and retention, and Indigenous engagement provides a clear framework for the future. Our annual report highlights in greater detail the successes Northlands College has achieved and the challenges it continues to navigate.

As we move into the next planning cycle, Northlands College will continue to expand student holistic student supports, promote laddering and pathway opportunities, enhance its Indigenous Initiatives Strategy, strengthen partnerships, and improve financial sustainability. These directions, combined with our enduring commitment to accessibility, accountability, responsiveness, and quality, will position Northlands College as a key partner in advancing Saskatchewan's Growth Plan and creating prosperity for the region and the province.

OFFICE OF INDIGENOUS INITIATIVES

The 2024–2025 academic year at Northlands College has been a time of meaningful growth, reflection, and celebration as we continue our journey toward reconciliation. Guided by the leadership of Elders-in-Residence, Elder Ron Ratte and Elder Abby (Margaret McIntyre), our College is committed to embedding Indigenous ways of knowing, being, and doing in all aspects of college life.

Northlands College's Indigenous Initiatives are directly informed by the Truth and Reconciliation Commission's (TRC) Calls to Action, particularly those focused on education, language and culture, and youth engagement. Our Office of Indigenous Initiatives (OII) and Elder Advisory Council ensure that our programming, curriculum, and community partnerships align with TRC recommendations, including Call to Action #33, which requires annual reporting on progress toward reconciliation.

Cultural Programming and Land-Based Learning

Elders Ron and Abby have led cultural and land-based programming across our campuses, including beading, moose hide preparation, moose hair tufting, ribbon skirt making, and traditional cooking. These activities support TRC Calls to Action #10 and #62 to #65, which emphasize the importance of Indigenous knowledge, languages, and cultural practices in education. By creating spaces for healing, belonging, and cultural pride, these programs nurture mental wellness and strengthen connections to the land.

Teaching, Storytelling, and Ceremony

Throughout the year, Elders were regularly invited into classrooms to share stories and teachings rooted in Cree, Dene, and Métis worldviews, advancing TRC Calls to Action #62 and #63, which call for the integration of Indigenous knowledge and teaching methods in post-secondary education. Storytelling was used as both a teaching methodology and a pathway to reconciliation, validating Indigenous knowledge as legitimate and essential within post-secondary learning. Many students encountered their own stories and languages in academic settings for the first time, finding encouragement and inspiration in these moments of cultural connection. Elders also provided guidance in traditional cleansing and ceremonial activities, and were always accessible for advice, mentoring, and spiritual support.

Community Outreach and Partnership

Northlands College strengthened partnerships with local Indigenous communities through cultural celebrations and educational events, including the Cultural Day Celebration and the Orange Shirt Day. At the Men's Gala, which recognized the contributions of Indigenous leaders and knowledge holders, Elder Ron Ratte was among those honoured for his mentorship, cultural leadership, and community involvement. These events reflect TRC Calls to Action #7 and #12, and fostered unity and strengthened relationships with neighbouring First Nations, Métis, and northern communities.

Institutional Commitment and Progress

This year's Annual Report builds on Indigenous learnings and wise practices, showing implementation progress in ways that respect culture, gender, and intersectionality. The Office of Indigenous Initiatives (OII) and the Elder Advisory Council have continued to inform decisions across the institution, ensuring that indigeneity is embedded in teaching, learning, curriculum, governance, and research. The College's approach is broad and inclusive, amplifying the voices of Indigenous partners, including women, youth, and other diverse groups. Northlands College remains dedicated to the principles of honesty, equity, and self-determination in our continuing work with Indigenous partners, and to upholding Indigenous rights under the United Nations Declaration Act.

Students are encouraged to connect with Elders for personal or professional cultural advice, guidance on Indigenous protocol or languages, in-class presentations, traditional ceremonies, or simply for conversation. The ongoing presence and accessibility of Elders-in-Residence is a vital part of our journey toward reconciliation and cultural revitalization.

INTRODUCTION

This annual report presents the outcomes of our 2024-25 academic year ending on June 30, 2025. It outlines the strategies, actions, and performance measures that reflect Northlands College's commitment to advancing our institutional priorities and aligning with the Government of Saskatchewan's strategic directions for the same period.

Northlands College proudly acknowledges that we operate on the territories of Treaties 5, 6, 8 and 10 territories as well as on the homeland of the Metis People. In alignment with the standards set by the Ministries of Advanced Education and Immigration and Career Training, we remain committed to transparent reporting, accountability, and ongoing improvement.

Alignment with Ministries

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

1. Students succeed in post-secondary education. (AE)
2. Meet the post-secondary needs of the province. (AE)
3. Saskatchewan's post-secondary sector is accountable and sustainable. (AE)
4. Grow Indigenous participation in the workforce. (ICT)
5. Invest in a skilled workforce to support a growing economy. (ICT)
6. Grow Saskatchewan's workforce through in-migration. (ICT)

Along with these goals, Northlands College continued to ensure accessibility, responsiveness, sustainability, accountability and quality programming as outlined in the Northlands College 2024-2025 Business Plan.

Strategic Goals

In 2024–2025, Northlands College refreshed its strategic plan to strengthen our long-term direction. Our five-year goal was refined to clearly reflect our purpose: to be the college of choice for northerners by delivering practical, innovative programs that reflect northern culture, support workforce development, and drive student success.

Our foundational goals—student success, organizational success, and community success—are now guided by four Core Principles: Transformative Learning, Student First, Our People, and The North. These principles offer a focused framework for planning and decision-making across the College.

The revised plan was shaped through extensive consultation with our Elders' Advisory Council, ensuring that it remains rooted in northern values, cultural identity, and community priorities.

Guided by these Core Principles, the College advanced organizational renewal to enhance responsiveness to learner needs and regional workforce demands. By embedding this direction throughout our operations, Northlands College continues to position itself as a catalyst for transformative learning and sustainable community development across the North.

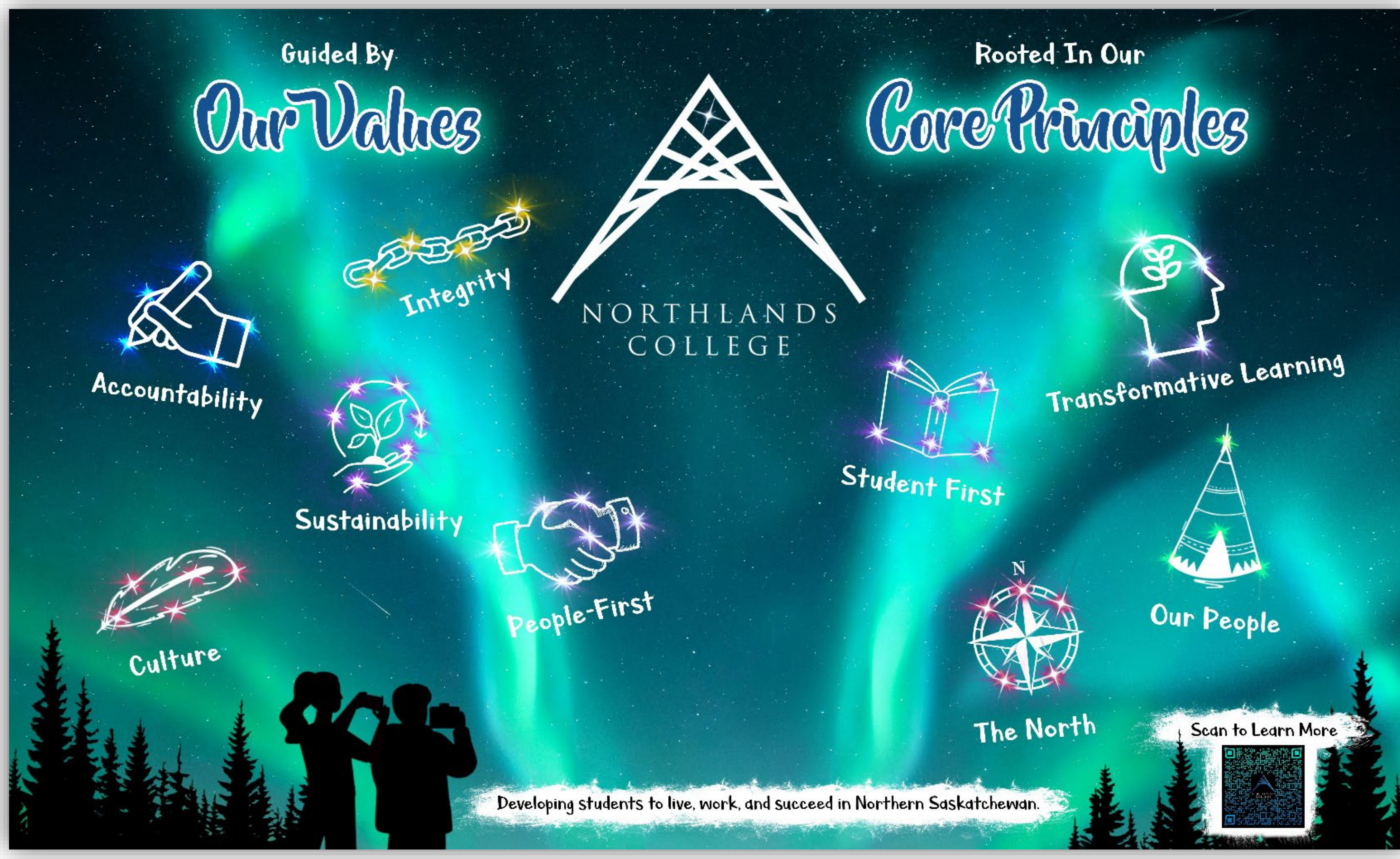
Vision

Developing students to live, work, and succeed in Northern Saskatchewan.

Mission

Nurturing northern students 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 and Core Principles



PROGRAMMING HIGHLIGHTS

Adult Basic Education, Learning Hub, and Flexible Learning

In 2024–2025, Northlands College's Adult Basic Education (ABE) program continued to offer Level 1 and 2, Adult 10, and Adult 12 classes both in-person and online, maintaining a learner-focused approach. Building on the previous year's introduction of asynchronous, self-paced learning options, the department further expanded flexible delivery where possible. Northlands College continued to support adult learners by providing ABE courses through in-person and online offerings, with continuous intake allowing students to begin studies throughout the year, improving accessibility for those with varied schedules.

New initiatives in 2024–2025 included partnering with communities to create employment-focused ABE programs delivered closer to learners' home communities. The ABE curriculum was also adjusted to align with updated provincial requirements and continued to incorporate local content like the Northern Lifestyles 30 course.

Throughout 2024–2025, the Flexible Learning Department strengthened its partnerships with northern Saskatchewan communities and Indigenous groups. The College continued to work closely with communities such as Creighton, Buffalo Narrows, Black Lake, Fond du Lac, Pinehouse, and La Loche, while maintaining collaboration with Lac La Ronge Indian Band, Woodland Cree First Nation, Peter Ballantyne Cree Nation, and local Métis organizations. Moreover, Northlands College renewed engagement with additional communities, including positive meetings with leaders from northern communities to ensure programming responded to evolving local needs. These relationships have helped the College remain responsive to regional priorities and have fostered a collaborative spirit across the north.

In its second year, the Centre for Northern Post-Secondary Teaching and Learning (the "Learning Hub") expanded its role as a key support for instructors and learners. Throughout 2024–2025, Learning Hub staff provided comprehensive instructional support and professional development, including faculty orientations, training sessions, educational research, and an expanding resource library to enhance teaching quality. The Hub also continued to offer indigenized and land-based learning initiatives: instructors facilitated workshops on traditional skills such as hide tanning and beading, supported Elders-in-Residence, and provided one-on-one tutoring for students who needed extra help. These efforts illustrate the College's commitment to innovative, culturally responsive teaching and learning support.

Despite many successes, ABE department continued to face some challenges in student retention and completion during 2024–2025. Ongoing barriers such as insufficient housing, lack of childcare, financial difficulties, and other systemic issues affected some ABE learners' ability to finish their programs. Northlands College has acknowledged these challenges and taken steps to address them. Over the 2024–2025 year, the College bolstered student supports by enhancing tutoring services and providing additional academic advising to help students persist in their studies

Overall, the department's initiatives, including flexible ABE delivery and enriched community partnerships, to expanded Learning Hub services and targeted student supports, have furthered the College's mission to provide accessible, culturally relevant education for adults in northern Saskatchewan. Even as challenges in retention and capacity were addressed, the year's achievements empowered more community members to pursue education and meaningful careers close to home while honouring their cultural heritage. These developments have laid a stronger foundation for student success and community empowerment in the region, underscoring Northlands College's role in transforming learning and lives in the north.

Success Story: Lana McKay – Adult 12 Graduate

Lana is a committed and driven student who balanced her academic pursuits with the responsibilities of being a single mother. She successfully managed her coursework while working an evening job and consistently contributed to college activities and events, offering thoughtful and insightful perspectives. Lana's friendly and compassionate nature was evident throughout her time at the College, which ultimately led to her appointment as a staff member after graduation. She now serves in the reception area of our Dental Clinic.

Technology and Trades

The 2024–2025 academic year continued to build on the momentum of previous years, with strong enrolment across established programs, the successful introduction of new offerings, and expanded partnerships with industry and northern communities.

Creighton delivered the popular Heavy Equipment Operator program, incorporating a community project at the town yard that allowed students to apply their skills in a practical setting. The Plumbing and Pipefitting program, introduced last year, maintained strong community support, with local businesses providing work placements that offered students valuable hands-on experience and employer connections. A major milestone for the campus was the successful first year of its new Cultural Centre, which hosted events and activities that enriched student life and strengthened community engagement.

The River Campus in Air Ronge sustained steady enrolment and strong student outcomes in programs such as Office Administration, Carpentry, Powerline Technician Fundamentals, and Fundamentals of Automotive Service Technician. Another highlight was the well-attended Core Days, delivered in collaboration with the Keewatin Community Development Association. In addition, continued collaboration and partnerships with the Lac La Ronge Indian Band assisted in providing Driver Training for students and residents in La Ronge.

At the Buffalo Narrows Campus, Northlands College partnered with SIIT and Dumont Technical Institute to deliver a Tiny Homes Building program. The Radiation and Environmental Technician program was supported by NexGen Energy through tuition and book sponsorship and helps northern students begin a career in the environmental and mining sectors.

In the far north, Try-a-Trade was held in Stony Rapids in partnership with Black Lake Ventures and Prince Albert Grand Council, who also collaborated with the College to provide the program in Fond du Lac as well. Also, in Fond du Lac, a successful Water Distribution and Wastewater Treatment course was held through ATAP.

Success Story: Kwan Fontaine – Plumbing and Pipefitting Applied Certificate Student

Kwan Fontaine grew up in La Loche, Saskatchewan, and always felt a strong connection to the north. He started his career as a labourer and quickly realized he had a real interest in plumbing. He wanted formal training but wasn’t able to leave his community, so Northlands College became the perfect fit.

In early 2025, Kwan enrolled in the Plumbing and Pipefitting Applied Certificate Program in Buffalo Narrows. He stood out for his work ethic and practical skills, and after graduating in May, he was hired right away by a local plumbing contractor. The job gave him hands-on experience while allowing him to stay close to home.

Kwan now works in commercial plumbing in Saskatoon and continues to build his skills and apprenticeship hours. His goal is to return to the north as a certified professional and give back to the community that raised him. His story shows how accessible training and determination can open doors for northern learners.

Health and Wellness

Northlands College, in cooperation and consultation with stakeholders and healthcare partners, provided a regionally responsive list of healthcare programs to address critical healthcare gaps in northern Saskatchewan that was guided by feedback from stakeholders, sector advisory councils, Indigenous partnerships and regional needs.

Northlands College proudly entered its second year of the Dental Therapy degree program and clinic, in partnership with the University of Saskatchewan College of Dentistry, Northern Inter-Tribal Health Authority (NITHA), and Saskatchewan Polytechnic. Delivered from both the classroom and the Northlands College Dental Clinic at the La Ronge Canoe Campus, this program is training dental therapists to serve remote Indigenous and rural communities, improving local oral health outcomes while providing affordable care and hygiene in the north.

To combat shortages in early childhood and mental health services, Northlands again offered an Early Childhood Education (ECE) Diploma (Year 1) and a Mental Health and Wellness Diploma (Year 1). The ECE program, brokered through Saskatchewan Polytechnic, addresses the widespread need for qualified childcare providers in northern communities. It equips local students with skills to foster children's development and honours Truth and Reconciliation Commission calls to action by infusing Indigenous, play-centred, and land-based perspectives with up-to-date early childhood education.

In mental health training, Northlands offered the Mental Health and Wellness diploma, brokered through Saskatchewan Indian Institute of Technology (SIIT), blending Indigenous and Western teachings to prepare graduates for frontline support roles. This program responds to the acute shortage of mental health professionals in the north and is rooted in culturally relevant approaches that build community resilience.

Northlands also bolstered health workforce development for elders' care and nursing. After a one-year hiatus, the Continuing Care Assistant (CCA) certificate in Air Ronge was again offered to supply skilled caregivers in preparation for a new 80-bed long-term care facility being built in La Ronge. This program (in partnership with Saskatchewan Polytechnic) trains residents to care for the aging population and immediately fill in-demand jobs in area nursing homes and on First Nations. Additionally, the College expanded its successful Indigenous Practical Nursing program, offering Year 2 of the diploma in Air Ronge. This highly sought program, brokered from SIIT, produces culturally competent Licensed Practical Nurses (LPN) for northern and Indigenous communities. By investing in

Indigenous nursing education, Northlands is addressing health disparities and advancing reconciliation through workforce development.

Finally, the College continued to serve as a regional nursing education hub by delivering Years 2–4 of the Bachelor of Science in Nursing (BScN) degree in La Ronge and Île-à-la-Crosse (in partnership with the University of Saskatchewan, College of Nursing). This local delivery allows students to study and take nursing training in the north, alleviating the northern Registered Nurse shortage while ensuring graduates are well-versed in Indigenous health contexts and the needs of their communities.

Success Story: Mary Veuillot – 2nd year Mental Health and Wellness Student

Mary Veuillot is a second-year Mental Health and Wellness student who exemplifies dedication and perseverance. Despite travelling an hour each day to attend classes, she consistently arrived on time and was fully engaged in her studies. Her commitment to learning and her participation in school activities demonstrate her positive attitude and strong work ethic. She approaches each day with a calm and pleasant demeanour, contributing to a supportive and uplifting classroom environment. Mary truly embodies the qualities of a successful student. She is responsible, respectful, and a valued member of our school community.

University

Northlands College's 2024–2025 university programming offers accessible, regionally focused degree and diploma opportunities designed to meet the educational and workforce needs of northern Saskatchewan through strong partnerships with provincial universities.

Northlands College broadened its University Studies offerings in 2024–25 by aligning with provincial goals for accessible, inclusive post-secondary education, including partnering with Cape Breton University to provide a Master of Business Administration in Community Economic Development (MBA CED) program – bringing graduate-level training to the north to meet regional labour demands.

Northlands College continued to build upon and offer its existing range of university programs, notably the highly sought-after Bachelor of Social Work four-year degree program through the University of Regina, including a cohort in Cumberland House. The Bachelor of Social Work (BSW) program is crucial for northern Saskatchewan's community well-being and workforce development, training local social workers to deliver essential services –

such as mental health support, child welfare, and family counselling – in communities where these supports are in high demand and social service needs are growing.

In aiming to provide responsive and student-centred programming that meets the needs of the north, the College again offered the full four years of the Bachelor of Education program, with the first and second-year courses accessible in Buffalo Narrows, Creighton, Île-à-la-Crosse, and La Loche before students relocate to La Ronge for years 3 and 4. This community-based approach improves access and addresses local teacher shortages while maintaining program quality.

Meanwhile, University Studies continued to deliver existing programs in the north – with the Bachelor of Arts, three-year degree (University of Saskatchewan) – and guided students into first-year Arts and Science courses taught by Northlands faculty to maximize support and success.

These initiatives, developed in collaboration with university partners, reflect Northlands College's strategic commitment to expanding educational access across Northern Saskatchewan, reducing barriers and attrition through regional delivery, and advancing Indigenous learner success in line with the priorities of Advanced Education and Immigration and Career Training.

Success Story: Keyanna Hansen – Bachelor of Science in Nursing Graduate

Keyanna Hansen is a recent graduate of the Northlands College nursing program, where she earned her Bachelor of Science in Nursing in partnership with the University of Saskatchewan. Originally from Buffalo Narrows, she completed high school at Twin Lakes Community School before pursuing her goal of becoming a registered nurse.

Throughout her studies, Keyanna demonstrated strong commitment and determination, successfully completing the program and gaining valuable clinical experience along the way. After graduating, she began her career with the Saskatchewan Health Authority at the La Loche Hospital, where she continues to build her skills and professional confidence.

Keyanna's long-term aspiration is to return to her home community to serve and support northern residents. Her achievements reflect both her dedication and her deep connection to the north, and we are proud to celebrate her success.

See Appendix A for detailed student enrolment reporting statistics.

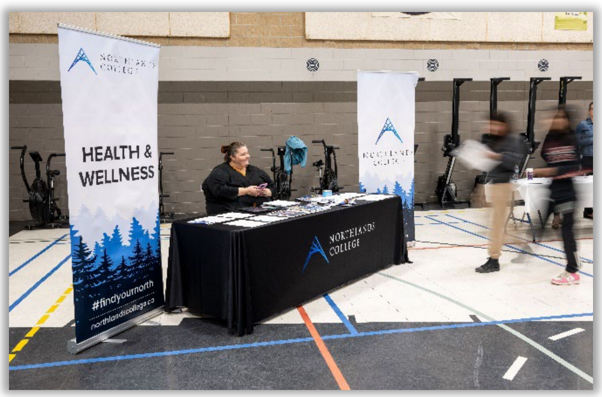
STUDENT SERVICES

Enhancing Support and Holistic Student Experience

In transitioning to a regional model in 2024-2025, the Student Services division at Northlands College shifted to working under a department-specific programming structure. Advisor roles were aligned with Adult Basic Education, Technical and Trades, Health and Wellness, and University programs. This change was significant in many ways, bringing forth both successes and challenges. The primary goal is always to enrich the educational experiences, well-being and overall success of students in the north.

The Student Services Division provides a wide range of supports, including academic advising, counselling, career guidance, success and wellness coaching, cultural and community connections, and engagement activities. These services address the diverse needs of our student body. This holistic approach ensures that every student has access to the resources needed to thrive academically, emotionally, and socially. It also positively influences learning, retention, and the overall campus experience.

Northlands College is dedicated to enhancing the educational journey of our students through comprehensive support services and initiatives. By fostering cultural connections, facilitating engagement and recruitment, providing essential resources like housing and childcare, offering financial assistance, and ensuring efficient admissions and registration processes, we aim to create an inclusive and supportive learning environment. Our commitment to these areas highlights our purpose to empower students, nurture their potential, and contribute to their overall success and well-being. As we continue to build strong partnerships and innovate in our approaches, Northlands College remains a beacon of opportunity and excellence in the north.



Disability Support Grants

In 2024–2025, there was one case in which a student reached out for disability support. Although funds were not distributed to assist the student, we worked collaboratively to ensure they had the tools and resources needed to succeed. Campus Services, the Learning Hub, IT, and Academics all contributed to this effort. Support related to transportation, housing, and learning was essential in helping the student achieve success.

LA RONGE AND AREA BUSING ANALYSIS

La Ronge and Area Busing Analysis					
Academic Year	**Total Rides Recorded**	**Number of Days Rides Offered**	**Average Rides per Day**	**Yearly Cost**	**Average Cost per Ride**
2020-21 (ends in May)	Suspension of busing 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
2023-2024 (September – June)	7480	187	40	$181,702	$24.29
2024-2025 (September to June)	4798	180	26.65	$199,969.69	$41.67

***No busing or public transit options are available for the Buffalo Narrows or Creighton Campus regions.**

2024-2025 STUDENT HOUSING WAIT LIST FOR LA RONGE

2024-2025 La Ronge Student Housing Wait List Submitted						
	Bachelor	**1-Bedroom**	**2-Bedroom**	**Total**	**Average**	
July 31, 2024	16	11	12	39	13	
August 31, 2024	14	11	11	36	12	
September 30, 2024	6	5	5	16	5	
October 31, 2024	11	7	3	21	7	
November 30, 2024	9	4	4	17	6	
December 31, 2024	9	1	3	13	4	
January 31, 2025	9	4	4	17	6	
February 28, 2025	3	4	5	12	4	
March 31, 2025	5	3	4	12	4	
April 30, 2025	8	3	4	15	5	
May 31, 2025	2	2	1	5	2	
June 30, 2025	2	2	1	5	2	
AVERAGE (ROUNDED TO NEAREST WHOLE)	**8**	**5**	**5**	**17**	**6**	

***No pent-up demand for housing in the Buffalo Narrows or Creighton Campus regions.**

2024-2025 STUDENT LOAN/GRANT APPLICATIONS

2024-2025 Student Loans/Grants		
	Total Applicants	**Total Confirmed**
University	31	25
Trades	8	6
Health and Wellness	7	5
Total	**46**	**36**

HUMAN RESOURCES

Northlands College began an extensive process of realigning the organization to focus on key areas such as student services and educational program delivery in December 2024. As a result of attrition, vacancy management became necessary as the College addressed realignment. Temporary assignment of higher duties, and management "acting" positions were created to maintain business continuity during the transition. The realignment framework was implemented on July 1, 2025.

The following human resources and organizational development initiatives were completed in 2024-2025:

- Northlands College sponsored an employee through the Saskatchewan Immigrant Nominee Program (SINP).
- The Accommodations Policy was implemented in September 2024, and the Working Alone Policy was introduced in April 2025.
- Professional development continued for managers and directors through the Colleges and Institutes Canada (CICan) senior management institutes.
- The newly negotiated amendments to the collective bargaining agreement were implemented in September of 2024. Retroactive payments issued in 2024 created one-time, inflated employee salaries for the fiscal year.

During the fiscal year 2024-25, the College advertised and filled 61 positions, with 30 of those positions awarded to internal employees and the remaining 31 vacancies filled with external candidates. Northlands College continues to experience challenges with recruitment to key positions. To address the challenges, the College utilized non-traditional and innovative recruitment options during the year; however, compensation remains a key issue for the College. The recruitment initiatives included relocation assistance and placing new employees in temporary accommodations for up to three weeks upon arrival in the northern communities while they settled and secured more permanent housing. In certain circumstances, the College also assisted new employees who recently moved to Canada with transportation to and from their work location until they could secure their own vehicles.

2024-2025 OUT-OF-SCOPE MANAGEMENT EMPLOYEES

Employee Name	Position	Employment Change Date
Babcock, Timothy	Acting Director, Trades and Technology	
Charles, Colleen	Director, Indigenous Initiatives	
Charles, Jacqueline	Executive Assistant	Started Apr. 7, 2025
Cooper, Cody	Acting Vice President, Academics	
Coulson, Patty	Director, Human Resources	
Farden, Richard	Executive Regional Director, West	Ended Dec. 6, 2024
Giesbrecht, Christopher	Director, Information Technology, Marketing and Innovation	
Henrikson, Karsten	President and CEO	Ended Dec. 2, 2024
Hrycay, Michael	Manager, Adult Basic Education	
Karlewicz, Vince	Manager, Mining	
Kyplain, Jennifer	Acting Director, Communications and the CEO Office	
McCann - Bird, Samara	Acting Director, Student Affairs	
McCormick, Michael	President and CEO	
Saifullah, Aamir	Director, Engagement and Communications	Ended Dec. 6, 2024
Shah, Jaimin	Director, Finance	
Soomro, Yasir	Executive Regional Director, East	
Syed Mohammad, Azeem	Manager, University	
Singh Tamber, Lovepreet	Manager, Human Resources	
Singh Tamber, Priyanka	Human Resources Generalist	

2024-2025 IN-SCOPE STAFF AND FACULTY

Employee Name	Position	Employment Change Date
Adamu, Jude	Instructor, Office Administration	
Adebowale, Rasheed	Instructor, Radiation and Environmental Monitoring	
Alexander, Brett	Engagement and Campus Services Coordinator	Started Aug.19, 2024
Alexander, Jeneam	Campus Clerk	Started Apr. 7, 2025
Asemota, Jeremiah	Training and Engagement Coordinator	
Baby, Silla	Payroll Administrator	
Bagwell, Stephen	Instructor, University	
Beisel, Quinton	Information Technology Systems Administrator	
Bosiak, Charlene	Instructor, Mental Health and Wellness	
Boyle, Damian	Instructor, Adult Basic Education	
Cardiff, Erik	Journeyperson Carpenter	
Carlson, Donna	Accounting Technician	
Carriere, Paige	Instructor Aide	Ended Jan. 31, 2025
Charles, Elizabeth	Programs Assistant	Retired Sep. 30, 2024

Cook, Julian	Information Technology & Student Help Desk Technician	
Courtoreille, Lisa	Engagement and Campus Services Coordinator	Ended May 21, 2025
Curley, Stephanie	Training and Engagement Coordinator	Started Jan. 6, 2025
Daigneault, Mariah	Instructor, Health Faculty	
Daigneault, Valerie	Student Advisor	
Dingwall, Reid	Instructor, University	
Dunn, Kristin	Student Recruiter	Ended Sep. 29, 2025
Durowoju, Olatunde	Instructor, Radiation and Environmental Monitoring	
Durocher, Joanne	Instructor, Radiation and Environmental Monitoring	Ended Aug. 6, 2024
Ekun, Ige	Student Experience Coordinator	
Eninew, Mary	Instructor Aide	
Erhunmwunsee, Michael	Instructor, Office Administration	Started Apr. 28, 2025
Ewing, Myrna	Engagement and Campus Coordinator	Ended Apr. 22, 2025
Finlayson, Barb	Programs Assistant	Retired Oct. 31, 2024
Gabriel, Marnie	Instructor, Adult Basic Education	
Ghosh, Anirban	Instructor, Learning HUB, Learning Management System Specialist	
Glazebrook, Don	Instructor, Carpentry	Started Feb. 6, 2024
Goulden, Sherry	Instructor, Early Childhood Education	
Hamilton, Matthew	Information Technology Technician	
Hamm, Eric	Instructor, University	Retired Dec. 20, 2024
Hennie, Emily	Programs Assistant	
Hillis, Shelley	Senior Coordinator, Adult Basic Education	Ended Aug. 9, 2024
Howat, Stacy	Training and Engagement Coordinator	
Hunt-McKenzie, Reid	Facilities Assistant	Started Apr. 14, 2025
Iwasyk, Marilyn	Instructor, University	
Javiya, Akhil	Accounts Payable Analyst	Started Feb. 3, 2025
Jeffries, Cheryl	Administrative Assistant	
Kennedy, Carla	Instructor, University	
Kenny, Lorraine	Instructor Aide	
Kholvadiya, Jiyu	Purchaser	Ended Oct. 17, 2024
King, Stephen	Instructor Aide	
Klock, Timara	Student Advisor	
Krienke, Rhonda	Instructor, Dental Therapy	
Kumari, Shruti	Student Advisor	
Lacroix, Francis Jason	Instructor, Plumbing and Pipefitting	
Larlee, Carol	Instructor, Office Administration	Ended Aug. 28, 2024
Le, Thi Hue	Accounts Payable Analyst	Ended Oct. 31, 2024
Macias, Princess Jireh	Programs Assistant	
Markham, Sherry	Instructor, Adult Basic Education	
McCallum, Ronelda	Instructor Aide	
McKay, McKinley	Building Attendant	

McKenzie, Wendy	Engagement and Campus Coordinator	
McLeod, Lisa	Instructor, Adult Basic Education	
Mercredi, Marilyn	Instructor, Adult Basic Education	
Morin, Audrey	Student Housing Custodian and Building Attendant	
Morin, Donna	Campus Clerk	
Muirhead, Larissa	Instructor, Health Faculty	
Nagy, Laura	Senior Coordinator, University Programs	
Naqash, Ahmed	Purchaser	Ended Feb. 14, 2025
Njegovan, Katarina	Student Advisor	
Oluwatade, Oluwatosin	Student Advisor	Started Apr. 7, 2025
Otoide, Vincent	Financial Analyst	
Otter, Marian	Instructor Aide	
Oulette, KayLee	Campus Clerk	
Patterson, Vanessa	Program Assistant	
Pedersen, Valerie	Student Housing Custodian and Building Attendant	
Putz, Tamara	Instructor, Adult Basic Education	
Quinn, Trina	Programs Assistant	
Ratte, Susan	Instructor Aide	
Rawal, Indermohan	Instructor, University	
Rawal, Manjula	Instructor, University	
Roberts, Lester	Facilities Assistant	Ended Jan. 14, 2025
Rooney, Karen	Instructor, Health Faculty	
Row, Guy	Instructor, Adult Basic Education	
Russell, Kelly	Instructor, Adult Basic Education	
Sanderson, Pamela	Instructor, Learning HUB	
Sanderson, Samantha	Instructor, Adult Basic Education	
Sereda-Carlson, Kelsey	Instructor Aide	
Shabu, Nikhil	Administrative Assistant	
Shah, Sonali	Programs Assistant	
Smith, Gloria	Student Advisor	
Smith, Greg	Student Housing Custodian and Building Attendant	
Soares, Michael	Instructor, University	
Stockdale, Aaron	Information Technology & Student Help Desk Technician	
Stoesz, Richard	Instructor, Automotive Service Technician	
Stuckey, Carolyn	Instructor, Adult Basic Education	
Ukperi, Samson	Training and Engagement Coordinator	Started Nov. 12, 2024
Weinberger, Colin	Instructor, Adult Basic Education	
Weinberger, Terri-Ann	Registrar	
White, Brandon	Digital Media Specialist	
Wilson, Jody	Instructor, Health Faculty	
Wood, Rhoda	Instructor, Health Faculty	
Yousufzai, Mehwish	Programs Assistant	Ended Jan. 24, 2025

2024-2025 NORTHLANDS COLLEGE STAFF FTE'S

2024-2025 Northlands College Staff FTE's			
Out-of-Scope Management	**In-Scope**	**Out-of-Scope Non-management**	**Total**
13.35	81.15	1.05	95.55

Employment Equity

2024-2025 EMPLOYMENT EQUITY STATISTICS

2024-2025 EMPLOYMENT EQUITY STATISTICS										
Employee Category	**# of Employees**	**Females**		**Indigenous**		**Visible Minorities**		**Disabilities**		
		#	**%**	**#**	**%**	**#**	**%**	**#**	**%**
Non-Instructional	44	29	65.9%	19	43.2%	14	31.8%	2	4.5%
Instructional	45	28	62.2%	16	36.0%	6	13.3%	4	8.9%
Out-of-Scope	18	6	25.0%	2	11.1%	6	33.3%	2	11.1%
Total	107	61	57.0%	37	34.6%	26	24.3%	8	7.5%

Northlands College remains committed to equity, diversity and inclusion.

COMPARISON OF STATED FINANCIAL OBJECTIVES AND PERFORMANCE

2024-2025 REVENUE AND EXPENSES VARIANCES

2024-2025 Revenue and Expenses Variances			
	Budget	**Actual**	**Variance**
Revenue			
General	$ 7,837,633	$ 12,216,041	$ 4,378,408
Skills Credit	4,615,074	3,232,255	- 1,382,819
Skills Non-Credit	78,000	235,750	157,750
Basic Education Credit	2,140,000	1,649,000	- 491,000
Basic Education Non-Credit	200,000	591,000	391,000
University	3,805,770	3,392,339	- 413,431
Learner Support	103,840	11,561	- 92,279
Counseling Services	302,018	-	- 302,018
Scholarships	10,000	31,694	21,694
Student Housing	118,500	116,830	- 1,670
Total Revenue	**19,210,835**	**21,476,470**	**2,265,635**
Expenses			
General	8,490,668	7,681,291	- 809,377
Skills Credit	4,625,722	4,295,202	- 330,520
Skills Non-Credit	333,577	235,750	- 97,827
Basic Education Credit	1,859,794	1,571,970	- 287,824
Basic Education Non-Credit	590,952	374,550	- 216,402
University	4,332,033	3,368,607	- 963,426
Learner Support	194,300	16,867	- 177,433
Counseling Services	401,612	364,363	- 37,249
Scholarships	-	49,400	49,400
Student Housing	842,413	793,737	- 48,676
Total Expenses	**21,671,071**	**18,751,737**	**- 2,919,334**
Revenue over Expenses:	**-$ 2,460,236**	**$ 2,724,733**	**$ 5,184,969**

The College's total surplus variance amounts to $5,184,969, comprising $2,919,334 in reduced expenses offset by $2,265,635 in revenue greater than anticipated.

<u>On the revenue side of operations, the key areas of variance are as follows:</u>

The major contributors were unbudgeted grant revenues, including: $1,800,000 from the Ministry of Education for construction of a childcare facility (not started), $500,000 from the Saskatchewan Health Authority related to a prior year contract, and $310,000 from the Ministry of Highways to support required renovations at the Head Office due to new bridge construction adjacent to the site.

Tuition revenue fell short of budgeted expectations by about $1,000,000 due primarily to basing the budget on full enrolment of 20 students per section, which was not realized. In addition, there were course cancellations resulting from instructor shortages and reduced demand for some programs.

Basic Education Non-Credit funding was budgeted under Basic Education Credit, resulting in a positive variance in one and a negative variance in the other.

<u>On the expenditure side of operations, the variance is primarily attributable to the following:</u>

Agency Contracts ($627,000) and Personal Services ($987,000) were lower than budgeted primarily due to program cancellations and unfilled administrative positions. These differences are reflected primarily in the General and programming expense lines. Some positions were intentionally held vacant during the last two quarters as part of the College's ongoing organizational realignment.

Information Technology software was underspent by about $210,000 due to the termination of the provincial Enterprise Resource Planning (ERP) project.

Some planned expenditures were not incurred during May and June 2025 due to disruptions caused by the Saskatchewan wildfires.

Amortization was about $300,000 under budget due to planned construction of the facilities shop and updating of the kitchen at Buffalo Narrows not being completed by year-end. Both of these were primarily due to contractor shortages and disruptions caused by the Saskatchewan wildfires.

See Appendix B for detailed financial reports.

APPENDIX A: STUDENT ENROLMENT DATA

Table 1: Northlands College's Student Enrolment for Whole College									
Comprehensive Enrolment Program Group		# of Students Enrolled							
		2023-24				2024-25			
		FT	PT	Cas	FLEs	FT	PT	Cas	FLEs
SKILLS TRAINING	**Institute Credit:**								
	Sask Polytechnic	54	20	0	52.72	39	18	0	31.41
	Other	28	9	0	36.20	19	2	0	18.93
	Apprenticeship and Trade	0	0	0	0.00	0	0	0	0.00
	Total Institute Credit	82	29	0	88.92	58	20	0	50.33
	Industry Credit:								
	Total Industry Credit	0	27	12	5.04	12	51	0	24.27
	Non-Credit (Industry, Community, Personal Interest)								
	Total Non-Credit	5	18	27	5.10	9	0	58	6.32
	TOTAL SKILLS TRAINING	**87**	**74**	**39**	**99.05**	**79**	**71**	**58**	**80.92**
BASIC EDUCATION	BE Credit:								
	Adult 12	49	82	0	64.95	118	92	0	104.93
	Adult 10	53	62	0	65.95	35	69	0	47.91
	Academic GED	0	0	0	0.00	0	0	0	0.00
	Total BE Credit	102	144	0	130.89	153	161	0	152.84
	BE Non-Credit:								
	ESWP	0	0	0	0.00	0	0	0	0.35
	Level 1 and 2	25	16	0	29.61	28	16	0	23.92
	English Language Training	0	0	0	0.00	0	0	0	0.00
	Total BE Non-Credit	25	16	0	29.61	28	16	0	24.27
	TOTAL BASIC EDUCATION	**127**	**160**	**0**	**160.50**	**181**	**177**	**0**	**177.11**
UNIVERSITY									
	Total University	**105**	**64**	**0**	**126.44**	**103**	**72**	**0**	**121.11**
TOTAL ENROLMENT		**319**	**298**	**39**	**385.99**	**363**	**320**	**58**	**379.14**
	Key: FT = Full Time, PT = Part time, Cas = Casual, FLE's = Full load equivalent								

Table 1a: Northlands College's Student Enrolment for Buffalo Campus and Area									
Northwestern Region Enrolment		**# of Students Enrolled**							
Program Group		**2023-24**				**2024-25**			
		FT	PT	Cas	FLEs	FT	PT	Cas	FLEs
SKILLS TRAINING	Institute Credit:								
	Sask Polytechnic	12	0	0	8.68	5	7	0	6.54
	Other	8	0	0	10.71	0	0	0	0.00
	Apprenticeship and Trade	0	0	0	0.00	0	0	0	0.00
	Total Institute Credit	20	0	0	19.40	5	7	0	6.54
	Industry Credit:								
	Total Industry Credit	0	0	0	0.00	12	1	0	12.00
	Non-Credit (Industry, Community, Personal Interest)								
	Total Non-Credit	0	0	0	0.00	0	0	0	0.00
	TOTAL SKILLS TRAINING	**20**	**0**	**0**	**19.40**	**17**	**8**	**0**	**18.55**
BASIC EDUCATION	Basic Education Credit:								
	Adult 12	1	13	0	5.96	3	9	0	3.99
	Adult 10	4	10	0	6.47	1	17	0	4.33
	Academic GED	0	0	0	0.00	0	0	0	0.00
	Total BE Credit	5	23	0	12.43	4	26	0	8.32
	Basic Education Non-Credit:								
	ESWP	0	0	0	0.00	0	0	0	0.00
	Level 1 and 2	0	0	0	0.00	0	0	0	0.00
	ESL/ELT	0	0	0	0.00	0	0	0	0.00
	Total BE Non-Credit	0	0	0	0.00	0	0	0	0.00
	TOTAL BASIC EDUCATION	**5**	**23**	**0**	**12.43**	**4**	**26**	**0**	**8.32**
UNIVERSITY									
	Total University	**33**	**18**	**0**	**37.10**	**30**	**19**	**0**	**34.21**
TOTAL ENROLMENT		**58**	**41**	**0**	**68.93**	**51**	**53**	**0**	**61.08**
	Key: FT = Full Time, PT = Part time, Cas = Casual, FLE's = Full load equivalent								

Table 1b: Northlands College's Student Enrolment for Creighton Campus and Area									
Northeastern Region Enrolment		**# of Students Enrolled**							
Program Group		**2023-24**				**2024-25**			
		FT	PT	Cas	FLEs	FT	PT	Cas	FLEs
SKILLS TRAINING	Institute Credit:								
	Sask Polytechnic	8	0	0	4.91	3	0	0	2.13
	Other	0	0	0	0.00	0	0	0	0.00
	Apprenticeship and Trade	0	0	0	0.00	0	0	0	0.00
	Total Institute Credit	8	0	0	4.91	3	0	0	2.13
	Industry Credit:								
	Total Industry Credit	0	6	0	2.13	0	20	0	7.11
	Non-Credit (Industry, Community, Personal Interest)								
	Total Non-Credit	0	0	0	0.00	0	0	15	0.33
	TOTAL SKILLS TRAINING	**8**	**6**	**0**	**7.04**	**3**	**20**	**15**	**9.57**
BASIC EDUCATION	Basic Education Credit:								
	Adult 12	6	1	0	6.63	6	6	0	7.55
	Adult 10	16	15	0	18.01	9	14	0	13.11
	Academic GED	0	0	0	0.00	0	0	0	0.00
	Total BE Credit	22	16	0	24.64	15	20	0	20.66
	Basic Education Non-Credit:								
	ESWP	0	0	0	0.00	0	0	0	0.00
	Level 1 and 2	0	0	0	0.00	0	0	0	0.00
	ESL/ELT	0	0	0	0.00	0	0	0	0.00
	Total BE Non-Credit	0	0	0	0.00	0	0	0	0.00
	TOTAL BASIC EDUCATION	**22**	**16**	**0**	**24.64**	**15**	**20**	**0**	**20.66**
UNIVERSITY									
	Total University	**8**	**8**	**0**	**9.21**	**17**	**10**	**0**	**15.71**
TOTAL ENROLMENT		**38**	**30**	**0**	**40.89**	**35**	**50**	**15**	**45.94**
	Key: FT = Full Time, PT = Part time, Cas = Casual, FLE's = Full load equivalent								

Table 1c: Northlands College's Student Enrolment for La Ronge Campus and Area									
Central Region Enrolment		# of Students Enrolled							
Program Group		2023-24				2024-25			
		FT	PT	Cas	FLEs	FT	PT	Cas	FLEs
SKILLS TRAINING	Institute Credit:								
	Sask Polytechnic	34	20	0	39.13	31	11	0	22.73
	Other	20	9	0	25.48	19	2	0	18.93
	Apprenticeship and Trade	0	0	0	0.00	0	0	0	0.00
	Total Institute Credit	54	29	0	64.61	50	13	0	41.66
	Industry Credit:								
	Total Industry Credit	0	14	12	1.11	0	0	0	0.00
	Non-Credit (Industry, Community, Personal Interest)								
	Total Non-Credit	5	18	27	5.10	9	0	17	5.43
	TOTAL SKILLS TRAINING	**59**	**61**	**39**	**70.82**	**59**	**13**	**17**	**47.08**
BASIC EDUCATION	Basic Education Credit:								
	Adult 12	44	79	0	52.35	110	81	0	93.39
	Adult 10	33	37	0	41.47	25	40	0	30.47
	Academic GED	0	0	0	0.00	0	0	0	0.00
	Total BE Credit	77	116	0	93.82	135	121	0	123.86
	Basic Education Non-Credit:								
	ESWP	0	0	0	0.00	0	0	0	0.00
	Level 1 and 2	17	10	0	17.35	11	14	0	11.26
	ESL/ELT	0	0	0	0.00	0	0	0	0.00
	Total BE Non-Credit	17	10	0	17.35	11	14	0	11.26
	TOTAL BASIC EDUCATION	**94**	**126**	**0**	**111.17**	**146**	**135**	**0**	**135.12**
UNIVERSITY									
	Total University	**64**	**38**	**0**	**80.13**	**56**	**43**	**0**	**71.19**
TOTAL ENROLMENT		**217**	**225**	**39**	**262.12**	**261**	**191**	**17**	**253.39**
	Key: FT = Full Time, PT = Part time, Cas = Casual, FLE's = Full load equivalent								

Table 1d: Northlands College's Student Enrolment for Athabasca Area									
Northern Region Enrolment Program Group		# of Students Enrolled							
		2023-24				2024-25			
		FT	PT	Cas	FLEs	FT	PT	Cas	FLEs
SKILLS TRAINING	Institute Credit:								
	Sask Polytechnic	0	0	0	0.00	0	0	0	0.00
	! Other	0	0	0	0.00	0	0	0	0.00
	Apprenticeship and Trade	0	0	0	0.00	0	0	0	0.00
	Total Institute Credit	0	0	0	0.00	0	0	0	0.00
	Industry Credit:								
	Total Industry Credit	0	7	0	1.79	0	30	0	5.16
	Non-Credit (Industry, Community, Personal Interest)								
	Total Non-Credit	0	0	0	0.00	0	0	26	0.56
	TOTAL SKILLS TRAINING	**0**	**7**	**0**	**1.79**	**0**	**30**	**26**	**5.72**
BASIC EDUCATION	Basic Education Credit:								
	Adult 12	0	0	0	0.00	0	0	0	0.00
	Adult 10	0	0	0	0.00	0	0	0	0.00
	Academic GED	0	0	0	0.00	0	0	0	0.00
	Total BE Credit	0	0	0	0.00	0	0	0	0.00
	Basic Education Non-Credit:								
	ESWP	0	0	0	0.00	0	0	0	0.35
	Level 1 and 2	8	6	0	12.26	17	2	0	12.66
	ESL/ELT	0	0	0	0.00	0	0	0	0.00
	Total BE Non-Credit	8	6	0	12.26	17	2	0	13.01
	TOTAL BASIC EDUCATION	**8**	**6**	**0**	**12.26**	**17**	**2**	**0**	**13.01**
UNIVERSITY									
	Total University	**0**	**0**	**0**	**0.00**	**0**	**0**	**0**	**0.00**
TOTAL ENROLMENT		**8**	**13**	**0**	**14.05**	**17**	**32**	**26**	**18.73**
	Key: FT = Full Time, PT = Part time, Cas = Casual, FLE's = Full load equivalent								

Table 2: Equity Participation Enrolments by Program Groups for the Whole College

		2023 - 2024												2024 - 2025											
		Aboriginal			Visible Minority			Disability			Total Enrolment			Aboriginal			Visible Minority			Disability			Total Enrollment		
	Program Group	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	**Institute Credit:**																								
	Sask Polytechnic	51	20	0	4	0	0	0	0	0	54	20	0	35	14	0	1	1	0	1	2	0	39	18	0
	Other	28	9	0	0	1	0	0	0	0	28	9	0	19	2	0	0	0	0	1	0	0	19	2	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	79	29	0	4	1	0	0	0	0	82	29	0	54	16	0	1	1	0	2	2	0	58	20	0
	Industry Credit:																								
	Total Industry Credit	0	22	9	0	0	0	0	0	1	0	27	12	12	43	0	0	1	0	0	3	0	12	51	0
	Non-Credit (all categories)																						70	71	0
	Total Non-Credit	1	17	23	0	0	0	0	0	1	5	18	27	4	0	44	0	0	3	0	0	0	9	0	58
TOTAL SKILLS TRAINING		**80**	**68**	**32**	**4**	**1**	**0**	**0**	**0**	**2**	**87**	**74**	**39**	**70**	**59**	**44**	**1**	**2**	**3**	**2**	**5**	**0**	**79**	**71**	**58**
BASIC EDUCATION	**ABE Credit**																								
	Adult 12	44	72	0	2	1	0	3	2	0	49	82	0	105	79	0	1	3	0	6	7	0	118	92	0
	Adult 10	51	59	0	1	0	0	4	1	0	53	62	0	32	62	0	0	1	0	2	3	0	35	69	0
	Academic GED (or equivalent)	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 ABE Credit	95	131	0	3	1	0	7	3	0	102	144	0	137	141	0	1	4	0	8	10	0	153	161	0
	ABE Non-Credit:																								
	ESWP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Level 1&2	24	16	0	0	0	0	2	0	0	25	16	0	28	16	0	1	0	0	2	1	0	28	16	0
	ESL/ELT	0	0	0	0	0	0	0	0	0	0	0	0										0	0	0
	Total ABE Non-Credit	24	16	0	0	0	0	2	0	0	25	16	0	28	16	0	1	0	0	2	1	0	28	16	0
TOTAL ADULT BASIC EDUCATION		**119**	**147**	**0**	**3**	**1**	**0**	**9**	**3**	**0**	**127**	**160**	**0**	**165**	**157**	**0**	**2**	**4**	**0**	**10**	**11**	**0**	**181**	**177**	**0**
TOTAL UNIVERSITY		**91**	**50**	**0**	**5**	**3**	**0**	**8**	**3**	**0**	**105**	**64**	**0**	**92**	**61**	**0**	**5**	**3**	**0**	**5**	**6**	**0**	**103**	**72**	**0**
TOTAL ENROLMENT		**290**	**265**	**32**	**12**	**5**	**0**	**17**	**6**	**2**	**319**	**298**	**39**	**327**	**277**	**44**	**8**	**9**	**3**	**17**	**22**	**0**	**363**	**320**	**58**

Table 3: Student Success by Program Groups for the Whole College

		2023 - 2024												2024 - 2025											
		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		
	Program Group	**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	**Institute Credit:**																								
	Saskatchewan Polytechnic	6	0	0	32	6	0	23	5	0	3	0	0	4	2	0	18	0	0	4	0	0	3	0	0
	Other	7	0	0	14	2	0	14	2	0	4	0	0	7	1	0	6	0	0	3	0	0	8	1	0
	Apprenticeship & Trade	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total Institute Credit	13	0	0	46	8	0	37	7	0	7	0	0	11	3	0	24	0	0	7	0	0	11	1	0
	Industry Credit:																								
	Total Industry Credit	0	19	0	0	8	12	0	10	0	0	0	0	2	0	0	8	41	0	5	11	0	0	4	0
	Total Non-Credit	5	17	25	0	0	0	2	0	0	0	0	0	7	0	48	0	0	0	5	0	0	0	0	0
TOTAL SKILLS TRAINING		**18**	**36**	**25**	**46**	**16**	**12**	**39**	**17**	**0**	**7**	**0**	**0**	**20**	**3**	**48**	**32**	**41**	**0**	**17**	**11**	**0**	**11**	**5**	**0**
BASIC EDUCATION	**ABE Credit**																								
	Adult 12	34	29	0	10	4	0	0	1	0	19	2	0	44	10	0	20	6	0	3	1	0	33	4	0
	Adult 10	27	2	0	5	0	0	0	0	0	28	2	0	21	3	0	2	0	0	1	0	0	18	2	0
	Academic GED (or equivalent)	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 ABE Credit	61	31	0	15	4	0	0	1	0	47	4	0	65	13	0	22	6	0	4	1	0	51	6	0
	ABE Non-Credit:																								
	ESWP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Level 1&2	17	1	0	0	0	0	0	0	0	9	0	0	20	3	0	0	0	0	0	0	0	18	1	0
	ESL/ELT	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 ABE Non-Credit	17	1	0	0	0	0	0	0	0	9	0	0	20	3	0	0	0	0	0	0	0	18	1	0
TOTAL ADULT BASIC EDUCATION		**78**	**32**	**0**	**15**	**4**	**0**	**0**	**1**	**0**	**56**	**4**	**0**	**85**	**16**	**0**	**22**	**6**	**0**	**4**	**1**	**0**	**69**	**7**	**0**
TOTAL UNIVERSITY		**76**	**46**	**0**	**7**	**6**	**0**	**0**	**1**	**0**	**36**	**14**	**0**	**77**	**52**	**0**	**10**	**1**	**0**	**17**	**19**	**0**	**61**	**18**	**0**
TOTAL ENROLLMENT		**172**	**114**	**25**	**68**	**26**	**12**	**39**	**19**	**0**	**99**	**18**	**0**	**182**	**71**	**48**	**64**	**48**	**0**	**38**	**31**	**0**	**141**	**30**	**0**

Table 4: Equity Participation Completers and Graduates by Program Groups for the Whole College

		2023 - 2024									2024 - 2025								
		Aboriginal			Visible Minority			Disability			Aboriginal			Visible Minority			Disability		
	Program Group	**E**	**C**	**G**	**E**	**C**	**G**	**E**	**C**	**G**	**E**	**C**	**G**	**E**	**C**	**G**	**E**	**C**	**G**
SKILLS TRAINING	**Institute Credit:**																		
	Saskatchewan Polytechnic	71	6	35	4	0	4	0	0	0	49	5	16	2	0	1	3	0	0
	Other	37	7	16	1	0	1	0	0	0	21	8	6	0	0	0	1	0	1
	Apprenticeship & Trade	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total Institute Credit	108	13	51	5	0	5	0	0	0	70	13	22	2	0	1	4	0	1
	Industry Credit:																		
	Total Industry Credit	31	16	15	0	0	0	1	0	1	55	2	44	1	0	1	3	0	2
	Non-Credit (all categories)																		
	Total Non-Credit	41	38	0	0	0	0	1	1	0	48	38	0	3	3	0	0	0	0
TOTAL SKILLS TRAINING		**180**	**67**	**66**	**5**	**0**	**5**	**2**	**1**	**1**	**173**	**53**	**66**	**6**	**3**	**2**	**7**	**0**	**3**
BASIC EDUCATION	**ABE Credit**																		
	Adult 12	116	56	13	3	2	1	5	3	1	184	45	26	4	2	0	13	3	1
	Adult 10	110	28	5	1	1	0	5	3	0	94	22	2	1	0	0	5	0	1
	Academic GED (or equivalent)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total ABE Credit	226	84	18	4	3	1	10	6	1	278	67	28	5	2	0	18	3	2
	ABE Non-Credit:																		
	ESWP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Level 1&2	40	17	0	0	0	0	2	0	0	44	23	0	1	1	0	3	2	0
	ESL/ELT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total ABE Non-Credit	40	17	0	0	0	0	2	0	0	44	23	0	1	1	0	3	2	0
TOTAL ADULT BASIC EDUCATION		**266**	**101**	**18**	**4**	**3**	**1**	**12**	**6**	**1**	**322**	**90**	**28**	**6**	**3**	**0**	**21**	**5**	**2**
TOTAL UNIVERSITY		**141**	**100**	**12**	**8**	**4**	**0**	**11**	**9**	**0**	**153**	**109**	**10**	**8**	**6**	**1**	**11**	**10**	**0**
TOTAL ENROLLMENT		**587**	**268**	**96**	**17**	**7**	**6**	**25**	**16**	**2**	**648**	**252**	**104**	**20**	**12**	**3**	**39**	**15**	**5**

APPENDIX B: FINANCIAL STATEMENTS

MNP

Independent Auditor's Report

To the Board of Directors of Northlands College:

Opinion

We have audited the consolidated financial statements of Northlands College (the "College"), which comprise the consolidated statement of financial position as at June 30, 2025, 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, 2025, 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

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.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the College as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes 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 19, 2025

Chartered Professional Accountants

MNP

Statement 1

Northlands College
Consolidated Statement of Financial Position
As at June 30, 2025

	2025	2024
Financial Assets		
Cash and cash equivalents *(Note 3)*	**$ 11,811,421**	$ 9,852,381
Accounts receivable *(Note 4)*	**204,971**	585,051
Marketable securities *(Note 5)*	**7,000,000**	7,000,000
Total Financial Assets	**19,016,392**	17,437,432
Liabilities		
Accrued salaries and benefits *(Note 7)*	**1,033,224**	1,388,452
Accounts payable and accrued liabilities *(Note 8)*	**1,071,807**	993,644
Deferred revenue *(Note 9)*	**126,625**	126,625
Liability for employee future benefits *(Note 10)*	**336,000**	336,500
Total Financial Liabilities	**2,567,656**	2,845,221
Net Financial Assets	**16,448,736**	14,592,211
Non-Financial Assets		
Tangible capital assets *(Note 11)*	**6,195,909**	5,154,688
Inventory of supplies for consumption	**28,643**	67,179
Prepaid expenses *(Note 12)*	**197,644**	332,121
Total Non-Financial Assets	**6,422,196**	5,553,988
Accumulated Surplus *(Note 17)*	**$ 22,870,932**	$ 20,146,199

Contractual Obligations and Commitments *(Note 18)*
Contingent Liabilities *(Note 20)*

On behalf of the Board:

Original signed by Nick Daigneault ______ Director

Original signed by Micheal McCormick ______ Director

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

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Statement 2

Northlands College
Consolidated Statement of Operations and Accumulated Surplus
For the year ended June 30, 2025

	2025 Actual	2025 Budget *(Note 15)*	2024 Actual
Revenues (Schedule 2)			
Provincial government			
Grants	**$ 17,375,378**	$ 15,208,000	$ 15,717,750
Contracts and other	**1,192,148**	382,000	368,300
Other revenue			
Administrative recoveries	**494,812**	552,018	404,277
Contracts	**418,807**	454,303	888,439
Interest	**806,664**	428,000	1,233,445
Rents	**116,830**	118,500	136,315
Resale items	**121,179**	445,836	210,602
Tuitions	**323,964**	1,350,178	487,818
Donations	**20,000**	-	167,250
Other	**606,688**	272,000	681,653
Total revenues	**21,476,470**	19,210,835	20,295,849
Expenses (Schedule 3)			
General	**7,681,291**	8,490,668	8,010,775
Skills training	**4,530,952**	4,959,299	4,349,094
Basic education	**1,946,520**	2,450,746	2,071,117
University	**3,368,607**	4,332,033	3,584,760
Services	**381,230**	595,912	348,021
Scholarships	**49,400**	-	40,330
Student housing	**793,737**	842,413	795,493
Total expenses	**18,751,737**	21,671,071	19,199,590
Surplus (Deficit) for the Year from Operations	**2,724,733**	(2,460,236)	1,096,259
Accumulated Surplus, Beginning of Year	**20,146,199**	20,146,199	19,049,940
Accumulated Surplus, End of Year	**$ 22,870,932**	$ 17,685,963	$ 20,146,199

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

Statement 3

Northlands College
Consolidated Statement of Changes in Net Financial Assets
As at June 30, 2025

	2025 Actual	2025 Budget *(Note 15)*	2024 Actual
Net Financial Assets, Beginning of Year	**$ 14,592,211**	$ 14,592,211	$ 14,381,252
Surplus (Deficit) for the Year from Operations	**2,724,733**	(2,460,236)	1,096,259
Acquisition of tangible capital assets	**(1,573,515)**	(294,659)	(1,286,607)
Proceeds on disposal of tangible capital assets	**203,114**	-	-
Amortization of tangible capital assets	**329,180**	630,000	477,375
Acquisition of inventory of supplies for consumption	**(28,643)**	(185,000)	(67,179)
Acquisition of prepaid expenses	**(197,644)**	(50,000)	(332,121)
Consumption of supplies inventory	**67,179**	24,660	39,308
Use of prepaid expenses	**332,121**	180,000	283,924
Change in Net Financial Assets (Net Debt)	**1,856,525**	(2,155,235)	210,959
Net Financial Assets, End of Year	**$ 16,448,736**	$ 12,436,976	$ 14,592,211

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

Statement 4

Northlands College
Consolidated Statement of Cash Flows
For the year ended June 30, 2025

	2025	2024
Operating Activities		
Surplus for the year from operations	**$ 2,724,733**	$ 1,096,259
Non-cash items included in surplus		
Amortization of tangible capital assets	**329,180**	477,375
Gain on disposal of assets	**(12,736)**	(122,509)
Changes in non-cash working capital		
Accounts receivable	**380,080**	(91,318)
Accrued salaries and benefits	**(355,228)**	591,208
Accounts payable and accrued liabilities	**78,163**	208,029
Deferred revenue	**-**	30,000
Employee future benefits	**(500)**	7,500
Inventory of supplies for consumption	**38,536**	(27,871)
Prepaid expenses	**134,477**	(48,197)
Cash Provided by Operating Activities	**3,316,705**	2,120,476
Capital Activities		
Cash used to acquire tangible capital assets	**(1,573,515)**	(1,286,607)
Proceeds from disposal of capital assets	**215,850**	122,509
Cash Used by Capital Activities	**(1,357,665)**	(1,164,098)
Investing Activities		
Proceeds from maturities of marketable securities	**7,000,000**	10,000,000
Purchase of marketable securities	**(7,000,000)**	(7,000,000)
Cash Provided (Used) by Investing Activities	**-**	3,000,000
Increase in Cash and Cash Equivalents	**1,959,040**	3,956,378
Cash and Cash Equivalents, Beginning of Year	**9,852,381**	5,896,003
Cash and Cash Equivalents, End of Year	**$ 11,811,421**	$ 9,852,381

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

NORTHLANDS COLLEGE
Notes to the Consolidated Financial Statements
For the year ended June 30, 2025

1. PURPOSE AND AUTHORITY

Northlands College (the "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 income tax under the *Income Tax Act*.

2. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Accounting

The consolidated financial statements of the College have been prepared by management in accordance with Canadian public sector accounting standards for other government organizations as established by the Public Sector Accounting Board (PSAB) and as published by the Chartered Professional Accountants of Canada (CPA Canada).

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

(b) 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*

(c) Measurement Uncertainty and the Use of Estimates

The preparation of the consolidated financial statements in conformity with PSAB 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 consolidated 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 the consolidated 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 the consolidated financial statements exists for:

- the liability for employee future benefits of $336,000 (2024 - $336,500) because actual experience may differ significantly from actuarial or historical estimations and assumptions;
- the allowance for doubtful accounts of $163,653 (2024 - $134,086) because actual collectability may differ from initial estimates; and
- useful lives of tangible capital assets and related accumulated amortization of $14,119,054 (2024 - $13,925,284) because the actual useful lives of the capital assets may differ from their estimated economic lives.

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.

(d) Financial Instruments

Financial instruments are any contracts that give rise to financial assets of one entity and financial liabilities or equity instruments of another entity. A contract establishing a financial instrument creates, at its inception, rights, and obligations to receive or deliver economic benefits. The College recognizes a financial instrument when it becomes a party to the contractual provisions of a financial instrument. The financial assets and financial liabilities portray these rights and obligations in the consolidated financial statements. Financial instruments of the College include cash and cash equivalents, marketable securities, accounts receivable, accrued salaries and benefits and accounts payable and accrued liabilities.

All financial instruments are measured at cost or amortized cost. Transaction costs are a component of the cost of financial instruments measured using cost or amortized cost. For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenues or expenses. Impairment losses such as write-downs or write-offs are reported in the statement of operations and accumulated surplus from operations.

2. SIGNIFICANT ACCOUNTING POLICIES *continued*

Gains and losses on financial instruments, measured at cost or amortized cost, are recognized in the statement of operations and accumulated surplus from operations in the period the gain or loss occurs.

Foreign currency transactions are translated at the exchange rate prevailing at the date of the transactions. Financial assets and liabilities denominated in foreign currencies are translated into Canadian dollars at the exchange rate prevailing at the consolidated financial statement date. The College believes that it is not subject to significant unrealized foreign exchange translation gains and losses arising from its financial instruments.

Remeasurement gains and losses have not been recognized by the College in a statement of remeasurement gains and losses because it does not have financial instruments that give rise to material gains or losses.

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, 2025 and June 30, 2024 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 non-redeemable GIC. Prices are reported at historical cost.

(e) 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.

2. SIGNIFICANT ACCOUNTING POLICIES *continued*

Accounts Receivable includes government amounts receivable and other receivables. Other receivables are shown net of allowance for doubtful accounts to reflect their expected net recoverable value. These allowances are recorded where collectability is considered doubtful. 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.

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.

(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.

2. SIGNIFICANT ACCOUNTING POLICIES *continued*

Tangible Capital Assets have useful lives extending beyond the accounting period, are used by the College to provide services to the public and are not intended for sale in the ordinary course of operations.

Tangible capital assets are recorded at cost and include all costs directly attributable to the acquisition, design, construction, development, installation and betterment of the tangible capital asset. The College does capitalize interest incurred while a tangible capital asset is under construction. Contributed tangible capital assets are recorded at their fair value at the date of receipt.

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

Buildings	20 – 50 years
Furniture, machinery & 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. Assets under construction are not amortized until completed and placed into service for use.

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.

2. SIGNIFICANT ACCOUNTING POLICIES *continued*

ii) Other employees participate in the Municipal Employees' Pension Plan (MEPP). In accordance with PSA standards, the plan is accounted for as a defined contribution plan whereby the College's contributions are expensed when due.

(h) Revenue Recognition

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

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

i) Government Transfers (Grants)
Grants from governments are considered to be government transfers. Government transfers are recognized as revenues when the transfer is authorized, all eligibility criteria have been met, except when, and to the extent, stipulations by the transferor give rise to an obligation that meets the definition of a liability. Transfers with stipulations that meet the definition of a liability are recorded as deferred revenue and recognized as revenue in the statement of operations and accumulated surplus from operations as the stipulation liabilities are settled.

ii) Fees and Services
Revenues from tuition fees and other fees and services are recognized in the year they are earned. Revenues from transactions with performance obligations, which are enforceable promises to provide specific goods or services to the specific payor in return for promised consideration, are recognized when (or as) the College satisfies a performance obligation and control of the benefits associated with the goods and services have been passed to the payor. For each performance obligation, the College determines whether the performance obligation is satisfied over a period of time or at a point in time. The College will need to consider the effects of multiple performance obligations, variable consideration, the existence of significant concessionary terms and non-cash considerations when determining the consideration to be received.

2. SIGNIFICANT ACCOUNTING POLICIES *continued*

Revenues from transactions with no performance obligations are recognized when the College has the authority to claim or retain an inflow of economic resources and has identified a past transaction or event that gives rise to an asset. For each transaction with no performance obligation, the College recognizes revenue at its realizable value.

iii) Interest Income
Interest is recognized on an accrual basis when it is earned.

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

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

(j) Contingent Liabilities

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

3. CASH AND CASH EQUIVALENTS

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

	June 30 2025	June 30 2024
Cash and bank deposits	$ 11,811,421	$ 9,852,381
Cash and cash equivalents	**$ 11,811,421**	**$ 9,852,381**

4. ACCOUNTS RECEIVABLE

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

		June 30 2025		June 30 2024
Federal government	$	50,978	$	90,787
Other receivables		317,646		628,350
		368,624		719,137
Less: Allowance for doubtful accounts		(163,653)		(134,086)
Accounts receivable, net of allowances	**$**	**204,971**	**$**	**585,051**

5. MARKETABLE SECURITIES

		June 30 2025		June 30 2024
Non-redeemable GIC	$	-	$	7,000,000
Non-redeemable GIC		7,000,000		-
Marketable investments	**$**	**7,000,000**	**$**	**7,000,000**

Marketable securities consist of the following:
Non-redeemable GIC, maturity date June 2026 (2024 – June 2025), annual interest rate 3.00% (2024 – 4.80%).

6. BANK INDEBTEDNESS

Bank indebtedness consists of a demand operating line of credit with a maximum borrowing limit of $500,000 (2024 - $500,000) that bears interest at the prime rate of 4.95% (2024 – 6.95%). 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, 2025 was $nil (2024 - $nil).

7. ACCRUED SALARIES AND BENEFITS

	June 30 2025	June 30 2024
Accrued employee benefits	$ 720,340	$ 665,781
Accrued retro pay	-	412,690
Accrued salaries	312,883	309,981
Accrued salaries and benefits	**$ 1,033,224**	**$ 1,388,452**

8. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	June 30 2025	June 30 2024
Other	$ 1,055,498	$ 993,644
Provincial Government	16,309	-
Accounts payable and accrued liabilities	**$ 1,071,807**	**$ 993,644**

9. DEFERRED REVENUE

Other deferred revenues consist of funding provided by Orano with the intent to establish a scholarship program for Northlands College's Mineral Exploration Techniques, and Radiation and Environmental Science programs. Any disbursements are to be made as according to funding requirements.

	June 30 2024	Additions during the year	Revenue recognized during the year	June 30 2025
Cumberland House Cree Nation 2023 Training Program	96,625	-	-	96,625
Other deferred revenue (Northlands College Scholarship Foundation Inc.	30,000	-	-	30,000
Deferred revenue	**$ 126,625**	**$ -**	**$ -**	**$ 126,625**

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 consolidated statement of financial position.

Details of the employee future benefits are as follows:

	June 30 2025	June 30 2024
Actuarial valuation (extrapolation) date	(June-30-25)	(June-30-24)
Long-term assumptions used:		
Salary escalation rate (percentage)	2.50%	2.50%
Discount rate (percentage)	3.50%	3.90%
Expected average remaining service life (years)	9.1	10.4

Liability for Employee Future Benefits		**June 30 2025**		**June 30 2024**
Accrued Benefit Obligation - beginning of year	$	**281,300**	$	**263,500**
Valuation effect		(126,000)		-
Current period benefit cost		44,400		50,500
Interest cost		6,100		10,400
Benefit payments		(40,600)		(43,100)
Actuarial gains/losses		2,800		-
Accrued Benefit Obligation - end of year		**168,000**		**281,300**
Unamortized Net Actuarial Gains/Losses		**168,000**		**55,200**
Liability for Employee Future Benefits	$	**336,000**	$	**336,500**

Employee Future Benefits Expense		**June 30 2025**		**June 30 2024**
Current period benefit cost	$	**44,400**	$	**50,500**
Amortization of net actuarial gain/loss		(10,400)		(10,300)
Benefit Cost		34,000		40,200
Interest cost on unfunded employee future benefits obligation		6,100		10,400
Total Employee Future Benefits Expense	$	**40,100**	$	**50,600**

11. TANGIBLE CAPITAL ASSETS

	Land	Buildings	Furniture, Machinery and Equipment	Computer Hardware	Computer Software	Vehicles	Leasehold Improvements	Child Care Project - WIP	Head Office Renovation - WIP	Facility Shop - WIP	2025	2024
Tangible Capital Assets - at Cost:											-	
Opening Balance at Start of Year	$ 351,184	$ 11,125,744	$ 4,669,374	$ 1,021,750	$ 452,213	$ 1,161,995	$ 291,613	$ -	$ -	$ 6,099	$ 19,079,972	$ 17,793,365
Additions/Purchases	-	642,412	162,536	85,783	205,977	151,658	-	7,766	157,448	159,935	1,573,516	1,286,607
Disposals/Write-downs	-	-	-	-	-	(338,525)	-	-	-	-	(338,525)	-
Transfers from WIP	-	-	-	-	-	-	-	-	-	-	-	-
Contributed Tangible Capital Assets	-	-	-	-	-	-	-	-	-	-	-	-
Closing Balance at End of Year	351,184	11,768,156	4,831,910	1,107,533	658,190	975,128	291,613	7,766	157,448	166,034	20,314,963	19,079,972
Tangible Capital Assets - Amortization:												
Opening Balance at Start of Year	-	7,011,446	4,540,902	1,010,081	446,697	624,544	291,613	-	-	-	13,925,283	13,447,909
Amortization for the Period	-	190,786	53,361	31,092	26,112	27,830	-	-	-	-	329,180	477,375
Disposal	-	-	-	-	-	(135,409)	-	-	-	-	(135,409)	-
Closing Balance at End of Year	-	7,202,232	4,594,263	1,041,173	472,809	516,964	291,613	-	-	-	14,119,054	13,925,284
Net Book Value:												
Opening Balance at Start of Year	351,184	4,114,298	128,472	11,669	5,516	537,451	-	-	-	6,099	5,154,688	4,345,456
Closing Balance at End of Year	351,184	4,565,925	237,647	66,361	185,381	458,164	-	7,766	157,448	166,034	6,195,909	5,154,688
Change in Net Book Value	**$ -**	**$ 451,627**	**$ 109,175**	**$ 54,692**	**$ 179,865**	**$ (79,287)**	**$ -**	**$ 7,766**	**$ 157,448**	**$ 159,935**	**$ 1,041,220**	**$ 809,232**

12. PREPAID EXPENSES

		June 30 2025		June 30 2024
Prepaid expenses	$	-	$	132,026
Prepaid insurance		197,644		200,095
Prepaid expenses	**$**	**197,644**	**$**	**332,121**

13. 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 consolidated financial statements do not include any expense for employer contributions to these plans. Net pension assets or liabilities for these plans are not reflected in these consolidated financial statements as ultimate responsibility for retirement benefits rests with the Saskatchewan Teachers' Federation for the STRP and with the Government of Saskatchewan for the STSP.

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

	2025			2024
	STRP	STSP	Total	Total
Number of active College members	21	0	21	20
Member contribution rate (percentage of salary)	11.70%	6.05%	11.70%/6.05%	11.70%/6.05%
Member contributions for the year	**$ 157,865**	**$ -**	**$ 157,865**	**$ 145,926**

13. EMPLOYEE PENSION PLANS *continued*

ii) Municipal Employees' Pension Plan (MEPP)

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

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

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

The contributions to the MEPP by the participating employers are not segregated in separate accounts or restricted to provide benefits to the employees of a particular employer. As a result, individual employers are not able to identify their share of the underlying assets and liabilities, and the net pension assets or liabilities for this plan are not recognized in these consolidated 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:

	2025	2024
Number of Active College members	*109*	*110*
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	599,844	528,336
College contributions for the year	599,844	528,336
Actuarial valuation (extrapolation) date	31-Dec-24	31-Dec-23
Plan Assets	4,090,806	3,602,822
Plan Liabilities	2,571,158	2,441,485
Plan Surplus	1,519,648	1,161,337

14. RISK MANAGEMENT

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

i) Credit Risk

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

The aging of accounts receivable at June 30, 2025 and June 30, 2024 was:

	June 30, 2025		**June 30, 2024**	
	Accounts Receivable	Allowance for Doubtful Accounts	Accounts Receivable	Allowance for Doubtful Accounts
Current	$ 59,341		$ 224,896	
0-30 days	-		-	
30-60 days	78,829		85,376	
60-90 days	-		94,649	
Over 90 days	230,453	163,653	314,216	134,086
Total	$ 368,623	$ 163,653	$ 719,137	$ 134,086
Net		**$ 204,971**		**$ 585,051**

14. RISK MANAGEMENT *continued*

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 2025		
	Within 6 months	6 months to 1 year	1 to 5 years
Accrued salaries and benefits	$ 1,033,224	$ -	$ -
Accounts payable and accrued liabilities	1,071,807	-	-
Total	**$ 2,105,031**	**$ -**	**$ -**

iii) Market Risk

The College is exposed to market risks with respect to interest rates, as follows:

Interest Rate Risk:
Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The College's interest rate exposure relates to marketable securities which consists of a non-redeemable GIC. 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, 2025.

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.

15. BUDGET FIGURES

Budget figures included in the consolidated financial statements were approved by the Board on April 20, 2024, and the Minister of Advanced Education on July 15, 2024.

16. RELATED PARTIES

These consolidated financial statements include transactions with related parties. The 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, the College is related to organizations where they have key management personnel and/or their close family members in common.

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

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

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

The Ministry of Advanced Education contributed $382,000 to cover rent on a building held by the Ministry of SaskBuilds and Procurement in 2025 (2024 - $368,300) for the purpose of classroom and office space at the Mistasinihk Building in La Ronge.

The Ministry of Advanced Education provided $10,000 in 2025 (2024 - $10,000) to the Saskatchewan Research Network (SRNET) for the College's yearly membership.

17. ACCUMULATED SURPLUS

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

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

NORTHLANDS COLLEGE
Notes to the Consolidated Financial Statements
For the year ended June 30, 2025

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

	June 30 2024	Additions during the year	Reductions during the year	June 30 2025
Invested in Tangible Capital Assets:				
Net Book Value of Tangible Capital Assets	$ 5,154,688	$ 1,573,516	$ 532,295	$ 6,195,909
Less: Debt owing on Tangible Capital Assets	$ -	$ -	$ -	$ -
	$ 5,154,688	$ 1,573,516	$ 532,295	$ 6,195,909
Designated assets:				
Capital Purchase	$ 500,000	$ -	$ -	$ 500,000
Building Capital	$ 464,644	$ 2,029,245	$ -	$ 2,493,889
Building /Equipment Maintenance	$ 5,864	$ -	$ -	$ 5,864
Information Technology	$ 322,808	$ -	$ -	$ 322,808
ERP Appropriation	$ 728,343	$ -	$ -	$ 728,343
Critical Needs Bursaries	$ 8,883	$ -	$ 2,400	$ 6,483
Education Leave	$ 201,947	$ -	$ -	$ 201,947
Training and Education	$ 19,659	$ -	$ -	$ 19,659
	$ 2,252,148	$ 2,029,245	$ 2,400	$ 4,278,993
Other restricted surplus:				
Various Other Appropriations from Ministries	$ 1,652,662	$ 994,281	$ 1,305,241	$ 1,341,702
Skills Training Allocation	$ 3,310,003	$ 2,453,330	$ 2,857,622	$ 2,905,711
Adult Basic Education	$ 1,334,001	$ 1,649,000	$ 1,571,973	$ 1,411,028
On-Reserve Training	$ 472,689	$ 391,000	$ 365,541	$ 498,148
Essential Skills for the Workplace	$ 524,802	$ 200,000	$ 9,009	$ 715,793
Northern Skills Training	$ 2,286,227	$ 125,152	$ 1,168,326	$ 1,243,053
Northern Health Strategy	$ (138,567)	$ 630,000	$ 245,480	$ 245,953
University	$ 789,536	$ 3,366,192	$ 3,342,461	$ 813,267
	$ 10,231,354	$ 9,808,955	$ 10,865,653	$ 9,174,656
Unrestricted Operating Surplus	$ 2,320,407	$ 2,742,439	$ 2,011,368	$ 3,051,478
Total Accumulated Surplus from Operations	$ 19,958,597	$ 16,154,155	$ 13,411,716	$ 22,701,036
Accumulated Surplus - Northlands College Scholarship Foundation, Inc.				
Restricted surplus:				
Orano - Endowment trust reserve	$ 95,000	$ -	$ -	$ 95,000
Unrestricted Operating Surplus	$ 92,602	$ 1,884,572	$ 1,902,278	$ 74,896
	$ 187,602	$ 1,884,572	$ 1,902,278	$ 169,896
Total Accumulated Surplus from Operations	$ 20,146,199	$ 18,038,727	$ 15,313,994	$ 22,870,932

17. 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 a new dental program.

Building Capital Appropriation - $2,493,889 – 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.
- $144,133 – committed against this appropriation for the purpose of completion of Air Ronge Shop project.
- $40,000 – committed against this appropriation for the purpose of replacement of the Sanitary Line capital project.
- $1,845,112 – committed against this appropriation for the purpose of Child Care Space Development.

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 set aside in anticipation of future costs associated with the new ERP system.

Critical Needs Bursary Appropriation - $6,483 – 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 $2,400 was paid in 2024/25.

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 $121,249 in Education Leave commitments estimated for future years:

2025/26 – $104,125
2026/27 – $17,124

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.

17. ACCUMULATED SURPLUS *continued*

The purpose and nature of held endowment funds is as follows:

Orano Mining Futures Endowment Fund - $95,000 – is intended for establishment of an endowment for the Orano Northern Futures Fund at Northlands College and a scholarship program at Northlands College.

18. CONTRACTUAL OBLIGATIONS AND COMMITMENTS

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

	Operating Leases				Capital Leases	
	Classroom Rental	Equipment Leases	Housing Leases	Total Operating	Vehicles	Total Capital
Future Minimum Lease Payments 2026	$ 11,150	$ 2,666	$ 32,528	**$ 46,344**	$ -	**$ -**
Total Lease Obligations	**$ 11,150**	**$ 2,666**	**$ 32,528**	**$ 46,344**	**$ -**	**$ -**

19. 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.

20. CONTINGENT LIABILITIES

The College has been named as a defendant in certain legal actions in which damages have been sought. The outcome of these actions is not determinable as at the date of reporting and accordingly, no provision has been made in the consolidated financial statements for any liability that may result. The College's share of settlement, if any, will be charged to expenses in the year in which the amount is determinable.

Schedule 1

Northlands College
Consolidated Schedule of Revenues and Expenses by Function
For the year ended June 30, 2025

	2025											**2025**	2025	2024
	General	Skills Training		Basic Education		Services		University	Scholarships	Student Housing				
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit				**Actual**	Budget (*Note 15*)	Actual
Revenues (Schedule 2)														
Provincial government	$ 10,319,571	$ 2,663,250	$ 235,750	$ 1,649,000	$ 591,000	$ -	$ -	$ 3,108,955	$ -	$ -		**$ 18,567,526**	$ 15,590,000	$ 16,086,050
Federal government	-	-	-	-	-	-	-	-	-	-		**-**	-	-
Other	1,896,470	569,005	-	-	-	11,561	-	283,384	31,694	116,830		**2,908,944**	3,620,835	4,209,799
Total Revenues	12,216,041	3,232,255	235,750	1,649,000	591,000	11,561	-	3,392,339	31,694	116,830		**21,476,470**	19,210,835	20,295,849
Expenses (Schedule 3)														
Agency contracts	69,704	1,547,322	145,750	358,220	65,006	-	-	330,108	-	138,633		**2,654,743**	3,281,417	2,405,198
Amortization	329,180	-	-	-	-	-	-	-	-	-		**329,180**	630,000	477,375
Equipment	169,581	30,926	-	7,370	-	-	-	5,020	-	680		**213,577**	220,623	176,238
Facilities	841,354	77,817	-	15,996	48,000	-	-	416,289	-	456,682		**1,856,138**	1,832,127	1,931,782
Information technology	133,839	8,855	-	25,176	12,579	-	-	4,500	-	-		**184,949**	519,734	299,718
Operating	1,710,496	270,249	-	67,944	28,864	16,867	4,760	298,802	49,400	33,456		**2,480,838**	3,168,537	2,820,299
Personal services	4,427,137	2,360,033	90,000	1,097,264	220,101	-	359,603	2,313,888	-	164,286		**11,032,312**	12,018,633	11,088,980
Total Expenses	7,681,291	4,295,202	235,750	1,571,970	374,550	16,867	364,363	3,368,607	49,400	793,737		**18,751,737**	21,671,071	19,199,590
Surplus (Deficit) for the year	$ 4,534,750	$ (1,062,947)	$ -	$ 77,030	$ 216,450	$ (5,306)	$ (364,363)	$ 23,732	$ (17,706)	$ (676,907)		**$ 2,724,733**	$ (2,460,236)	$ 1,096,259

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Schedule 2

Northlands College
Consolidated Schedule of Revenues by Function
For the year ended June 30, 2025

	2025 Revenues Actual										**2025**	2025	2024
	General	Skills Training		Basic Education		Services		University	Scholarships	Student Housing	**Total Revenues Actual**	Total Revenues Budget (*Note 15*)	Total Revenues Actual
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit					
Provincial Government													
Advanced Education/ Economy													
Operating grants	$ 7,559,545	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,559,545	$ 6,840,033	$ 6,725,130
Program grants	-	2,663,250	235,750	1,649,000	591,000	-	-	2,726,955	-	-	$ 7,865,955	8,270,967	8,103,620
Capital grants	1,949,878	-	-	-	-	-	-	-	-	-	1,949,878	97,000	889,000
	9,509,423	2,663,250	235,750	1,649,000	591,000	-	-	2,726,955	-	-	17,375,378	15,208,000	15,717,750
Contracts	810,148	-	-	-	-	-	-	-	-	-	810,148	-	-
Other	-	-	-	-	-	-	-	382,000	-	-	382,000	382,000	368,300
	10,319,571	2,663,250	235,750	1,649,000	591,000	-	-	3,108,955	-	-	18,567,526	15,590,000	16,086,050
Other provincial	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Provincial	10,319,571	2,663,250	235,750	1,649,000	591,000	-	-	3,108,955	-	-	18,567,526	15,590,000	16,086,050
Other Revenue													
Admin recovery	494,812	-	-	-	-	-	-	-	-	-	494,812	552,018	404,277
Contracts	-	176,052	-	-	-	-	-	242,755	-	-	418,807	454,303	888,439
Interest	794,970	-	-	-	-	-	-	-	11,694	-	806,664	428,000	1,233,445
Rents	-	-	-	-	-	-	-	-	-	116,830	116,830	118,500	136,315
Resale items	-	83,471	-	-	-	11,561	-	26,147	-	-	121,179	445,836	210,602
Tuitions	-	309,482	-	-	-	-	-	14,482	-	-	323,964	1,350,178	487,818
Donations	-	-	-	-	-	-	-	-	20,000	-	20,000	-	167,250
Other	606,688	-	-	-	-	-	-	-	-	-	606,688	272,000	681,653
Total Other	1,896,470	569,005	-	-	-	11,561	-	283,384	31,694	116,830	2,908,944	3,620,835	4,209,799
Total Revenues	$ 12,216,041	$ 3,232,255	$ 235,750	$ 1,649,000	$ 591,000	$ 11,561	$ -	$ 3,392,339	$ 31,694	$ 116,830	$ 21,476,470	$ 19,210,835	$ 20,295,849

Schedule 3

Northlands College
Consolidated Schedule of Expenses by Function
For the year ended June 30, 2025

	2025 Expenses Actual										**2025**	2025	2024
	General	Skills Training		Basic Education		Services		University	Scholarships	Student	**Total**	Total	Total
	(Schedule 4)					Learner				Housing	**Expenses**	Expenses	Expenses
		Credit	Non-credit	Credit	Non-credit	Support	Counsel	Credit			**Actual**	Budget	Actual
												(Note 15)	
Agency Contracts													
Contracts	$ 69,704	$ 1,547,322	$ 145,750	$ 358,220	$ 65,006	$ -	$ -	$ 214,711	$ -	$ 138,633	$ 2,539,346	$ 3,129,248	$ 2,391,802
Instructors	-	-	-	-	-	-	-	115,397	-	-	115,397	152,169	13,396
	69,704	1,547,322	145,750	358,220	65,006	-	-	330,108	-	138,633	2,654,743	3,281,417	2,405,198
Amortization	329,180	-	-	-	-	-	-	-	-	-	329,180	630,000	477,375
Equipment													
Equipment (non-capital)	23,839	11,809	-	1,891	-	-	-	4,211	-	-	41,750	66,031	73,449
Rental	64,050	17,679	-	5,479	-	-	-	809	-	254	88,271	51,852	52,251
Repairs and maintenance	81,692	1,438	-	-	-	-	-	-	-	426	83,556	102,740	50,538
	169,581	30,926	-	7,370	-	-	-	5,020	-	680	213,577	220,623	176,238
Facilities													
Building supplies	10,388	-	-	-	-	-	-	-	-	931	11,319	21,248	19,674
Grounds	25,814	-	-	-	-	-	-	-	-	1,098	26,912	23,404	16,364
Janitorial	237,554	1,001	-	-	-	-	-	-	-	22,925	261,480	242,098	234,191
Rental	206,713	75,844	-	15,996	48,000	-	-	413,712	-	390,382	1,150,647	1,030,727	1,130,029
Repairs & maintenance buildings	131,841	152	-	-	-	-	-	-	-	12,074	144,067	186,800	233,812
Utilities	229,044	820	-	-	-	-	-	2,577	-	29,272	261,713	327,850	297,712
	841,354	77,817	-	15,996	48,000	-	-	416,289	-	456,682	1,856,138	1,832,127	1,931,782
Information Technology													
Computer services	14,067	-	-	-	-	-	-	-	-	-	14,067	30,500	19,770
Data communications	16,637	101	-	-	-	-	-	-	-	-	16,738	23,000	18,822
Equipment (non-capital)	16,358	7,548	-	25,176	12,579	-	-	-	-	-	61,661	148,000	187,829
Materials & supplies	2,277	-	-	-	-	-	-	-	-	-	2,277	15,300	2,183
Rental	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs & maintenance buildings	-	-	-	-	-	-	-	-	-	-	-	-	-
Software (non-capital)	84,500	1,206	-	-	-	-	-	4,500	-	-	90,206	302,934	71,114
	133,839	8,855	-	25,176	12,579	-	-	4,500	-	-	184,949	519,734	299,718
Operating													
Advertising	286,997	30,609	-	8,538	250	-	500	23,357	-	-	350,251	338,593	361,890
Association fees & dues	26,525	1,550	-	1,900	97	-	-	1,788	-	-	31,860	11,050	21,203
Bad debts	107,589	-	-	-	-	-	-	-	-	-	107,589	40,000	60,284
Financial services	6,211	-	-	-	-	-	-	-	-	-	6,211	5,120	6,463
In-service (includes PD)	37,782	1,794	-	-	-	-	-	1,583	-	-	41,159	196,300	65,489
Insurance	301,454	561	-	-	-	-	-	4,017	-	29,012	335,044	333,015	320,424
Materials & supplies	107,347	51,028	-	36,761	17,675	2,991	-	16,522	-	1,928	234,252	559,737	257,191
Postage, freight & courier	9,326	2,125	-	1,988	2,464	-	-	659	-	-	16,562	40,533	27,938
Printing & copying	46,251	13,780	-	8,192	-	-	3,004	32,125	-	-	103,352	159,050	149,941
Professional services	317,373	496	-	537	-	-	-	168	-	-	318,574	159,678	285,478
Resale items	-	102,425	-	-	-	13,876	-	26,147	-	-	142,448	357,274	238,806
Subscriptions	15,975	-	-	212	-	-	-	-	-	-	16,187	19,000	21,484
Telephone & fax	58,057	1,899	-	621	-	-	1,256	7,346	-	2,267	71,446	78,612	73,919
Travel	379,391	63,982	-	9,195	8,378	-	-	185,090	-	249	646,285	862,680	874,219
Other	10,218	-	-	-	-	-	-	-	49,400	-	59,618	7,895	55,570
	1,710,496	270,249	-	67,944	28,864	16,867	4,760	298,802	49,400	33,456	2,480,838	3,168,537	2,820,299
Personal Services													
Employee benefits	695,597	418,791	-	110,170	33,077	-	64,959	348,148	-	30,480	1,701,222	1,963,493	1,760,280
Honoraria	45,560	200	-	-	-	-	-	-	-	-	45,760	34,259	32,900
Salaries	3,681,864	1,876,827	90,000	987,094	167,710	-	294,644	1,931,263	-	133,806	9,163,208	9,861,090	9,244,956
Other	4,116	64,215	-	-	19,314	-	-	34,477	-	-	122,122	159,791	50,844
	4,427,137	2,360,033	90,000	1,097,264	220,101	-	359,603	2,313,888	-	164,286	11,032,312	12,018,633	11,088,980
Total Expenses	$ 7,681,291	$ 4,295,202	$ 235,750	$ 1,571,970	$ 374,550	$ 16,867	$ 364,363	$ 3,368,607	$ 49,400	$ 793,737	$ 18,751,737	$ 21,671,071	$ 19,199,590

Schedule 4

Northlands College
Consolidated Schedule of General Expenses by Functional Area
For the year ended June 30, 2025

	2025 General Actual				**2025**	2025	2024
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	**Total General Actual**	Total General Budget *(Note 15)*	Total General Actual
Agency Contracts							
Contracts	$ -	$ 68,317	$ 1,387	$ -	$ 69,704	$ 877,670	$ 132,141
Amortization	-	-	271,976	57,204	329,180	630,000	477,375
Equipment							
Equipment (non-capital)	-	11,790	11,808	241	23,839	42,500	60,561
Rental	-	8,281	55,769	-	64,050	44,898	49,873
Repairs and maintenance	-	44	81,648	-	81,692	47,000	50,538
	-	20,115	149,225	241	169,581	134,398	160,972
Facilities							
Building supplies	-	-	10,388	-	10,388	15,200	17,580
Grounds	-	3,759	22,055	-	25,814	21,000	13,135
Janitorial	-	1,014	236,540	-	237,554	205,600	197,181
Rental	1,778	126,234	78,701	-	206,713	88,500	157,347
Repairs & maintenance buildings	-	29	131,812	-	131,841	164,700	218,721
Utilities	-	12,322	216,722	-	229,044	271,000	244,266
	1,778	143,358	696,218	-	841,354	766,000	848,230
Information Technology							
Computer services	-	10,735	-	3,332	14,067	30,500	19,770
Data communications	-	534	872	15,231	16,637	17,000	18,357
Equipment (non-capital)	-	343	-	16,015	16,358	46,000	82,301
Materials & supplies	-	-	-	2,277	2,277	5,300	2,183
Rental	-	-	-	-	-	-	-
Repairs & maintenance buildings	-	-	-	-	-	-	-
Software (non-capital)	-	42,743	-	41,757	84,500	295,000	66,908
	-	54,355	872	78,612	133,839	393,800	189,519
Operating							
Advertising	2,901	284,096	-	-	286,997	245,639	319,127
Association fees & dues	24,949	1,576	-	-	26,525	7,050	17,091
Bad debts	-	107,589	-	-	107,589	40,000	60,284
Financial services	-	6,211	-	-	6,211	5,120	6,463
In-service (includes PD)	-	35,451	254	2,077	37,782	146,000	56,013
Insurance	59,762	23,756	217,936	-	301,454	281,907	288,489
Materials & supplies	-	98,212	9,135	-	107,347	95,337	87,833
Postage, freight & courier	-	8,232	1,067	27	9,326	11,900	13,552
Printing & copying	-	45,562	647	42	46,251	54,750	67,838
Professional services	-	303,135	14,238	-	317,373	154,670	280,544
Resale items	-	-	-	-	-	10,050	34,119
Subscriptions	-	15,975	-	-	15,975	18,000	19,324
Telephone & fax	8,556	36,427	7,138	5,936	58,057	54,944	58,549
Travel	62,345	305,050	7,889	4,107	379,391	289,373	592,748
Other	-	10,218	-	-	10,218	7,895	15,240
	158,513	1,281,490	258,304	12,189	1,710,496	1,422,635	1,917,214
Personal Services							
Employee benefits	1,860	583,948	28,018	81,771	695,597	703,806	695,569
Honoraria	42,860	2,700	-	-	45,560	31,500	32,900
Salaries	-	3,165,904	132,695	383,265	3,681,864	3,501,707	3,556,855
Other	-	4,116	-	-	4,116	29,152	-
	44,720	3,756,668	160,713	465,036	4,427,137	4,266,165	4,285,324
Total General Expenses	$ 205,011	$ 5,324,303	$ 1,538,695	$ 613,282	$ 7,681,291	$ 8,490,668	$ 8,010,775

PERSONAL SERVICE LIST

For the year ended June 30, 2025

Listed are individuals (including unionized employees) who received $50,000 or more for salaries, wages, honorariums, and compensation for personal service. Also listed are pension and public sector benefits and remittances that have been made on behalf of employees.

	Annual Gross Base Salary	Annual Gross Honorarium	Total Personal Services
Adamu, Jude	91825.46		91825.46
Adebowale, Rasheed	106098.7		106098.7
Alexander, Brett	77650.15		77650.15
Asemota, Jeremiah	87838.88		87838.88
Babcock, Timothy	115316.14		115316.14
Baby, Silla	75240.08		75240.08
Bagwell, Stephen	121586.72		121586.72
Beisel, Quinton	90612.97		90612.97
Bosiak, Charlene	103913.32		103913.32
Boyle, Damian	117644.11		117644.11
Cardiff, Erik	104135.99		104135.99
Carlson, Donna	90895.85		90895.85
Cook, Julian	50062.73		50062.73
Cooper, Cody	149772.48		149772.48
Coulson, Patricia	152416.12		152416.12
Courtoreille, Lisa Mae	52642		52642
Daigneault, Mariah	106053.53		106053.53
Daigneault, Valerie	89423.56		89423.56
Dingwall, John Reid	119137.41		119137.41
Durowoju, Olatunde	103337.03		103337.03
Ekun, Ige	51343.14		51343.14
Eninew, Mary	62780.54		62780.54
Ewing, Myrna	121040.12		121040.12
Gabriel, Marnie	91332.75		91332.75
Ghosh, Anirban	104376.72		104376.72
Giesbrecht, Chris	132820.73		132820.73
Goulden, Sherry	84593.88		84593.88
Hamilton, Matthew	73404.6		73404.6
Hamm, Eric	73601.65		73601.65
Hennie, Emily	83658.82		83658.82
Henriksen, Karsten	128953.72		128953.72
Howat, Stacy	93892.65		93892.65
Hrycay, Michael	106002.77		106002.77

Iwasyk, Marilyn	127368.16		127368.16
Jeffries, Cheryl	83310.42		83310.42
Karlewicz, Vince	124177.9		124177.9
Kennedy, Carla	118476.52		118476.52
Kenny, Lorraine	70268.34		70268.34
King, Stephen	80049.83		80049.83
Klock, Timara	85495.3		85495.3
Krienke, Rhonda	118880.34		118880.34
Kumari, Shruti	51169.25		51169.25
Kyplain, Jennifer	135343.71		135343.71
Lacroix, Jason	90048.13		90048.13
Larlee, Carol	69651.05		69651.05
Macias, Princess Jireh	74703.28		74703.28
Markham, Sherry	107796.47		107796.47
McCallum, Ronelda	54918.91		54918.91
McCann-Bird, Samara	112394.32		112394.32
McCormick, Michael	175763.07		175763.07
Mcleod, Lisa	111686.82		111686.82
Mercredi, Marilyn	73972		73972
Morin, Donna	76023.59		76023.59
Morin, Frances Audrey	51877.02		51877.02
Muirhead, Larissa	113677.75		113677.75
Nagy, Laura	101462.75		101462.75
Njegovan, Katarina	84217.27		84217.27
Otoide, Vincent	81318.65		81318.65
Otter, Marian	75886.12		75886.12
Oulette, Kaylee	57665.51		57665.51
Patterson, Vanessa	57140.96		57140.96
Pedersen, Val	50915.46		50915.46
Putz, Tamara	109911		109911
Quinn, Trina	76073.13		76073.13
Ratte, Susan	73371.9		73371.9
Rawal, Indermohan	128097.98		128097.98
Rawal, Manjula	120658.54		120658.54
Rooney, Karen	123285.94		123285.94
Row, Guy	113342.28		113342.28
Russell, Kelly	101280.31		101280.31
Saifullah, Aamir	108201.16		108201.16
Sanderson, Pamela	113066.27		113066.27
Sanderson, Samantha	113181.47		113181.47
Sereda-Carlson, Kelsey	54412.39		54412.39
Shabu, Nikhil	71776		71776

Shah, Jaimin	131100.39		131100.39
Shah, Sonali	76057.53		76057.53
Smith, Gloria	81181.78		81181.78
Soares, Michael	130276.33		130276.33
Soomro, Yasir Ali	144929.34		144929.34
Stockdale, Aaron	73532.83		73532.83
Stuckey, Carolyn	103857.57		103857.57
Syed Mohammad, Azeem	96933.07		96933.07
Tamber, Lovepreet	117108.71		117108.71
Tamber, Priyanka	110241.56		110241.56
Ukperi, Samson	65618.23		65618.23
Weinberger, Colin	105849.19		105849.19
Weinberger, Terri Ann	90939.11		90939.11
White, Brandon	91931.37		91931.37
Wilson, Jody	122715.31		122715.31
Wood, Rhoda	98269.97		98269.97

Benefits and Remittances	
Blue Cross	330,078.80
Municipal Employee's Pension Plan	1,249,383.88
Receiver General for Canada	3,225,963.36
Sask. Government Employees Union	248,517.21
Sask. Teachers' Federation	171,022.52

NORTHLANDS COLLEGE PAYEE LISTING

For the year ended June 30, 2025
"Unaudited"
Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment.

Payee	
600418 Saskatchewan Ltd	54,054.00
Anax Designs LLC	62,640.25
Atap Infrastructure Management Inc	71,925.00
Best Western Premier	101,614.80
Caron Consulting Ltd	57,256.46
Cornerstone Insurance	308,494.45
Delta Consulting Group Canada	60,283.75
Dumont Technical Institute	100,000.00
Elite Heavy Equipment Training	66,880.33
Klassen Developments Inc.	94,818.42
Loch Brother's Mechanical	113,559.57
Lotus Learning Solutions	232,636.32
Mann-Northway Auto Source	141,641.21
McIntyre Margaret	66,600.00
Minister Of Finance	318,982.77
MLT Aikins	102,098.50
Meyers Norris And Penny LLP	55,004.85
Nexgen Mechanical Inc.	50,230.62
Northway Janitorial Services Ltd	207,554.73
Northern Lights School Div 113	129,796.52
Northwinds Bus Lines Ltd.	160,018.80
North Woods Renovations	69,911.92
Practicum Training Institute Inc.	292,000.00
Ptarmigan Consulting Inc	292,491.00
Ratte, Ronald	94,500.00
Rely-Ex Contracting	977,305.77
Rempel Engineering and Management	51,459.97
Safri Management Corp.	395,360.52
Sask DLC (Saskatchewan Distance Learning)	100,000.00
Saskatchewan Polytechnic Prince Albert Campus	202,859.05
Saskatchewan Indian Institute of Technologies	126,572.00
Sask Energy	64,072.89
Sask Power	131,948.26
Sask Tel	78,119.66
Softchoice LLP	51,959.47
Ya'thi Nene Land and Resource Office	145,749.84

GLOSSARY OF TERMS

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

AE: Advanced Education

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

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

a) For Apprenticeship and Trade: a complete level (the length depends on the trade) is required; and

b) For university courses: a minimum of 216 hours of scheduled class time for the academic year.

GDI: Gabriel Dumont Institute of Native Studies and Applied Research

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

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

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

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

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

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

LLRIB: Lac La Ronge Indian Band

MLTC: Meadow Lake Tribal Council

NCQ: Northern Career Quest

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

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

Part-Time Student (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).

SATCC: Saskatchewan Apprenticeship and Trades Certificate Commission

SIIT: Saskatchewan Indian Institute of Technologies

U of R: University of Regina

USask: University of Saskatchewan