

NORTH WEST COLLEGE ANNUAL REPORT

2024-2025



BATTLEFORDS CAMPUS

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Mission Statement

OUR VISION, MISSION & VALUES

Vision:

To inspire individuals and communities to achieve brighter futures.

Mission:

To provide lifelong learning opportunities as a means of enhancing the economic, cultural, and social wellbeing of the individuals and communities we serve.

Values:

Excellence, Integrity, Responsive, Innovation

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Letter of Transmittal

December 17, 2025

The Honourable Minister Ken Cheveldayoff
Minister of Advanced Education
Legislative Building
Regina, SK S4S 0B3

The Honourable Minister Cheveldayoff,

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, 2025.



George Prudat
Chairperson
Board of Governors

Board of Governors

BOARD COMMITTEES



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

BOARD COMMITTEES

HRCC:

Chair: George Prudat
Laurel Derenoski,
Harris Sutherland, Valerie Miller

FINANCE:

Chair: Audrey Jones
George Prudat, Michael Lee

BOARD BYLAW:

Chair: Valerie Miller
George Prudat, Laurel Derenoski,
Bill Volk

STRATEGIC PLANNING & NEW BUILD:

Chair: Bill Volk
George Prudat, Valerie Miller,
Michael Lee, Harris Sutherland

BOARD MEETINGS

REGULAR MEETINGS

- September 23, 2024
- November 7, 2024
(rescheduled from October)
- December 2, 2024
(rescheduled from November)
- January 27, 2025
- April 28, 2025
- June 25, 2025

SPECIAL MEETINGS

- December 10, 2024
- March 10, 2025
- May 7, 2025

ANNUAL MEETING

- June 25, 2025



Message from the Board Chair



On behalf of the Board of Governors, I am pleased to present the message for the 2024–2025 academic year.

This year has been one of growth, innovation, and continued commitment to students and communities across northwest Saskatchewan. North West College has experienced a notable increase in enrolment, a testament to the success of new programming initiatives that have proven to be both timely and highly valued within the region. This growth not only reinforces the College's role as a cornerstone of post-secondary education in the Northwest but also drives the need for expanded infrastructure to accommodate the increasing demand for high-quality learning spaces. We are excited to continue our work toward defining a new learning space in the Battlefords, one that will enhance access, collaboration, and the overall student experience.

The College continues to align closely with the Government of Saskatchewan's Health Human Resources Plan, offering expanded healthcare programming to address the pressing need for skilled professionals across our communities. Similarly, the growth of Early Childhood Education programming through partnerships such as Lakeland College ensures that we contribute meaningfully to provincial initiatives supporting accessible, affordable childcare.

Equally important, North West College has remained responsive to community needs through the delivery of programs in off-campus locations, meeting learners where they are and fostering local success. Strong partnerships with First Nations communities continue to create new training pathways and opportunities for collaboration, strengthening the College's role in advancing reconciliation and inclusive education.

The College's contribution to the local economy continues to grow, driven by its expanding student body and the success of graduates entering the workforce. Each student who begins their journey at North West College—and each graduate who stays to build a career here - adds to the positive ripple effects that strengthen our communities and support Saskatchewan's continued growth.

As we reflect on this year's accomplishments and look ahead, the Board is proud of the College's progress and confident in its direction. We are committed to continued oversight, advocacy, and support for renewed investment in the Battlefords, ensuring that North West College remains a leader in education, training, and community development across the region.

Together with our dedicated leadership team, staff, partners, and students, we look forward to continuing to build opportunities for growth, connection, and lifelong learning in the Northwest.



George Prudat
Chairperson
Board of Governors



President's Message

North West College remains committed to inspiring individuals and communities to build brighter futures through accessible, high-quality education and training. This year, we strengthened our role as a regional hub for learning by investing in modern learning environments, expanding health and post-secondary programs, and deepening partnerships with universities, industry, and communities.

NWC has now experienced two successive years of enrolment growth, driven by strong alignment between our programs and in-demand professions. This reflects a strategic shift in instructional focus toward in-demand post-secondary education and skills training, building on - but moving beyond - our historical emphasis on academic upgrading.

We also expanded academic and career pathways that allow students to strategically ladder their education as they advance through their careers. This work has required extensive coordination and collaboration between institutions, and the results are clear in the continued success and expansion of our post-secondary programming.

Continued investment in applied learning spaces - including modern health labs and enhanced skilled trades training environments - is further positioning North West College as the premier healthcare and workforce training institution in northwest Saskatchewan. These spaces ensure students learn in modern environments that mirror today's professional and industrial workplaces.

Our programs - from foundational literacy to advanced technical training - support diverse learners in developing the skills they need for success. Growth in enrolment, strong completion rates, and enhanced student supports underscore our commitment to inclusion, equity, and learner success, including for Indigenous students, newcomers, and those facing additional barriers.

Looking ahead, our priority is advancing plans for a new Battlefords campus - an urgent and essential investment to meet current capacity needs and to support the continued success and growth North West College is experiencing. Enhanced infrastructure is critical to expanding access, strengthening partnerships, and ensuring we can continue delivering high-quality programs that meet the region's evolving workforce and community needs. We sincerely thank the Government of Saskatchewan for its continued support.

North West College remains focused on expanding access, strengthening partnerships, and supporting the personal, academic, and career success of learners across northwest Saskatchewan.



Dr. Eli Ahlquist,
President & CEO, North West College





Programs & Services

North West College (NWC) made significant investments in health education infrastructure during 2024–25, including a new Health Simulation Lab at the Meadow Lake Campus and an expanded Health Lab at the Battlefords Campus. These enhancements supported the growth of all health programs. Specifically, the Psychiatric Nursing program, which now offers 32 seats, allowing the College to train more highly skilled health care professionals to meet regional demand.

In addition to program expansion, NWC partnered with the University of Saskatchewan to deliver the Bachelor of Science in Nursing, providing students with a seamless pathway to obtain a university-level degree while studying locally. The Meadow Lake Campus continues to serve as a vital hub for health care education in the northwest region of the province, offering the Continuing Care Assistant program to support workforce needs in rural and remote communities. New to the 2024–25 academic year, the Primary Care Paramedic program was implemented, further establishing NWC as a regional leader in health care education.

Collaboration with other post-secondary institutions also strengthened pathways for students. A block transfer agreement with the University of Regina and Lakeland College provides clear routes for students to continue their education and access expanded employment opportunities. The Bachelor of Social Work program continued to see strong enrolment during its second year, reflecting ongoing demand for professional social services education in the region.

While Adult Basic Education (ABE) enrolments remain lower than forecasted, demand for English as a Subsequent Language (ESL) programs remained strong, with classes consistently at full capacity. To support ongoing growth and student recruitment, NWC developed a comprehensive recruitment

framework designed to reach learners throughout the College's extensive region and ensure equitable access to educational opportunities. It is anticipated that ABE enrollment will continue to trend lower as academic achievement in high school improves. Consequently, NWC will continue to monitor educational need, including ABE programming, and seek to offer regional access to programming that is required to support the local and provincial labour market.

Through these initiatives, NWC continues to strengthen its role as a hub for health care and post-secondary education in northwest Saskatchewan, providing students with high-quality programs, modern learning environments, and pathways to further education and meaningful careers.



Programs & Services

SUMMARY OF ENROLMENTS

During the 2024–25 academic year, North West College welcomed a total of 1,833 students across a variety of program offerings. The College experienced strong growth in full-time enrolments, with a 23% increase over the previous year, reflecting rising demand for high-quality, skills-focused education.

Casual enrolments declined due to cyclical nature of employer driven training such as safety tickets. The primary area of growth was in Institute Credit programs, particularly in high-demand fields such as health care, trades, and post-secondary pathways, highlighting the College's ability to respond to regional workforce needs and student interest.

While Adult Basic Education (ABE) enrolments remain lower than previous years, the College continues to invest in strategies to improve participation and retention, ensuring that learners who face barriers have access to the foundational skills required for further education and employment.

Overall, this year's enrolment trends reflect North West College's ongoing success in recruiting students to its programs, responding to regional education and workforce needs, and providing pathways for learners to achieve their academic and career goals.

TABLE 1:

Comprehensive Enrolment by Program Group (entire college)

		Actuals							
		2023-2024				2024-2025			
	Program Group	FT	PT	Casual	FLE	FT	PT	Casual	FLE
SKILLS TRAINING	Institute Credit:								
	Saskatchewan Polytechnic	147.00	52.00	0.00	213.32	209.00	79.00	0.00	243.01
	Other	47.00	39.00	0.00	50.28	27.00	135.00	0.00	61.83
	Apprenticeship & Trade	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Institute Credit	194.00	91.00	0.00	263.60	236.00	214.00	0.00	304.84
	Industry Credit:								
	Total Industry Credit	3.00	51.00	694.00	17.45	10.00	40.00	522.00	16.29
	Non-Credit (all categories)								
	Total Non-Credit	0.00	42.00	65.00	2.74	4	12	36	4.57
TOTAL SKILLS TRAINING		197.00	184.00	759.00	283.79	250.00	266.00	558.00	325.70
ADULT BASIC EDUCATION	ABE Credit:								
	Adult 12	66.00	102.00	0.00	87.59	69.00	76.00	0.00	77.28
	Adult 10	33.00	48.00	0.00	37.69	51.00	48.00	0.00	53.36
	Academic GED (or equivalent)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total ABE Credit	99.00	150.00	0.00	125.28	120.00	124.00	0.00	130.64
	ABE Non-Credit:								
	ESWP	0.00	13.00	0.00	0.30	17.00	5.00	0.00	7.95
	Level 1&2	47.00	79.00	0.00	53.97	62.00	45.00	0.00	42.51
	ESL/ELT	1.00	302.00	0.00	51.65	6.00	290.00	0.00	25.90
	Total ABE Non-Credit	48.00	394.00	0.00	105.92	85.00	340.00	0.00	76.36
TOTAL BASIC EDUCATION		147.00	544.00	0.00	231.20	205.00	464.00	0.00	207.00
TOTAL UNIVERSITY		51.00	0.00	0.00	50.07	69.00	21.00	0.00	47.53
TOTAL ENROLMENT		395.00	728.00	759.00	565.06	524.00	751.00	558.00	580.23

Programs & Services

SUMMARY OF ENROLMENTS

TABLE 1A NORTH

North West College's northern region experienced remarkable growth, with Adult 12 enrolments compared to the previous year. Adult Basic Education (ABE) continues to play a critical role in providing opportunities to remove barriers to education, enhance foundational skills, and build employability, empowering learners to pursue further education or enter the workforce with confidence.

Enrolments in institute credit and university programs remained relatively stable over the year, reflecting continued demand for these offerings. Program options included Continuing Care Assistant, Carpentry, Heavy Equipment Truck and Transport Technician, Office Administration, Level 1 Cooking, and Welding, providing diverse pathways for skills development and career preparation. The Bachelor of Social Work program was in its second year of the four-year cycle and remained highly sought after, with 39 students enrolled at the beginning of the year between the two campuses, demonstrating strong regional interest in professional social services education.

In addition to program delivery, North West College is actively advancing its sustainability objectives by fostering intentional strategic partnerships with local businesses and industry. These collaborations not only expand hands-on learning opportunities for students but also ensure that programming remains closely aligned with workforce demands and community needs. By integrating environmental priorities and industry input, the College continues to provide innovative, practical, and relevant education that equips learners for success while supporting regional economic and social development.

TABLE 1A:

Comprehensive Enrolment by Program Group North Region

NORTH REGION		Actuals							
		2023-2024				2024-2025			
	Program Group	FT	PT	Casual	FLE	FT	PT	Casual	FLE
SKILLS TRAINING	Institute Credit:								
	Saskatchewan Polytechnic	53.00	1.00	0.00	60.47	43.00	5.00	0.00	57.50
	Other	21.00	18.00	0.00	11.04	0.00	55.00	0.00	10.07
	Apprenticeship & Trade	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Institute Credit	74.00	19.00	0.00	71.51	43.00	60.00	0.00	67.57
	Industry Credit:								
	Total Industry Credit	3.00	38.00	325.00	10.18	10.00	29.00	228.00	10.72
	Non-Credit (all categories)								
	Total Non-Credit	0.00	11.00	7.00	1.37	4.00	1.00	12.00	2.12
TOTAL SKILLS TRAINING		77.00	68.00	332.00	83.06	57.00	90.00	240.00	80.40
ADULT BASIC EDUCATION	ABE Credit:								
	Adult 12	13.00	36.00	0.00	24.40	38.00	18.00	0.00	38.51
	Adult 10	8.00	16.00	0.00	10.82	31.00	10.00	0.00	30.28
	Academic GED (or equivalent)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total ABE Credit	21.00	52.00	0.00	35.22	69.00	28.00	0.00	68.78
	ABE Non-Credit:								
	ESWP	0.00	7.00	0.00	0.00	15.00	0.00	0.00	5.96
	Level 1&2	27.00	34.00	0.00	31.85	32.00	0.00	0.00	12.71
	ESL/ELT	0.00	12.00	0.00	2.54	0.00	17.00	0.00	0.37
	Total ABE Non-Credit	27.00	53.00	0.00	34.39	47.00	17.00	0.00	19.05
TOTAL ADULT BASIC EDUCATION		48.00	105.00	0.00	69.61	116.00	45.00	0.00	87.83
TOTAL UNIVERSITY		32.00	0.00	0.00	31.42	34.00	2.00	0.00	36.79
TOTAL ENROLMENT		157.00	173.00	332.00	184.09	207.00	137.00	240.00	205.02

Programs & Services

SUMMARY OF ENROLMENTS

TABLE 1B SOUTH

Institute Credit enrolments increased by 44%, reflecting strong interest in programs across health care, business, human services, and trades. The continued growth in demand highlights the importance of introducing new program offerings that meet the evolving needs of learners and regional employers.

Adult Basic Education (ABE) programming remained consistent with the previous year, though enrolments were lower than initially forecasted. The introduction of innovative delivery methods, including hybrid and online learning options, has significantly enhanced accessibility for diverse learners in the southern region. These flexible formats allow students to balance educational pursuits with work and family commitments, further strengthening North West College's role in supporting the unique needs of its communities.

Additionally, the region has experienced a notable increase in demand for short-term training courses aligned with emerging sectors. These initiatives are designed to provide community members with timely access to new employment opportunities while promoting lifelong learning and skills development. The College's commitment to expanding these offerings underscores its ongoing dedication to community growth, workforce readiness, and adaptability in a rapidly changing economic landscape.

TABLE 1B:

Comprehensive Enrolment by Program Group South Region

SOUTH REGION		Actuals							
		2023-2024				2024-2025			
	Program Group	FT	PT	Casual	FLE	FT	PT	Casual	FLE
SKILLS TRAINING	Institute Credit:								
	Saskatchewan Polytechnic	94.00	51.00	0.00	152.85	166.00	74.00	0.00	185.51
	Other	26.00	21.00	0.00	39.24	27.00	80.00	0.00	51.76
	Apprenticeship & Trade								
	Total Institute Credit	120.00	72.00	0.00	192.09	193.00	154.00	0.00	237.27
	Industry Credit:								
	Total Industry Credit	0.00	13.00	369.00	7.27	0.00	11.00	294.00	5.57
	Non-Credit (all categories)								
	Total Non-Credit	0.00	31.00	58.00	1.37	0.00	11.00	24.00	2.45
TOTAL SKILLS TRAINING		120.00	116.00	427.00	200.73	193.00	176.00	318.00	245.30
ADULT BASIC EDUCATION	ABE Credit:								
	Adult 12	53.00	66.00	0.00	63.19	33.00	60.00	0.00	38.77
	Adult 10	25.00	32.00	0.00	26.87	20.00	38.00	0.00	23.08
	Academic GED (or equivalent)								
	Total ABE Credit	78.00	98.00	0.00	90.06	53.00	98.00	0.00	61.85
	ABE Non-Credit:								
	ESWP	0.00	6.00	0.00	0.30	0.00	5.00	0.00	1.99
	Level 1&2	20.00	45.00	0.00	22.12	30.00	45.00	0.00	29.81
	ESL/ELT	1.00	290.00	0.00	49.11	6.00	273.00	0.00	25.53
	Total ABE Non-Credit	21.00	341.00	0.00	71.53	36.00	323.00	0.00	57.32
TOTAL ADULT BASIC EDUCATION		99.00	439.00	0.00	161.59	89.00	421.00	0.00	119.17
TOTAL UNIVERSITY		19.00	0.00	0.00	18.65	35.00	19.00	0.00	10.74
TOTAL ENROLMENT		238.00	555.00	427.00	380.97	317.00	616.00	318.00	375.21

Programs & Services

SUMMARY OF ENROLMENTS

TABLE 2 - Equity and Inclusion

Table 2 highlights the College's equity participation, including students with disabilities, members of visible minority groups, and Indigenous students. Enrolment rates remained strong, with Indigenous student participation remaining at 34%, consistent with the previous year. North West College remains committed to fostering a welcoming, equitable, and culturally responsive learning environment where all students feel supported and valued.



TABLE 2:

Equity Participation Enrolment by Program Group (entire college)

		HEADCOUNT																							
		2023-2024												2024-2025											
	Program Group	Indigenous			Visible Minority			Disability			Total Enrolment			Indigenous			Visible Minority			Disability			Total Enrolment		
		FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas
SKILLS TRAINING	Institute Credit																								
	Sask Polytechnic	45	15	0	20	25	0	25	9	0	147	52	0	48	21	0	38	25	0	25	14	0	209	78	0
	Other	17	20	0	11	3	0	3	1	0	47	39	0	0	42	0	1	10	0	0	2	0	27	135	0
	Apprenticeship & Trade																								
	Total Institute Credit	62	35	0	31	28	0	28	10	0	194	91	0	48	63	0	39	35	0	25	16	0	236	213	0
	Industry Credit																								
	Total Industry Credit	3	21	136	0	0	42	1	0	21	3	51	694	9	24	129	1	3	16	1	2	10	10	40	522
	Non-Credit (all categories)																								
	Total Non-Credit	0	14	15	0	1	1	0	4	3	0	42	65	3	4	14	0	1	0	0	0	1	4	12	36
TOTAL SKILLS TRAINING		65	70	151	31	29	43	29	14	24	197	184	759	60	91	143	40	39	16	26	18	11	250	265	558
ADULT BASIC EDUCATION	ABE Credit																								
	Adult 12	42	66	0	7	6	0	8	10	0	66	102	0	50	53	0	7	5	0	7	9	0	69	76	0
	Adult 10	27	42	0	1	2	0	5	5	0	33	48	0	40	37	0	2	2	0	5	5	0	51	48	0
	Academic GED																								
	Total ABE Credit	69	108	0	8	8	0	13	15	0	99	150	0	90	90	0	9	7	0	12	14	0	120	124	0
	ABE Non-Credit																								
	ESWP	0	0	0	0	0	0	0	0	0	0	13	0	12	4	0	0	0	0	1	0	0	22	0	0
	Level 1&2	51	58	0	2	1	0	7	6	0	47	79	0	25	67	0	0	0	0	0	0	0	57	51	0
	ESL/ELT	0	1	0	0	7	0	0	0	0	1	302	0	0	0	0	0	0	0	0	1	0	6	290	0
	Total ABE Non-Credit	51	59	0	2	8	0	7	6	0	48	394	0	37	71	0	0	0	0	1	1	0	85	341	0
TOTAL ABE		120	167	0	10	16	0	20	21	0	147	544	0	127	161	0	9	7	0	13	15	0	205	465	0
TOTAL UNIVERSITY		39	0	0	1	0	0	10	0	0	51	0	0	39	8	0	4	5	0	12	3	0	54	21	0
TOTAL ENROLMENT		224	237	151	42	45	43	59	35	24	395	728	759	226	260	143	53	51	16	51	36	11	509	751	558

Programs & Services

SUMMARY OF ENROLMENTS

TABLE 3 - Student Success – Completed and Graduated

During the reporting period, North West College celebrated the achievements of 1,377 total graduates and program completers, including 490 graduates and 887 completers, which also accounts for casual students. To honor their accomplishments, the College hosted two graduation ceremonies in the Battlefords and one in Meadow Lake, providing an opportunity for students, families, and the broader community to celebrate these milestones.

While the College continues to experience some attrition in program areas due to unique demographic factors, strategic investments in student support services, recruitment, and retention initiatives remain a top priority. These efforts are aimed at ensuring that students have the resources, guidance, and opportunities necessary to successfully complete their programs and transition into further education or the workforce.

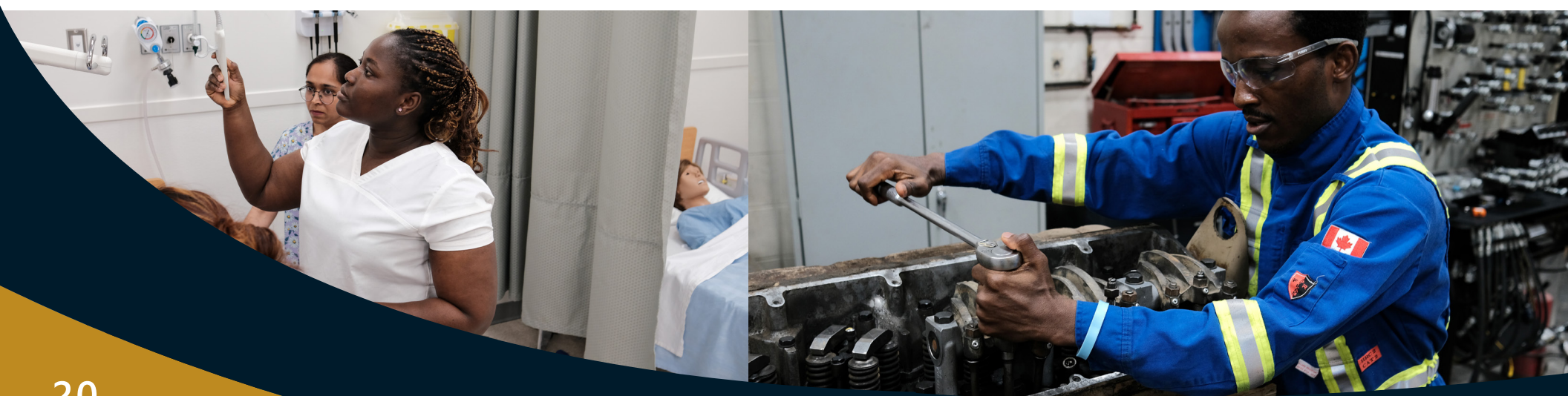


TABLE 3:

Student Success by Program Group (entire college)

		HEADCOUNT																							
		2023-2024												2024-2025											
	Program Groups	Completed			Graduated			Employed			Pursuing Further Training			Completed			Graduated			Employed			Pursuing Further Training		
		FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C
Skills Training	Institute Credit																								
	Sask Polytechnic	17	0	0	85	31	0	28	22	0	3	0	0	12	6	0	96	37	0	60	6	0	3	1	0
	Other	0	9	0	28	16	0	16	4	0	0	0	0	0	9	0	26	67	0	3	19	0	2	0	0
	Apprenticeship & Trade	0	0	0	0	0	0	0	0	0	0	0	0												
	Total Institute Credit	17	9	0	113	47	0	44	26	0	3	0	0	12	15	0	122	104	0	63	25	0	5	1	0
	Industry Credit																								
	Total Industry Credit	2	42	626	0	14	53	0	2	55	0	0	0	1	36	317	2	21	212	2	37	194	0	0	0
	Non-Credit (all categories)																								
	Total Non-Credit	0	39	54	0	0	0	0	0	4	0	0	0	2	12	35	0	0	0	0	5	11	0	0	0
TOTAL SKILLS TRAINING		19	90	680	113	61	53	44	28	59	3	0	0	15	63	352	124	125	212	65	67	205	5	1	0
Adult Basic Education	ABE Credit																								
	Adult 12	37	37	0	15	7	0	1	0	0	0	0	0	39	23	0	19	2	0	0	0	0	0	0	0
	Adult 10	20	5	0	5	3	0	0	0	0	3	0	0	26	16	0	8	0	0	0	0	0	0	0	0
	Academic GED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total ABE Credit	57	42	0	20	10	0	1	0	0	3	0	0	65	39	0	27	2	0	0	0	0	0	0	0
	ABE Non-Credit:																								
	ESWP	5	0	0	0	0	0	0	0	0	0	0	0	0	20	0	0	0	0	0	4	0	0	1	0
	Level1&2	47	14	0	0	0	0	15	2	0	1	0	0	42	24	0	0	0	0	0	0	0	0	0	0
	ESL/ELT	1	166	0	0	0	0	0	0	0	0	0	0	6	214	0	0	0	0	1	16	0	0	1	0
	Total ABE Non-Credit	53	180	0	0	0	0	15	2	0	1	0	0	48	245	0	0	0	0	1	14	0	0	2	0
TOTAL ABE		110	222	0	20	10	0	16	2	0	4	0	0	113	284	0	27	2	0	1	14	0	0	2	0
TOTAL UNIVERSITY		50	0	0	0	0	0	0	0	0	0	0	0	45	15	0	0	0	0	0	0	0	0	0	0
TOTAL ENROLMENT		179	312	680	133	71	53	60	30	59	7	0	0	173	362	352	151	127	212	66	81	205	5	3	0

Programs & Services

SUMMARY OF ENROLMENTS

TABLE 4 - Equity Participation – Completed and Graduated

North West College continues to prioritize equity, diversity and inclusion by investing in student supports designed to reduce barriers and enhance opportunities for success. This year, 110 students identified as having a disability, with 50 successfully completing or graduating from their programs. Indigenous students achieved an overall completion and graduation rate of 60%, while visible minority students grew over the previous year to 64%.

These outcomes reflect the College's ongoing commitment to creating a supportive and inclusive learning environment that empowers all students to achieve their educational and career goals. By providing targeted resources, guidance, and programs, North West College ensures that learners from diverse backgrounds have the tools they need to thrive.



TABLE 4:

Equity Participation Completers and Graduates by Program Group (entire college)

		HEADCOUNT																	
		2023-2024									2024-2025								
		Indigenous			Visible Minority			Disability			Indigenous			Visible Minority			Disability		
	Program Groups	E	C	G	E	C	G	E	C	G	E	C	G	E	C	G	E	C	G
SKILLS TRAINING	Institute Credit																		
	Sask Polytechnic	60	11	23	45	0	35	34	1	11	69	6	25	63	5	25	39	4	9
	Other	37	6	15	15	0	12	4	0	3	42	4	9	11	0	8	2	0	1
	Apprenticeship & Trade	0	0	0	0	0	0	0	0	0									
	Total Institute Credit	97	17	38	60	0	47	38	1	14	111	10	34	74	5	33	41	4	10
	Industry Credit																		
	Total Industry Credit	160	117	39	42	38	2	22	18	3	164	95	75	20	17	4	14	9	6
	Non-Credit (all categories)																		
	Total Non-Credit	29	23	0	2	2	0	7	6	0	21	19	0	1	1	0	1	0	0
TOTAL SKILLS TRAINING CREDIT		286	157	77	104	40	49	67	25	17	296	124	109	95	23	37	56	13	16
ADULT BASIC EDUCATION	ABE Credit																		
	Adult 12	108	45	16	13	10	1	18	8	2	103	34	15	12	9	2	16	10	1
	Adult 10	69	21	8	3	0	0	10	6	0	77	31	8	4	3	0	10	5	1
	Academic GED	0	0	0	0	0	0	0	0	0									
	Total ABE Credit	177	66	24	16	10	1	28	14	2	180	65	23	16	12	2	26	15	2
	ABE Non-Credit																		
	ESWP	6	5	0	0	0	0	0	0	0	42	6	0	7	6	0	11	4	0
	Level 1&2	26	53	0	3	3	0	13	7	0	62	47	0	0	0	0	1	0	0
	ESL/ELT	79	1	0	7	5	0	0	0	0	0	0	0	8	6	0	1	0	0
	Total ABE Non-Credit	111	59	0	10	8	0	13	7	0	104	53	0	15	12	0	13	4	0
TOTAL ABE		288	125	24	26	18	1	41	21	2	284	118	23	31	24	2	39	19	2
TOTAL UNIVERSITY		39	0	0	1	0	0	10	0	0	47	0	0	9	0	0	15	0	0
TOTAL ENROLMENT		613	282	101	131	58	50	118	46	19	627	242	132	135	47	39	110	32	18

Programs & Services

SUMMARY OF ENROLMENTS

TABLE 5 - International Education

In 2024–25, North West College welcomed 107 international students from countries including the Philippines, Iran, China, Nigeria, India, Ghana, and Jamaica, enriching the communities of the Battlefords and Meadow Lake with diverse cultures and perspectives. Students enrolled in programs such as Business, Early Childhood Education, and Continuing Care Assistant, contributing to the College's strategic goal of fostering inclusion and global diversity.

To support a smooth transition, students received pre-arrival information on transportation, accommodations, and essential services. The College's homestay program provided a welcoming "home away from home," offering room, cooking facilities, laundry, and internet access. This initiative proved highly successful, helping international students feel supported, connected, and ready to thrive academically and socially in their new communities.

International recruitment and support initiatives contributed to increased campus diversity, global engagement, and a vibrant student experience across all programs.

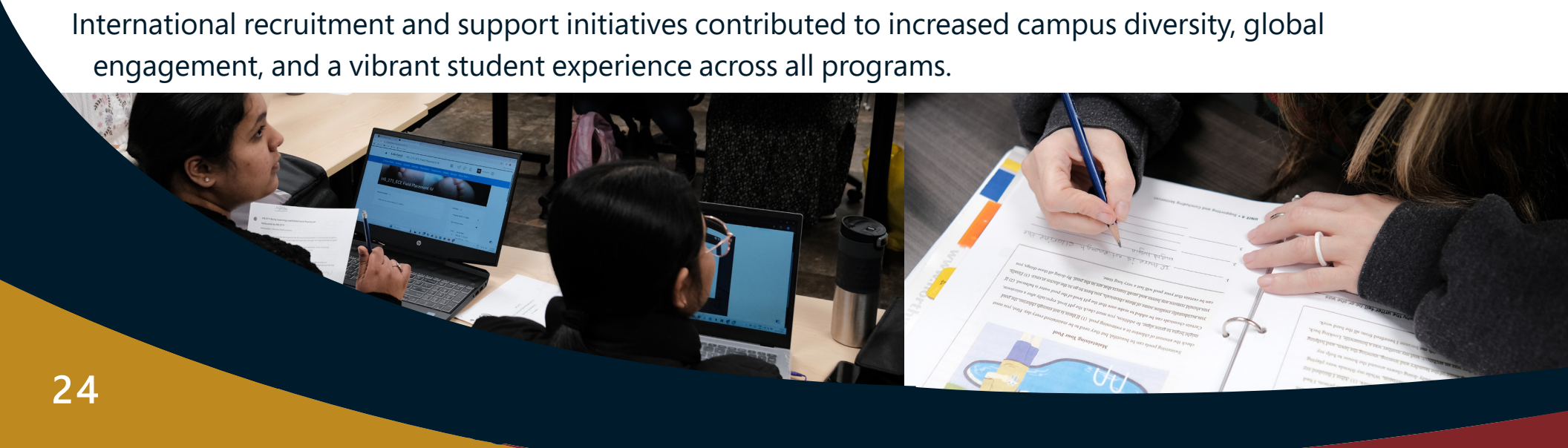


TABLE 5:

INTERNATIONAL EDUCATION (entire college)

International Students	
Program	Enrollment (Actual Headcount)
Business Certificate - Fall	5
Business Diploma - Fall	10
Business Certificate - Winter	4
Business Certificate Jan 2024	5
Early Childhood Education Certificate - Fall	17
Early Childhood Education Diploma - Fall	8
Early Childhood Education Certificate - Winter	16
Continuing Care Assistant - Fall	11
Continuing Care Assistant Jan 2024	13
Continuing Care Assistant - Fall - Meadow Lake	3
Continuing Care Assistant - Winter	14
Heavy Equipment Truck and Transport Technician - Fall	1
Total Enrollment	107
Completers	1
Graduates	70



Programs & Services

SUMMARY OF ENROLMENTS

TABLE 6 - Disability Supports Grant

North West College Learning & Wellness Services plays a pivotal role in fostering a welcoming and inclusive campus climate. By actively working to remove barriers and provide essential supports, the department ensures that students can fully engage in every aspect of college life, empowering them to succeed throughout their educational journey.

Through funding from the Saskatchewan Grant for Services and Equipment for Students with Disabilities and the Disability Support Grant, the College provides vital resources that promote academic success and inclusion. This funding enables the institution to equip students with essential tools, assistive equipment, exam accommodations, and specialized services.

During the 2024–2025 academic year, North West College scheduled 346 appointments and supported 139 students who received approved accommodations and services across the Battlefords, Meadow Lake, and surrounding rural communities. In addition, students actively participated in a variety of mental health and wellness initiatives, including Lunch & Learns and workshops designed to promote personal growth, resilience, and community connection.

The College remains committed to serving the diverse needs of its unique student population by offering accessible and inclusive support services. These initiatives are designed to assist students with learning disabilities, psychiatric or psychological disorders, and others requiring academic assistance, reinforcing North West College's dedication to cultivating a truly inclusive and supportive learning environment.

TABLE 6:

DISABILITY SUPPORTS GRANT (entire college)

Disability Supports Grant	
Types of disability supports provided (e.g., tools, equipment, services)	Number of students who received disability supports (headcount)
Laptops Packages	7
Printers	7
Laptop cases	7
Noise Cancelling Headphones	6
C- Pen	1
Tablet Package	1
Antidote App	1
Tablet Case	1
Rolling laptop case	2
Scribe Used	1
Total	34
Services	Headcount
Exam Accommodations- Skilled Students	24
Tutoring - Skilled Students	21
Exam / Accommodations – ABE Students	45
Tutoring – ABE Students.	49
Total	139
Resources	Headcount
Finance	34
Mental Health	105
Total	139
Engagement	Headcount
Lunch and Learns, Wellness Workshops	78
PositiviTEAs	150
Orientation	19
Appointments	346
Total	593



Strategic Goals

STUDENT SUCCESS & EMPLOYABLE LABOUR FORCE

As outlined in the Student Success & Employable Labour Force goal area, North West College continues to focus on facilitating student success, enhancing employability, and expanding diverse program options. The chart highlights two key performance measures aligned with our major initiatives: increasing graduation and completion rates, and strengthening international student enrolment.

This year, our graduation and completion rate was 72%, a decline from the previous year's and slightly below our target. While this represents a short-term dip, the College remains committed to reducing barriers for learners and improving retention. A higher attrition rate is also expected given the unique demographics we serve, as many learners face non-academic barriers that influence their progress. Work is underway to ensure students have timely access to academic, wellness, and wraparound supports through our Student Services and Learning & Wellness teams. Increasing student awareness and early engagement with these services remains a priority.

In contrast, the College exceeded expectations in international student enrolment, welcoming 104 international learners, surpassing the target of 80. This growth occurred despite emerging challenges related to IRCC policy changes, demonstrating the strong reputation of our programs and the resilience of our recruitment efforts. International students joined a variety of programs, including Business, Continuing Care Assistant, Early Childhood Education, and Heavy Equipment and Truck and Transport Technician, enriching the learning environment and strengthening our campus communities.

GOAL What the college focused on.	STUDENT SUCCESS & EMPLOYABLE LABOUR FORCE		
OBJECTIVES What needed to be accomplished to advance the college towards its goal	C1. Facilitate student success & employment C2. Expand and diversify program options & delivery	KEY/MAJOR INITIATIVES Initiatives that were intended to achieve College targets	
		Increase graduate and completion rates	
		International Student enrolment	
PERFORMANCE MEASURES Is the College advancing towards its goal?	Measures	2024-25 Targets	2024-25 Results
	Increase graduate and completion rates	86%	72%
	International student enrolment	80	107

The College experienced an increase in paid applications this year, reflecting positive momentum in our enrolment efforts. As we continue implementing the newly developed Recruitment Framework, North West College is positioned to further strengthen outreach and increase applications to College programming in the coming years. Recruitment initiatives are complemented by enhanced student engagement activities, including lunch-and-learns, crafting sessions, and movie nights, all of which support a positive student experience and contribute to a welcoming campus environment.

Scholarships remain an essential mechanism for reducing financial barriers and supporting student success. This year, the College exceeded its target for scholarship investment through strong partnerships with local businesses, industry, and individual donors. These generous contributions help ease the financial pressures of tuition, books, and living expenses for our learners. North West College extends its sincere appreciation to all scholarship sponsors for their continued commitment to student success.



Strategic Goals

ENGAGED COMMUNITY

GOAL What the college focused on.	ENGAGED COMMUNITY		
OBJECTIVES What needed to be accomplished to advance the college towards its goal	P1. Increase public and community awareness P2. Enhance social responsibility P3. Strengthen Partnerships	KEY/MAJOR INITIATIVES Initiatives that were intended to achieve College targets	
		Increased number of paid applications Increase Participation at College Events Enrich campus diversity	
PERFORMANCE MEASURES Is the College advancing towards its goal?	Measures	2024-25 Targets	2024-25 Results
	Paid Application	475	587
	College Events- Participants	2500	4096
	Scholarship Donor Investments	\$70,000	\$76,020

The College continues to implement and refine Program Operational Plans across all program areas. These plans play a critical role in ensuring staff have clarity in their roles, align their work with institutional priorities, and establish meaningful goals that contribute to the overall success of the College's Strategic Plan. The process fosters collaboration, encourages departmental and individual initiative, and supports a strong sense of pride and ownership in achieving shared outcomes.

Although an employee satisfaction survey was not conducted this year due to ongoing culture enhancement initiatives, the College remains committed to strengthening workplace culture. Efforts continue to focus on fostering a welcoming, safe, and supportive environment where employees feel valued and engaged. This ongoing work is essential to sustaining a positive organizational culture that supports both staff well-being and institutional success.

COMMITTED & PROUD TEAM

GOAL What the college focused on.	COMMITTED & PROUD TEAM		
OBJECTIVES What needed to be accomplished to advance the college towards its goal	G1. Improve staff and recruitment and retention G2. Provide a positive workplace experience	KEY/MAJOR INITIATIVES Initiatives that were intended to achieve College targets	
		Formalize professional growth plans Employee satisfaction	
PERFORMANCE MEASURES Is the College advancing towards its goal?	Measures	2024-25 Targets	2024-25 Results
	Formalize professional growth plans	Program operational plans evaluate and revise	Program operational plans continue to be actively implemented across the College. • Two staff members are currently being supported as they pursue their doctoral studies.
	Employee satisfaction	Ongoing workplace culture enhancement initiatives are underway.	

The College appreciated the receipt of additional funding toward the refinement of a standalone campus design in the Battlefords. Investment in infrastructure in this region is critical to the College's ability to remain agile and responsive to the post-secondary needs of the community. The College is excited to continue progressing toward the new campus while simultaneously improving and securing space for current and upcoming programs and services.



Strategic Goals

HIGH PERFORMANCE ORGANIZATION

The College remains committed to diversifying revenue streams and expanding program offerings. Although the College did not meet its target this year, capacity constraints were the primary challenge. As efforts to fill positions continue, the College is well-positioned to establish new partnerships and deliver expanded programming in the near future.

GOAL What the college focused on.	HIGH PERFORMANCE ORGANIZATION		
OBJECTIVES What needed to be accomplished to advance the college towards its goal	S1. Enhance infrastructure Capacity S2. Effective stewardship of resources	KEY/MAJOR INITIATIVES Initiatives that were intended to achieve College targets	
		1. Enhance infrastructure 2. Diversify portfolio	
PERFORMANCE MEASURES Is the College advancing towards its goal?	Measures	2024-25 Targets	2024-25 Results
	Infrastructure	Approval for planning and design	\$802K received (\$470K Battleford Campus Planning and \$332K in capital projects)
	Diversify Portfolio	69%	72%



North West College
Student Activities

North West College
www.nwccollege.ca



Programs & Services

OVERVIEW

The 2024–2025 academic year was one of continued growth, innovation, and strategic expansion at North West College. The College advanced several major initiatives that strengthened programming breadth, increased enrolment, and supported the long-term goal of enhancing access to high-quality education across the region.

Key highlights of the year included:

Enrolment Growth: North West College experienced a continued increase in student enrolment across multiple program areas, driven by expanded recruitment strategies and new program offerings. The College's growing reputation as a welcoming and supportive institution for both domestic and international learners continues to attract students from across Saskatchewan and abroad.

Health Program Expansion: The College expanded its suite of Health Science programs to include the *Primary Care Paramedic Certificate* and continued delivery of the *Bachelor of Science in Nursing (BScN)* and *Continuing Care Assistant (CCA)* programs. These expansions directly address workforce needs in the region's health sector and support the provincial priority of increasing health care capacity.

Strengthened Pathways and Collaboration: Through partnerships with universities, industry, and government, North West College advanced its commitment to student success and lifelong learning by offering seamless pathways from foundational learning through to advanced credentials.

Skills Training

Skills Training at North West College encompasses Institute Credit, Industry Credit, and Non-Credit programming. These programs align with regional labour market needs and provide learners with the technical and professional skills necessary for employment and advancement.

Institute Credit

Institute Credit programs were delivered across multiple sectors, including Business, Health Sciences, Trades, and Community Services.

Program Areas Offered:

Business: Business Certificate, Business Management Diploma, Office Administration

Health Sciences: Continuing Care Assistant, Licensed Practical Nursing, Primary Care Paramedic Certificate, Psychiatric Nursing Diploma

Skilled Trades: Carpentry, Hairstylist, Heavy Equipment Truck and Transport Technician, Level One Cooking, Plumbing and Pipefitting, Welding

Community Services: Early Childhood Education Certificate and Diploma

These programs achieved strong completion rates and positive graduate employment outcomes, demonstrating the College's effectiveness in aligning training opportunities with industry demand.

Industry Credit

Industry Credit training responded directly to employer and sector needs across the region. These short-term, targeted training opportunities provided essential upskilling micro credentials and safety certifications.

Non-Credit

Non-Credit programming offered flexible learning opportunities for community members seeking professional development, personal enrichment, or workforce entry preparation. This category included customized training, workshops, and community-based learning initiatives. One example is the development of C92 which is set to run during the 25-26 year.



Adult Basic Education

Adult Basic Education (ABE) continued to be a cornerstone of North West College's commitment to lifelong learning, providing pathways for adults to complete secondary-level education or upgrade academic skills for employment or further study.

ABE programming at North West College has entered an exciting phase of redesign aimed at better preparing students for successful transitions into post-secondary education and skills training programs. ABE Online Learning provides students with flexible, accessible options to complete Adult Basic Education courses from any location. This format supports learners who require adaptable schedules due to work, family commitments, transportation barriers, or distance from campus. This initiative is focused on aligning curriculum, delivery methods, and student supports with the evolving needs of learners, ensuring they are equipped with the foundational skills required to thrive in further education and the workforce.

In addition to traditional Adult 10 and Adult 12 programming, the College offers a diverse range of ABE options, including Essential Skills for the Workplace (ESWP), Level 2 Pathways, and Employment Readiness courses. These programs are designed to enhance student completion rates while providing practical skills that improve employability and readiness for post-secondary study.

ABE programming is delivered across the College's extensive region, reaching learners in rural and First Nations communities, as well as in larger population centers such as Meadow Lake and the Battlefords. This broad reach ensures that learners from diverse backgrounds and locations have equitable access to education, enabling them to build confidence, achieve their academic goals, and pursue meaningful career pathways.

ABE is offered in both credit and non-credit formats:

ABE Credit: Provides learners opportunities to complete high school-level credits required for post-secondary entrance or employment.

ABE Non-Credit: Includes foundational literacy, numeracy, and life skills programs designed to build learner confidence and readiness for further education or the workforce.

ABE continues to play a vital role in increasing participation and success among learners who face barriers to education and employment. North West College remains committed to innovation, accessibility, and student success, reinforcing ABE's pivotal role in creating opportunities and strengthening communities.

English as an Additional Language (EAL)

North West College maintained a strong EAL program that supports newcomers in developing language proficiency and integration skills necessary for academic and community success.

English as an Additional Language Program – 2024–25 Highlights

North West College's EAL program continued a period of significant growth and achievement in 2024–25. Total student enrolments reached 331, a 28.6% increase over the previous year, surpassing the business plan target of 222 class seats by 49.1%. The College offered 15 EAL programs across 23 communities, including nine LINC classes - the most ever offered in a single year. Programs were delivered both in-person and online, with three online classes introduced in 2024–25 to provide flexible access for rural learners. These classes consistently achieved 90 - 100% occupancy, reflecting strong demand and effective program delivery.

The program strengthened partnerships within the community and settlement sector, as demonstrated by 17 letters of support for a new federal funding agreement. In 2024, North West College secured a three-year funding agreement (2025-28) with Immigration, Refugees, and Citizenship Canada (IRCC), complementing provincial funding to ensure continued high-quality and diverse language programming across Northwest Saskatchewan.

The EAL program continues to focus on equipping newcomers with essential language skills that enable community integration, labour market participation, and personal confidence. Over 85% of students report being employed, with many securing their first Canadian jobs while enrolled in the program.

Looking ahead, the program faces challenges due to changes in federal immigration levels and potential reductions in Stage Two language classes. These changes may reduce overall enrolments and funding, requiring the program to adapt to maintain high-quality, accessible services for learners at all levels.

Despite these challenges, the EAL program's achievements in 2024–25 - including record enrolments, expanded class offerings, innovative online delivery, and strengthened community partnerships - underscore its critical role in supporting newcomers and contributing to the College's strategic goals of growth, inclusion, and regional impact.



EAL Program Success Story

A remarkable success from 2024–25 involves a Vietnamese family who arrived in 2022 and enrolled in North West College’s English language classes. Starting with limited language skills, both parents balanced work, family, and studies while actively integrating into the community. Over time, their language proficiency improved significantly, with the wife advancing a full CLB level each year.

In 2024, the family received their Permanent Residency, and by spring 2025, they successfully opened their own high-end nail salon in the city, which they operate together. Beyond their professional achievements, they have become active community members, enrolling their children in local schools and recreational programs. This family’s journey exemplifies the impact of the College’s EAL program in supporting settlement, integration, and long-term success, and they continue to be a valued part of the community.

University Programming

University programming continued to grow this year, further strengthening regional pathways to degree completion.

Highlights included:

- Second-Year Bachelor of Social Work (BSW) programming in partnership with the University of Regina.
- Collaborative delivery of First-Year Bachelor of Science in Nursing (BScN), helping meet the region’s ongoing demand for qualified health professionals.
- Implementation of a block transfer agreement between Lakeland College and the University of Regina, enabling students in programs such as Early Childhood Education (ECE) and Educational Assistant (EA) to transfer seamlessly into the Bachelor of Education degree program at the University of Regina.

These university-level opportunities allow students to begin or continue their studies closer to home, reducing barriers to access while supporting academic excellence and successful degree completion.

Looking Ahead

Building on the successes of 2024–2025, North West College remains focused on expanding access, strengthening industry and academic partnerships, and meeting the evolving needs of learners and communities in northwest Saskatchewan.



Human Resources

COMMITTED & PROUD TEAM

Aligned with provincial goals, NWC is seeking to further expand its infrastructure in order to continue meeting its growing enrollment, diversify programming, and enhance campus life. A major milestone is the development of a new campus in the Battlefords, designed to support long-term growth and contribute to regional economic reconciliation.

In 2024–25, NWC implemented structural changes to improve student success and operational efficiency. Two new executive roles were introduced: Vice President of Marketing & Student Experience, overseeing student services and recruitment (including international students), and Executive Coordinator, focused on reporting accuracy, administrative support, and mentoring. Due to low enrolment, the Manager Learning Services and the Meadow Lake Student Service Associate Traumatic Response role was discontinued, while recruitment efforts were strengthened through internal reassignment and a new framework. In the previous academic year, NWC added counsellor positions at each campus who are now responsible for the services formerly provided under the traumatic response role.

The addition of a regional Health Care Coordinator in 2023–24 balanced focus between skilled trades and health care programs, supporting the Province's Health Human Resource Action Plan. This allowed the Post-secondary Coordinator to concentrate on expanding programming to meet rising demand.

The current Collective Bargaining Agreement (2021–2025), ratified in August 2024, is nearing expiry. Uncertainty around renewal, coupled with wages not keeping pace with the cost of living, has led to increased turnover, medical leaves, and recruitment challenges.

To strengthen institutional governance, the College formed a policy committee tasked with reviewing and recommending policies for approval and implementation. In 2023–24, the College developed and approved a new Violence Threat Prevention policy. Implementation began in 2024–25, accompanied by comprehensive staff training on the policy and its procedures. The College put in additional process guidelines in a few areas, to further minimize risk to the institution. Processes such as student record processing and inventory controls.

North West College is proud to acknowledge that we live and work on Treaty 6 Territory in northwest Saskatchewan and the Homeland of the Indigenous and Metis people. We pay our respect to the ancestors of this land and reaffirm our relationship with one another.

During the 2024-2025 fiscal year the College employed:

FTE In Scope	85.90
Out of Scope Management	10.65
FTE Out of Scope (including casuals)	5.84
TOTAL:	102.40



Staff Directory

COMMITTED & PROUD TEAM

Academic

Adams, Tammy	Hairstylist Program	North Battleford
Anderson, Brandem	HETTT-Heavy Equipment & Truck & Transport & Agricultural Technician	Meadow Lake
Anderson Callbeck, Trina	Psychiatric Nursing	North Battleford
Auchstaetter, Karen	ABE Level 4	North Battleford
Baker, Michael	Plumbing & Pipefitting - Electrician	Industrial Learning Centre
Balisky, Beth	ABE Level 2	Flying Dust First Nation
Ballantyne, Patricia	Early Childhood Education - ESWP	Mistawasis First Nation
Blackstar, Lillian	ABE Level 2	Moosomin First Nation
Bodanec Kolbas, Tanja	EAL {English as an Additional Language}	North Battleford
Boyko, Michael	ABE Level 3	Meadow Lake
Bullerwell, Trudy	ABE Level 2 Pathways EAL Assessor Food Safety	Meadow Lake
Campbell, Tara	Psychiatric Nursing (lead Instructor)	North Battleford
Charabin, Douglas	ABE Level 3/4	Duck Lake
Chipak, John	ABE Level 3/4	Cut Knife
Claxton, Thomas	ABE Level 3/4 Humanities	North Battleford
Day, Charles	ABE Level 4	Meadow Lake
DeLury, Daniel	Sociology	North Battleford
Dyck, Cheryl	EAL {English as an Additional Language}	North Battleford
Dyck, Emma	Psychiatric Nursing	North Battleford
Evans, Lorna	Continuing Care Assistant - Evenings	North Battleford
Grant-Iverson, Donna	Continuing Care Assistant - FT	North Battleford
Gratton, Jesse	Welding	Meadow Lake
Haanstra, John	Carpentry	Meadow Lake
Haughian, Theresa	Continuing Care Assistant	Turtleford
Hawkey, Candice	ABE Level 4	North Battleford
Hazzard, Bruce	Welding	Meadow Lake
Heidel, Lisa	Psychiatric Nursing	North Battleford
Hiebert, Kenneth	ABE Level 4	Meadow Lake
Huebert, Kristin	Psychiatric Nursing	North Battleford
Iron, Dwayne	Pre Employment Cooking - Forest Safe	Montreal Lake Cree Nation
Johnson, Alicia	Psychiatric Nursing	North Battleford
Kraft, Tennio	Licensed practical nurse	North Battleford

Academic

LaFreniere, Tressa	ABE Level 2	Sweetgrass First Nation
Leask, Glen	ABE Level 3/4 Math & Science	North Battleford
Lowe, Katharine	Communications	Meadow Lake & North Battleford
Mahar, Shawn	Carpentry	Meadow Lake
Mallikaraarachchi, Amalka	ECE - PT Level I	Meadow Lake
Martell, Conrad	ABE Level 3	Makwa Sahgaiehcan First Nation
Martin, Ashley	Practical Nursing (Lead)	North Battleford
Martin, Nancie	ABE Level 4	North Battleford
Matthews, Susanne	ABE Level 4 Humanities (virtual)	Meadow Lake
McWatters, Patricia	Practical Nursing (Lead)	North Battleford
Messner, Aaron	Welding	North Battleford
Monette, Carolyn	ABE Level 2	North Battleford
Mullin, D'Anne	ECE Certificate (Y1) Level II	North Battleford
Obada Lekamlage, Nadeeka	ABE Level 4 Math/Science (virtual)	Meadow Lake
Obah, Precious	PT - Continuing Care Assistant & Tutor	North Battleford
Opikokew, Kayla	Hairstylist Program	Meadow Lake
Oyebanji, Modupe	Business Diploma (Y2)	North Battleford
Palmer, Lindsay	Psychiatric Nursing	North Battleford
Parkhomenko, Oksana	ECE Certificate (Y1) ECE Diploma Level III	North Battleford
Paskemin, Laurence	ABE Level 2	Mosquito First Nation
Pidwerbeski, Kristan	Psychiatric Nursing	North Battleford
Poffenroth, Aileen	Education Resource Tutor	North Battleford
Pohl, Gerald	Business Accounting	North Battleford
Pospisil, Goran	Cooking Level 1	Meadow Lake
Robinson, Amie	Business Certificate (Y1)	North Battleford
Smith, Charles	ABE Level 2	Beardy's First Nation
Smith, Ryan	Business Certificate (Y1)	North Battleford
Stebanuk, Graydon	Carpentry	North Battleford
Steinacher, Tori	ECE - PT Level I	North Battleford
Strelezki, Sandra	Office Administration	Meadow Lake
Vandale, Destiny	Continuing Care Assistant - FT	Meadow Lake
Wasyliw, Audrey	Early Childhood Education	North Battleford
Weikle, Sarah	Psychiatric Nursing	North Battleford
Wood, Grant	ABE Level 3/4 Math & Science	Pelican Lake First Nation



Staff Directory

COMMITTED & PROUD TEAM

Administration

Arcand, Shanna-Rae	Accounting Clerk	North Battleford
Barker, Tonya	Health Care Operations Associate	North Battleford
Fegan, Nahla	Accounting/Payroll Clerk	North Battleford
Kaur, Karman	Reception - Career Centre Clerk	North Battleford
Kim, Okkyoung (Julia)	Evening Reception/Career Centre Clerk	North Battleford
Ludwig, Jody	Administrative Support - Administration & Bookstore	Meadow Lake
Matheson, Rebecca	Programs, Administrative Support	Meadow Lake
Parkinson, Breyanne	Administration / Reception	North Battleford
Patel, Nirmal	Administrative Assistant - Health Care Programs	North Battleford
Pineda, Willow	Reception - Career Centre Clerk	North Battleford
Slater, Crimpson	Programs Administrative Assistant - ABE	North Battleford
Starnes, Christie	Programs Administrative Assistant	North Battleford
Strain, Chantel	Accounting Clerk – Accounts Payable	North Battleford
Temple, Cary	Programs, Administrative Assistant	Meadow Lake
Tremblay, Summer	Programs Administrative Assistant	North Battleford
Ysip, Janice	Evening Reception/Career Centre Clerk	North Battleford

Corporate Services

Bast, Anna	Administrative Assistant, External Development & Corporate Services	North Battleford
Jones, Kristopher	Coordinator - Marketing & Communications	North Battleford
Nord, Brandon	Student Recruitment Officer	North Battleford

Facilities

Aulinger, James	Custodian	North Battleford
Bajalovic, Davorin	Maintenance Custodian	North Battleford
Cordarev, Natasa	Custodian	North Battleford
Fidler, Michael	Residence Caretaker & Campus Attendant	Meadow Lake
Kashuba, Bruce	Residence Caretaker & Campus Attendant	Meadow Lake
Kolosnjaji, Vladimir	Part-Time Maintenance Custodian	North Battleford

Information Technology

Lamb, Owen	Information & Education Technology Specialist	North Battleford
Patel, Trupti	Information & Education Technology Specialist	North Battleford
Schmidt, Simon	Information Technology Coordinator - ML	Meadow Lake
Safruik, Michael	Information Technology Coordinator - NB	North Battleford

Student Services

Alger, Dawn	Student Services Associate	Meadow Lake
Alger, Destiny	Counsellor	Meadow Lake
Awosile, Olukayode	Registrar	North Battleford
Brassard, Melissa	Job Coach & Student Recruitment	Meadow Lake
Cadrain, Jessica	Student Services Associate	Meadow Lake
Croke, Helaynea	Job Coach	North Battleford
Davidson, Roma	Counsellor	North Battleford
Dyok, Brianna	Student Recruitment Officer	North Battleford
Fettig, Kaylee	Counsellor	Meadow Lake
Forbes, Maureen	Student Services Coordinator	North Battleford
Gunderson, Mark	Student Services Associate	Meadow Lake
Heselwood, Donna	Job Coach Student Services Associate	North Battleford
Huskins, Amanda	Student Services Coordinator	Meadow Lake
Laliberte, Angel	Student Services Associate	Meadow Lake
Leask, Heather	Student Services Associate	North Battleford
Pambrun, Crystal	Student Services Associate	North Battleford
Swaan, Prudence	Coordinator - International Education	North Battleford

Program Coordinators

Adebowale, Olugbenga	Coordinator - Post Secondary Programs (Skills) & University Programs	Meadow Lake
Bohun, Bryce	Coordinator - Post Secondary & University Business Development	North Battleford
Clarke, Brent	Coordinator - Special Projects - EAL	North Battleford
Henry, Roxanne	Business Development Program Associate Coordinator-Business Development	Meadow Lake
Holden, Allyson	Program Coordinator - ABE	North Battleford
Kwong, Gregory	ABE Coordinator - South	North Battleford
Patel, Nirmal	Senior Coordinator - Health Care Programs	North Battleford
Racette-Markel, Gaylene	ABE Coordinator - North	Meadow Lake
Robinson, Marney	Program Coordinator	North Battleford
Strawford, Megan	Business Development Coordinator (Leave Replacement)	North Battleford



Staff Directory

COMMITTED & PROUD TEAM

Management

Ahlquist, Elijah	President & CEO	North Battleford
Brown-Kopera, Kimberly	Executive Coordinator	North Battleford
Heselwood, Edward Paul	Manager, Learning Services	North Battleford
Kaur, Karman	Executive Administrative Assistant	North Battleford
Lavoie, Dana	Human Resources Specialist	North Battleford
Lothian, Priscilla	Vice President, Marketing & Student Experience	North Battleford
Schulkowsky, Marla	Controller	North Battleford
Studney, Tanis	Vice President, Finance & Administration	North Battleford
Taylor, Sharon	Manager, Human Resources	North Battleford
Toner, Cory	Vice President, Academic	Meadow Lake
Travis, Johan	Manager - ML Campus & Student Residence	Meadow Lake
Walker, Jeanna	Executive Administrative Assistant	North Battleford
Winterholt, Seton	Manager, Facilities and Information Technology	North Battleford



Executive Summary

North West College (NWC) is dedicated to inspiring individuals and communities to achieve brighter futures. Through a commitment to lifelong learning, the College enhances the economic, cultural, and social wellbeing of the people and communities it serves. Guided by the values of excellence, integrity, responsiveness, and innovation, NWC strives to provide inclusive, high-quality education and training opportunities.

During the 2024–25 academic year, NWC continued to strengthen its role as a regional hub for education, skills training, and community development. The College made significant investments in learning environments, expanded health and post-secondary programs, and fostered partnerships with universities, industry, and local communities. These efforts ensure students have access to modern, relevant, and flexible learning pathways that prepare them for success in further education, employment, and meaningful careers.

The College maintained a diverse array of program offerings, ranging from foundational literacy and numeracy to advanced professional and technical programs. Adult Basic Education and English as an Additional Language programs continued to support learners in overcoming barriers, developing critical skills, and integrating into their communities.

NWC experienced continued growth in student enrolments across multiple program areas, reflecting its reputation as a welcoming and supportive institution. Graduation and completion rates remained strong, and the College provided extensive supports to ensure all students have the resources and guidance needed to succeed. Equity and inclusion remained central to the College's mission, with initiatives designed to support Indigenous students, learners with disabilities, and members of visible minority groups.

International student enrolment grew during the year, enriching campus communities and promoting diversity and global perspectives. Support services, including pre-arrival guidance and homestay programs, helped students integrate successfully while enhancing the overall student experience. The College also strengthened its community engagement, forging partnerships that expand learning opportunities and address regional workforce and social needs.

STRATEGIC FOCUS & FUTURE PRIORITIES

Looking ahead, North West College remains focused on expanding access to education, strengthening partnerships, and supporting learners of all backgrounds. The College's main priority is advancing plans for a new campus in the Battlefords, which will enable growth, enhance program delivery, and better serve the region. North West College sincerely thanks the Government of Saskatchewan for its continued support, which is instrumental in sustaining programming, developing infrastructure, and advancing the College's mission.

Through these efforts, NWC remains committed to fostering opportunities that enhance the personal, academic, and professional success of its students while contributing to the long-term wellbeing of communities across northwest Saskatchewan.



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 (dependent on the trade) is required;
- (b) for University courses: a minimum of 216 hours of scheduled class time for the 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 hour of scheduled class time per week.

Casual Student: is defined as one who is taking courses within a program group that collectively total 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.

- Skills Training: 675 hours
- Basic Education: Adult 10, Adult 12, Academic GED, Non-Credit (EAL and Literacy): 700 hours
- University: 390 hours

ESL – English as a Subsequent Language

FTE – Full-Time Equivalent (measure of staff employment engagement)

Completed: the total number of students who completed course requirements or remained to the end of the program.

Graduated: the number of students who successfully completed all course requirements resulting in achievement of certification by a recognized credit granting institution or recognized by industry.

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

Partnerships - An association with another group that results in mutual benefit for the group and North West College.

Stakeholder - A person or group that has an investment or interest in the operations or impact of North West College.



FINANCIAL REPORT

2024-2025



September 25, 2025

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



**North West
College**

BOARD OF GOVERNORS

Phone: 306-937-5131

Fax: 306-445-6110

Dear Minister Cheveldayoff:

On behalf of the Board of Directors of North West College and in accordance with the provisions of the Regional Colleges Act, I am pleased to submit the audited financial statements of North West College for the fiscal year ending June 30, 2025.

Yours truly,

George Prudat

Board Chair
North West College

www.northwestcollege.ca

Battlefords Campus – 10702 Diefenbaker Drive, North Battleford, SK S9A 4A8 Tel: (306) 937-5100

Meadow Lake Campus – 720 – 5th Street West Meadow Lake, SK S9X 1T9 Tel: (306) 234-5100

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.

A handwritten signature in blue ink, appearing to read 'E. Ahlquist', written over a horizontal line.

Eli Ahlquist
President and Chief Executive Officer

A handwritten signature in blue ink, appearing to read 'Tanis Studney', written over a horizontal line.

Tanis Studney
Vice President of Finance and Administration

September 24, 2025



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, 2025, 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, 2025, 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 24, 2025




North West College
Statement of Financial Position
as at June 30, 2025


	June 30 2025	June 30 2024
Financial Assets		
Cash and cash equivalents (Note 3)	\$ 6,243,853	\$ 5,444,574
Accounts receivable (Note 4)	485,301	872,674
Inventories for resale (Note 5)	55,251	40,627
Portfolio investments (Note 6)	57,879	57,760
Total Financial Assets	6,842,284	6,415,635
Liabilities		
Accrued salaries (Note 7)	489,571	966,611
Accounts payable and accrued liabilities (Note 8)	144,495	169,615
Deferred revenue (Note 9)	1,202,152	1,439,582
Asset retirement obligation (Note 2 (k))	13,140	13,140
Liability for employee future benefits (Note 10)	318,800	319,800
Total Liabilities	2,168,158	2,908,748
Net Financial Assets	4,674,126	3,506,887
Non-Financial Assets		
Tangible capital assets (Note 11)	5,970,939	5,834,274
Prepaid expenses (Note 12)	196,435	228,424
Total Non-Financial Assets	6,167,374	6,062,698
Accumulated Surplus	\$ 10,841,500	\$ 9,569,585
Accumulated Surplus is comprised of:		
Accumulated surplus from operations (Note 18)	\$ 10,841,500	\$ 9,569,585
Total Accumulated Surplus	\$ 10,841,500	\$ 9,569,585

Contractual Rights (Note 19)
Contingent Liabilities (Note 20)

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

On behalf of the Board:





Chairperson

Vice-Chairperson

North West College
Statement of Operations and Accumulated Surplus
for the year ended June 30, 2025

	2025 Budget	2025 Actual	2024 Actual
Revenues (Schedule 2)			
Provincial government			
Grants	\$ 11,342,545	\$ 12,124,700	\$ 10,683,350
Other	143,900	252,979	102,750
Federal government			
Grants	282,580	313,189	254,945
Other	-	-	-
Other revenue			
Contracts	1,235,602	703,501	837,269
Interest	140,000	256,303	382,948
Rents	283,318	274,832	302,024
Resale items	190,000	178,679	234,371
Tuition	2,886,864	2,405,887	2,415,101
Donations	57,900	47,540	49,337
Other	563,917	680,874	447,835
Total revenues	<u>17,126,626</u>	<u>17,238,484</u>	<u>15,709,930</u>
Expenses (Schedule 3)			
General	6,812,799	6,832,780	6,527,790
Skills training	5,257,871	4,547,861	4,107,719
Basic education	2,641,843	2,416,384	2,606,650
Services	1,625,342	1,450,896	1,225,401
University	408,540	331,390	265,835
Scholarships	115,800	111,835	104,422
Student housing	294,391	275,423	348,258
Total expenses	<u>17,156,586</u>	<u>15,966,569</u>	<u>15,186,075</u>
Surplus (Deficit) for the Year from Operations	<u>(29,960)</u>	<u>1,271,915</u>	<u>523,855</u>
Accumulated Surplus, Beginning of Year	<u>9,569,585</u>	<u>9,569,585</u>	<u>9,045,730</u>
Accumulated Surplus, End of Year	<u>\$ 9,539,625</u>	<u>\$ 10,841,500</u>	<u>\$ 9,569,585</u>

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



North West College
Statement of Changes in Net Financial Assets
as at June 30, 2025

	2025 Budget	2025 Actual	2024 Actual
Net Financial Assets, Beginning of Year	\$ 3,506,887	\$ 3,506,887	\$ 3,413,027
Surplus (Deficit) for the Year from Operations	(29,960)	1,271,915	523,855
Acquisition of tangible capital assets	(250,000)	(1,014,072)	(1,198,218)
Amortization of tangible capital assets	750,000	877,407	789,980
Acquisition of prepaid expenses	(58,095)	(196,435)	(228,424)
Use of prepaid expenses	58,095	228,424	206,667
Write-down on tangible capital assets		-	-
Proceeds on disposal of tangible capital assets		49,287	
(Gain) loss on disposal of tangible capital assets		(49,287)	-
	<u>470,040</u>	<u>1,167,239</u>	<u>93,860</u>
Change in Net Financial Assets	<u>470,040</u>	<u>1,167,239</u>	<u>93,860</u>
Net Financial Assets, End of Year	<u>\$ 3,976,927</u>	<u>\$ 4,674,126</u>	<u>\$ 3,506,887</u>

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

**North West College
Statement of Cash Flows
for the year ended June 30, 2025**

Statement 4

	2025	2024
Operating Activities		
Surplus (Deficit) for the year from operations	\$ 1,271,915	\$ 523,855
Non-cash items included in surplus (deficit)		
Amortization of tangible capital assets	877,407	789,980
(Gain) loss on disposal of tangible capital assets	(49,287)	-
Write-down on tangible capital assets	-	-
Changes in non-cash working capital		
Decrease (increase) in accounts receivable	387,373	(400,850)
(Increase) decrease in inventories for resale	(14,624)	13,800
(Decrease) increase in accrued salaries and benefits	(477,040)	702,173
(Decrease) increase in accounts payable and accrued liabilities	(25,120)	(8,801)
(Decrease) increase in deferred revenue	(237,430)	294,782
(Decrease) increase in asset retirement obligation	-	-
(Decrease) increase in liability for employee future benefits	(1,000)	19,100
Decrease (increase) in prepaid expenses	31,989	(21,757)
Cash Provided (Used) by Operating Activities	<u>1,764,183</u>	<u>1,912,282</u>
Capital Activities		
Cash used to acquire tangible capital assets	(1,014,072)	(1,198,218)
Proceeds on disposal of tangible capital assets	49,287	-
Cash Used by Capital Activities	<u>(964,785)</u>	<u>(1,198,218)</u>
Investing Activities		
Cash used to acquire portfolio investments	(119)	(120)
Cash provided by disposal of portfolio investments	-	-
Cash Used by Investing Activities	<u>(119)</u>	<u>(120)</u>
Increase in Cash and Cash Equivalents	799,279	713,944
Cash and Cash Equivalents, Beginning of Year	<u>5,444,574</u>	<u>4,730,630</u>
Cash and Cash Equivalents, End of Year	<u>\$ 6,243,853</u>	<u>\$ 5,444,574</u>
Represented on the Financial Statements as:		
Cash and cash equivalents	\$ 6,243,853	\$ 5,444,574
Bank indebtedness	-	-
Cash and Cash Equivalents, End of Year	<u>\$ 6,243,853</u>	<u>\$ 5,444,574</u>

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



**North West College
Notes to the Financial Statements
For the year ended June 30, 2025**

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 \$318,800 (June 30, 2024 - \$319,800) because actual experience may differ significantly from actuarial or historical estimations and assumption;
- Useful lives of tangible capital assets and related amortization.

**North West College
Notes to the Financial Statements
For the year ended June 30, 2025**

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 quoted 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.



North West College
Notes to the Financial Statements
For the year ended June 30, 2025

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(b) Financial Instruments (continued)

ii. Cost or Amortized Cost

All other financial assets and financial liabilities are measured at cost or amortized cost. Transaction costs are a component of cost for financial instruments measured using cost or amortized cost. 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.

North West College
Notes to the Financial Statements
For the year ended June 30, 2025

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.



**North West College
Notes to the Financial Statements
For the year ended June 30, 2025**

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.

North West College
Notes to the Financial Statements
For the year ended June 30, 2025

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	10 to 50 years
Furniture and equipment	5 to 10 years
Computer hardware	3 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.



North West College
Notes to the Financial Statements
For the year ended June 30, 2025

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.

**North West College
Notes to the Financial Statements
For the year ended June 30, 2025**

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.



North West College
Notes to the Financial Statements
For the year ended June 30, 2025

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) Asset Retirement Obligation

PS 3280 Asset Retirement Obligations, is a standard establishing guidance on the recognition, measurement, presentation and disclosure of a liability for retirement of a tangible capital asset. An asset retirement obligation liability was previously established in the amount of \$13,140 for asbestos removal from a building. The building is fully amortized and has a remaining life of 6 years. The asset retirement obligation is amortized on a straight-line basis over this period. The current liability amount is reflected in these financial statements.

3. CASH AND CASH EQUIVALENTS

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

	June 30 2025	June 30 2024
Cash and bank deposits	\$ 6,243,853	\$ 5,444,574
Cash and cash equivalents	\$ 6,243,853	\$ 5,444,574

North West College
Notes to the Financial Statements
For the year ended June 30, 2025

4. ACCOUNTS RECEIVABLE

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

	June 30 2025	June 30 2024
Provincial government:		
Advanced Education / Immigration	\$ -	\$ 4,407
Federal government	35,794	61,255
Other receivables	467,046	834,625
	502,840	900,287
Less: Allowance for doubtful accounts	(17,539)	(27,613)
Accounts receivable, net of allowances	\$ 485,301	\$ 872,674

5. INVENTORIES FOR RESALE

	June 30 2025	June 30 2024
Bookstore Inventory	\$ 55,251	\$ 40,627
Inventories for resale	\$ 55,251	\$ 40,627

6. PORTFOLIO INVESTMENTS

	June 30 2025	June 30 2024
Portfolio investments in the cost and amortized cost category:		
	<u>Cost</u>	<u>Cost</u>
GICs	\$ 47,879	\$ 47,760
Other - Equity account	10,000	10,000
Total portfolio investments	\$ 57,879	\$ 57,760



North West College
Notes to the Financial Statements
For the year ended June 30, 2025

7. ACCRUED SALARIES

	June 30 2025	June 30 2024
Accrued salaries	\$ 489,571	\$ 966,611
Accrued salaries	\$ 489,571	\$ 966,611

8. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	June 30 2025	June 30 2024
Other	\$ 144,495	\$ 169,615
Accounts payable and accrued liabilities	\$ 144,495	\$ 169,615

9. DEFERRED REVENUE

	June 30 2024	Addition during the year	Revenue recognized in the year	June 30 2025
Tuitions and fees	\$ 1,270,556	\$ 1,145,197	\$ 1,270,556	\$ 1,145,197
Contracts	113,631	5,400	113,631	5,400
Rents	8,315	4,475	8,315	4,475
Scholarship	500	500	500	500
Endowment	46,580	-	-	46,580
Deferred revenue	\$ 1,439,582	\$ 1,155,572	\$ 1,393,002	\$ 1,202,152

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.

North West College
Notes to the Financial Statements
For the year ended June 30, 2025

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 2025	June 30 2024
Actuarial valuation date June 30, 2025		
Long -term assumptions used:		
Salary escalation rate (percentage)	2.50%	2.50%
Discount rate (percentage)	3.90%	3.90%
Expected average remaining service life (years)	9	11.1

	June 30 2025	June 30 2024
Liability for Employee Future Benefits		
Accrued Benefit Obligation - beginning of year	\$ 272,700	\$ 249,700
Valuation effect	(99,400)	-
Current period benefit cost	37,500	55,300
Interest cost	6,700	10,000
Benefit payments	(41,000)	(42,300)
Actuarial gains / losses	3,100	-
Plan amendments	-	-
Accrued Benefit Obligation - end of year	179,600	272,700
Unamortized Net Actuarial Gains / Losses	139,200	47,100
Liability for Employee Future Benefits	\$ 318,800	\$ 319,800

	June 30 2025	June 30 2024
Employee Future Benefits Expense		
Current period benefit cost	\$ 37,500	\$ 55,300
Amortization of net actuarial gain / loss	(4,200)	(3,900)
Plan amendments	-	-
Benefit Cost	33,300	51,400
Interest cost on unfunded employee future benefits obligation	6,700	10,000
Total Employee Future Benefits Expense	\$ 40,000	\$ 61,400



North West College
Notes to the Financial Statements
For the year ended June 30, 2025

11. TANGIBLE CAPITAL ASSETS

	Land Improvements	Buildings	Furniture and Equipment	Computer Hardware	Computer Software	Vehicles	Work in Progress	2025	2024
Tangible Capital Assets - at Cost:									
Opening Balance at Start of Year	\$ 152,930	\$ 17,820,110	\$ 1,897,053	\$ 1,849,633	\$ 434,914	\$ 336,505	\$ 464,427	22,955,572	\$ 21,757,354
Additions/purchases	-	832,594	51,267	-	-	117,192	13,019	1,014,072	1,198,218
Disposals	-	-	-	-	-	(33,929)	-	(33,929)	-
Write-Downs	-	-	-	-	-	-	-	-	-
Transfers to (from)	-	-	-	-	-	-	-	-	-
Closing Balance at End of Year	152,930	18,652,704	1,948,320	1,849,633	434,914	419,768	477,446	23,935,715	22,955,572
Tangible Capital Assets - Amortization:									
Opening Balance at Start of Year	150,777	12,806,628	1,615,828	1,798,046	428,976	321,043	-	17,121,298	16,331,318
Amortization of the Period	1,076	708,022	97,066	33,217	5,938	32,088	-	877,407	789,980
Disposals	-	-	-	-	-	(33,929)	-	(33,929)	-
Write-Downs	-	-	-	-	-	-	-	-	-
Closing Balance at End of Year	151,853	13,514,650	1,712,894	1,831,263	434,914	319,202	-	17,964,776	17,121,298
Net Book Value:									
Opening Balance at Start of Year	2,153	5,013,482	281,225	51,587	5,938	15,462	464,427	5,834,274	5,426,036
Closing Balance at End of Year	1,077	5,138,054	235,426	18,370	-	100,566	477,446	5,970,939	5,834,274
Change in Net Book Value	\$ (1,076)	\$ 124,572	\$ (45,799)	\$ (33,217)	\$ (5,938)	\$ 85,104	\$ 13,019	\$ 136,665	\$ 408,238

12. PREPAID EXPENSES

	June 30 2025	June 30 2024
Other	\$ 182,598	\$ 214,253
Residence Prepaid	13,837	14,171
Prepaid expenses	\$ 196,435	\$ 228,424

13. EMPLOYEE PENSION PLANS

Multi-Employer Defined Benefit Plans

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

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

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

The STRP and STSP are funded by contributions by the participating employee members and the Government of Saskatchewan. The College's obligation to the STRP and STSP is limited to collecting and remitting contributions of the employees at rates determined by the plans.

North West College
Notes to the Financial Statements
For the year ended June 30, 2025

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:

	2025			2024
	STRP	STSP	TOTAL	TOTAL
Number of active College members	11	1	12	16
Member contribution rate (percentage of salary)	10.51%	7.94%		
Member contributions for the year	\$ 104,782	\$ 7,560	\$ 112,342	\$ 107,827

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.

North West College
Notes to the Financial Statements
For the year ended June 30, 2025

13. EMPLOYEE PENSION PLANS (continued)

Multi-Employer Defined Benefit Plans (continued)

Details of the MEPP are as follows:

	2025	2024
Number of active College members	140	119
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	\$ 630,514	\$ 501,215
College contributions for the year	630,514	501,215
Actuarial valuation December 31, 2023	December 31, 2023	December 31, 2022
Plan Assets ('000's)	\$ 3,637,789	\$ 3,374,847
Plan Liabilities ('000's)	2,411,165	2,224,975
Reserve ('000's)	482,233	444,995
Plan Surplus (Deficit) ('000's)	\$ 744,391	\$ 704,877

14. EXPENSES BY FUNCTION AND ECONOMIC CLASSIFICATION

Function	Personnel Costs	Program Contracts	Supplies and Services	Amortization of TCA	Debt Servicing	2025 Actual	2025 Budget	2024 Actual
General	\$ 3,780,282	\$ 96,682	\$ 2,078,409	\$ 877,407	\$ -	\$ 6,832,780	\$ 6,812,799	\$ 6,527,790
Skills Training	3,185,522	873,449	488,890	-	-	4,547,861	5,257,871	4,107,719
Basic Education	2,204,192	21,106	191,086	-	-	2,416,384	2,641,843	2,606,650
University	-	290,322	41,068	-	-	331,390	408,540	265,835
Services	1,124,257	-	326,639	-	-	1,450,896	1,625,342	1,225,401
Scholarships	-	-	111,835	-	-	111,835	115,800	104,422
Development	-	-	-	-	-	-	-	-
Student Housing	59,043	-	216,380	-	-	275,423	294,391	348,258
TOTAL	\$ 10,353,296	\$ 1,281,559	\$ 3,454,307	\$ 877,407	\$ -	\$ 15,966,569	\$ 17,156,586	\$ 15,186,075

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).

North West College
Notes to the Financial Statements
For the year ended June 30, 2025

15. RISK MANAGEMENT (continued)

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.

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

	June 30, 2025		June 30, 2024	
	Accounts Receivable	Allowance of Doubtful Accounts	Accounts Receivable	Allowance of Doubtful Accounts
Current	\$ 214,776	\$ -	\$ 623,681	\$ -
31-60 days	117,991	-	116,408	-
60-90 days	84,623	-	78,869	-
Over 90 days	85,450	17,539	81,329	27,613
Total	\$ 502,840	\$ 17,539	\$ 900,287	\$ 27,613
Net		\$ 485,301		\$ 872,674

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, 2025			
	Within 6 months	6 months to 1 year	1 to 5 years	> 5 years
Accrued salaries and benefits	\$ 489,571	\$ -	\$ -	\$ -
Accounts payable and accrued liabilities	144,495	-	-	-
Asset retirement obligation	-	-	-	13,140
Liability for employee future benefits	20,000	20,000	278,800	-
Total	\$ 654,066	\$ 20,000	\$ 278,800	\$ 13,140

**North West College
Notes to the Financial Statements
For the year ended June 30, 2025**

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, 2025.

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 April 26, 2024 and the Minister of Advanced Education on July 15, 2024.

North West College
Notes to the Financial Statements
For the year ended June 30, 2025

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	June 30
	2025	2024
Revenues:		
Ministry of Advanced Education / Immigration	\$ 12,182,600	\$ 10,741,250
Living Sky School Division No. 202	44,896	205,492
	\$ 12,227,496	\$ 10,946,742

	June 30	June 30
	2025	2024
Expenses:		
Saskatchewan Polytechnic	\$ 738,289	\$ 593,206
Saskatchewan Government Services	506,375	517,018
	\$ 1,244,664	\$ 1,110,224

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.



North West College
Notes to the Financial Statements
For the year ended June 30, 2025

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 2024	Addition during the year	Reductions during the year	June 30 2025
Invested in Tangible Capital Assets:				
Net Book Value of Tangible Capital Assets	\$ 5,834,274	\$ 1,014,072	\$ 877,407	\$ 5,970,939
Less: Debt owing on Tangible Capital Assets	-	-	-	-
	<u>5,834,274</u>	<u>1,014,072</u>	<u>877,407</u>	<u>5,970,939</u>
Designated Assets:				
Capital Projects:				
Designated for tangible capital asset expenditures	1,664,901	1,312,061	1,014,072	1,962,890
	<u>1,664,901</u>	<u>1,312,061</u>	<u>1,014,072</u>	<u>1,962,890</u>
Other:				
Operating Reserve	1,636,767	813,707	10,021	2,440,453
Residence Reserve	16,933	-	-	16,933
Scholarship Reserve	118,600	22,085	-	140,685
	<u>1,772,300</u>	<u>835,792</u>	<u>10,021</u>	<u>2,598,071</u>
Unrestricted Operating Surplus	<u>298,110</u>	<u>11,490</u>	<u>-</u>	<u>309,600</u>
Total Accumulated Surplus from Operations	9,569,585	3,173,415	1,901,500	10,841,500
Accumulated remeasurement gains and losses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Accumulated Surplus	\$ 9,569,585	\$ 3,173,415	\$ 1,901,500	\$ 10,841,500

North West College
Notes to the Financial Statements
For the year ended June 30, 2025

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.
- Operating Reserve was introduced to allocate the funding received for the Health Human Resources Action Plan and Disability supports funding that was received during the last quarter of 24-25, but is intended for use during the 25-26 year.
- 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 25-26 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.



North West College
Notes to the Financial Statements
For the year ended June 30, 2025

18. ACCUMULATED SURPLUS (continued)

- 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
- 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:

	2026	2027	2028	Total
Language Training & Services - Program Delivery	\$ 282,321	\$ 237,224	\$ 231,408	\$ 750,953
Total Contractual Rights	\$ 282,321	\$ 237,224	\$ 231,408	\$ 750,953

20. CONTINGENT LIABILITIES

The College currently has a claim outstanding where neither the likelihood of liability nor amount is determinable as at the date of reporting, and accordingly no provision has been made in these financial statements for any liability that may result.

Schedule 1

The logo for the Northwest Wrestling Conference (NWCC) is located in the bottom right corner. It features the letters "NWCC" in a large, bold, blue serif font with a white outline and a maroon drop shadow. Below the letters, the year "1975" is written in a smaller, white serif font. The entire logo is set against a circular background with a maroon outer ring and a white inner ring.

North West College
Schedule of Revenues by Function
for the year ended June 30, 2025

	2025 Revenues Actual										2025	2025	2024
	General	Skills Training		Basic Education		Services		University	Scholarships	Student Housing	Total Revenues Actual	Total Revenues Budget	Total Revenues Actual
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit					
Provincial Government													
Ministry of Advanced Education/													
Ministry of Immigration and Career Training													
Operating grants	\$ 5,804,200	\$ -	\$ -	\$ -	\$ -	\$ 86,000	\$ -	\$ -	\$ -	\$ -	\$ 5,890,200	\$ 4,856,190	\$ 5,025,400
Program grants	\$ 1,365,400	2,162,854	-	1,629,046	300,200	-	-	-	-	-	5,457,500	5,709,355	5,085,950
Capital grants	777,000	-	-	-	-	-	-	-	-	-	777,000	777,000	572,000
	7,946,600	2,162,854	-	1,629,046	300,200	86,000	-	-	-	-	12,124,700	11,342,545	10,683,350
Contracts	-	-	-	-	-	-	-	-	-	-	-	86,000	-
Other	-	-	-	-	-	-	-	-	57,900	-	57,900	57,900	57,900
	7,946,600	2,162,854	-	1,629,046	300,200	86,000	-	-	57,900	-	12,182,600	11,486,445	10,741,250
Other provincial	-	170,079	-	-	-	-	-	-	25,000	-	195,079	-	44,850
Total Provincial	7,946,600	2,332,933	-	1,629,046	300,200	86,000	-	-	82,900	-	12,377,679	11,486,445	10,786,100
Federal Government													
Operating grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Program grants	-	-	-	-	313,189	-	-	-	-	-	313,189	282,580	254,945
Capital grants	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	313,189	-	-	-	-	-	313,189	282,580	254,945
Other Federal	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Federal	-	-	-	-	313,189	-	-	-	-	-	313,189	282,580	254,945
Other Revenue													
Admin recovery	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracts	3,000	312,127	32,892	315,482	-	40,000	-	-	-	-	703,501	1,235,602	837,269
Interest	252,823	-	-	-	-	-	-	-	3,480	-	256,303	140,000	382,948
Rents	39,275	-	-	-	-	-	-	-	-	235,557	274,832	283,318	302,024
Resale items	-	-	-	-	-	178,679	-	-	-	-	178,679	190,000	234,371
Tuitions	45,412	1,975,636	8,836	-	-	-	-	376,003	-	-	2,405,887	2,886,864	2,415,101
Donations	-	-	-	-	-	-	-	-	47,540	-	47,540	57,900	49,337
Other	600,891	19,267	-	10,327	-	10,523	-	-	-	39,866	680,874	563,917	447,835
Total Other	941,401	2,307,030	41,728	325,809	-	229,202	-	376,003	51,020	275,423	4,547,616	5,357,601	4,668,885
Total Revenues	\$ 8,888,001	\$ 4,639,963	\$ 41,728	\$ 1,954,855	\$ 613,389	\$ 315,202	\$ -	\$ 376,003	\$ 133,920	\$ 275,423	\$ 17,238,484	\$ 17,126,626	\$ 15,709,930

North West College
Schedule of Expenses by Function
for the year ended June 30, 2025

	2025 Expenses Actual										2025	2025	2024
	General (Schedule 4)	Skills Training		Basic Education		Services		University	Scholarships	Student Housing	Total Expenses Actual	Total Expenses Budget	Total Expenses Actual
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel						
Agency Contracts													
Contracts	\$ 96,682	\$ 864,771	\$ 8,678	\$ 2,792	\$ 18,314	\$ -	\$ -	\$ 290,322	\$ -	\$ -	\$ 1,281,559	\$ 1,123,570	\$ 1,041,986
Instructors	-	-	-	-	-	-	-	-	-	-	-	280,239	-
	96,682	864,771	8,678	2,792	18,314	-	-	290,322	-	-	1,281,559	1,403,809	1,041,986
Amortization	877,407	-	-	-	-	-	-	-	-	-	877,407	750,000	789,980
Equipment													
Equipment (non-capital)	22,880	53,290	1,500	-	6,345	1,199	-	5,235	-	4,860	95,309	216,095	75,339
Rental	102	551	-	-	-	-	-	-	-	-	653	24,000	1,030
Repairs and maintenance	9,358	-	-	-	-	-	-	-	-	3,561	12,919	54,467	18,077
	32,340	53,841	1,500	-	6,345	1,199	-	5,235	-	8,421	108,881	294,562	94,446
Facilities													
Building supplies	-	-	-	-	-	-	-	-	-	10	10	-	460
Grounds	794	-	-	-	-	-	-	-	-	473	1,267	4,800	224
Janitorial	252,017	-	-	9,900	-	-	-	-	-	2,794	264,711	9,250	276,944
Rental	223,567	118,849	5,000	52,686	28,092	-	-	11,540	-	-	439,734	551,259	428,451
Repairs & maintenance buildings	153,940	10,888	-	-	4,194	-	-	-	-	-	46,616	215,638	318,467
Utilities	301,483	15,352	-	-	-	-	-	-	-	128,105	444,940	315,594	341,356
	931,801	145,089	5,000	62,586	32,286	-	-	11,540	-	177,998	1,366,300	1,199,370	1,243,313
Information Technology													
Computer services	-	-	-	-	-	-	-	-	-	-	-	39,070	-
Data communications	1,588	3,723	-	1,762	304	-	-	-	-	-	7,377	2,335	10,531
Equipment (non-capital)	58,039	-	-	-	-	-	-	-	-	-	58,039	-	95,474
Materials & supplies	5,442	-	-	-	-	-	-	-	-	-	5,442	-	3,230
Rental	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs & maintenance	7,795	-	-	-	-	-	-	-	-	-	7,795	-	9,557
Software (non-capital)	60,660	40,769	-	1,739	-	-	-	-	-	-	103,168	82,829	87,413
	133,524	44,492	-	3,501	304	-	-	-	-	-	181,821	124,234	206,205
Operating													
Advertising	134,715	18,485	1,846	3,037	3,024	45,735	1,539	1,952	-	-	210,333	375,701	248,445
Association fees & dues	24,450	-	-	-	-	400	-	-	-	-	24,850	33,660	17,563
Bad debts	9,158	-	-	-	-	-	-	-	-	425	9,583	-	23,933
Financial services	28,122	-	-	-	-	-	-	-	1,106	-	29,228	34,161	33,885
In-service (includes PD)	31,681	-	-	-	-	-	-	-	-	-	31,681	77,298	45,339
Insurance	101,526	-	-	-	-	-	-	-	-	20,799	122,325	91,098	109,737
Materials & supplies	18,974	161,448	2,662	23,270	17,043	13,554	-	-	-	-	236,951	533,492	336,416
Postage, freight & courier	12,649	1,923	-	3,540	102	8,788	-	800	-	-	27,802	34,317	22,118
Printing & copying	4,577	19,904	101	7,418	11,582	90	-	455	-	67	44,194	65,009	57,161
Professional services	347,667	-	-	-	-	23,957	-	-	-	4,260	375,884	409,367	366,330
Resale items	-	-	-	-	-	197,660	-	-	-	-	197,660	172,727	208,630
Subscriptions	2,202	3,188	-	-	-	859	914	-	-	-	7,163	6,642	19,608
Telephone & fax	54,149	2,567	-	2,352	565	-	-	472	-	1,229	61,334	76,745	60,789
Travel	90,666	23,618	3,226	6,578	7,103	25,787	6,157	15,484	-	398	179,017	256,899	209,685
Other	120,208	-	-	100	350	-	-	5,130	110,729	2,783	239,300	153,489	240,707
	980,744	231,133	7,835	46,295	39,769	316,830	8,610	24,293	111,835	29,961	1,797,305	2,320,605	2,000,346
Personal Services													
Employee benefits	630,965	470,147	1,698	97,050	116,175	142,890	29,966	-	-	9,790	1,498,681	1,452,680	1,326,990
Honoraria	8,410	-	-	-	-	-	-	-	-	-	8,410	26,180	15,603
Salaries	3,137,416	2,699,062	11,900	1,245,057	743,912	794,342	157,059	-	-	43,253	8,832,001	9,573,507	8,459,156
Other	3,491	2,715	-	1,255	743	-	-	-	-	6,000	14,204	11,639	8,050
	3,780,282	3,171,924	13,598	1,343,362	860,830	937,232	187,025	-	-	59,043	10,353,296	11,064,006	9,809,799
Total Expenses	\$ 6,832,780	\$ 4,511,250	\$ 36,611	\$ 1,458,536	\$ 957,848	\$ 1,255,261	\$ 195,635	\$ 331,390	\$ 111,835	\$ 275,423	\$ 15,966,569	\$ 17,156,586	\$ 15,186,075

North West College
Schedule of General Expenses by Functional Area
for the year ended June 30, 2025

	2025 General Actual				2025	2025	2024
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	Total General Actual	Total General Budget	Total General Actual
Agency Contracts							
Contracts	\$ -	\$ 96,682	\$ -	\$ -	\$ 96,682	\$ -	\$ 45,306
Instructors	-	-	-	-	-	5,250	-
	-	96,682	-	-	96,682	5,250	45,306
Amortization	-	877,407	-	-	877,407	750,000	789,980
Equipment							
Equipment (non-capital)	-	9,415	13,465	-	22,880	176,886	9,643
Rental	-	-	102	-	102	-	448
Repairs and maintenance	-	19	9,339	-	9,358	45,692	11,904
	-	9,434	22,906	-	32,340	222,578	21,995
Facilities							
Building supplies	-	-	-	-	-	-	-
Grounds	-	-	794	-	794	-	224
Janitorial	-	-	252,017	-	252,017	-	255,736
Rental	-	4,438	219,129	-	223,567	215,074	208,761
Repairs & maintenance buildings	-	3,031	150,909	-	153,940	287,687	134,245
Utilities	-	-	301,483	-	301,483	190,794	189,764
	-	7,469	924,332	-	931,801	693,555	788,730
Information Technology							
Computer services	-	-	-	-	-	-	-
Data communications	-	-	-	1,588	1,588	-	2,191
Equipment (non-capital)	-	-	-	58,039	58,039	-	95,474
Materials & supplies	-	-	-	5,442	5,442	-	3,230
Rental	-	-	-	-	-	-	-
Repairs & maintenance	-	-	-	7,795	7,795	-	9,557
Software (non-capital)	-	-	931	59,729	60,660	72,428	67,393
	-	-	931	132,593	133,524	72,428	177,845
Operating							
Advertising	1,245	133,470	-	-	134,715	197,458	163,970
Association fees & dues	8,039	16,411	-	-	24,450	28,180	16,545
Bad debts	-	9,158	-	-	9,158	-	17,203
Financial services	-	28,122	-	-	28,122	34,161	33,885
In-service (includes PD)	-	31,681	-	-	31,681	74,958	43,168
Insurance	-	90,610	10,916	-	101,526	71,898	88,276
Materials & supplies	1,231	17,190	553	-	18,974	34,990	31,291
Postage, freight & courier	-	10,035	2,093	521	12,649	14,282	13,620
Printing & copying	-	4,078	499	-	4,577	12,650	4,535
Professional services	-	326,823	20,844	-	347,667	383,627	308,923
Resale items	-	-	-	-	-	-	-
Subscriptions	-	2,202	-	-	2,202	5,622	8,848
Telephone & fax	-	54,149	-	-	54,149	72,783	52,102
Travel	4,943	83,688	995	1,040	90,666	104,536	113,001
Other	248	119,235	725	-	120,208	12,042	125,550
	15,706	926,852	36,625	1,561	980,744	1,047,187	1,020,917
Personal Services							
Employee benefits	94	528,256	62,808	39,807	630,965	623,376	575,095
Honoraria	8,410	-	-	-	8,410	26,180	15,603
Salaries	-	2,696,498	239,885	201,033	3,137,416	3,370,080	3,088,811
Other	-	3,491	-	-	3,491	2,165	3,508
	8,504	3,228,245	302,693	240,840	3,780,282	4,021,801	3,683,017
Total General Expenses	\$ 24,210	\$ 5,146,089	\$ 1,287,487	\$ 374,994	\$ 6,832,780	\$ 6,812,799	\$ 6,527,790

NORTH WEST COLLEGE
Personal Service Listing
for the year ended June 30, 2025
"Unaudited"

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

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

Name	Amount	Name	Amount
Adams,Tammy	\$ 92,549.54	Laliberte,Angel	\$ 67,604.97
Adebowale,Olugbenga	74,297.99	Lavoie,Dana	93,602.12
Ahlquist,Elijah	187,480.46	Leask,Glen	99,210.46
Alger,Dawn	71,071.62	Leask,Heather	69,977.03
Anderson,Brandem	93,080.94	Lothian,Priscilla	149,302.98
Arcand,Shanna-Rae	58,200.40	Lowe,Katharine	54,555.15
Auchstaetter,Karen	103,450.10	Ludwig,Jody	61,923.81
Aulinger,James	52,265.33	Martin,Ashley	102,833.44
Awosile,Olukayode	70,962.10	Martin,Nancie	96,589.51
Bajalovic,Davorin	63,756.40	Matheson,Rebecca	56,030.02
Baker,Michael	62,330.31	Matthews,Susanne	89,508.14
Balisky,Beth	56,306.27	Monette,Carolyn	86,227.87
Bast,Anna	65,214.51	Mullin,D'Anne	65,300.85
Bohun,Bryce	87,909.24	Obada Lekamlage,Nadeeka	100,283.34
Boyko,Michael	90,729.44	Obah,Precious	74,970.66
Brassard,Melissa	77,362.01	Opikokew,Kayla	79,339.49
Brown-Kopera,Kimberly	89,319.16	Oyebanji,Modupe	75,130.41
Bullerwell,Trudy	100,918.67	Palmer,Lindsay	100,525.15
Campbell,Tara	133,672.22	Pambrun,Crystal	59,972.94
Charabin,Douglas	92,883.53	Parkhomenko,Oksana	101,908.30
Chipak,John	92,875.21	Pidwerbeski,Kristan	64,350.51
Clarke,Brent	89,780.30	Poffenroth,Aileen	52,842.51
Claxton,Thomas	97,088.86	Pospisil,Goran	50,955.58
Davidson,Roma	88,759.91	Racette-Markel,Gaylene	62,966.30
Day,Charles	90,649.93	Robinson,Amie	94,825.08
Dyck,Cheryl	81,958.91	Robinson,Marney	94,654.84
Dyck,Emma	81,169.05	Safrui,Michael	91,412.05
Evans,Lorna	98,434.51	Schmidt,Simon	62,455.13
Fegan,Nahla	75,451.98	Schulkowsky,Marla	121,769.08
Forbes,Maureen	73,800.01	Slater,Crimpsom	68,477.59
Grant-Iverson,Donna	113,896.29	Smith,Charles	86,214.52
Gunderson,Mark	57,362.56	Smith,Ryan	89,050.51
Haanstra,John	72,886.57	Strain,Chantel	62,697.67
Haughian,Theresa	60,220.04	Strelezki,Sandra	93,005.03
Hawkey,Candice	90,748.98	Studney,Tanis	148,508.09
Hazzard,Bruce	59,810.66	Swaan,Prudence	86,100.99
Henry,Roxanne	88,318.56	Taylor,Sharon	114,667.72
Heselwood,Donna	67,331.49	Temple,Cary	59,931.96
Heselwood,Edward	118,682.77	Toner,Cory	122,143.31
Hiebert,Kenneth	92,362.46	Tremblay,Summer	59,448.62
Huskins,Amanda	90,053.02	Vandale,Destiny	87,022.74
Jones,Kristopher	72,796.71	Wasyliw,Audrey	100,937.43
Kaur,Karman	51,851.30	Weikle,Sarah	78,681.53
Kwong,Gregory	94,050.35	Winterholt,Seton	100,774.96
LaFreniere,Tressa	68,364.40	Wood,Grant	92,784.48

NORTH WEST COLLEGE
Personal Service Listing
for the year ended June 30, 2025
"Unaudited"

Board	Totals	Honorarium	Travel
Derenoski, Laurel	\$ 440.00	\$ 440.00	\$ -
Jones, Audrey	1,874.21	1,210.00	664.21
Lee, Michael	1,024.53	770.00	254.53
Miller, Valerie	1,335.15	990.00	345.15
Prudat, George	5,750.10	3,177.50	2,572.60
Sutherland, Harris	660.00	660.00	-
Volk, Bill	1,928.13	1,705.00	223.13
	<u>\$ 13,012.12</u>	<u>\$ 8,952.50</u>	<u>\$ 4,059.62</u>

Management	Totals	Salary	Travel
Ahlquist, Elijah	\$ 194,974.48	\$ 187,480.46	\$ 7,494.02
Brown-Kopera, Kimberly	90,992.67	89,319.16	1,673.51
Gies, Amanda	1,119.06	1,119.06	-
Heselwood, Edward	119,963.20	118,682.77	1,280.43
Lavoie, Dana	95,011.84	93,602.12	1,409.72
Lothian, Priscilla	150,905.98	149,302.98	1,603.00
Schulkowsky, Marla	124,164.02	121,769.08	2,394.94
Studney, Tanis	151,764.16	148,508.09	3,256.07
Taylor, Sharon	116,724.50	114,667.72	2,056.78
Toner, Cory	126,429.75	122,143.31	4,286.44
Travis, Johan	28,704.21	28,065.15	639.06
Walker, Jeanna	25,071.69	25,071.69	-
Winterholt, Seton	103,211.48	100,774.96	2,436.52
	<u>\$ 1,329,037.04</u>	<u>\$ 1,300,506.55</u>	<u>\$ 28,530.49</u>



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