



NORTHLANDS
COLLEGE
ANNUAL
2019-2020
REPORT

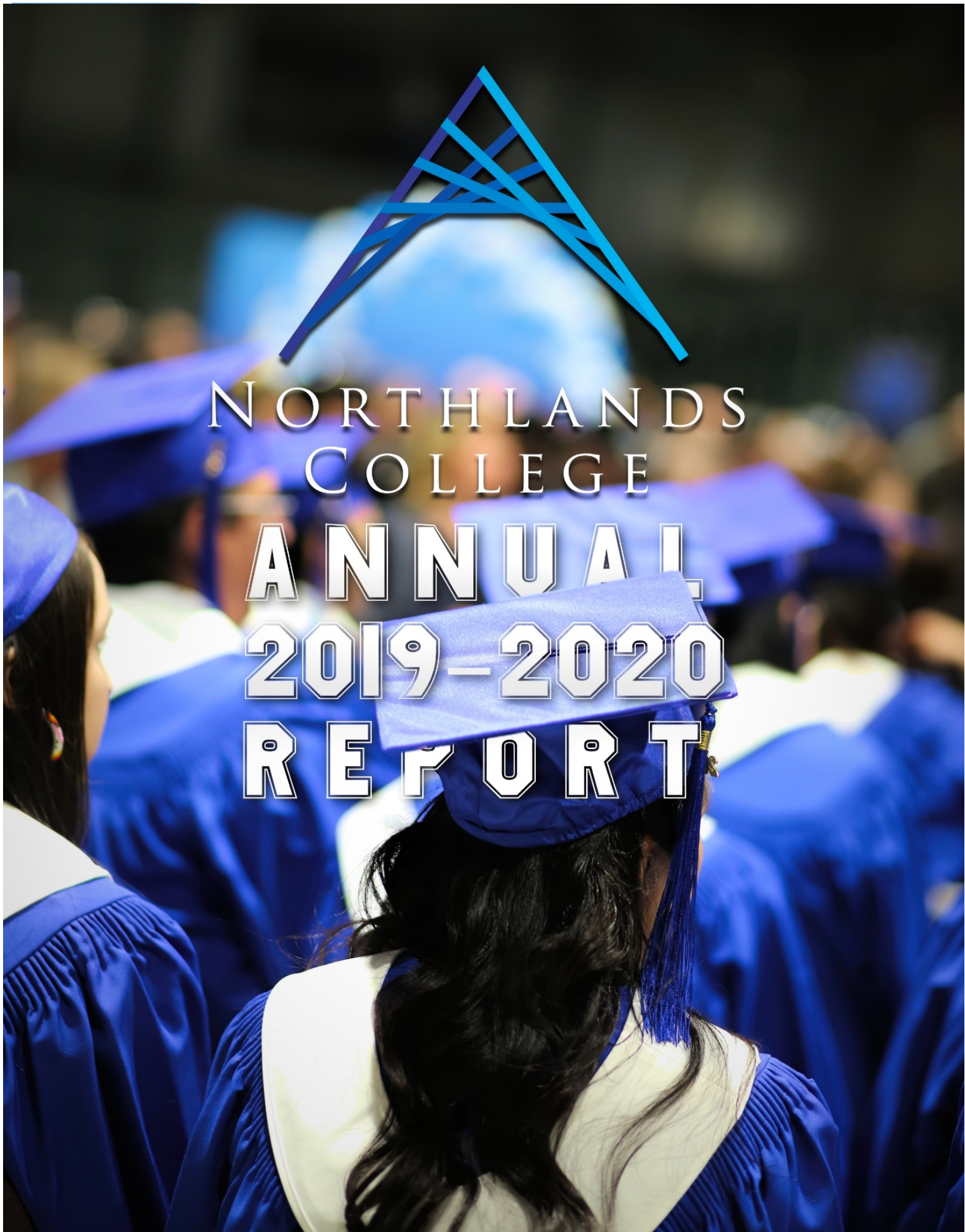


Table of Contents

Letter of Transmittal	2
Board of Directors.....	3
Message from the Board of Directors.....	4
Message from the President and CEO	6
Indigenous Initiatives Manager's Annual Report.....	7
Introduction	8
Alignment with Ministries.....	8
Strategic priority areas.....	8
Vision.....	9
Mission.....	9
Core Values	9
Outcomes	9
Programming Highlights	10
Education of choice for northern Saskatchewan residents	10
University	11
Health, Mining, Technical and Trades.....	13
Adult Basic Education	14
Northlands College Priorities	18
Student Success Priority Area	18
Organizational Success Priority Area	22
Community Success Priority Area	31
Performance Measures.....	32
Skill – Institute Credit.....	32
Skill – Industry Credit	32
ABE Credit	33
University	33
Glossary of Terms.....	34
Appendix A: Tables.....	36
Appendix B: Financial Statements	44



Picture 1 – Elie Fleury, University Instructor with the Bachelor of Education program (centre), posing with His Honour the Honourable Russ Mirasty Lieutenant Governor of Saskatchewan and his wife Donna Mirasty.



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

December 18, 2020

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

Dear Minister Makowsky:

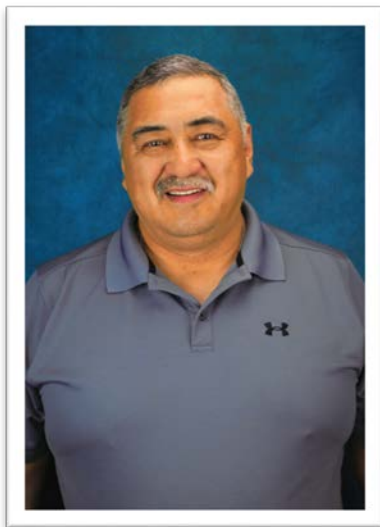
On behalf of the Board of Directors and in accordance with the regulations under the Regional College Act of the Province of Saskatchewan, I am pleased to submit the Annual Report of Northlands College for the fiscal year ended June 30, 2020.

Sincerely,

Victor Fern
Board Chair

Board of Directors

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



Victor Fern,
Board Chair, Fond du Lac



Crystal Everest, Board Member,
La Ronge



Myrna Bouvier, Board Member,
Beauval



Jackie Durocher, Board Vice-
Chair, Buffalo Narrows



Valerie Deschambeault, Board
Member, Cumberland House



Hugh Watt,
Board Member, La Ronge



Ken Gray,
Board Member, La Ronge



Bev Cheechoo,
Board Member, Cumberland
House



Nick Daigneault,
Board Member, Beauval
House

Message from the Board of Directors

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

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

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

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

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

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

Respectfully,

Victor Fern
Board Chair

2019-20 Board of Directors meeting dates:

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

Message from the President and CEO

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

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



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

Tiniki, Marsi, Thank You!

Guy Penney
President & CEO

2019-2020 Indigenous Initiatives Manager's Annual Report



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

Ron Ratte is the new Indigenous Initiatives Manager.

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

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

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

Nanaskomon

Ron Ratte – Indigenous Initiatives Manager

Introduction

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

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

Alignment with Ministries

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

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

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

Strategic priority areas

Northlands College has committed to develop in three priority areas:

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

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

Vision

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

Mission

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

Core Values

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

Outcomes

Indigenization: Northlands College leads the province in Indigenization.

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

Sustainability: Northlands College sustains itself through partnerships.

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

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

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



Programming Highlights

Education of choice for northern Saskatchewan residents

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

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

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



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

University

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

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

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

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

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



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



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

Health, Mining, Technical and Trades

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

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

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

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

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

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

Adult Basic Education

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

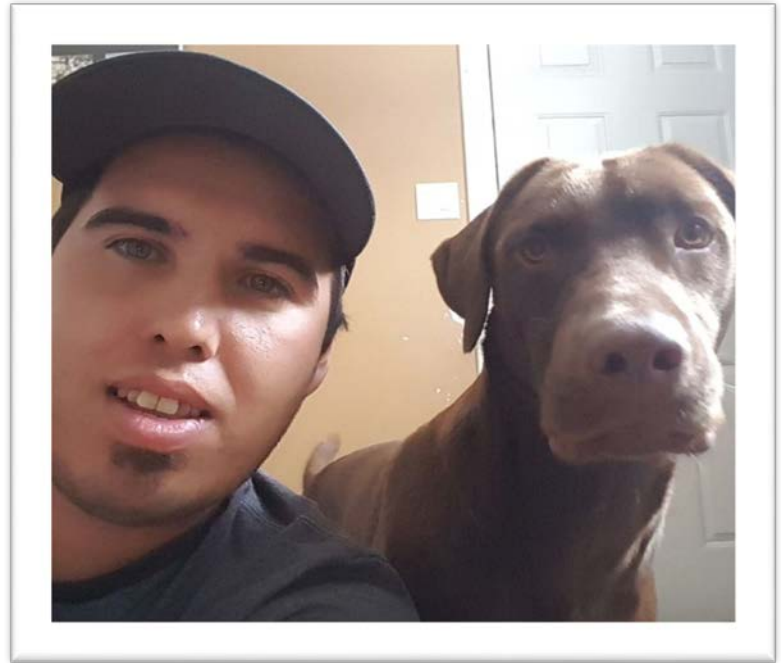
Our Adult Basic Education (ABE) program continued to evolve and expand in 2019-2020. ABE students come from a wide variety of academic backgrounds, and Northlands College is able to meet their needs through multiple program options. Northlands College proudly offered 10-level, 20-level, and 30-level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

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

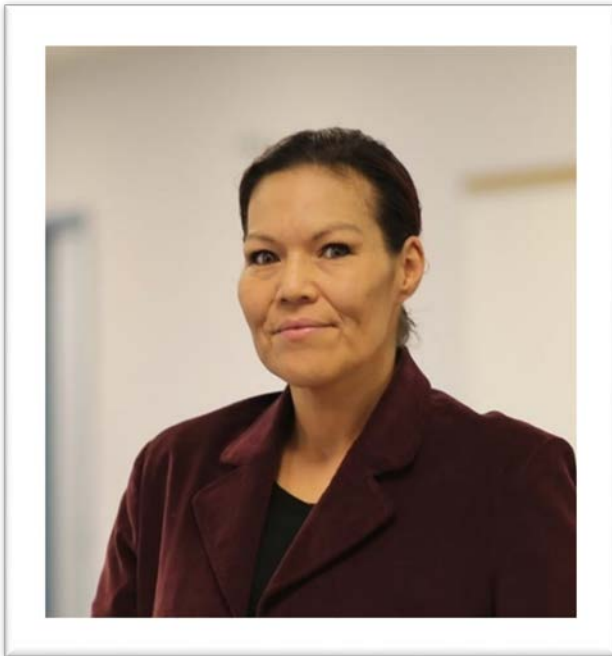
In spite of challenges created by the COVID-19 pandemic, Northlands College worked diligently to offer options for continuing coursework after COVID-19 restrictions sent staff and students to work from home in March, 2020. As a result of an enhanced partnership with Edcentre.ca, Northlands College began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

2019-20 Student Success!

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



2019-20 Student Success!



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



2019-20 Student Success!

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

Shannon has made many contributions

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

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

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

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

2019-20 Student Success!

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



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

Northlands College Priorities

Student Success Priority Area

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



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

Eliminating barriers:

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

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

Food Pantry 2019-2020 School Year

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



La Ronge Campus Food Pantry for students

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

Supporting Students with Anxiety

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



AASK Communications, 2020

Table 1 – La Ronge and area bussing analysis

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

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



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

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

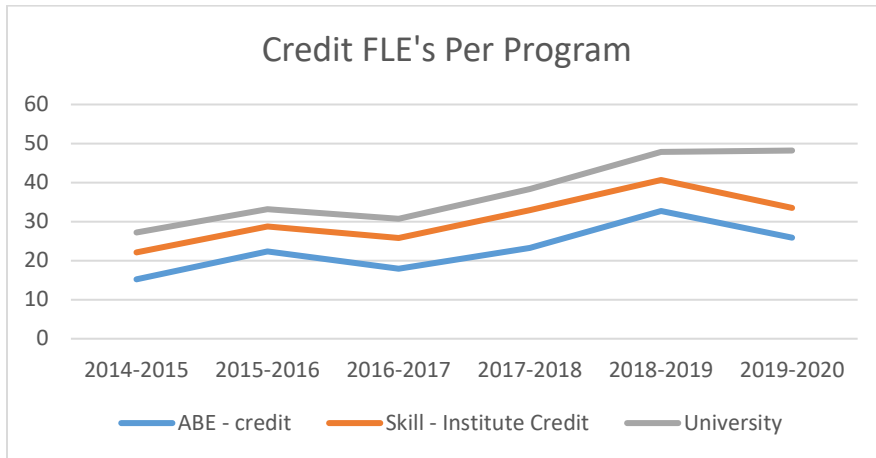


Chart 2 – Credit FLEs per program. This chart demonstrates that we have been increasing our student retention, however, COVID did have an impact. Students were still accessing critical needs supports, however, since we switched to remote learning students could not access our food pantry.

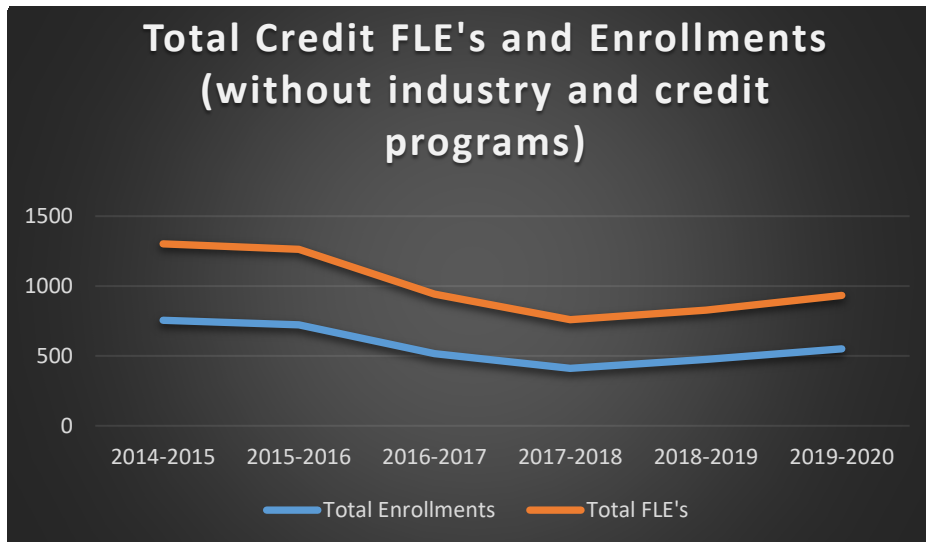


Chart 3 – Total Credit FLE's. We are seeing a continuous increase in areas of enrollments and FLE's. Industry credit programs are not included in this chart as they vary each year. Even with COVID, our number of enrollments increased by 77 and our FLE's increased by 28.

Organizational Success Priority Area

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

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

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

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

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

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

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

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

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

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

Table 3 – 2019-20 In-scope employees

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

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

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

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

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

Northlands College Staff FTE's 2019-2020

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

Employment Equity

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

Table 4 – 2019-20 Employment Equity Statistics

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

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

Comparison of Stated Financial Objectives and Performance

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

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

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

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

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

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

Use of Internally Appropriated Surplus in College Operations

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

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

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

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

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

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

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



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



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

Community Success Priority Area

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

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

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

Programs were run in the following off-campus locations:

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

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



Performance Measures

Skill – Institute Credit

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

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

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

Skill – Industry Credit

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

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

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

ABE Credit

Table 8 – 2019-20 ABE Credit performance measures

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

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

University

Table 9 – 2019-20 University performance measures

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

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

Notes:

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

Glossary of Terms

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

AE: Advanced Education

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

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

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

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

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

Credit: Learning which is certified by a recognized body.

DTI: Dumont Technical Institute

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

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

FTE: Full time equivalency for staff.

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

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

GDI: Gabriel Dumont Institute of Native Studies and Applied Research

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

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

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

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

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

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

LLRIB: Lac La Ronge Indian Band

MLTC: Meadow Lake Tribal Council

NCQ: Northern Career Quest

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

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

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

PBCN: Peter Ballantyne Cree Nation

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

SIIT: Saskatchewan Indian Institute of Technologies

U of R: University of Regina

U of S: University of Saskatchewan



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

Appendix A: Tables

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Table 2

Equity Participation Enrolments by Program Groups for Northlands College

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

Table 3

Student Success by Program Groups for Northlands College

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

Appendix B: Financial Statements



NORTHLANDS
COLLEGE

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

September 18, 2020

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

Dear Minister Beaudry-Mellor:

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

Sincerely,

Jackie Durocher
Vice-Chair

c: Mark McLoughlin, Deputy Minister

Management's Responsibility

To the Board of Directors of Northlands College:

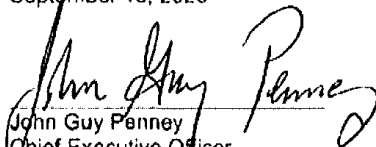
Management is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards and ensuring that all information in the annual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

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

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

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

September 18, 2020


John Guy Penney
Chief Executive Officer



Independent Auditor's Report

To the Board of Directors of Northlands College:

Opinion

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

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the College as at June 30, 2020, and the results of its consolidated operations, changes in net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

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

In preparing the consolidated financial statements, management is responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

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

Independent Auditor's Report *continued*

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the College to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

Prince Albert, Saskatchewan

September 18, 2020

MNP LLP

Chartered Professional Accountants



(KINCENTRIC)
Best Employer
CANADA 2019

ACCOUNTING › CONSULTING › TAX

Statement 1

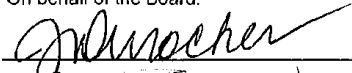
Northlands College
Consolidated Statement of Financial Position
as at June 30, 2020

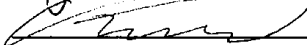
	<u>June 30</u> <u>2020</u>	<u>June 30</u> <u>2019</u>
Financial Assets		
Cash and cash equivalents (Note 3)	\$ 10,806,760	\$ 9,319,060
Accounts receivable (Note 4)	326,630	241,936
Total Financial Assets	<u>11,133,390</u>	<u>9,560,996</u>
Liabilities		
Accrued salaries and benefits (Note 6)	1,200,515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

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

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

On behalf of the Board:


 _____ Director


 _____ Director/CFO

Statement 2

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

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

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

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

Statement 3

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

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

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

Statement 4

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

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

Schedule 1

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

	2020		2020		2020		2020		2019	
	General	Skills Training	Basic Education	Services	University	Scholarships	Student Housing	2020 Actual	2020 Budget	2019 Actual
	Credit	Non-credit	Credit	Non-credit	Support	Counsel	Credit			
Revenues (Schedule 2)										
Provincial government	\$ 6,462,942	\$ 3,356,221	\$ 4,217,077	\$ 1,782,024	\$ 605,836	\$ -	\$ -	\$ -	\$ 15,338,083	\$ 16,875,547
Federal government	-	-	-	-	-	-	-	-	-	-
Other	1,291,679	1,213,954	75,682	36,202	190,803	190,803	46,783	154,335	3,251,006	3,658,012
Total Revenues	7,754,622	4,570,175	497,389	1,751,112	642,038	190,803	3,845,640	154,335	18,589,089	20,533,562
Expenses (Schedule 3)										
Agency contracts	85,162	938,879	445,140	204,360	297,872	8,328	503,737	146,189	2,553,855	2,494,450
Amortization	673,607	-	-	-	-	-	-	-	644,766	659,197
Equipment	91,115	127,102	1,185	4,325	-	-	17,293	1,884	355,146	312,372
Facilities	630,381	220,794	32,485	82,183	15,299	-	413,355	381,850	2,448,307	1,517,382
Information technology	1,143,851	440,177	2,714	1,168	-	119	32,869	41,709	2,263,238	2,078,811
Operating	1,117,178	2,097,382	8,309	145,331	51,684	206,340	8,299	175,432	11,297,687	9,534,686
Personal services	1,081,280	2,087,382	2,796	1,251,174	322,541	574,085	2,115,354	175,013	11,297,687	9,534,686
Total Expenses	6,843,116	3,615,536	487,915	1,711,527	725,242	214,868	3,393,162	748,843	20,177,014	17,288,515
Surplus (Deficit) for the year	\$ 905,506	\$ 754,239	\$ 9,474	\$ 39,585	\$ (87,204)	\$ (23,865)	\$ (52,503)	\$ (592,310)	\$ (1,587,925)	\$ 3,244,047

Schedule 2

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

	2020 Revenues Actual										2020		2019	
	Skills Training		Basic Education		Services		University	Scholarships	Student Housing	Total Revenues Actual	Total Revenues Budget	Total Revenues Actual	Total Revenues Actual	
	Credit	Non-credit	Credit	Non-credit	Leamer Support	Counsel								Credit
Provincial Government														
Advanced Education/Economy														
Operating grants	\$ 6,202,633	\$ -	\$ 1,752,024	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,202,633	\$ 6,069,700	\$ 6,269,867		
Program grants	19,294	421,707	1,752,024	605,836	-	-	2,842,424	-	-	8,741,167	8,741,000	8,793,151		
Capital grants	222,000	-	-	-	-	-	-	-	-	222,000	172,000	710,500		
Contracts	6,443,927	421,707	1,752,024	605,836	-	-	2,842,424	-	-	15,165,800	14,982,700	15,773,518		
Other	-	-	-	-	-	-	-	-	-	-	-	53,279		
Other provincial	6,443,927	421,707	1,752,024	605,836	-	-	330,250	-	-	330,250	14,982,700	16,185,142		
	19,016	256,338	-	-	-	-	3,172,674	-	-	15,496,050	355,383	690,405		
	6,462,942	3,356,221	1,752,024	605,836	-	-	3,384,500	-	-	15,983,230	15,338,083	16,875,547		
Total Provincial														
Federal Government														
Operating grants	-	-	-	-	-	-	-	-	-	-	-	-		
Program grants	-	-	-	-	-	-	-	-	-	-	-	-		
Capital grants	-	-	-	-	-	-	-	-	-	-	-	-		
Other Federal	-	-	-	-	-	-	-	-	-	-	-	-		
Total Federal														
Other Revenue														
Admin recovery	361,191	-	-	-	164,328	-	-	-	-	525,520	37,500	554,190		
Contracts	212,518	449,223	31,132	30,000	-	-	98,784	-	-	609,138	615,847	912,223		
Interest	-	-	-	-	-	-	-	2,930	-	2,930	147,600	193,574		
Rents	-	-	-	-	-	-	-	-	154,335	154,335	468,566	162,193		
Resale items	-	184,596	(912)	6,202	26,475	-	106,853	-	-	323,214	291,000	298,752		
Tuition	840	580,135	44,550	-	-	-	255,712	-	-	881,238	781,389	914,364		
Donations	-	-	-	-	-	-	-	43,853	-	43,853	55,000	12,298		
Other	717,130	-	-	-	-	-	-	-	-	717,130	853,104	610,418		
	1,291,679	1,213,954	75,682	36,202	190,803	-	481,349	-	-	3,251,006	3,251,006	3,658,012		
Total Other														
Total Revenues	\$ 7,754,622	\$ 4,570,175	\$ 497,389	\$ 642,038	\$ 190,803	\$ -	\$ 3,845,849	\$ 46,783	\$ 154,335	\$ 19,453,105	\$ 18,509,089	\$ 20,333,562		

Schedule 3

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

	General (Schedule 4)		Skills Training		Basic Education		Survivors		University		Scholarships		Student Housing		2020 Total Expenses		2019 Total Expenses		
	Credit	Non-credit	Credit	Non-credit	Credit	Non-credit	Support	Counsel	Credit		Credit		Actual	Budget	Actual	Budget	Actual	Budget	
Agency Contracts																			
Contracts	\$ 85,182	\$ 938,879	\$ 445,140	\$ 204,390	\$ 297,872	\$ 8,328	\$ -	\$ 308,761	\$ -	\$ 146,189	\$ -	\$ 2,484,721	\$ 2,378,105	\$ 2,369,777	\$ 2,378,105	\$ 2,369,777	\$ 2,378,105	\$ 2,369,777	
Instructors	85,162	938,879	445,140	204,390	297,872	8,328	-	308,761	-	146,189	-	2,484,721	2,378,105	2,369,777	2,378,105	2,369,777	2,378,105	2,369,777	
	673,607	-	-	-	-	-	-	-	-	-	-	673,607	644,785	659,197	644,785	659,197	644,785	659,197	
Equipment																			
Equipment (non-capital)	20,951	8,562	-	3,925	-	-	-	740	-	1,629	-	35,437	108,000	175,570	108,000	175,570	108,000	175,570	
Rental	39,527	118,520	-	400	-	-	-	16,553	-	254	-	175,254	135,538	81,289	135,538	81,289	135,538	81,289	
Repairs and maintenance	31,027	-	1,185	-	-	-	-	-	-	-	-	32,212	111,608	55,901	111,608	55,901	111,608	55,901	
	91,115	127,102	1,185	4,325	-	-	-	17,293	-	1,884	-	242,904	355,146	312,372	355,146	312,372	355,146	312,372	
Facilities																			
Building supplies	27,720	882	-	-	-	-	-	2,117	-	5,888	-	38,857	38,850	38,413	38,850	38,413	38,850	38,413	
Grounds	15,298	269	1,507	-	-	-	-	269	-	-	-	17,343	17,843	17,843	17,843	17,843	17,843	17,843	
Janitorial	181,135	8,355	-	2,700	-	-	-	5,281	-	1,711	-	189,182	218,764	200,093	218,764	200,093	218,764	200,093	
Rental	117,374	103,462	14,912	73,779	15,289	-	-	400,066	-	325,200	-	1,140,952	1,556,624	1,063,337	1,556,624	1,063,337	1,556,624	1,063,337	
Repairs & maintenance buildings	88,853	1,811	15,185	-	-	-	-	224	-	15,620	-	119,733	953,000	453,614	953,000	453,614	953,000	453,614	
Utilities	201,962	16,005	881	-	-	-	-	5,388	-	33,432	-	263,383	251,069	253,279	251,069	253,279	251,069	253,279	
	630,381	220,794	32,485	82,183	15,289	-	-	418,355	-	381,850	-	1,776,347	2,448,307	1,517,362	2,448,307	1,517,362	2,448,307	1,517,362	
Information Technology																			
Computer services	30,329	-	-	-	-	-	-	30,329	-	-	-	76,660	76,660	65,307	76,660	65,307	76,660	65,307	
Data communications	12,943	-	-	-	-	-	-	12,943	-	-	-	20,324	20,324	48,236	20,324	48,236	20,324	48,236	
Equipment (non-capital)	32,840	-	-	-	-	-	-	843	-	-	-	57,807	65,132	115,239	65,132	115,239	65,132	115,239	
Materials & supplies	1,562	-	-	24,124	-	-	-	-	-	-	-	1,562	4,200	1,665	4,200	1,665	4,200	1,665	
Repairs & maintenance buildings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Software (non-capital)	68,157	1,077	-	-	41,864	-	119	-	203	-	111,420	81,806	107,978	81,806	107,978	81,806	107,978		
	143,853	1,077	-	24,124	41,864	-	119	13,427	-	-	-	226,462	263,258	267,812	263,258	267,812	263,258	267,812	
Operating																			
Advertising	74,099	18,684	525	9,097	4,781	-	-	9,989	-	17,614	-	135,170	132,750	152,296	132,750	152,296	132,750	152,296	
Association fees & dues	25,966	563	-	1,386	-	-	-	1,011	-	-	-	28,926	34,920	19,958	28,926	34,920	19,958	28,926	
Bad debts	23,502	-	-	-	-	-	-	-	-	-	-	23,502	22,074	32,143	22,074	32,143	22,074	32,143	
Financial services	7,292	-	-	-	-	-	-	-	-	-	-	7,292	7,695	16,073	7,695	16,073	7,695	16,073	
In-service (includes PD)	23,504	2,165	-	1,724	271	-	-	933	-	-	-	28,997	126,148	78,615	126,148	78,615	126,148	78,615	
Insurance	182,195	822	-	-	-	-	-	3,196	-	15,909	-	202,112	198,366	190,064	202,112	198,366	190,064	190,064	
Materials & supplies	63,798	196,160	1,041	50,243	21,718	-	-	30,666	-	4,342	-	342,266	525,021	335,558	342,266	525,021	335,558	335,558	
Postage, freight & courier	28,194	7,268	-	1,329	1,689	-	-	8,028	-	382	-	47,860	71,695	59,908	47,860	71,695	59,908	59,908	
Printing & copying	9,350	27,626	1	63,616	7,186	-	-	85,996	-	864	-	281,962	173,100	238,433	173,100	238,433	173,100	238,433	
Professional services	71,014	-	-	-	-	-	-	69,229	-	-	-	86,180	85,000	71,180	86,180	85,000	71,180	85,000	
Retail items	1,014	148,205	-	340	9,933	-	-	27,363	-	-	-	27,844	29,026	30,626	27,844	29,026	30,626	29,026	
Subscriptions	3,435	-	-	-	-	-	-	-	-	-	-	3,435	13,078	13,078	3,435	13,078	13,078	3,435	
Telephone & fax	60,053	2,634	-	1,650	10,900	-	-	3,888	-	2,595	-	81,730	80,982	77,372	81,730	80,982	77,372	81,730	
Travel	126,863	75,791	4,743	15,344	5,978	-	-	164,328	-	3	-	464,087	754,415	626,167	464,087	754,415	626,167	754,415	
Other	350,528	440,120	6,309	145,331	51,685	-	-	329,959	-	105,861	-	456,389	85,000	73,359	456,389	85,000	73,359	85,000	
	1,141,791	1,417,991	145,331	51,685	206,340	-	-	6,289	-	41,709	-	2,477,424	2,607,715	2,503,656	2,607,715	2,503,656	2,607,715	2,503,656	
Personal Services																			
Honaria	26,436	-	-	-	-	-	-	-	-	-	-	26,436	25,000	31,873	25,000	31,873	25,000	31,873	
Salaries	3,415,869	1,698,661	-	1,127,030	276,545	-	-	478,318	-	1,695,714	-	6,824,208	9,406,404	7,855,230	6,824,208	9,406,404	7,855,230	9,406,404	
Other	7,739	63,131	2,615	8,371	2,742	-	-	2,197	-	15,571	-	157,298	220,500	167,371	157,298	220,500	167,371	220,500	
Student Training Allowance	631,166	295,173	181	115,974	43,254	-	-	95,570	-	27,373	-	1,544,673	54,580	133,509	1,544,673	54,580	133,509	133,509	
Employee benefits	4,081,210	2,087,964	2,788	1,251,174	392,541	-	-	374,085	-	175,013	-	10,610,134	11,287,967	9,352,667	11,287,967	9,352,667	11,287,967	9,352,667	
	\$ 8,949,116	\$ 3,615,936	\$ 487,915	\$ 1,711,327	\$ 729,242	\$ -	\$ -	\$ 214,668	\$ 562,505	\$ 3,393,162	\$ 105,861	\$ 746,645	\$ 20,177,014	\$ 17,285,515	\$ 20,177,014	\$ 17,285,515	\$ 17,285,515	\$ 17,285,515	

Schedule 4

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

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

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

1. PURPOSE AND AUTHORITY

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

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

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

Northlands College is exempt from the payment of income tax.

2. SIGNIFICANT ACCOUNTING POLICIES

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

(a) College Reporting Entity and Consolidation

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

College Reporting Entity:

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

Consolidation:

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

Consolidation Method:

All inter-organizational balances and transactions are eliminated.

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

- Northlands College Scholarship Foundation Inc.

(b) Measurement Uncertainty and the Use of Estimates

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

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

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

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

(c) Financial Instruments

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

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

i) Cost or Amortized Cost

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

(d) Financial Assets

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

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

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

(e) Liabilities

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

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

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

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

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

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

(f) Non-Financial Assets

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

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

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

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

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

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

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

(g) Employee Pension Plans

Employees of the College participate in the following pension plans:

Multi-Employer Defined Benefit Plans

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

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

(h) Revenue Recognition

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

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

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

ii) Fees and Services

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

iii) Interest Income

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

iv) Other (Non-Government Transfer) Contributions

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

(i) Expenses

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

(j) Contingent liabilities

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

(k) Accounting Standards Not Yet in Effect

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

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

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

PS 3400 Revenue (effective April 1, 2023)

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

3. CASH AND CASH EQUIVALENTS

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

	June 30 2020	June 30 2019
Cash and bank deposits	\$ 10,806,760	\$ 9,319,060
Cash and cash equivalents	\$ 10,806,760	\$ 9,319,060

4. ACCOUNTS RECEIVABLE

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

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

5. BANK INDEBTEDNESS

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

6. ACCRUED SALARIES AND BENEFITS

	June 30 2020	June 30 2019
Accrued salaries	\$ 344,471	\$ 251,096
Accrued employee benefits	856,044	733,646
Accrued salaries and benefits	\$ 1,200,515	\$ 984,742

7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

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

8. DEFERRED REVENUE

	June 30 2019	Addition during the year	Revenue recognized in the year	June 30 2020
Deferred revenue				
Peter Ballantyne Cree Nation	-	172,094	-	172,094
Deferred revenue	\$ -	\$ 172,094	\$ -	\$ 172,094

9. LIABILITY FOR EMPLOYEE FUTURE BENEFITS

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

Details of the employee future benefits are as follows:

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

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

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

10. LONG-TERM DEBT

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

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

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

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

11. TANGIBLE CAPITAL ASSETS

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

12. PREPAID EXPENSES

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

13. EMPLOYEE PENSION PLANS

Multi-Employer Defined Benefit Plans

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

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

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

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

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

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

- ii) Municipal Employees' Pension Plan (MEPP)

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

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

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

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

Details of the MEPP are as follows:

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

14. RISK MANAGEMENT

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

i) Credit Risk

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

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

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

ii) Liquidity Risk

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

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

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

iii) Market Risk

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

Interest Rate Risk:

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

The College minimizes these risks by:

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

15. BUDGET FIGURES

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

16. RELATED PARTIES

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

(a) Related Party Transactions:

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

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

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

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

17. ACCUMULATED SURPLUS

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

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

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

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

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

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

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

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

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

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

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

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

Estimated expenditures:

2020/21 - \$59,350

2021/22 - \$36,000

2022/23 – 30,000

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

18. CONTRACTUAL OBLIGATIONS AND COMMITMENTS

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

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

19. CONTINGENT LIABILITIES

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

20. STATEMENT OF REMEASUREMENT GAINS AND LOSSES

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

21. COMPARATIVE FIGURES

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

22. COVID-19

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

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

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

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

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

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

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

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

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

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

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

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



Toll Free: 1-888-311-1185

Canoe Campus

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

Phone: (306) 425-4353

Fax: (306) 425-2696

River Campus & Mine School

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

Phone: (306) 425-4483

Fax: (306) 425-4666

Rock Campus

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

Phone: (306) 425-4354

Fax: (306) 425-4372

Buffalo Narrows Campus

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

Phone: (306) 235-1765

Fax: (306) 235-4346

Creighton Campus

120 King Crescent
Box 400
Creighton, SK
S0P 0A0

Phone: (306) 688-8838

Fax: (306) 688-7710

Head Office

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

Phone: (306) 425-4480

Fax: (306) 425-3002

visit us at TrainNorth.ca

