

Letter of Transmittal



Nov. 30, 2022

The Honourable Minister Gordon Wyant Minister of Advanced Education Legislative Building Regina SK S4S 0B3

The Honourable Minister Wyant:

On behalf of the Board of Governors, and in accordance with Section 16 of the Regional Colleges Act and Section 14 of the Regional Colleges Regulations, I am pleased to submit the Annual Report of North West College for the fiscal year ended June 30, 2022.

George Prudat

Chairperson

Board of Governors

Leoye S. Pritt

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Board of Governors



Chair GEORGE PRUDAT St. Walburg



Board Member VALERIE MILLER Meadow Lake



Vice Chair BILL VOLK Battleford



Board Member AUDREY JONES Medstead



Board Member
HARRIS SUTHERLAND
North Battleford



Board Member LAUREL DERENOSKI Vawn



Board Member MICHAEL LEE St. Walburg

2021-22 BOARD MEETINGS

REGULAR MEETINGS

August 30, 2021 September 27, 2021 October 25, 20921 November 30, 2021 January 31, 2022 May 2, 2022 June 24, 2022

SPECIAL MEETINGS

December 31, 2021

ANNUAL MEETING June 25, 2022

2021-22 **BOARD COMMITTEES**

HRCC: Chair: Laurel Derenoski George Prudat, Audrey Jones, Valerie Miller

FINANCE: Chair: Audrey Jones George Prudat, Bill Volk

BOARD BYLAW: Chair: Valerie Miller George Prudat, Audrey Jones

STRATEGIC PLANNING: Chair: Bill Volk George Prudat, Michael Lee, Harrison Sutherland



Board Chair's Message

The board was active in its oversight responsibilities during the year and instrumental in setting the direction of the college. A number of planning sessions with board and staff contributed to refining the strategic plan for 2022-25. With an optimistic outlook towards growth, the college reaffirmed its commitment to facilitating student success and bolstering the regional and provincial labour force.

With new leadership in the President and CEO position, the college is excited to engage the community and staff in our vision to inspire individuals and communities to achieve brighter futures. The refinement of key performance indicators related to 'strengthen partnerships', 'enhance infrastructure capacity', and 'increase public and community awareness' will pay dividends as we grow our student numbers.

NWC has aligned with the Ministry of Advanced Education's direction to fill skills gaps, particularly in health care. Addressing the shortfall in psychiatric nurses for example, the board negotiated approval for an increased number of training seats from 16 to 24, accepting a new intake each year to help

Saskatchewan Hospital, Battlefords Union Hospital and other provincial facilities access staff.

Likewise the call to bring in international students resulted in 'letters of offer' to the first cohort of students by year-end. Arriving in the province for programming starting in the fall of 2022, this first group of students in Business Management Diploma and in Continuing Care Assistant will help bolster our enrolments, and the local economy. Discussion was held with a consortium of Saskatchewan Colleges which resulted in the inclusion of North West into the collaboration for the recruitment of international students.

Our commitment to providing programming where needed, and by training and educating the workforce with skills required by employers, North West College will help to realize the region's great potential.

George Prudat Board Chair



President's Message

As the province has grown, North West College remained committed to responding to regional and provincial needs and continued to be a respected provider of education and services.

Throughout 2021-22 the College provided a full spectrum of training opportunities. Post-secondary programming included university courses and institute credit. University programming included the final year of a Bachelor of Education degree in Meadow Lake in addition to first and second year courses in partnership with the University of Regina and University of Saskatchewan. Through articulation agreements, institute credit programs such as Business Certificate provided laddering opportunities to diplomas or degrees. A wide range of institute credit programs, included psychiatric nursing, welding, hairstylist and office administration, were available. By offering a diverse spectrum of programming, the College can adapt to labour market needs and funding levels to respond to the demand for education and to contribute to the growth of our communities.

Essential Skills for the Workplace and English-as-an-Additional Language (EAL) provided preparation for employment and to improve one's standing in the labour force. Adult 10 and Adult 12 were provided throughout the region.

In addition to the range of programs, student services staff enhanced its contributions to student success through its many efforts to cultivate an enjoyable learning experience and to assist students in their transition to employment. Job coaching and a variety of workshops such as learning strategies, reflected a commitment to help students achieve their educational and employment goals. The educational resource consultant and support personnel had a particularly large caseload this year with a record number of students assessed and confirmed learning disabilities requiring accommodations.

President's Message

Increased immigration over recent years provided many new students entering into EAL and post-secondary training. They also served as intermediaries to bring relatives and friends into the province following the announcement that North West College will admit international students into selected programs. Preparatory work began this year to build coordination and leadership capacity in order to facilitate the integration of foreign students into our collage and community.

The financial position of the College remains strong. As new programs are offered the College looks forward to enhancing infrastructure and to building capacity in our staff compliment. Appointed in February of 2022, I am proud to be part of this College. I am optimistic of the future of the region and look forward to meeting the challenges and contributing to its success over time. I would like to express my appreciation to the Board of Governors and the staff for their contributions, some of which are highlighted in this report, and for their hard work that makes this College a leader in helping to shape this province.

Dr. Eli Ahlquist

President and CEO







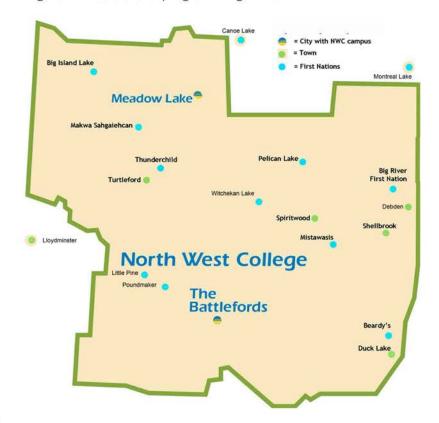




NWC at a Glance

Committed to providing access to training and educational opportunities, NWC delivered programs in 20 communities, including 12 First Nations. Figure 1 is a map of the College's region showing the locations of programming in 2021-22.

Figure 1. Locations of programming in 2021-22.







Summary of Enrolments

With 1730 students participating in programming, 2021-22 was a year characterized by efforts to rebuild from lower enrolments caused by the pandemic. There were a total of 426 students enrolled full-time and an additional 583 part-time. Total enrolments translated into 527 full-load equivalents (FLEs). This is down from our 16 year average of 837 FLEs. However, it compares to enrolment levels in 2020-21 which was also impacted by the Covid-19 pandemic. Table 1 presents a breakdown of enrolments by program area.

Table 1. Comprehensive Enrolment Statistics.

					Enroli	nents				
Program Group			2020	0-21		2021-22				
3		FT	PT	С	FLEs	FT	PT	С	FLEs	
Skills Training	Institute Credit	217	94	0	253.2	205	131	12	255.7	
	Industry Credit	0	65	658	18.6	0	49	649	17	
	Non-credit	0	37	74	5	0	41	60	5.5	
	Total Skills Training	217	196	732	276.8	205	221	721	278.2	
Basic Education	BE Credit									
	Adult 12	111	73	0	107.7	75	105	0	87.4	
	Adult 10	49	45	0	51.1	40	54	0	44.3	
	Total BE Credit	160	118	0	158.8	115	159	0	131.7	
	BE Non-credit									
	Employability/Life Skills	79	94	0	66.7	87	90	0	80.3	
	English Language Training	1	95	0	12.7	1	99	0	15.3	
	Total BE Non-credit	80	189	0	79.3	88	189	0	95.6	
	Total Basic Education	240	307	0	238.1	203	348	0	227.2	
University		22	28	0	25.0	18	14	0	21.3	
Total Enrolments		479	531	732	539.9	426	583	721	526.8	

FT = Full time student, PT = Part-time student, C = Casual student, FLE = Full Load Equivalent student



Summary of Enrolments

Skills Training programs were able to maintain levels of the previous year. With safety measures in place and a commitment to face-to-face learning, skills training programs were able to operate in near normal classroom and lab conditions, with only the occasional classroom put on isolation due to an outbreak.

Year-over-year comparisons reveal the largest drop in enrolments was in Adult 10 and Adult 12. Community lock downs were particularly restrictive on some First Nations. As a result, some students were inhibited from travelling to the main campuses, shuttle services were discontinued, and some on-reserve programming was cancelled.

Given much uncertainty over the summer months, university students did not enroll to traditional levels. A two percent reduction in FLEs from 2020-21 levels was the result. However, enrollments in Health Care programs have been strong and trending upwards.

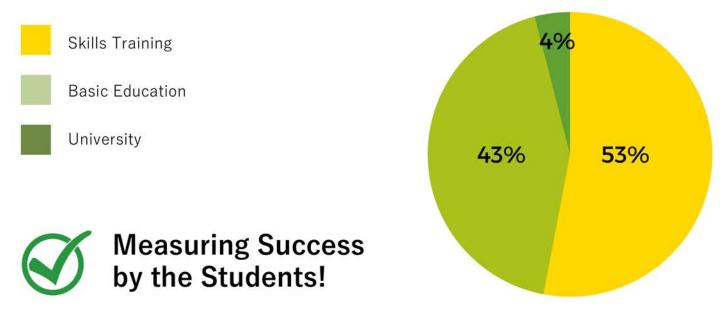
Vigilance of maintenance staff and management's efforts to provide a safe place to study facilitated the successful completion of many programs despite the challenges. In Meadow Lake eleven students were able to graduate from their bachelor's program and earn their education degree.



Summary of Enrolments

Figure 2 provides a visual of the programming areas, by full-load equivalents. The majority of programming was in skills training, a title usually held by basic education. University programming represented only four percent of FLEs in 2021-22. This is less than half of the historic level of university activity. In addition, Liberal Arts certificate and diploma programming was also set up during the year to begin in fall of 2023. The higher cost of living in Saskatoon, combined with the increased transportation costs generated greater interest in local university options.

Figure 2. Proportion of Students in Each Program Area, based on FLEs.





Summary of Enrolments

Tables 1A and 1B provide statistics for the College's coordination centres of Meadow Lake (north region) and North Battleford (south region). The region is divided in half using the east-west highway #3 from Onion Lake to Prince Albert.

Table 1A. Comprehensive Enrolment Statistics, North Region.

					Enrolments										
Program Group			2020-	-21			2021	-22							
		FT	PT	С	FLEs	FT	PT	С	FLEs						
Skills Training	Institute Credit	125	25	0	130.7	93	57	11	111.3						
	Industry Credit	0	60	269	9.53	0	35	224	8.5						
	Non-credit	0	8	20	1.4	0	15	31	2.3						
	Total Skills Training	125	82	299	141.6	93	107	266	122						
Basic Education	BE Credit														
	Adult 12	38	29	0	40.1	32	29	0	33.5						
	Adult 10	13	16	0	13.9	18	19	0	18.5						
	Total BE Credit	51	45	0	54.0	50	48	0	52.0						
	BE Non-credit														
	Employability/Life Skills	30	42	0	23.4	34	44	0	36.2						
	English Language Training	1	17	0	1.3	0	0	0	0						
	Total BE Non-credit	31	59	0	24.7	34	44	0	36.2						
	Total Basic Education	82	104	0	78.7	84	92	0	88.2						
University		22	1	0	21.0	15	4	0	16.6						
Total Enrolments		229	187	299	241.4	192	203	266	226.9						

FT = Full time student, PT = Part-time student, C = Casual student, FLE = Full Load Equivalent student



Summary of Enrolments

A mix of programming divided between skills training, basic education (BE) and university is provided across the region.

Table 1B. Comprehensive Enrolment Statistics, South Region.

					Enroln	nents				
Program Group			2020)-21		2021-22				
		FT	PT	С	FLEs	FT	PT	С	FLEs	
Skills Training	Institute Credit Industry Credit Non-credit Total Skills Training	91 0 0 91	70 11 29 110	0 421 54 534	122.3 9.1 3.62 135.0	112 0 0 112	74 14 26 114	0 425 29 455	144.4 8.6 3.2 155.9	
Basic Education	BE Credit Adult 12 Adfult 10 Total BE Credit	73 36 109	45 29 74	0	67.6 37.2 104.8	43 22 65	76 35 111	0 0 0	53.9 25.8 79.6	
	BE Non-credit Employability/Life Skills English Language Training Total BE Non-credit	49 0 49	52 78 130	0 0 0	43.3 11.4 54.7	53 1 54	46 99 145	0 0 0	44.1 15.3 59.4	
	Total Basic Edcuation	158	204	0	159.4	119	256	0	139	
University		0	27	0	4.0	3	10	0	4.7	
Total Enrolments		249	341	534	298.1	234	380	455	299.6	

FT = Full time student, PT = Part-time student, C = Casual student, FLE = Full Load Equivalent student



Basic Education

The provision of Basic Education (BE) is extremely important to engage those wanting to improve their social and economic prospects. Gaining the foundational skills required for employment or further education makes a powerful difference in one's life. Because of the variety of needs and educational levels, a number of programs are required to fulfill this mandate. Programming included: English as an Additional Language (EAL), Essential Skills for the Workplace (ESWP), Adult 10, Adult 12 and General Educational Development (GED).

In 2021-22, a total of 38 graduated from Adult 12. Thirty four of these reported to be employed 3 months postgrad.

One of the strengths of the BE program area is its commitment to providing workplace experience. ESWP programs and job coaching help support students to gain confidence and skills to gain employment. Work placements were set up and resume writing, job search and interview skills workshops benefitted a number of students.

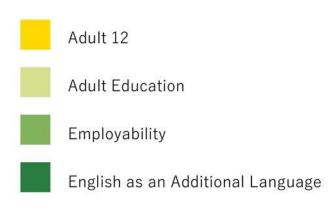


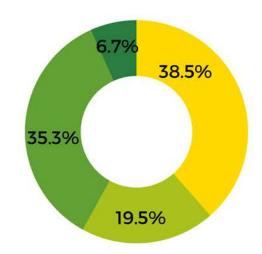


Basic Education

Helping new comers to Canada and foreign workers transition into their new communities, English language training was delivered in 4 communities. Almost 11,000 hours of class time was achieved by 100 students participating in this training. Figure 3 presents the proportion of BE participant hours in each program area. The largest portion of time was spent in Adult 12, followed by employability skills (ESWP).

Figure 3. Basic Education, based on participation hours.





To alleviate provincial urban waitlists, along with Carlton Trail College, a pilot project created two online conversation classes based out of Meadow Lake. Students participated from Regina, Saskatoon, Moose Jaw, Lanigan, Watrous and North Battleford. Given the success of this pilot, NWC and an increased number of regional colleges have set up a total of ten programs beginning in 2022-23.



Programs and ServicesSkills Training

Committed to developing the workforce, North West College provides an array of skills training programs. Certificate and diploma level programs respond to the needs of business and industry and align with student demand for quality accredited education. The variety of programming is designed to provide opportunities for a wide range of training needs and career interests. Whether on a full-time or casual basis, students can enroll in skills training programming that fits their career goals.

Institute Credit programming refers to those accredited with a certificate or diploma. Programs in health care, business, community services and the trades provide a selection of occupational paths to enable full-time students to quickly begin their careers. Some part-time programs are available so students can gain the credentials they need to secure or to maintain employment. Low instructor-to-student ratios support hands-on learning and are conducive to building relationships that enhance student engagement. During the pandemic, the College worked hard to balance face-to-face programming and student safety.





Skills Training

Industry credit training confers credentials recognized by industry. Examples include safety tickets and first aid courses. Over 700 students participated in industry credit programming such as fall protection, H2S Alive, TDG, WHMIS, TLR and PART. The resurgence in the oil and gas sector following elevated oil prices translated into an increased number of students in safety training courses by year end.

Non-credit classes included a range of courses including bookkeeping, Excel and online courses via ed2go.com.

The Retail Meat Specialist program was well-received at Poundmaker Cree Nation. The students supplied their First Nation and neighboring communities with meat products through a retail operation. This retail meat outlet managed by a graduate of the program employs current students. A recent expansion of the retail arm saw a outlet pop up south of Battleford where a larger population base has access to their meat products.

Three cohorts (year one, year two and year three) of Psychiatric Nursing migrated through their program. Eleven students graduated from the first cohort. Ten of the eleven graduates passed their national licensure exam on the first attempt, a success rate that indicates the quality of training provided, especially when considering this was the first graduating class from NWC. Student performance during clinicals, provided support from our health authority partners when seeking an increase in the number of seats available. Approval was granted this year for the number of seats to increase from 16 to 24. Strong student interest and increased employment prospects made this very popular with both students and employers.

Skills Training

Institute Credit programs included:

- Business Certificate
- Carpentry
- Continuing Care Assistant
- Pre-Employment Cooking
- · Early Childhood Education
- Electrician
- Forest to Fork
- Hairstylist

- Heavy Equipment Truck and Transport Technician
- Office Education
- Practical Nursing
- Psychiatric Nursing
- Retail Meat Specialist
- Welding
- · Youth Care Worker





University

Responding to the needs of northern school divisions, North West College collaborated with the University of Saskatchewan to offer all four years of a Bachelor of Education degree program at Meadow Lake Campus. In the 2021-22 year, eleven graduated and eight completed. The cohort's employment rate is strong as they gain employment in schools within the region and in northern communities from which they came. Training local students enhances the retention rates for school divisions long plagued by southern recruits leaving for southern jobs after short stints 'up north'.

Saskatchewan Innovation and Opportunity (SIOS) scholarships were matched by donors and awarded to recipients. In excess of \$140,000 was provided to students, helping them achieve their educational and career goals.

Committed to building a representative workforce, of the 174 self-declared Aboriginal students in skills training, 106 completed or graduated with a success rate of 61%.





Student Services

Inclusive Learning

To enhance student success, a learning consultant provided support to students with learning disabilities. Other services were available to help students succeed. For example, students with test anxiety, were able to write in an environment designed to minimize stress.

Of the Adult 12 students in Battlefords Campus, 68% received support from Educational Resource Services. One third of Meadow Lake Adult 12 students also received support. Ten students in post-secondary and 53 students in Adult 10 and in Basic Education Readiness also benefitted from this support. There were 101 students who received a Can-Sask disability grant and 80 students had various learning supports and strategies set up through student services.



68% of students received support from Educational Resource Services





Student Services

Equity Participation

Equity participation statistics are presented in Table 2 for each program area. For all full-time and part-time students, the proportion of Indigenous students in skills training, BE credit, and university is 53%, 79%, and 63%, respectively. When combining all full-time and part-time students college-wide, 61% were self-declared Aboriginal.

Table 2. Equity Participation Enrolments, 2021-22.

(±1) 72°							Enrol	nents					
Program Area		Aboriginal		Visible Minority			Disability			Total Enrolment			
		FT	PT	С	FT	PT	С	FT	PT	С	FT	PT	С
Skills Training	Institute Credit Industry Credit Non-credit Total Skills Training	114 0 0 114	58 33 25 116	2 186 40 228	13 0 0 13	23 2 7 32	0 40 3 43	24 0 0 24	6 0 1 7	0 19 2 21	213 0 0 213	135 49 41 225	12 649 60 721
Basic Education	BE Credit Adult 12 Adult 10 Total BE Credit	55 39 94	68 45 113	0 0 0	5 2 7	1 0 1	0 0 0	21 12 33	15 10 25	0 0 0	75 40 115	92 54 146	0
	BE Non-credit Employability/Life Skills English Language Training Total BE Non-credit	74 0 74	82 0 82	0 0 0	4 0 4	1 19 20	0 0 0	13 0 13	10 0 10	0 0 0	87 1 88	90 99 189	0
	Total Basic Education	168	195	0	11	21	0	46	35	0	203	335	0
University	1	12	8	0	0	2	0	2	3	0	18	14	C
Total Enrolments		294	319	228	24	55	43	72	45	21	434	574	721

FT = Full time student, PT = Part-time student, C = Casual student.



Student Services

Equity Participation

In skills training, 32% of enrolments are self-declared Indigenous students. This is the same proportion of indigenous residents in the College's region. This proportion of Aboriginal students increases in university and BE programming to 63% and 67%, respectively.

Ten percent of full-time and part-time students were a visible minority. This compares to 2.5% from ten years ago (2011-12), reflecting an increasing proportion of our communities composed of foreign-born residents. Numerous students do not self declare their status, so the actual percentage of student body that is a visible minority is higher than ten percent.





Student Success

Successful students create strong viable communities

Educational attainment is a critical factor in social wellbeing. Communities benefit by a higher proportion of residents with post-secondary education. Retaining students to graduation is a key to achieving this and one that the college is trying to improve. Table 3 presents student success figures.

Table 3. Student Success by Program Groups for the Whole College, 2021-22.

Program Area		Co	mplete	Completed		Graduated		Employed		Further Education			Conta	acted	
		FT	PT	С	FT	PT	С	FT	PT	С	FT	PT	С	FT	PT
Skills Training	Institute Credit Industry Credit Non-credit Total Skills Training	14 0 0 14	79 20 41 140	12 24 60 96	89 0 0 89	29 33 0 62	0 629 0 629	48 0 0 48	31 1 0 32	0 0 0 0	2 0 0 2	2 0 0 12	1 0 0 1	56 0 0 56	47 3 0 50
Basic Education	BE Credit Adult 12 Adult 10 Total BE Credit	40 18 58	35 24 59	0 0	25 8 33	13 3 16	0 0 0	24 0 24	10 4 14	0 0 0	11 18 29	4 15 19	0 0 0	44 18 62	19 19 38
	BE Non-credit Employability/Life Skills English Language Training Total BE Non-credit	77 1 78	27 66 93	0 0 0	0 0 0	0 0 0	0 0 0	5 0 5	4 0 4	0 0 0	29 0 29	2 0 2	0 0 0	37 0 37	11 0 11
	Total Basic Education	136	152	0	33	16	0	29	18	0	58	21	0	99	49
University	*	4	15	0	11	0	0	7	2	0	0	0	0	7	2
Total Enrolments		154	307	96	133	78	629	84	52	0	60	33	1	162	101

 $\mathsf{FT} = \mathsf{Full}$ time student, $\mathsf{PT} = \mathsf{Part}\text{-time}$ student, $\mathsf{C} = \mathsf{Casual}$ student.

Consistent across program areas (Institute Credit (64%), BE Credit (60%), and University (60%)). Just under two thirds of full-time and part-time students completed or graduated. This was consistent across program areas (Institute Credit (64%), BE Credit (60%) and University (60%)).



Student Success

Equity Participation

The proportion of Indigenous students who completed or graduated from Institute Credit and BE Credit (60%) was the same as the overall student population. At 95%, success rates in University programming was much higher for Indigenous students.

Table 4. Equity Participation: Completers and Graduates, 2021-22.

Program Area		Aboriginal				Visible Minority				Disability			
		E	С	G	% C+G	Ε	С	G	% C+G	E	С	G	% C+G
Skills Training	Institute Credit Industry Credit Non-credit Total Skills Training	174 219 65 458	39 32 65 136	67 193 0 260	61 88* 100 79	36 42 10 88	17 2 10 29	8 40 0 48	69 100 100 88	30 19 3 52	1 2 3 6	10 17 0 27	37 100 100 63
Basic Education	BE Credit Adult 12 Adult 10 Total BE Credit	123 84 207	49 34 83	30 10 40	64 52 59	6 2 8	3 0 3	2 1 3	83 50 75	36 22 58	19 13 32	12 3 15	86 73 81
	BE Non-credit Employability/Life Skills English Language Training Total BE Non-credit	156 0 156	91 0 91	0 0 0	58 58 59	5 19 24	3 13 16	0 0 0	60 68 67	23 0 23	14 0 14	0 0 0	61 0 61
	Total Basic Education	363	174	40	59	32	19	3	69	81	46	15	75
University	-	20	11	8	95	2	2	0	100	5	2	2	80
Total Enrolments		841	321	308	75	122	50	51	83	138	54	44	71

E = Total enrolment; C = Completed, G = Graduated.



^{*}only graduates used in percentage calculation.

Human Resources

Committed & Proud Team

North West College would like to acknowledge that its program locations operate on Treaty Six territory. We are grateful for the opportunity to be working on this land.

During the 2021-22 year:

- We welcomed our new President & CEO, Dr. Eli Ahlquist.
- The College also introduced a new position Coordinator, International Education, in an effort to implement the college's new strategy for welcoming international students for the 2022-23 year.
- Through extensive consultation with stakeholders and staff the creation of a new strategic plan was developed and approved by the board.

While the uncertainty of Covid-19 was still a concern, the College continued operations by following the public health orders that were in place.

During the 2021-22 fiscal year the College employed:

FTE In-Scope	79.58
Out of Scope Management	8.89
FTE Out of Scope (including casuals)	4.63
TOTAL	93.10







North West College Staff

Committed and Proud Team

Academic

Adams, Tammy		Instructor, Hairstylist (NB)
Anderson, Brandem		Instructor, Heavy Equipment, Truck & Transport Technician (ML)
Arias, Sandra		Instructor, Adult Basic Education (Little Pine FN)
Auchstaetter, Karen		Instructor, Adult Basic Education (NB)
Balisky, Beth		Instructor, Early Childhood Education, ESWP (ML)
Ballantyne, Patricia		Instructor, ESWP - Early Childhood Education (Mistawasis FN)
Bedi, Dona		Instructor, Continuing Care Aide (Shellbrook)
Bendall, Lucy		Instructor, Psychiatric Nursing (NB)
Birkland, Trudy		Instructor, Adult Basic Education Pathways (Makwa Sahgaiehcan FN)
Boyko, Michael		Instructor, Adult Basic Education (ML)
Budd, Dale		Instructor, Health Care Cook (ML)
Bullerwell, Trudy		Instructor, Adult Basic Education (ML)
Campbell, Tara		Instructor, Psychiatric Nursing (NB)
		Instructor, Fsychiatric Noising (NB) Instructor, ESWP - Food & Beverage Server (Big Island Lake FN)
Chambers, Chandra Charabin, Douglas		Instructor, Adult Basic Education (Duck Lake)
Christiansen, Katherine		Instructor, ESWP - Office Procedures (Montreal Lake CN)
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Clarke, Brent		Instructor, EAL (NB) Instructor, Adult Basic Education (NB)
Claxton, Thomas		
Crighton, Alan		Instructor, Forest to Fork - Meat Cutter (ML)
Csada, Gail		Instructor, Education Resource Consultant (NB)
Day, Charles		Instructor, Adult Basic Education (ML)
Dimond, Minda		Instructor, Continuing Care Assistant (ML)
Dyck, Cheryl	***************************************	Instructor, EAL (NB)
Felix, Sandra		Instructor, Adult Basic Education/3 (Big River FN & Witchekan Lake FN)
Fritz, Joslyn	***************************************	Instructor, Adult Basic Education Pathways (Pelican Lake FN)
Glazebrook, Donald		Instructor, Construction Worker Prep - Carpentry (Big Island Lake FN)
Grant-Iverson, Donna		Instructor, Continuing Care Assistant (NB)
Haanstra, John		Instructor, Carpentry (ML)
Hawkey, Candice		Instructor, Adult Basic Education (NB)
Hazzard, Bruce	>+++++++++++++++++++++++++++++++++++++	Instructor, Welding (NB)
Hiebert, Kenneth		Instructor, Adult Basic Education (ML)
Kalyniak, Marilyn		Instructor, Adult Basic Education (NB)
Kanhai, Florence	***************************************	Instructor, Early Childhood Education Level 2 (Thunderchild FN)
Kerton, Amanda		Instructor, ESWP - Disability Support Worker & Adult Basic Education (NB)
Lam, Melissa		Instructor, PT-Health Care Cook - Dietitian (ML)
Leask, Glen	***************************************	Instructor, Adult Basic Education (Cut Knife)
Lowe, Kathy		Instructor, Post Secondary Communications (NB)
Mahar, Shawn		Instructor, Residential Renovation & Construction (Montreal Lake CN)
Martens, Allwyn		Instructor, Continuing Care Assistant (Lloydminster)
Martin, Nancie		Instructor, Adult Basic Education (NB)
Matthews, Susanne		Instructor, Adult Basic Education & CICAN Continuing Care Aide ESWP (Thunderchild FN)
McWatters, Patricia		Instructor, Practical Nursing - Lead Instructor (NB)
Molaro, Joanne		Instructor, Instructor Aide Tutor (Duck Lake)
Monette, Carolyn		Instructor, Youth Care Worker (NB)
Nokusis, Shylah		Instructor, Residential Renovation & Construction (Big River FN)
Honasis, Onylan		monastar, restauration a construction (Dig Mass 119)



North West College Staff

Obada Lekamlage, Nadeeka		Instructor, Adult Basic Education & Educational Assistant ESWP (Turtleford)
Ogram, Robert		Instructor, Adult Basic Education (Cut Knife)
Opara, Chidimma		Instructor, Continuing Care Assistant (NB)
Opikokew, Kayla		Instructor, Hairstylist (ML)
Parkhomenko, Oksana		Instructor, CICAN Continuing Care Aide ESWP (NB)
Pidwerbeski, Kristan		Instructor, Psychiatric Nursing (NB)
Poffenroth, Aileen		Education Resource Tutor (NB)
Pollard, Christine		Instructor, EAL/Assessor (NB)
Robinson, Amie		Instructor, Business Certificate (NB)
Russell, Robert		Instructor, Welding (ML)
Sanderson, Arlene		Instructor, Adult Basic Education (Duck Lake)
Saul, Tanner		Instructor, Plumbing & Pipefitting (NB)
Shaw, Tina		Instructor, Continuing Care Assistant (Shellbrook)
Sirois Bonneau, Denise		Instructor, Food Service Cook (Big River First Nation)
Smith, Charles		Instructor, Adult Basic Education (Beardy's FN)
Sorochan, Alex		Instructor, Practical Nursing (NB)
Strelezki, Sandra		Instructor, Office Administration (ML)
Swaan, Prudence		Instructor, EAL (Rosthern)
Thomas, Ralph	**************************************	Instructor, Retail Meat Specialist (Poundmaker FN)
Wasyliw, Audrey		Instructor, Early Childhood Education (NB)
Weikle, Sarah		Instructor, Psychiatric Nursing (NB)
Weiman, Lesley		Instructor, Adult Basic Education (NB)
Wood, Grant		Instructor, Adult Basic Education (Debden)
Administration		
Bast, Anna		Program Administrative Support (NB)
Brassard, Melissa		Administrative Support, Administration & Bookstore (ML)
Brown-Kopera, Kimberly		Administration Clerk (NB)
Fegan, Nahla		Accounting Clerk (NB)
Henry, Roxanne		Administrative Support (ML)
Kennedy, Deborah		Accounting Clerk (NB)
Laliberte, Lynora		Administrative Support (ML)
Lehoux, Laurie		Administrative Support (ML)
Starnes, Christie		Reception, Career Center Clerk (NB)
Strain, Chantel		Accounting Clerk (NB)
Tatton, Michelle		Reception, Career Center Clerk (NB)
Tremblay, Summer		Evening Program Clerk (NB)
Walker, Jeanna		Program Administrative Support (NB)
Weber, Crimpson		Program Administrative Support (NB)
Weber, Wanda		Accounting Clerk (NB)
Business Development		W 00
Bohun, Bryce		Coordinator - Business, Industry, Contracts & Community Engagement (NB)
Conrad, Tracey		Coordinator - Business, Industry, Contracts & Community Engagement (ML)
Murphy, Tanya		Coordinator - Business, Industry, Contracts & Community Engagement (ML)
Cornorata Sarviaca		
Corporate Services		Marketing & Communications Officer (Regional)
Murphy, Tanya		Marketing & Communications Officer (NB)
Rowswell, Kendra		Coordinator, International Education (NB)
Swaan, Prudence		Administrative Assistant, Corporate Services (NB)
Tambour, Christine		Transmission (100)



North West College Staff

Facilities		Custodian (NB)
Aulinger, James		Custodian (NB)
Bajalovic, Davorin		Custodian (NB)
Cordarev, Natasa		Residence Caretaker & Campus Attendant (ML)
Kashuba, Bruce		Custodian (NB)
Kolosnjaji, Vladimir		Custodian (Nb)
T.		
Lanson, Darrell		Information Technology Technician (ML)
Robertson, Bruce	***************************************	Information Technology Coordinator (NB)
Safruik, Michael		Information Technology Coordinator (NB)
Student Services		
Alger, Dawn		Student Services Associate (ML)
Arcand, Carolynn		Student Services Associate (NB)
Chisholm, Lindsey		Student Recruitment Officer (NB)
Fox, Krista		Student Services Associate (NB)
Gartner, Lindsey		Career Counsellor and Student Engagement Coordinator (Regional)
Gattinger, Loralee		Registrar (NB)
Gunderson, Mark		Student Services Associate (ML)
Kashuba, Pam		Job Coach (ML)
LaFreniere, Tressa		Student Services Associate (NB)
Laliberte, Angel		Student Services Associate (ML)
Pambrun, Crystal		Student Services Associate (NB)
Sarvas, Jackie		Job Coach (NB)
Sylvestre, Katie		Job Coach (ML)
Wuttunee, Kristen		Student Services Associate (NB)
Program Coordinators		
Anwender, Heather		Certificate & Diploma Programs (NB)
Conrad, Tracey		Post-Secondary Programs (ML)
Gilbert, Jack		Education Technology (NB)
Huskins, Amanda		Adult Basic Education (ML)
Kwong, Gregory		Adult Basic Education (NB)
Platten, Shelley		Special Projects (NB)
Robinson, Marney		University (NB)
Zanyk, Bryon		Certificate & Diploma Programs (NB)
Management		
Ahlquist, Elijah		President & CEO (NB)
Anderson, Harvey		Facilities Manager (NB)
Lavoie, Dana		Human Resources Generalist (NB)
Nachbaur, Miles	7	Manager of Student Services & Meadow Lake Campus (ML)
Notay, Jatinder		President & CEO (NB)
Roberts, Melanie		Vice President, Academic (NB)
Schulkowsky, Marla	7 (************************************	Controller (NB)
Startup, Karen		Executive Secretary (NB)
Studney, Tanis		Director, Finance & Administration (NB)
Taylor, Sharon		Senior Human Resources Generalist (NB)
Walker, Jeanna		Executive Secretary (NB)
Zanyk, Bryon		Manager, External Development and Corporate Services (NB)
		× 1

Glossary of Terms

Full-Time Student: Is defined as one who is 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;
- b) For University courses: a minimum of 216 hours of scheduled class time per academic year.

Part-Time Student: Is defined as (a) one who is taking courses of less than 12 weeks duration, even if they collectively require more than 18 hours of scheduled class time per week; or (b) 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.

Casual Student: Is defined as one who is taking courses within a program group that collectively totals less than 30 hours of scheduled class time.

Full-Load Equivalent: Is defined as the total participant hours divided by the accepted full-load equivalent factor for a program group.

Institute Credit: Programs brokered from Saskatchewan Polytechnic or other training program suppliers.

Industry Credit: Short-term safety training or training to meet specific industry needs.





Jorth West College

Financial Report



MANAGEMENT REPORT

North West College Report of Management

The North West College's management is responsible for the preparation of the financial statements in accordance with Canadian public sector accounting standards and in accordance with guidelines developed by the Minister of Advanced Education and the Minister of Immigration and Career Training. The preparation of financial statements necessarily involves the use of estimates based on management's judgement, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The College's management maintains a system of accounting and administrative controls to ensure that accurate and reliable financial statements are prepared and to provide reasonable assurance that transactions are authorized, assets are safeguarded, and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors are responsible for reviewing the financial statements and overseeing management's performance in financial reporting. The Board of Directors meets with management and the external auditors to discuss and review financial matters. The Board of Directors approves the financial statements and the annual report.

The external auditors, Vantage Chartered Professional Accountants, conduct an independent examination in accordance with Canadian auditing standards and express their opinion on the financial statements. The accompanying Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the College's financial statements. The external auditors have full and free access to, and meet periodically and separately with, both the Board of Directors and management to discuss their audit findings.

President and Chief Executive Officer

Tanis Studney

Director of Finance and Administration

September 26, 2022







INDEPENDENT AUDITORS' REPORT

The Board of Directors North West College North Battleford, Saskatchewan

Opinion

We have audited the accompanying financial statements of the North West College, which comprise the statement of financial position as at June 30, 2022, the statements of operations and accumulated surplus, changes in net financial assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of North West College as at June 30, 2022, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the North West College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the North West 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 organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.



Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud
 or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that
 is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material
 misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve
 collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures
 that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the
 effectiveness of the organization'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 organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the
 disclosures, and whether the financial statements represent the underlying transactions and events in a
 manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Vantage
Chartered Professional Accountants

North Battleford, Saskatchewan September 26, 2022



Statement 1

North West College Statement of Financial Position as at June 30, 2022

	_	June 30 2022	00	June 30 2021
Financial Assets				
Cash and cash equivalents (Note 3)	\$	2,761,713	S	2,737,303
Accounts receivable (Note 4)		681,838		236,409
Inventories for resale (Note 5)		51,816		52,451
Portfolio investments (Note 6)	-	57,521	-	57,403
Total Financial Assets		3,552,888		3,083,566
Liabilities				
Accrued salaries (Note 7)		270,727		281,354
Accounts payable and accrued liabilities (Note 8)		121,836		198,873
Deferred revenue (Note 9)		380,695		206,082
Asset retirement obligation (Note 2 (k))		183,000		
Liability for employee future benefits (Note 10)		286,200	1	269,700
Total Liabilities	_	1,242,458		956,009
Net Financial Assets		2,310,430		2,127,557
Non-Financial Assets				
Tangible capital assets (Note 11)		5,640,374		6,153,523
Prepaid expenses (Note 12)	-	232,822	·	145,592
Total Non-Financial Assets	-	5,873,196	20-	6,299,115
Accumulated Surplus	\$	8,183,626	\$	8,426,672
Accumulated Surplus is comprised of:				
Accumulated surplus from operations (Note 18)	\$	8,183,626	\$	8,426,672
Total Accumulated Surplus	\$	8,183,626	\$	8,426,672

Contractual Rights (Note 19)

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

On behalf of the Board:



Chairperson

Vice-Chairperson



Statement 2

North West College Statement of Operations and Accumulated Surplus for the year ended June 30, 2022

2022 Budget			2022 Actual		2021 Actual	
Revenues (Schedule 2)						
Provincial government						
Grants	S	9,506,051	5	9,661,300	\$	9,462,500
Other		122,900	-	422,814	-	173,059
Federal government		,				,
Grants		284,580		250,526		235,844
Other		76,056		-		71,913
Other revenue		,				
Contracts		1,105,894		982,349		1,135,098
Interest		27,708		44,793		36,240
Rents		306,300		224,025		245,690
Resale items		225,000		221,036		248,387
Tuitions		1,692,420		1,371,679		1,346,056
Donations		57,900		72,425		63,423
Other		175,733		286,473		230,501
Total revenues		13,580,542		13,537,420		13,248,711
Expenses (Schedule 3)						
General		5,918,417		5,635,969		5,660,447
Skills training		3,341,609		3,508,035		3,226,105
Basic education		2,854,699		2,571,005		2,647,861
Services		1,570,247		1,369,062		1,269,698
University		260,298		283,922		169,616
Scholarships		115,800		129,411		116,267
Student housing		304,840		283,062		329,531
Total expenses	_	14,365,910	_	13,780,466	_	13,419,525
Deficit for the Year from Operations		(785,368)	=	(243,046)	=	(170,814)
Accumulated Surplus, Beginning of Year	-	8,426,672	_	8,426,672	_	8,597,486
Accumulated Surplus, End of Year	\$	7,641,304	\$	8,183,626	\$	8,426,672

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



Statement 3

North West College Statement of Changes in Net Financial Assets as at June 30, 2022

	2022 Budget		2022 Actual		2021 Actual	
Net Financial Assets, Beginning of Year	s	2,127,557	s	2,127,557	s	1,794,744
Deficit for the Year from Operations Acquisition of tangible capital assets Amortization of tangible capital assets Acquisition of prepaid expenses Use of prepaid expenses		(785,368) (250,000) 900,000 (58,095) 58,095		(243,046) (467,217) 980,366 (232,822) 145,592		(170,814) (392,818) 945,420 (145,592) 96,617
	=	(135,368)	=	182,873		332,813
Change in Net Financial Assets		(135,368)	=	182,873	=	332,813
Net Financial Assets, End of Year	\$	1,992,189	s	2,310,430	\$	2,127,557

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



Statement 4

North West College Statement of Cash Flows for the year ended June 30, 2022

	_	2022	_	2021
Operating Activities				
Deficit for the year from operations	5	(243,046)	S	(170,814)
Non-cash items included in surplus (deficit)		*********		*
Amortization of tangible capital assets		980,366		945,420
Changes in non-cash working capital				
Decrease (increase) in accounts receivable		(445, 429)		44,362
Decrease (increase) in inventories for resale		635		9,506
Increase (decrease) in accrued salaries and benefits		(10,627)		5,469
(Decrease) increase in accounts payable and				
accrued liabilities		(77.037)		(169, 282)
(Decrease) increase in deferred revenue		174,613		(212,168)
Increase (decrease) in asset retirement obligation		183,000		-
Increase (decrease) in liability for employee future benefits		16,500		15,800
(Increase) decrease in prepaid expenses		(87,230)		(48,975)
Cash Provided (Used) by Operating Activities	=	491,745		419,318
Capital Activities				
Cash used to acquire tangible capital assets		(467,217)		(392,818)
Cash Used by Capital Activities	=	(467,217)	=	(392,818)
Investing Activities				
Cash used to acquire portfolio investments		(118)		(118)
Cash provided by disposal of portfolio investments		(,		(1.15)
Cash Used by Investing Activities	\equiv	(118)		(118)
Increase in Cash and Cash Equivalents		24,410		26,382
Cash and Cash Equivalents, Beginning of Year	_	2,737,303		2,710,921
Cash and Cash Equivalents, End of Year	\$	2,761,713	\$	2,737,303
Represented on the Financial Statements as:				
Cash and cash equivalents	S	2,761,713	S	2,737,303
Bank indebtedness	9	2,701,713	9	2,131,303
Cash and Cash Equivalents, End of Year	\$	2,761,713	\$	2,737,303

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



1. PURPOSE AND AUTHORITY

North West College offers educational services and programs under the authority of Section 14 of *The Regional Colleges Act*. The mission of North West College is to provide adult learning opportunities and to promote life-long learning as a means of enhancing the cultural, economic and social life of the individuals and communities it serves.

The Board of the North West 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.

2. SIGNIFICANT ACCOUNTING POLICIES

As a government not-for-profit organization, the College prepared these financial statements in accordance with Canadian public sector accounting standards (PSA standards).

(a) Measurement Uncertainty and the Use of Estimates

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

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

- The liability for employee future benefits of \$286,200 (June 30, 2021 -\$269,700) because actual experience may differ significantly from actuarial or historical estimations and assumption;
- Useful lives of tangible capital assets and related amortization.



2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(a) Measurement Uncertainty and the Use of Estimates (continued)

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.

(b) Financial Instruments

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

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

i. Fair Value

Fair value measurement applies to portfolio investments in equity instruments that are quotes in an active market. Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, at which time they are transferred to the statement of operations. There is no statement of remeasurement gains and losses included since there were no unrealized changes in fair value.

Fair value is determined by:

- Level 1 quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 inputs other than quoted prices that are observable for the asset or liability either directly, (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3 inputs for the asset or liability that are not based on observable market data (unobservable inputs)

When a decline in fair value is determined to be other than temporary, the amount of the loss is removed from any accumulated remeasurement gains and reported in the statement of operations.



2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(b) Financial Instruments (continued)

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. For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense. Impairment losses such as write-downs or write-offs are reported in the statement of operations.

(c) Foreign currency translation

Foreign currency transactions are translated at the exchange rate prevailing at the date of the transaction. Monetary assets and liabilities, and non-monetary items included in the fair value measurement category denominated in foreign currencies, are translated into Canadian dollars at the exchange rate prevailing at the financial statement date. Unrealized foreign exchange gains and losses are recognized in the statement of remeasurement gains and losses until they are realized, at which time they are transferred to the statement of operations.

(d) Financial Assets

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

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

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



2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(d) Financial Assets (continued)

Inventories for Resale consist of books and promotional items which are held for sale in the ordinary course of operations and are valued at the lower of cost and net realizable value. Cost is determined by using the first in, first out method. Net realizable value is the estimated selling price in the ordinary course of business.

Portfolio Investments consist of a scholarship guaranteed investment certificate with SunLife and equity with Innovation Credit Union.

Equity investments quoted in an active market are reported at fair value and any associated transaction costs are expensed upon initial recognition. Gains and losses on portfolio investments measured at fair value are recorded in accumulated surplus as remeasurement gains and losses until realized. Upon disposition of the investments, the cumulative re-measurement gains and losses are reclassified to the statement of operations. All other portfolio investments are reported at cost or amortized cost, which includes the associated transaction cost upon initial recognition, less any write-downs for a loss in value that is other than a temporary decline. Gains and losses on financial instruments measured at cost or amortized cost are recognized in the statement of operations in the period the gain or loss occurs.

(e) Liabilities

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

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

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



2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(e) Liabilities (continued)

Deferred revenue from government transfers represents restricted grants with stipulations that give rise to a liability for which the stipulations have not yet been fulfilled. 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 accumulating 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.

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 not capitalize interest incurred while a tangible capital asset is under construction. Contributed tangible capital assets are recorded at their fair value at the date of receipt.



2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(f) Non-Financial Assets (continued)

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

Buildings	20 to 50 years	
Furniture and equipment	3 to 10 years	
Computer hardware	3 years	
Computer software	5 years	
Vehicles	5 years	
System Development	10 years	
Land Improvements	5 years	

Tangible capital assets are written down when conditions indicate that they no longer contribute to the College's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. Write-downs are accounted for as expenses in the statement of operations.

Assets that have a historical or cultural significance, such as works of art and other cultural artifacts, are not recognized as tangible capital assets because a reasonable estimate of future benefits associated with these properties cannot be made.

Prepaid Expenses are prepaid amounts for goods or services, insurance premiums, membership fees, Workers' Compensation premiums and software licenses 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.



2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(g) Employee Pension Plans

Employees of the College participate in the following pension plans:

Multi-Employer Defined Benefit Plans

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

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

(h) Revenue Recognition

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

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

i) Government Transfers (Grants)

Grants from governments are considered to be government transfers. Government transfers are recognized as revenues when the transfer is authorized, all eligibility criteria have been met, the amount can be estimated and collection is reasonably assured except when, and to the extent that, stipulations by the transferor give rise to an obligation that meets the definition of a liability. Eligibility criteria are criteria that the College has to meet in order to receive the transfer. Stipulations describe how the College must use the transfer or the actions it must perform in order to keep the transfer.



2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(h) Revenue Recognition (continued)

i) Government Transfers (Grants) (continued)

Government transfers with eligibility criteria but without stipulations are recognized as revenue when the transfer is authorized and all eligibility criteria have been met.

Government transfers with or without eligibility criteria but with stipulations are recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met, except when and to the extent that the stipulations give rise to a liability. Restricted transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Stipulations by the transferor may require that the funds only be used for providing specific services or the acquisition of tangible capital assets. For transfers with stipulations, revenue is recognized in the statement of operations as the stipulation liabilities are settled.

ii) Fees and Services

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

iii) Interest Income

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

iv) Other (Non-Government Transfer) Contributions

Unrestricted contributions are recognized as revenue in the year received or in the year the funds are committed to the College if the amount can be reasonably estimated and collection is reasonably assured. Externally restricted contributions are contributions for which the contributor has placed restrictions on the use of the resources. 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.



2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(i) Expenses

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

(k) Adoption of new accounting standard

On July 1, 2021 the College adopted PS 3280 Asset Retirement Obligations, a new standard establishing guidance on the recognition, measurement, presentation and disclosure of a liability for retirement of a tangible capital asset. The accounting changes did not have a significant impact on the current year financial statements. The adoption of the new standard has been on a prospective basis, without restatement of prior period comparative amounts. A new asset retirement obligation liability was established for asbestos removal in the amount of \$183,000. Although the building is fully amortized, it has an estimated remaining useful life of 8 years. This asset retirement obligation will be amortized on a straight-line basis over this period.

(I) New accounting standard not yet in effect

PS 3400 Revenue, which is a new standard establishing guidance on how to account for and report on revenue. Specifically, it addresses revenue arising from exchange transactions and unilateral transactions. It will become effective July 1, 2023.



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 2022		June 30 2021		
Cash and bank deposits	\$ 2,761,7	13 \$	2,737,303		
Cash and cash equivalents	\$ 2,761,7	13 S	2,737,303		

4. ACCOUNTS RECEIVABLE

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

		June 30 2022	- (June 30 2021
Provincial government:	-			
Advanced Education / Immigration	\$	362,117	\$	
Federal government		26,662		36,000
Other receivables		321,730		267,034
		710,509		303,034
Less: Allowance for doubtful accounts		(28,671)		(66,625)
Accounts receivable, net of allowances	\$	681,838	\$	236,409

5. INVENTORIES FOR RESALE

	J	June 30 2022		June 30 2021		
Bookstore Inventory	\$	51,816	\$	52,451		
Inventories for resale	\$	51,816	\$	52,451		

6. PORTFOLIO INVESTMENTS

	 June 30 2022	9	June 30 2021
Portfolio investments in the cost and			
amortized cost category:	Cost		Cost
GICs	\$ 47,521	\$	47,403
Other - Equity account	10,000		10,000
Total portfolio investments	\$ 57,521	\$	57,403



7. ACCRUED SALARIES

	June 30 2022		June 30 2021	
Accrued salaries	\$	270,727	\$	281,354
Accrued salaries	\$	270,727	\$	281,354

8. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Other	,	June 30	June 30		
	\$	2022 121,836	\$	2021 198,873	
Accounts payable and accrued liabilities	\$	121,836	\$	198,873	

9. DEFERRED REVENUE

	,	June 30 2021	_	Addition uring the year	rec	Revenue ognized in the year	June 30 2022
Tuitions and fees	\$	156,324	\$	113,469	\$	156,324	\$ 113,469
Contracts	\$	*	\$	213,508	\$	4	\$ 213,508
Rents		3,178		4,138		3,178	4,138
Scholarship		27		3,000		2	3,000
Endowment		46,580		12		2	46,580
Deferred revenue	\$	206,082	\$	334,115	\$	159,502	\$ 380,695

The Basic Education Endowment deferred revenue is subject to the restrictions of the agreement requiring that the principal be invested in perpetuity and that only resulting income may be utilized for scholarship purposes.



10. LIABILITY FOR EMPLOYEE FUTURE BENEFITS

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

Details of the employee future benefits are as follows:

	June 30 2022	June 30 2021
Actuarial valuation date	June 30, 2022	June 30, 2021
Long -term assumptions used:		
Salary escalation rate (percentage)	2.50%	1.50%
Discount rate (percentage)	3.90%	2.10%
Expected average remaining service life (years)	11.1	10.6

Liability for Employee Future Benefits		June 30 2022	June 30 2021		
Accrued Benefit Obligation - beginning of year	\$	277,500	\$	263,900	
Valuation effect		(37,900)			
Current period benefit cost		56,300		48,800	
Interest cost		5,100		5,600	
Benefit payments		(47,100)		(40,800)	
Actuarial gains / losses		(22,300)		-	
Plan amendments		200		(m)	
Accrued Benefit Obligation - end of year		231,600		277,500	
Unamortized Net Actuarial Gains / Losses		54,600		(7,800)	
Liability for Employee Future Benefits	\$	286,200	\$	269,700	

Employee Future Benefits Expense	June 30 2022	June 30 2021
Current period benefit cost	\$ 56,300	\$ 48,800
Amortization of net actuarial gain / loss	2,200	2,200
Plan amendments		
Benefit Cost	58,500	51,000
Interest cost on unfunded employee future benefits		
obligation	5,100	5,600
Total Employee Future Benefits Expense	\$ 63,600	\$ 56,600



11. TANGIBLE CAPITAL ASSETS

	Long	Land	Buildings	Furniture and Equipment	Computer Hardware	Computer Software	Vehicles	Work in Progress	2022	2021
Tengible Capital Assets - at Cost:		NAMES	TV COM DONO VIC	Semomorrona.	0.5005000000	COTO ESCUESA VA	7.05.09.050.00		TORREST CONTROL STREET	CONTROL CONTROL
Opening Balance at Start of Year	2	147,547	\$15,895,862	\$1,393,278	\$1,741,315	\$ 434,914	\$ 319,473	\$ 366,502	\$20,499,091	\$20,106,273
Additions/purchases		5,383	418,491	34,876	8,467				467,217	392,818
Disposals			1000000			(*)	×	58		*
Winte-Downs										
Transfers to (from)										
Closing Balance at End of Year	- 33	152,930	16,314,353	1,628,154	1,749,982	434,914	319,473	366,502	20,966,308	20,499,091
Tangible Capital Assets - Americation:		The second second				an destination is				- Automobile Control
Opening Balance at Start of Year		126,726	10,559,525	1,386,515	1,623,462	401,146	248,194		14,343,568	13,400,148
Amortization of the Period		15366	799,629	66.878	61,849	10.946	25,698		980 366	945,420
Disposals										
Winte-Domms										
Closing Balance at End of Year	_	142,092	11,359,154	1,453,393	1,635,311	412,092	273,592		15,325,934	14,345,568
Net Book Value:								-201-0010		501/2007
Opening Balance at Start of Year		20.821	5.336.337	206,763	118.053	33,768	71.279	366,502	6.153,523	6,706,125
Closing Balance at End of Year		10,838	4,955,199	174,761	64,671	22,822	45,581	366,502	5,640,374	6,153,523
Change in Net Book Value	3	(9,983)	\$ (381,138)	\$ (32,002)	\$ (53,382)	\$ (10,946)	\$ (25,698)	\$.	\$ (513,149)	\$ (552,602)

12. PREPAID EXPENSES

Other	•	June 30 2022	25	June 30 2021
	\$	220,785	\$	134,589
Residence Prepaid		12,037		11,003
Prepaid expenses	S	232,822	\$	145,592

13. EMPLOYEE PENSION PLANS

Multi-Employer Defined Benefit Plans

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

 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.



13. EMPLOYEE PENSION PLANS (continued)

Multi-Employer Defined Benefit Plans (continued)

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

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

			2022				2021
	S	TRP	STSP	1	TOTAL	1	OTAL
Number of active College members		15	2		17		17
Member contribution rate (percentage of salary)		10.65%	8.04%				
Member contributions for the year	\$ 1	105,094	\$ 13,086	\$	118,180	\$	123,202

ii) Municipal Employees' Pension Plan (MEPP)

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

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

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

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



13. EMPLOYEE PENSION PLANS (continued)

Multi-Employer Defined Benefit Plans (continued)

Details of the MEPP are as follows:

		2022		2021
Number of active College members		110		118
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	\$	466,484	\$	454,713
College contributions for the year		466,484		454,713
Actuarial valuation December 31, 2020	Dece	ember 31, 2020	Dece	ember 31, 2018
Plan Assets ('000's)	\$	2,925,938	S	2,503,113
Plan Liabilities ('000's)		2,925,938		2,008,835
Plan Surplus (Deficit) ('000's)	\$		\$	494,278

14. EXPENSES BY FUNCTION AND ECONOMIC CLASSIFICATION

Function	Personnel Costs	Program Contracts	Supplies and Services	Amortization of TCA	Debt Servicing	2022 Actual	2022 Budget	2021 Actual
General	\$ 2,943,237	\$ 3,749	5 1,708,617	\$ 980,366	5 -	\$ 5,635,969	\$ 5,918,417	\$ 5,660,447
Skills Training	2,249,555	722,764	535,716			3,508,035	3,341,609	3,226,105
Basic Education	2,278,304	66,513	226,188	14		2,571,005	2,854,699	2,647,861
University		241,004	42,918			283,922	260,298	169,616
Services	1,005,180	90,000	273,882			1,369,062	1,570,247	1,269,698
Scholarships			129,411			129,411	115,800	116,267
Development		-						
Student Housing	52,948		230,114			283,062	304,840	329,531
TOTAL	\$ 8,529,224	\$ 1,124,030	\$ 3,146,846	\$ 980,366	\$ -	\$ 13,780,466	\$ 14,365,910	\$ 13,419,525

15. RISK MANAGEMENT

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

i) Credit Risk

Credit risk is the risk to the College from potential non-payment of accounts receivable. The credit risk related to the College's receivables from the provincial government, federal government and their agencies is considered to be minimal. For other receivables, the College has adopted credit policies which include the regular review of the College's overdue accounts. The college does not have significant exposure to any individual customer. Management reviews accounts receivable on a case by case basis to determine if a valuation allowance is necessary to reflect impairment in collectability.



15. RISK MANAGEMENT (continued)

i) Credit Risk (continued)

The aging of accounts receivable at June 30, 2022 and June 30, 2021 was:

		June 3	0, 2	022	June 30, 2021							
	Accounts Receivable			llowance Doubtful accounts	- 33	accounts eceivable	Allowance of Doubtfu Accounts					
Current	\$	564,764	\$	-	\$	274,277	\$					
31-60 days		90,155		-		(4,455)						
60-90 days		(7,307)		-		4,048		3-8				
Over 90 days		62,897		28,671		29,164		66,625				
Total	\$	710,509	\$	28,671	\$	303,034	\$	66,625				
Net			\$	681,838			S	236,409				

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 adequate cash balances, budget monitoring, and forecasts. The following table sets out the contractual maturities of the College's financial liabilities:

			June 30	, 202	2		
	Within 6 months	-	months o 1 year	to 5 ears	> 5	years	
Accrued salaries and benefits	\$ 270,727	\$	-	s		\$	
Accounts payable and accrued liabilities	121,836		-				-
Asset retirement obligation			-			18	3,000
Liability for employee future benefits	31,800		31,800	2:	22,600		-
Total	\$ 424,363	S	31,800	S 2	22,600	\$ 18	3,000



15. RISK MANAGEMENT (continued)

iii) Market Risk

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

Interest Rate Risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The College's interest rate exposure relates to cash and cash equivalents, portfolio investments, bank indebtedness and long-term debt. The College also has an authorized bank line of credit of \$250,000 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, 2022.

The College minimizes these risks by:

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

Foreign Currency Risk:

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The College is exposed to currency risk on purchases denominated in U.S. dollars for which the related accounts payable balances are subject to exchange rate fluctuations; however, the risk is minimal as the College does not make a significant amount of purchases denominated in a foreign currency

16. BUDGET

Budget figures included in the financial statements were approved by the Board on May 12, 2021 and the Minister of Advanced Education on August 25, 2021.



17. RELATED PARTIES

These financial statements include transactions with related parties. The College is related to its board and key management personnel, close family members, and organizations who share these individuals, along with all Government of Saskatchewan ministries, agencies, boards, school divisions, health authorities, colleges and crown corporations under the common control of the Government of Saskatchewan. The College is also related to non-Crown enterprises that are subject to shared control of the Government of Saskatchewan.

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the financial statements and the tables below.

	June 30 2022	June 30 2021
Revenues:		
Ministry of Advanced Education / Immigration	\$ 9,874,375	\$ 9,614,033
Living Sky School Division No. 202		216,121
	\$ 9,874,375	\$ 9,830,154

	June 30 2022	June 30 2021
Expenses:		
Saskatchewan Polytechnic	\$ 548,480	\$ 604,489
Saskatchewan Government Services	567,670	529,083
	\$ 1,116,150	\$ 1,133,572

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.

Other transactions with related parties and amounts due to/from them are described separately in the financial statements or notes thereto.



18. ACCUMULATED SURPLUS

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

Certain amounts of the accumulated operating surplus, as approved by the Board, have been designated for specific future purposes. These designated asset amounts are included in the accumulated surplus presented in the statement of financial position.

The College does maintain separate bank accounts for the designated asset amounts.

Details of accumulated surplus are as follows:

	June 30 2021	Addition during the year	Reductions during the year	June 30 2022
Invested in Tangible Capital Assets:				
Net Book Value of Tangible Capital Assets	\$ 6,153,524	\$ 467,217	\$ 980,366	\$ 5,640,375
Less: Debt owing on Tangible Capital Assets			-	
	6,153,524	467,217	980,366	5,640,375
Designated Assets:				
Capital Projects:				
Designated for tangible capital asset expenditures	893,252	501,250	284,217	1,110,285
	893,252	501,250	284,217	1,110,285
Other:				
Operating Reserve	972,834	243,339	182,978	1,033,195
Residence Reserve	19,145	5045	9,384	9,761
Scholarship Reserve	96,979	2,093		99,072
Section of the Control of the Contro	1,088,958	245,432	192,362	1,142,028
Unrestricted Operating Surplus	290,938	5 * .	-	290,938
Total Accumulated Surplus from Operations	8,426,672	1,213,899	1,456,945	8,183,626
Accumulated remeasurement gains and losses		(18)		7.0
Total Accumulated Surplus	\$ 8,426,672	\$ 1,213,899	\$ 1,456,945	\$ 8,183,626



18. ACCUMULATED SURPLUS (continued)

The purpose and nature of each Designated Asset amount is as follows:

The Residence Reserve is a reserve to address future maintenance and improvement needs of the Student Residence at the Meadow Lake Campus.

The Scholarship Reserve is a reserve created for the purpose of student scholarships, which are awarded on a yearly basis or as per the requirements of the scholarship.

The Operating Reserve consists of reserves intended to satisfy College operations where there is a specific purpose. These consist of:

- System Development Reserve relates to all systems that support student information and management system function.
- Professional Development Reserve was introduced to reflect the College's commitment to staff development. The reserve will be maintained in accordance with College planning and policy.
- Strategic Initiatives & Organizational Development Reserve was introduced to support initiatives that will ensure the organization meets its strategic priorities. This fund will also ensure the organization meets the unique needs of the post-secondary sector.
- Program and contract reserve was established to reflect third party and contract government funding received along with College investment for the purpose of programming in the 22-23 year.
- Facilities Reserve is an ongoing reserve established to provide the College flexibility to address emergent facility requirements, to undertake planning activities, and to contribute to projects where necessary.
- Furniture and Equipment Replacement Reserve is an ongoing reserve to fund the replacement of furniture and equipment.
- Vehicle Replacement Reserve is an ongoing reserve established to fund the replacement costs of the fleet of vehicles used by the College. The reserve will be maintained in accordance with College strategy.



18. ACCUMULATED SURPLUS (continued)

- Information Technology Reserve is an ongoing reserve to support the replacement and expansion of information technology equipment in the College. Annual requirements in excess of planned operating expenditures and planned capital purchases are funded from this reserve.
- Maintenance and Improvements Reserve is continued to address the College's commitment to assuring the long-term viability of student housing.
- Campus Development Reserve was established to address campus facility
 opportunities and space needs. It will be used to address space issues and
 development opportunities so the College can respond to enhancing the
 education experience for its students.

19. CONTRACTUAL RIGHTS

Contractual rights are rights to economic resources arising from contracts or agreements that will result in both an asset and revenue in the future.

The college has the following contractual rights:

	2023	2024	2025	Total
Language Instruction for Newcomers to Canada (LINC) - Program Delivery	\$ 285,404	\$ 284,329	\$ 284,305	\$ 854,038
Total Contractual Rights	\$ 285,404	\$ 284,329	\$ 284,305	\$ 854,038

20. COVID-19 PANDEMIC

The COVID-19 pandemic continued to evolve and caused material disruption to businesses and has resulted in an economic slowdown. Although the overall magnitude of COVID-19 is difficult to reliably measure, North West College continued to assess and monitor the impact on its financial operations.

North West College Schedule of Revenues and Expenses by Function for the year ended June 30, 2022

						2022	Actua	1										2022		2022		2021
		General	Skills Tr	raining	Basic Ed	ducation		Servi	026		U	iniversity	Sci	nolarships		Student						
	_		Credit	Non-credit	Credit	Non-credit	_	Learner Support	C	Counsel	_	Credit	_		_	lousing	_	Actual	_	Budget	-	Actual
Revenues (Schedule 2)																						
Provincial government	5	6,089,809	\$ 1,645,428	\$ -	\$ 1,835,802	\$ 299,000	\$	155,175	\$		\$		\$	57,900	\$	-	\$	10,084,114	\$	9,628,951	\$	9,635,559
Federal government						250,526				100								250,526		360,636		307,757
Other		256,426	1,673,310	34,041	322,318	165,047		222,803				181,553		73,604		273,678		3,202,780		3,590,955		3,305,395
Total Revenues	=	6,345,235	3,319,738	34,041	2,158,120	714,573		377,978	_	-	\equiv	181,553	_	131,504		273,678		13,537,420	=	13,580,542		13,248,711
Expenses (Schedule 3)																						
Agency contracts		3,749	712,427	10,337	13,116	53,397		90,000		-		241,004		- 1		-		1,124,030		970,804		817,960
Amortization		980,366		-		100000000		-		100				12				980,366		900,000		945,420
Equipment		65,697	47,522			1,238		-		25		5,235		- 7		25,368		145,060		304,341		222,824
Facilities		682,423	79,904	-	54,204	50,868				-		11,540		-		156,572		1,035,511		1,101,726		1,099,540
Information technology		143,540	3,219		3,220	2,949		4,897										157,825		123,330		126,514
Operating		816,957	404,910	161	63,015	50,694		253,349		15,636		26,143		129,411		48,174		1,808,450		1,919,852		1,949,688
Personal services		2,943,237	2,243,569	5,986	1,290,477	987,827		770,249		234,931		•				52,948		8,529,224		9,045,857		8,257,579
Total Expenses		5,635,969	3,491,551	16,484	1,424,032	1,146,973		1,118,495		250,567		283,922		129,411		283,062		13,780,466		14,365,910		13,419,525
Surplus (Deficit)																						
for the year	-	710,266	\$ (171,813)	\$ 17,557	\$ 734,088	\$ (432,400)	=	(740,517)	5 ((250,567)	=	(102,369)	-	2,093	-	(9,384)	-	(243,046)	-	(785,368)	•	(170,814)
ioi ano year	-	7 10,200	3 (111,015)	4 11,001	\$ 734,000	9 (402,400)	*	(140,011)	+	(200,001)	*	(102,003)		2,050	*	(5,504)	-	(240,040)	-	(700,000)	- 4	(170,014)



North West College Schedule of Revenues by Function for the year ended June 30, 2022

		2022 Revenues Actual								2022	2022	2021		
	General	Skills T	raining	Basic Education		Services		University	Scholarships	Student	Total	Total	Total	
		13	AND THE P. P. LEWIS CO.	11000000000		Learner	275000000000000000000000000000000000000			Housing	Revenues	Revenues	Revenues	
		Gredit	Non-credit	Credit	Non-credit	Support	Counsel	Credit			Actual	Budget	Actual	
Provincial Government														
Ministry of Advanced Ed														
Ministry of immigration a	and Career Trainir	ng												
Operating grants	\$ 4,730,300		\$ -	ş ·	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,730,300	\$ 4,625,050	\$ 4,497,500	
Program grants	\$ 998,509	1,436,689		1,835,802	299,000	-	1990	3.50			4,570,000	4,570,001	4,659,000	
Capital grants	361,000										361,000	311,000	306,000	
	6,089,809	1,436,689		1,835,802	299,000				•	-	9,661,300	9,506,051	9,462,500	
Contracts						155,175	· 70				155,175	65,000	122,583	
Other			-				- (4)		57,900		57,900	57,900	28,950	
	6,089,809	1,436,689		1,835,802	299,000	155,175		320	57,900	-	9,874,375	9,628,951	9,614,033	
Other provincial		209,739	-		-						209,739	<u>-</u>	21,526	
Total Provincial	6,089,809	1,646,428		1,835,802	299,000	155,175			57,900		10,084,114	9,628,951	9,635,559	
Federal Government														
Operating grants	-	2			-	12			2	-	040	2	9	
Program grants	-		1.2	10	250,526	- 2		120	52	2	250,526	284,580	235,844	
Capital grants			(40)		\$1627 MIN (1)		-	5.0	. 4		Path. St. 100 1		100000000000000000000000000000000000000	
		-			250,526	-					250,526	284,580	235,844	
Other Federal					<u>*</u>						· · · · · · · · · · · · · · · · · · ·	76,056	71,913	
Total Federal					250,526						250,526	360,636	307,757	
Other Revenue														
Admin recovery						~				-	5945			
Contracts		475,000	20,836	322,318	164,195	-			17	-	982,349	1,105,894	1,135,098	
Interest	43,614				.5				1,179	-	44,793	27,708	36,240	
Rents	1,150				-					222,875	224,025	306,300	245,690	
Resale Items		-	-	-		221,036	-	-		-	221,036	225,000	248,387	
Tultions	23,643	1,153,278	13,205		2	-	Ŀ	181,553	2	2	1,371,679	1,692,420	1,346,056	
Donations		_			-	~			72,425	-	72,425	57,900	63,423	
Other	188,019	45,032			852	1,767		320		50,803	286,473	175,733	230,501	
Total Other	256,426	1,673,310	34,041	322,318	165,047	222,803		181,553	73,604	273,678	3,202,780	3,590,955	3,305,395	
Total Revenues	\$ 6,346,235	\$ 3,319,738	\$ 34,041	\$ 2,158,120	\$ 714,573	\$ 377,978	s -	\$ 181,553	\$ 131,504	\$ 273,678	\$ 13,537,420	\$ 13,590,542	\$ 13,248,711	
Constitution Profession														



North West College Schedule of Expenses by Function for the year ended June 30, 2022

			2022 Expenses Actual									2022	2022	2021		
	General		Skills Tr	alning	Basic Education		Services		University	Scholar	Scholarships 8		Total	Total	Total	
	(Schedule 4)		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit				Expenses Actual	Expenses Budget	Expenses Actual	
		_	- Orecit	HOIT CICON	- Colcum	Hair Cicac	Опррых	Obblisc						Duoget	71200	
Agency Contracts																
Contracts	Ş	3,749	\$ 712,427	\$ 10,337	\$ 13,116	5 \$ 53,397	\$ 90,000	\$ -	\$ 241,0	14 \$		5 .	\$ 1,124,030	\$ 970,804	\$ 817,960	
Instructors		2740	747.477	40.777	- 12.11			-	744.0				4424.020			
		3,749	712,427	10,337	13,116	5 53,397	90,000		241,0		_		1,124,030	970,804	817,960	
Amortization	98	0,366	-								-		980,366	900,000	945,420	
Equipment																
Equipment (non-capital)	9	9,935	46,683	-		- 1,238		-	5,2	35		16,912	130,003	231,340	215,299	
Rental			839	-		. ,			- 77	•			839	400		
Repairs and maintenance		5,762	-	-		-		-		-	-	8,456	14,218	72,601	7,525	
		5,697	47,522	-	5	- 1,238	-		5,2	35	-	25,368	145,060	304,341	222,824	
Facilities																
Building supplies			14	-							3020	431	431		662	
Grounds		457		-						+		2,530	2,987	4,800	3,816	
Janiforial	25	9,463		-		s: :::::::::::::::::::::::::::::::::::							259,463	77,542	299,606	
Rental	17	9,373	71,088	-	50,562	2 50,706			11,5	10			363,269	445,944	362,547	
Repairs & maintenance buildings	7	0,312	27	_		- 162	2			-	-	36,740	107,241	301,148	126,756	
Utilities	17	2,818	8,789	-	3,642	2 -	: : : : : : : : : : : : : : : : : : :			•	2.5	116,871	302,120	272,292	306,153	
	68	2,423	79,904	-	54,204	4 50,868			11,5	10		156,572	1,035,511	1,101,726	1,099,540	
Information Technology							•						• • • • • • • • • • • • • • • • • • • •			
Computer services		366	-	-				-		-	-		366	38,235	366	
Data communications		1,679	3,219	-	3,127	7 2,949	897	-		-	-		11,871	12,468	9,578	
Equipment (non-capital)	7	9,996		-						•	(*)		79,996	•	10,885	
Materials & supplies		3,222		*						**	50.00		3,222			
Rental			27							•					-	
Repairs & maintenance		4,413	-	-						-	-	-	4,413	-	14,730	
Software (non-capital)		3,864	_ =		93	3 -	4,000		000	-	141		57,957	72,627	90,955	
	14	3,540	3,219		3,220	2,949	4,897			-		-	157,825	123,330	126,514	
Operating			NAMES OF THE PARTY	(2005	20.00	no distributi	* ************************************	(Section)	999				500000000000000000000000000000000000000	V ROSSINGS INC.		
Advertising	15	9,578	25,514	45	3,329	6,330	33,628	1,392	1,9	52			231,868	322,906	215,065	
Association fees & dues	2	7,544	200			- 225		215			0.76	- 2	28,284	33,182	23,272	
Bad debts	1	0,716	-	-				-		-	-	4,000	14,716	-	62,502	
Financial services	1	2,685	-	-				-		-			12,685	15,812	13,536	
in-service (includes PD)	3	8,778		-						*			38,778	38,397	21,053	
Insurance	9	4,404	350	*	350	- 1						17,021	112,125	63,437	85,468	
Materials & supplies	3	7,487	335,822		36,427	7 31,632	821		4	53	2.5	57	422,699	459,616	608,385	
Postage, freight & courier	3	5,221	1,930	-	3,148	9 535	1,254	×	5	50	-		22,638	26,302	27,054	
Printing & copying		2,945	7,711	-	12,178	8 4,001	-	-	7	13		7	27,555	51,928	39,515	
Professional services	24	3,998		-			2,779			-	-	23,895	270,672	271,871	280,980	
Resale Items			-				193,250	-		-	7.		193,250	204,545	197,853	
Subscriptions		3,460	870			•		-		-	1.70		4,330	6,405	5,211	
Telephone & fax		5,410	2,746		3,739		- 12			7	-	1,219	75,519	83,007	75,076	
Travel	3	3,715	27,442	116	3,848	6,008	21,406	13,908	14,8	14		595	121,902	185,091	70,617	
Other		0,816	2,325			- 21	211	121	7,1		9,411	1,380	231,429	157,353	224,101	
	81	6,957	404,910	161	63,015	5 50,694	253,349	15,636	26,1	13 129	9,411	48,174	1,808,450	1,919,852	1,949,688	
Personal Services																
Employee benefits		1,545	311,015	400	96,412	139,702	117,239	38,485		•	-	7,609	1,182,507	1,147,556	1,105,269	
Honoraria		9,263	-	-			-	-			-		19,263	23,148	15,220	
Salaries	2,43	9,572	1,930,480	5,586	1,202,853		652,524	196,446		-		42,589	7,317,999	7,865,366	7,123,673	
Other		2,757	2,074		1,212		495	-		+	*	2,750	9,455	9,787	13,417	
	2,94	3,237	2,243,569	5,986	1,290,477	7 987,827	770,249	234,931				52,948	8,529,224	9,045,857	8,257,579	
Total Expenses	\$ 5,63	5,969	\$ 3,491,551	\$ 16,484	\$ 1,424,032	2 \$ 1,146,973	\$ 1,118,495	\$ 250,567	\$ 283,9	22 \$ 129	9,411	\$ 283,062	\$ 13,780,466	\$ 14,365,910	\$ 13,419,525	
	Belleville and Street	Street Street	CTATE SAN PROPERTY.	COLUMN TWO IS NOT THE OWNER.	AND DESCRIPTION OF THE PERSON NAMED IN	STATE OF THE PERSON NAMED IN	(nonexamental national nationa	AND DESCRIPTION OF THE PARTY OF	and the second	DESCRIPTION OF THE PERSON NAMED IN	NAME OF TAXABLE PARTY.	ALCOHOLD STREET	The state of the s	Maria Company of the	particular and in contrast of the last of	





North West College Schedule of General Expenses by Functional Area for the year ended June 30, 2022

			eral Actual		2022	2022	2021 Total General Actual	
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	Yotal General Actual	Total General Budget		
Agency Contracts								
Contracts	s .	\$ 3,749	s .	\$.	\$ 3,749	\$ 17,250	\$ 4,341	
Instructors			-		NA. 0140.03			
		3,749		45	3,749	17,250	4,341	
Amortization		980,366			980,366	900,000	945,420	
Equipment								
Equipment (non-capital) Rental	5.00 5.00	2,347	48,023	9,565	59,935	211,976	127,333	
Repairs and maintenance		192	4,743	827	5,762	66,101	5,442	
		2.539	52,766	10,392	65,697	278,077	132,775	
Facilities								
Building supplies				*	5022			
Grounds	0.55		457	*5	457		542	
Jantorial			259,453	7	259,463	70,042	296,444	
Rental			179,373		179,373	205,952	175,161	
Repairs & maintenance buildings		205	70,107	-	70,312	225,735	72,616	
Utilities		205	172,818 682,218	-	172,818	164,458	173,596 718,359	
Information Technology		205	902.210		002,423	666,107	/10,009	
Computer services		366	10	20	366	2	366	
Data communications		95		1,584	1,679	2.623	1,588	
Equipment (non-capital)		155		79,841	79,996	2,020	10,885	
Materials & supplies				3,222	3,222		10,000	
Rental		2	2	-	-	2		
Repairs & maintenance				4,413	4.413		14,730	
Software (non-capital)		4,720	5,383	43,761	53,864	63,077	74,624	
8 8 5	-	5,336	5,383	132,821	143,540	65,700	102,193	
Operating								
Advertising	265	159,413	-	-	159,678	171,680	133,186	
Association fees & dues		27,644		-	27,644	27,951	21,934	
Bad debts		10,716	-	*5	10,716	•	51,093	
Financial services	*	12,685		5	12,685	15,812	13,536	
In-service (Includes PD)		38,778			38,778	33,397	21,053	
Insurance		82,823	11,581	-	94,404	49,037	69,171	
Materials & supplies		17,253	160	74	17,487	30,128	42,932	
Postage, freight & courier		14,921	111	189	15,221	16,262	17,596	
Printing & copying	30.300	2,945	30.000	44.704	2,945	9,446	21,919	
Professional services Resale Items	32,355	154,924	39,998	16,721	243,998	253,511	251,205	
		3,460			3,460	6,405	3,158	
Subscriptions Telephone & fax		65,410			65,410	77,480	66,565	
Travel	9,764	15,014	5,972	2,965	33,715	66,122	15,718	
Other	287	90,164	365	2,500	90,816	18,235	101,743	
out.	42,671	696,150	58,187	19,949	816,957	775,466	830,809	
Personal Services	12,277	222,100	33,101					
Employee benefits	321	395,045	54,517	31,762	481,645	485,412	436,373	
Honoraria	19,263				19,263	23,148	15,220	
Salaries		2,037,130	214,315	188,127	2,439,572	2,705,103	2,472,194	
Other	_	2,757		2000 CONT.	2,757	2,074	2,763	
	19,584	2,434,932	268,832	219,889	2,943,237	3,215,737	2,926,550	
Total General Expenses	\$ 62,255	5 4,123,277	\$ 1,067,386	\$ 383,051	\$ 5,635,969	\$ 5,918,417	\$ 5,660,447	







BATTLEFORDS CAMPUS

10702 Diefenbaker Drive, North Battleford, SK S9A 4A8 Phone: 306-937-5100

MEADOW LAKE CAMPUS

720 - 5th Street West Meadow Lake, SK S9X 1T9 Phone: 306-234-5100

www.northwestcollege.ca