

# ANNUAL REPORT

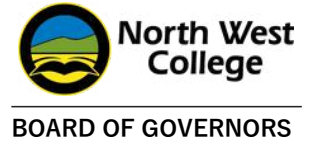
2023-24



# Table of Contents

Board of Governors	04
Board Chair's Message	05
President's Message	07
Programs and Services	09
Equity Participation	12
Student Success	14
Strategic Goals	16
Skills Training	20
University & Adult Basic Education	23
English as an Additional Language	24
Student Services	26
Human Resources	28
Staff Directory	30
Glossary of Terms	34
Financial Reports	35

# Letter of Transmittal

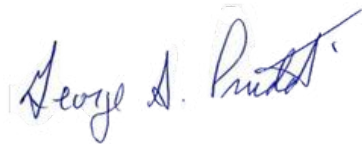


December 11, 2024

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

The Honourable Minister Cheveldayoff,

On behalf of the Board of Governors, and in accordance with Section 16 of the Regional Colleges Act and Section 14 of the Regional Colleges Regulations, I am pleased to submit the Annual Report of North West College for the fiscal year ended June 30, 2024.



George Prudat  
Chairperson  
Board of Governors

# Board of Governors



Chair  
**GEORGE PRUDAT**  
St. Walburg



Board Member  
**VALERIE MILLER**  
Meadow Lake



Vice Chair  
**BILL VOLK**  
Battleford



Board Member  
**AUDREY JONES**  
Medstead



Board Member  
**HARRIS SUTHERLAND**  
North Battleford



Board Member  
**LAUREL DERENOSKI**  
Vawn



Board Member  
**MICHAEL LEE**  
St. Walburg

2023-24

## BOARD MEETINGS

### REGULAR MEETINGS

August 28, 2023  
September 25, 2023  
October 30, 2023  
November 29, 2023  
January 29, 2024  
April 26, 2024  
June 24, 2024

### SPECIAL MEETING

June 11, 2024

### ANNUAL MEETING

June 24, 2024

2023-24

## BOARD COMMITTEES

**HRCC:** Chair: George Prudat  
Laurel Derenoski, Harrison Sutherland,  
Valerie Miller

**FINANCE:** Chair: Audrey Jones  
George Prudat, Michael Lee

**BOARD BYLAW:** Chair: Valerie Miller  
George Prudat, Laurel Derenoski, Bill Volk

**STRATEGIC PLANNING & NEW BUILD:**  
Chair: Bill Volk  
George Prudat, Valerie Miller, Michael Lee,  
Harrison Sutherland



# Board Chair's Message

I am pleased to present the message from the North West College Board for the 2023-2024 academic year. The Board continues its commitment to students in the Northwest, both in providing opportunities for education, training, and growth for students close to home, while also responding to the needs of our regional business for trained and qualified staff. This year the college saw increased enrolments, student success as seen through program completions, and a larger suite of student supports to ensure that all students are able to reach their potential.

The college has continued to work in alignment with the Government of Saskatchewan's Health Human Resources plan, and worked to offer expanded healthcare programming options for students. We see the need for increased numbers of skilled practitioners in the healthcare field in our region, and recognize the key role that North West College can play in meeting those needs into the future. In addition, the expansion of available seats in the Early Childhood Education program brokered through Lakeland College has helped us contribute to the government initiatives to ensure that affordable childcare options exist for those in our community that need it.

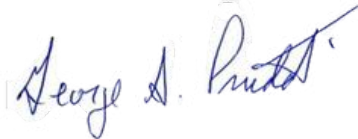
The college has also made significant strides to ensure that it is responsive to community needs. To this end, program offerings have been explored at various off-campus locations, in order to meet communities where they are. Additional efforts have been made to engage with local First Nations to form partnerships and provide training opportunities where unmet needs have been identified. The college acted on the demonstrated community needs identified in the last academic year, and expanded several Micro Credential offerings in partnership with the Saskatchewan Research Council (SRC) to offer Polyvinyl Chloride Welding, as well as a new Furnace Operator for Smelting program.

North West College continues to expand its recruitment and program offerings. This is part of an effort to increase the ability to offer a wide range of program options to both domestic and international students and increase overall enrolment, while also attracting ambitious and talented newcomers to experience the beauty and opportunity available in the Northwest. We anticipate many of our students will endeavour to stay and contribute to our local communities following the completion of their programs, and become valuable additions to our continued efforts to build up new opportunities for growth in Saskatchewan.



The Board of Governors is proud of the continued advocacy work done by multiple parties in making the case to multiple levels of government for a new campus in North Battleford to meet the education and labour training needs of the region. This is a key priority, and will continue into the coming years as the current college infrastructure is demonstrably in need of expansion. This year the Board of Governors contributed to the belt tightening around space, and agreed to convert the existing board room at the North Battleford campus to classroom space to accommodate the increased enrolments in various programs.

As the Board continues to contribute to the oversight and advocacy around programming and renewed investment in the Battlefords, we see the path forward to creating more opportunities for those in our region. The significant contributions that North West College makes to our local economy will continue to grow as we see our students enter through our doors, and leave with the skills to make impacts that will send positive ripple effects throughout the Northwest. All of this is in service of our students and communities with which we share the deep desire to see continued positive outcomes and growth of our region.



George Prudat  
Board Chair



# President's Message

This year marked another important step in North West College's journey of growth and expansion. By building on our strengths, we continue to provide valuable training close to home, working collaboratively with the Provincial Government, Indigenous Nations, community partners, and other post-secondary institutions. These efforts are helping to create a skilled local workforce while fostering stronger, more resilient communities across the North West region.

In 2023-24, we saw growth in enrolments, student supports, programming, and infrastructure. We welcomed a larger cohort of international students than anticipated and explored new partnerships across the region, all of which contributed to positive outcomes and progress on our strategic goals. Responding to the mental health needs of our students emerged as a major priority, leading us to hire two dedicated counsellors. This allowed us to better address challenges such as health and wellness issues, learning disabilities, and academic accommodations. These services, including exam assistance and tutoring, have been critical in progress toward improving student success and program completion rates.

A significant highlight was the launch of the Bachelor of Science in Nursing (BSN) program in partnership with the University of Saskatchewan. This initiative allows students to complete their entire undergraduate degree locally in the Battlefords, aligning with the need for a stronger healthcare workforce both in the North West and across the province. Our comprehensive healthcare programming now includes the BSN, Continuing Care Assistant, Practical Nursing, and Psychiatric Nursing programs. To support these expansions, we constructed a second state-of-the-art simulation lab in North Battleford and have secured a partner to construct a similar facility at the Meadow Lake campus.

We also expanded our offerings in micro-credentials, focusing on short-term, skills-based training that addresses regional workforce demands. Programs like Polyvinyl Chloride (PVC) Welding, Furnace Operator for Smelting, Retail Meat Cutting, and Level 1 Cooking were developed in collaboration with industry and community partners, helping to fill skill gaps while providing students with new career opportunities.





Reconciliation remains a central priority for the College. This year, we released our Indigenization Charter and strengthened partnerships with Indigenous communities to offer culturally relevant and accessible education. By addressing the unique needs of these communities, we aim to foster economic reconciliation and create pathways for shared prosperity.

Our outreach efforts expanded this year through targeted social media campaigns and collaborations with local organizations, helping to highlight programming and connect new students with community resources. At the same time, we addressed the growing need for functional classroom space by repurposing facilities, such as converting the North Battleford campus boardroom into a classroom. To meet future demands, we are working with the Provincial Government and local municipalities on new campus developments to resolve space limitations and enable program expansion. These investments are expected to strengthen the region by fostering a skilled workforce, attracting industry, creating opportunities, and retaining educated community members.

These achievements are a testament to the dedication of our staff and Board of Governors, whose efforts have driven improvements in student life, program offerings, and enrolment. As we look ahead, we remain committed to further growth, innovation, and providing transformative education to meet the needs of our region.



Dr. Eli Ahlquist  
President and CEO



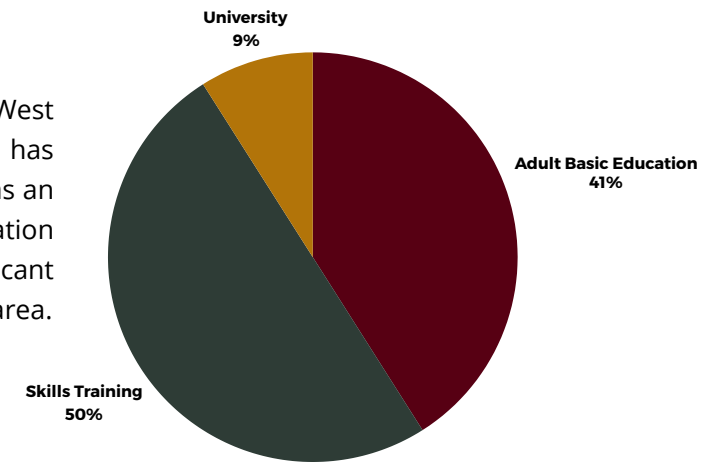
North West College Group Staff Photo  
STAFF IN-SERVICE



# Programs and Services

## Summary of Enrolments

In 2023-24, a total of 1,882 students participated in programming at North West College. This indicates a 12% growth in overall enrolments. The college has seen the majority of the increase in enrolments in institute credit, English as an additional language, and university programming. While Adult Basic Education (ABE) programming didn't have the same percentage of growth, significant investments have been made to improve enrolments and retention in this area.



**Table 1. Comprehensive Enrolment Statistics**

26% INCREASE  
IN FLE  
ENROLMENTS  
OVER 22-23

Entire College		Actuals							
		2022-23				2023-24			
Program Group		FT	PT	Casual	FLE	FT	PT	Casual	FLE
SKILLS TRAINING	<b>Institute Credit:</b>								
	Saskatchewan Polytechnic	144.00	92.00	0.00	180.90	147.00	52.00	0.00	213.32
	Other	13.00	30.00	0.00	20.57	47.00	39.00	0.00	50.28
	Apprenticeship & Trade	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>Total Institute Credit</b>	<b>157.00</b>	<b>122.00</b>	<b>0.00</b>	<b>201.47</b>	<b>194.00</b>	<b>91.00</b>	<b>0.00</b>	<b>263.60</b>
	<b>Industry Credit:</b>								
	<b>Total Industry Credit</b>	<b>21.00</b>	<b>55.00</b>	<b>654.00</b>	<b>26.31</b>	<b>3.00</b>	<b>51.00</b>	<b>694.00</b>	<b>17.45</b>
	<b>Non-Credit (all categories)</b>								
<b>Total Non-Credit</b>	<b>0.00</b>	<b>3.00</b>	<b>40.00</b>	<b>3.70</b>	<b>0.00</b>	<b>42.00</b>	<b>65.00</b>	<b>2.74</b>	
<b>TOTAL SKILLS TRAINING</b>		<b>178.00</b>	<b>180.00</b>	<b>694.00</b>	<b>231.48</b>	<b>197.00</b>	<b>184.00</b>	<b>759.00</b>	<b>283.79</b>
ADULT BASIC EDUCATION	<b>ABE Credit:</b>								
	Adult 12	51.00	81.00	0.00	59.40	66.00	102.00	0.00	87.59
	Adult 10	51.00	60.00	0.00	60.80	33.00	48.00	0.00	37.69
	Academic GED (or equivalent)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>Total ABE Credit</b>	<b>102.00</b>	<b>141.00</b>	<b>0.00</b>	<b>120.20</b>	<b>99.00</b>	<b>150.00</b>	<b>0.00</b>	<b>125.28</b>
	<b>ABE Non-Credit:</b>								
	Employability / Life Skills	0.00	19.00	0.00	0.30	0.00	13.00	0.00	0.30
	Level 1&2	75.00	102.00	0.00	72.10	47.00	79.00	0.00	53.97
English Language Training	1.00	181.00	0.00	23.40	1.00	302.00	0.00	51.65	
<b>Total ABE Non-Credit</b>	<b>76.00</b>	<b>302.00</b>	<b>0.00</b>	<b>95.80</b>	<b>48.00</b>	<b>394.00</b>	<b>0.00</b>	<b>105.92</b>	
<b>TOTAL BASIC EDUCATION</b>		<b>178.00</b>	<b>443.00</b>	<b>0.00</b>	<b>216.00</b>	<b>147.00</b>	<b>544.00</b>	<b>0.00</b>	<b>231.20</b>
<b>TOTAL UNIVERSITY</b>		<b>0.00</b>	<b>5.00</b>	<b>0.00</b>	<b>0.50</b>	<b>51.00</b>	<b>0.00</b>	<b>0.00</b>	<b>50.07</b>
<b>TOTAL ENROLMENT</b>		<b>356.00</b>	<b>628.00</b>	<b>694.00</b>	<b>447.98</b>	<b>395.00</b>	<b>728.00</b>	<b>759.00</b>	<b>565.06</b>

# Programs and Services

## Summary of Enrolments

Despite a dip in northern enrollments, strong demand for skilled tradespersons has driven strong enrollments in industry specific programs. ABE programming enrolments began strong at the start of the year, however retaining the students proved difficult. This is caused by the continued challenges relating to the changes in funding supports for students and personal circumstances.

Striving to achieve our fiscal sustainability goal, business development training was extensively delivered throughout the entire college region. This initiative also expanded beyond the college's immediate boundaries to include communities such as La Ronge, English River First Nation, and Montreal Lake – with the consent of Northlands College. Overall, programming was delivered in a total of 24 communities, including 14 First Nations.

In 2023-24 the college launched a Bachelor of Social Work degree program in collaboration with the University of Regina. This program proved to be immensely popular, with 31 students enrolling at the Meadow Lake Campus and additional 19 students at the Battlefords Campus.

**Table 1A. Comprehensive Enrolment Statistics, North Region.**

North Region		Actuals							
		2022-23				2023-24			
Program Group		FT	PT	Casual	FLE	FT	PT	Casual	FLE
SKILLS TRAINING	Institute Credit:								
	Saskatchewan Polytechnic	67.00	14.00	0.00	63.25	53.00	1.00	0.00	60.47
	Other	13.00	29.00	0.00	20.57	21.00	18.00	0.00	11.04
	Apprenticeship & Trade	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>Total Institute Credit</b>	<b>80.00</b>	<b>43.00</b>	<b>0.00</b>	<b>83.82</b>	<b>74.00</b>	<b>19.00</b>	<b>0.00</b>	<b>71.51</b>
	Industry Credit:								
	<b>Total Industry Credit</b>	<b>21.00</b>	<b>39.00</b>	<b>257.00</b>	<b>17.88</b>	<b>3.00</b>	<b>38.00</b>	<b>325.00</b>	<b>10.18</b>
	Non-Credit (all categories)								
	<b>Total Non-Credit</b>	<b>0.00</b>	<b>3.00</b>	<b>27.00</b>	<b>0.25</b>	<b>0.00</b>	<b>11.00</b>	<b>7.00</b>	<b>1.37</b>
	<b>TOTAL SKILLS TRAINING</b>	<b>101.00</b>	<b>85.00</b>	<b>284.00</b>	<b>101.95</b>	<b>77.00</b>	<b>68.00</b>	<b>332.00</b>	<b>83.06</b>
ADULT BASIC EDUCATION	ABE Credit:								
	Adult 12	18.00	18.00	0.00	19.20	13.00	36.00	0.00	24.40
	Adult 10	30.00	26.00	0.00	31.50	8.00	16.00	0.00	10.82
	Academic GED (or equivalent)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>Total ABE Credit</b>	<b>48.00</b>	<b>44.00</b>	<b>0.00</b>	<b>50.70</b>	<b>21.00</b>	<b>52.00</b>	<b>0.00</b>	<b>35.22</b>
	ABE Non-Credit:								
	Employability / Life Skills	0.00	36.00	0.00	0.00	0.00	7.00	0.00	0.00
	Level 18&2	38.00	22.00	0.00	37.20	27.00	34.00	0.00	31.85
English Language Training	0.00	9.00	0.00	0.00	0.00	12.00	0.00	2.54	
<b>Total ABE Non-Credit</b>	<b>38.00</b>	<b>67.00</b>	<b>0.00</b>	<b>37.20</b>	<b>27.00</b>	<b>53.00</b>	<b>0.00</b>	<b>34.39</b>	
<b>TOTAL ADULT BASIC EDUCATION</b>	<b>86.00</b>	<b>111.00</b>	<b>0.00</b>	<b>87.90</b>	<b>48.00</b>	<b>105.00</b>	<b>0.00</b>	<b>69.61</b>	
<b>TOTAL UNIVERSITY</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>32.00</b>	<b>0.00</b>	<b>0.00</b>	<b>31.42</b>	
<b>TOTAL ENROLMENT</b>	<b>187.00</b>	<b>196.00</b>	<b>284.00</b>	<b>189.85</b>	<b>157.00</b>	<b>173.00</b>	<b>332.00</b>	<b>184.09</b>	

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

# Programs and Services

## Summary of Enrolments

EAL  
67% INCREASE  
IN  
ENROLMENTS

The south region is headquartered at the main campus in North Battleford and covers the area from Unity in the west to Rosthern in the east. In this coordination zone, overall student enrollment grew by 19%. Institute Credit programs saw significant growth of 23%, English Language Training experienced an impressive 67% increase, while Adult Basic Education experienced an increase of 31%. The South campus has seen a 48% increase in FLE enrolment from 22-23. The college has been working to secure new spaces to support this growth in enrolment and programming. The Province's investment in training more healthcare workers has significantly boosted student enrollment, reflecting the urgent demand for these professions. This demand is further demonstrated by the high employability of graduates who quickly enter the workforce. In response, the college has expanded enrollment capacity, yet the demand remains so strong that all healthcare programs now have waitlists of eager applicants.

**Table 1B. Comprehensive Enrolment Statistics, South Campus.**

South Region		Actuals							
		2022-23				2023-24			
Program Group		FT	PT	Casual	FLE	FT	PT	Casual	FLE
	SKILLS TRAINING	<b>Institute Credit:</b>							
Saskatchewan Polytechnic		77.00	79.00	0.00	117.70	94.00	51.00	0.00	152.85
Other		0.00	0.00	0.00	0.00	26.00	21.00	0.00	39.24
Apprenticeship & Trade									
<b>Total Institute Credit</b>		<b>77.00</b>	<b>79.00</b>	<b>0.00</b>	<b>117.70</b>	<b>120.00</b>	<b>72.00</b>	<b>0.00</b>	<b>192.09</b>
<b>Industry Credit:</b>									
<b>Total Industry Credit</b>		<b>0.00</b>	<b>15.00</b>	<b>402.00</b>	<b>8.40</b>	<b>0.00</b>	<b>13.00</b>	<b>369.00</b>	<b>7.27</b>
<b>Non-Credit (all categories)</b>									
<b>Total Non-Credit</b>	<b>0.00</b>	<b>0.00</b>	<b>13.00</b>	<b>3.40</b>	<b>0.00</b>	<b>31.00</b>	<b>58.00</b>	<b>1.37</b>	
<b>TOTAL SKILLS TRAINING</b>		<b>77.00</b>	<b>94.00</b>	<b>415.00</b>	<b>129.50</b>	<b>120.00</b>	<b>116.00</b>	<b>427.00</b>	<b>200.73</b>
ADULT BASIC EDUCATION	<b>ABE Credit:</b>								
	Adult 12	33.00	68.00	0.00	40.30	53.00	66.00	0.00	63.19
	Adult 10	21.00	34.00	0.00	29.30	25.00	32.00	0.00	26.87
	Academic GED (or equivalent)								
	<b>Total ABE Credit</b>	<b>54.00</b>	<b>102.00</b>	<b>0.00</b>	<b>69.60</b>	<b>78.00</b>	<b>98.00</b>	<b>0.00</b>	<b>90.06</b>
	<b>ABE Non-Credit:</b>								
	Employability / Life Skills	0.00	13.00	0.00	0.30	0.00	6.00	0.00	0.30
	Level 1&2	36.00	53.00	0.00	34.60	20.00	45.00	0.00	22.12
English Language Training	1.00	173.00	0.00	23.40	1.00	290.00	0.00	49.11	
<b>Total ABE Non-Credit</b>	<b>37.00</b>	<b>239.00</b>	<b>0.00</b>	<b>58.30</b>	<b>21.00</b>	<b>341.00</b>	<b>0.00</b>	<b>71.53</b>	
<b>TOTAL ADULT BASIC EDUCATION</b>		<b>91.00</b>	<b>341.00</b>	<b>0.00</b>	<b>127.90</b>	<b>99.00</b>	<b>439.00</b>	<b>0.00</b>	<b>161.59</b>
<b>TOTAL UNIVERSITY</b>		<b>0.00</b>	<b>5.00</b>	<b>0.00</b>	<b>0.50</b>	<b>19.00</b>	<b>0.00</b>	<b>0.00</b>	<b>18.65</b>
<b>TOTAL ENROLMENT</b>		<b>168.00</b>	<b>440.00</b>	<b>415.00</b>	<b>257.90</b>	<b>238.00</b>	<b>555.00</b>	<b>427.00</b>	<b>380.97</b>

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

# Equity Participation Enrolments

In alignment with its commitment to reconciliation, North West College actively tracks Indigenous enrolment as a vital indicator of its dedication to equity and inclusion. In 2023-24, 33% of students across all programs self-identified as Indigenous, a slight decline from the previous year due to reduced ABE enrolments and increased EAL and out-of-region participation in programs like psychiatric nursing. Nevertheless, this proportion significantly exceeds the regional Indigenous population representation of 30%, highlighting the College's pivotal role in advancing a representative and inclusive workforce.

Table 2 provides additional insights into equity participation, including students from visible minority groups and those with disabilities. The inclusion of the College's second cohort of international students well exceeded expectations with a total of 80 students joining the larger community and significantly increasing the total number of visible minorities to 130 students. This growing diversity reflects North West College's ongoing efforts to create a welcoming, equitable, and culturally responsive learning environment.

The following table reveals an increasing number of students with disability enrolled in the full time program with a 90% increase.

**Table 2. Equity participation enrolments, 2023-24.**

Entire College		HEADCOUNT																							
		2022-23									2023-24														
		Indigenous			Visible Minority			Disability			Total			Indigenous			Visible Minority			Disability			Total		
Program Groups	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	
SKILLS TRAINING	Institute Credit																								
	Sask Polytechnic	86	35	0	27	22	0	15	15	0	141	100	0	45	15	0	20	25	0	25	9	0	147	52	0
	Other	11	28	0	1	0	0	0	0	0	13	22	0	17	20	0	11	3	0	3	1	0	47	39	0
	Apprenticeship & Trade																								
	<b>Total Institute Credit</b>	<b>97</b>	<b>63</b>	<b>0</b>	<b>28</b>	<b>22</b>	<b>0</b>	<b>15</b>	<b>15</b>	<b>0</b>	<b>154</b>	<b>122</b>	<b>0</b>	<b>62</b>	<b>35</b>	<b>0</b>	<b>31</b>	<b>28</b>	<b>0</b>	<b>28</b>	<b>10</b>	<b>0</b>	<b>194</b>	<b>91</b>	<b>0</b>
	Industry Credit																								
	<b>Total Industry Credit</b>	<b>18</b>	<b>29</b>	<b>159</b>	<b>2</b>	<b>4</b>	<b>44</b>	<b>0</b>	<b>2</b>	<b>24</b>	<b>21</b>	<b>55</b>	<b>654</b>	<b>3</b>	<b>21</b>	<b>136</b>	<b>0</b>	<b>0</b>	<b>42</b>	<b>1</b>	<b>0</b>	<b>21</b>	<b>3</b>	<b>51</b>	<b>694</b>
	Non-Credit (all categories)																								
	<b>Total Non-Credit</b>	<b>0</b>	<b>1</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>40</b>	<b>0</b>	<b>14</b>	<b>15</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>42</b>	<b>65</b>
	<b>TOTAL SKILLS TRAINING</b>	<b>115</b>	<b>93</b>	<b>185</b>	<b>30</b>	<b>26</b>	<b>44</b>	<b>15</b>	<b>17</b>	<b>25</b>	<b>175</b>	<b>180</b>	<b>694</b>	<b>65</b>	<b>70</b>	<b>151</b>	<b>31</b>	<b>29</b>	<b>43</b>	<b>29</b>	<b>14</b>	<b>24</b>	<b>197</b>	<b>184</b>	<b>759</b>
ADULT BASIC EDUCATION	ABE Credit																								
	Adult 12	39	51	0	6	10	0	7	19	0	51	81	0	42	66	0	7	6	0	8	10	0	66	102	0
	Adult 10	38	49	0	5	4	0	4	11	0	51	60	0	27	42	0	1	2	0	5	5	0	33	48	0
	Academic GED																								
	<b>Total ABE Credit</b>	<b>77</b>	<b>100</b>	<b>0</b>	<b>11</b>	<b>14</b>	<b>0</b>	<b>11</b>	<b>30</b>	<b>0</b>	<b>102</b>	<b>141</b>	<b>0</b>	<b>69</b>	<b>108</b>	<b>0</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>13</b>	<b>15</b>	<b>0</b>	<b>99</b>	<b>150</b>	<b>0</b>
	ABE Non-Credit																								
	Employability / Life Skills	0	6	0	0	1	0	0	3	0	0	13	0	0	0	0	0	0	0	0	0	0	0	13	0
	Level 1&2	63	90	0	2	2	0	5	8	0	75	108	0	51	58	0	2	1	0	7	6	0	47	79	0
	English Language Training	0	0	0	0	6	0	0	0	0	1	181	0	0	1	0	0	7	0	0	0	0	1	302	0
	<b>Total</b>	<b>63</b>	<b>96</b>	<b>0</b>	<b>2</b>	<b>9</b>	<b>0</b>	<b>5</b>	<b>11</b>	<b>0</b>	<b>76</b>	<b>302</b>	<b>0</b>	<b>51</b>	<b>59</b>	<b>0</b>	<b>2</b>	<b>8</b>	<b>0</b>	<b>7</b>	<b>6</b>	<b>0</b>	<b>48</b>	<b>394</b>	<b>0</b>
<b>ABE Non-Credit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL ABE</b>	<b>140</b>	<b>196</b>	<b>0</b>	<b>13</b>	<b>23</b>	<b>0</b>	<b>16</b>	<b>41</b>	<b>0</b>	<b>178</b>	<b>443</b>	<b>0</b>	<b>120</b>	<b>167</b>	<b>0</b>	<b>10</b>	<b>16</b>	<b>0</b>	<b>20</b>	<b>21</b>	<b>0</b>	<b>147</b>	<b>544</b>	<b>0</b>	
<b>TOTAL UNIVERSITY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>39</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>51</b>	<b>0</b>	<b>0</b>	
<b>TOTAL ENROLMENT</b>	<b>255</b>	<b>289</b>	<b>185</b>	<b>43</b>	<b>49</b>	<b>44</b>	<b>31</b>	<b>60</b>	<b>25</b>	<b>353</b>	<b>628</b>	<b>694</b>	<b>224</b>	<b>237</b>	<b>151</b>	<b>42</b>	<b>45</b>	<b>43</b>	<b>59</b>	<b>35</b>	<b>24</b>	<b>395</b>	<b>728</b>	<b>759</b>	

**47% INCREASE IN STUDENTS WITH A DISABILITY ENROLLED IN FULL TIME STUDIES**



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



# Equity Participation

## International Education

North West College welcomed more than 80 international students from India, Philippines, Nigeria, Russia, Ecuador, Jamaica, Kenya, and Chile into the communities of North Battleford and Meadow Lake. This substantial increase in enrolment demonstrates a wide variety of diversity, languages and origins, contributing to the strategic goal of increasing diversity. These students enrolled in the Fall or January in programs such as Business, Early Childhood Education and Continuing Care Assistant certificate programs.

The College contacted students well in advance of their arrival to offer pre-arrival information regarding transportation and accommodations including a “homestay” option. Our homestay program offered students an option to stay in a home and rent a room with access to cooking, laundry, and internet. This was a welcoming environment for students and proved to be very successful, offering them a “home away from home” experience.

In partnership with the Government of Saskatchewan, the College delivered an Early Childhood Education program specifically tailored for newcomers. This program was designed to address the demand for skilled caregivers in the region, effectively bridging the gap between education and service roles in a high-demand field. The response to this program was overwhelmingly positive.



**International Student Orientation**  
North Battleford Campus

# Student Success

This year, North West College achieved an overall student success rate of 76%. While this marks a strong performance across many programs, there was a decrease noted in success rates within the Adult Basic Education (ABE) programs, which fell below the trends in previous years. Conversely, Skills Training programs maintained their steady success rate of 89%, reflecting the continued effectiveness of these initiatives. The college remains committed to identifying strategies to improve outcomes in ABE while sustaining high standards in skills training to support our students in achieving their educational and career goals.

**Table 3. Student Success by Program Groups for the Whole College, 2023-24.**

Entire College		HEADCOUNT																							
		2022-23						2023-24																	
		Completed			Graduated			Employed			Pursuing Further Training			Completed			Graduated			Employed			Pursuing Further Training		
Program Groups	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	FT	PT	C	
	Skills Training	Institute Credit																							
Sask Polytechnic		17	29	0	64	22	0			0	0	0	0	17	0	0	85	31	0	28	22	0	3	0	0
Other		0	20	0	4	3	0			0	0	0	0	0	9	0	28	16	0	16	4	0	0	0	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
<b>Total Institute Credit</b>		<b>17</b>	<b>49</b>	<b>0</b>	<b>68</b>	<b>25</b>	<b>0</b>	<b>60</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>9</b>	<b>0</b>	<b>113</b>	<b>47</b>	<b>0</b>	<b>44</b>	<b>26</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>
Industry Credit																									
<b>Total Industry Credit</b>		<b>8</b>	<b>28</b>	<b>283</b>	<b>7</b>	<b>37</b>	<b>384</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>42</b>	<b>626</b>	<b>0</b>	<b>14</b>	<b>53</b>	<b>0</b>	<b>2</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>
Non-Credit (all categories)																									
<b>Total Non-Credit</b>	<b>0</b>	<b>3</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>39</b>	<b>54</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL SKILLS TRAINING</b>		<b>25</b>	<b>80</b>	<b>321</b>	<b>75</b>	<b>62</b>	<b>384</b>	<b>60</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>90</b>	<b>680</b>	<b>113</b>	<b>61</b>	<b>53</b>	<b>44</b>	<b>28</b>	<b>59</b>	<b>3</b>	<b>0</b>	<b>0</b>	
Adult Basic Education	ABE Credit																								
	Adult 12	48	32	0	22	12	0	10	0	0	3	0	0	37	37	0	15	7	0	1	0	0	0	0	0
	Adult 10	20	21	0	18	0	0	8	4	0	1	0	0	20	5	0	5	3	0	0	0	0	3	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
	<b>Total ABE Credit</b>	<b>68</b>	<b>53</b>	<b>0</b>	<b>40</b>	<b>12</b>	<b>0</b>	<b>18</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>57</b>	<b>42</b>	<b>0</b>	<b>20</b>	<b>10</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>
	ABE Non-Credit:																								
	Employability / Life Skills	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0
	Level 1&2	56	26	0	0	0	0	20	2	0	4	0	0	47	14	0	0	0	0	15	2	0	1	0	0
	English Language Training	1	121	0	0	0	0	1	21	0	0	2	0	1	166	0	0	0	0	0	0	0	0	0	0
	Literacy	0	13	0	0	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total ABE Non-Credit</b>	<b>57</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>	<b>27</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>53</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	
<b>TOTAL ABE</b>	<b>125</b>	<b>213</b>	<b>0</b>	<b>40</b>	<b>12</b>	<b>0</b>	<b>39</b>	<b>31</b>	<b>0</b>	<b>8</b>	<b>2</b>	<b>0</b>	<b>110</b>	<b>222</b>	<b>0</b>	<b>20</b>	<b>10</b>	<b>0</b>	<b>16</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	
<b>TOTAL UNIVERSITY</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>TOTAL ENROLMENT</b>	<b>150</b>	<b>298</b>	<b>321</b>	<b>115</b>	<b>74</b>	<b>384</b>	<b>99</b>	<b>37</b>	<b>0</b>	<b>8</b>	<b>2</b>	<b>0</b>	<b>179</b>	<b>312</b>	<b>680</b>	<b>133</b>	<b>71</b>	<b>53</b>	<b>60</b>	<b>30</b>	<b>59</b>	<b>7</b>	<b>0</b>	<b>0</b>	

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



# Student Success

## Equity Participation - Completed and Graduated

Indigenous Student Completion Rate of 62%  
Visible Minority Completion Rate of 82%

Table 4 highlights completion and graduation statistics categorized by equity status, showcasing the College's commitment to supporting diverse student groups. Notably, 118 students identified as having a disability, and they subsequently achieved an overall completion or graduation rate of 55%. This reflects the College's capacity to address their unique needs and provide the necessary support to overcome challenges in pursuing their education. Indigenous students achieved a completion or graduation rate of 62%, while visible minority students reached an impressive 82%, underscoring the College's effectiveness in fostering success across diverse demographics.

**Table 4. Equity Participation Completed and Graduated, 2023-24.**

Entire College		HEADCOUNT																	
		2022-23									2023-24								
		Indigenous			Visible Minority			Disability			Indigenous			Visible Minority			Disability		
Program Groups	E	C	G	E	C	G	E	C	G	E	C	G	E	C	G	E	C	G	
SKILLS TRAINING	Institute Credit																		
	Sask Polytechnic	121	26	42	49	13	16	30	4	8	60	11	23	45	0	35	34	1	11
	Other	39	19	6	1	0	0	0	0	0	37	6	15	15	0	12	4	0	3
	Apprenticeship & Trade	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Total Institute Credit</b>	<b>160</b>	<b>45</b>	<b>48</b>	<b>50</b>	<b>13</b>	<b>16</b>	<b>30</b>	<b>4</b>	<b>8</b>	<b>97</b>	<b>17</b>	<b>38</b>	<b>60</b>	<b>0</b>	<b>47</b>	<b>38</b>	<b>1</b>	<b>14</b>
	Industry Credit																		
	<b>Total Industry Credit</b>	<b>206</b>	<b>90</b>	<b>119</b>	<b>50</b>	<b>32</b>	<b>26</b>	<b>26</b>	<b>14</b>	<b>16</b>	<b>160</b>	<b>117</b>	<b>39</b>	<b>42</b>	<b>38</b>	<b>2</b>	<b>22</b>	<b>18</b>	<b>3</b>
	Non-Credit (all)																		
<b>Total Non-Credit</b>	<b>27</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>29</b>	<b>23</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>7</b>	<b>6</b>	<b>0</b>	
<b>TOTAL SKILLS TRAINING CREDIT</b>	<b>393</b>	<b>161</b>	<b>167</b>	<b>100</b>	<b>45</b>	<b>42</b>	<b>57</b>	<b>19</b>	<b>24</b>	<b>286</b>	<b>157</b>	<b>77</b>	<b>104</b>	<b>40</b>	<b>49</b>	<b>67</b>	<b>25</b>	<b>17</b>	
ADULT BASIC EDUCATION	ABE Credit																		
	Adult 12	90	30	26	16	12	3	26	2	9	108	45	16	13	10	1	18	8	2
	Adult 10	87	30	17	9	5	2	15	4	2	69	21	8	3	0	0	10	6	0
	Academic GED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Total ABE Credit</b>	<b>177</b>	<b>60</b>	<b>43</b>	<b>25</b>	<b>17</b>	<b>5</b>	<b>41</b>	<b>6</b>	<b>11</b>	<b>177</b>	<b>66</b>	<b>24</b>	<b>16</b>	<b>10</b>	<b>1</b>	<b>28</b>	<b>14</b>	<b>2</b>
	ABE Non-Credit																		
	Employability / Life Skills	32	0	0	0	0	0	0	0	0	6	5	0	0	0	0	0	0	0
	Level 1&2	121	67	0	4	3	0	13	5	0	26	53	0	3	3	0	13	7	0
	English Language	0	0	0	6	4	0	0	0	0	1	1	0	7	5	0	0	0	0
	Literacy	6	6	0	1	1	0	3	3	0	78	0	0	0	0	0	0	0	0
<b>Total ABE Non-Credit</b>	<b>159</b>	<b>73</b>	<b>0</b>	<b>11</b>	<b>8</b>	<b>0</b>	<b>16</b>	<b>8</b>	<b>0</b>	<b>111</b>	<b>59</b>	<b>0</b>	<b>10</b>	<b>8</b>	<b>0</b>	<b>13</b>	<b>7</b>	<b>0</b>	
<b>TOTAL ABE</b>	<b>336</b>	<b>133</b>	<b>43</b>	<b>36</b>	<b>25</b>	<b>5</b>	<b>57</b>	<b>14</b>	<b>11</b>	<b>288</b>	<b>125</b>	<b>24</b>	<b>26</b>	<b>18</b>	<b>1</b>	<b>41</b>	<b>21</b>	<b>2</b>	
<b>TOTAL UNIVERSITY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>39</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>0</b>	
<b>TOTAL ENROLMENT</b>	<b>729</b>	<b>294</b>	<b>210</b>	<b>136</b>	<b>70</b>	<b>47</b>	<b>116</b>	<b>35</b>	<b>35</b>	<b>613</b>	<b>282</b>	<b>101</b>	<b>131</b>	<b>58</b>	<b>50</b>	<b>118</b>	<b>46</b>	<b>19</b>	

E = Total Enrolment

C = Completed (completed course requirements or remained to end of the program)

G = Graduated (successfully completed all course requirements resulting in achievement of certification by a recognized credit granting institution or by industry)

# STRATEGIC GOALS

## STUDENT SUCCESS AND EMPLOYABLE LABOR FORCE

GOAL What the college focused on	STUDENT SUCCESS & EMPLOYABLE LABOUR FORCE		
OBJECTIVES What needed to be accomplished to advance the college towards its goal	C1. Facilitate student success & employment  C2. Expand and diversify program options & delivery	KEY/MAJOR INITIATIVES Initiatives that were intended to achieve College targets	
		<ol style="list-style-type: none"> <li>Increase graduate and completion rates</li> <li>International Student enrolment</li> </ol>	
PERFORMANCE MEASURES Is the College advancing towards its goal?	Measures	2023-24 Targets	2023-24 Results
	Increase graduate and completion rates	85%	75%
	International student enrolment	40	80

North West College remains dedicated to offering programs that align with labor market demands. The 2023-24 academic year showed a targeted graduate rate of 85%, with an actual graduate rate of 75%.

The College continues to prioritize enhancing completion rates by offering a diverse range of programs that prepare students for the workforce. While increasing graduate and completion rates remains a primary focus, the College has also expanded its offerings, including efforts to enroll international students and provide them with equal opportunities to participate in various programs.

Additionally, the expansion of key program areas—such as Health Care and the need for the Early Childhood program will offer new educational opportunities, supporting increased enrollment and contributing to the College's overall growth.

To assess success, the College conducts follow-up calls with graduates 60 to 90 days post-completion. Through these efforts, North West College continues to meet community and industry needs, promote student achievement, and contribute to workforce development across the region.



# Strategic Goals

## Engaged Community

As North West College expands its program offerings, the institution has experienced a significant rise in paid applications, reflecting growing interest in its diverse and dynamic programs. This increase aligns with a notable growth in student diversity at college events, where the College actively recognizes and supports students who self-declare as visible minorities or individuals with disabilities. These initiatives underscore the College's commitment to fostering an inclusive and welcoming environment for all learners.

The rise in applications has also corresponded with greater student engagement in college activities and events. Participation has grown substantially, with 1,000 unique individuals attending events in 2022-23, increasing to 1,586 in 2023-24. This upward trend highlights North West College's success in creating meaningful opportunities for involvement, building a vibrant and inclusive campus community.

North West College fosters strong community ties and meaningful partnerships through events such as student orientations, the Try-A-Trade event, graduations, and scholarship award ceremonies. Beyond its two campuses, the College actively engages with the broader community by participating in initiatives like "Meals on Wheels" and Chamber of Commerce events. These activities highlight North West College's holistic approach to student engagement and community involvement, enriching the campus experience while strengthening its connection and relevance within the region.

GOAL What the college focused on	ENGAGED COMMUNITY		
OBJECTIVES What needed to be accomplished to advance the college towards its goal	P.1. Increase public and community awareness	<b>KEY/MAJOR INITIATIVES</b> Initiatives that were intended to achieve College targets <ol style="list-style-type: none"> <li>1. Increased number of paid applications</li> <li>2. Increase Participation at College Events</li> <li>3. Enrich campus diversity</li> </ol>	
	P2. Enhance social responsibility		
	P3. Strengthen Partnerships		
PERFORMANCE MEASURES Is the College advancing towards its goal?	<b>Measures</b>	<b>2023-24 Targets</b>	<b>2023-24 Results</b>
	Paid Application	450	640
	College Events	1000	1586
	Diversity on Campus	1100	1418



**Strawberry Social Event**  
North Battleford Campus

# Strategic Goals

## Committed & Proud Team

GOAL What the college focused on	COMMITTED & PROUD TEAM		
OBJECTIVES What needed to be accomplished to advance the college towards its goal	G1. Improve staff and recruitment and retention  G2. Provide a positive workplace experience	KEY/MAJOR INITIATIVES Initiatives that were intended to achieve College targets	
		<ol style="list-style-type: none"> <li>1. Formalize professional growth plans</li> <li>2. Employee satisfaction</li> </ol>	
PERFORMANCE MEASURES Is the College advancing towards its goal?	Measures	2023-24 Targets	2023-24 Results
	Formalize professional growth plans	Establish baseline	All departments have Program operational plans in place.
	Employee satisfaction	83%	73%

Program Operational Plans (POP) were developed and implemented in alignment with the 2022-25 Strategic Plan, serving as a structured roadmap for achieving individual and departmental objectives. These plans ensure that all activities are strategically coordinated to advance the College's overarching strategic goals. Building from this foundation, the POP plans are now evolving to incorporate the College's 2023-24 Indigenization Charter, reinforcing its dedication to inclusivity and reconciliation, particularly in staff recruitment and retention efforts.

Recognizing the importance of work-life balance, North West College is committed to supporting staff in achieving it through initiatives such as remote work options for eligible positions. Prioritizing work-life balance is essential for fostering personal well-being and professional effectiveness, helping to prevent burnout, reduce stress, and enhance mental and physical health. Employees who have opportunities to recharge are more focused, engaged, and innovative in their roles. By promoting a balanced and supportive workplace culture, the College enhances job satisfaction and retention, contributing to a positive and productive environment for all staff.

Employee satisfaction has experienced a temporary decline due to recent organizational changes. While such transitions are often challenging, they are often necessary for growth and advancement. In response, the College has proactively introduced several change management initiatives, including improved and timely communication, increased collaboration with employees, expanded training opportunities, and enhanced recognition of achievements. Despite this temporary dip, the employee-reported satisfaction rate remains at a commendable 73%, reflecting a solid foundation of organizational health.

The College is confident that these initiatives will not only address current concerns but also strengthen long-term employee engagement. By fostering a supportive and inclusive workplace culture, North West College aims to enhance job satisfaction, promote professional growth, and most importantly drive success for students through our staff. These efforts demonstrate the College's commitment to creating a resilient and motivated workforce, essential for achieving its strategic goals.

# Strategic Goals

## High Performance Organization

The College's goal to enhance infrastructure through the development of a new standalone campus in the Battledorfs remains a top priority. The new campus would equip North West College with the necessary space to respond to regional labour market demands while providing students a high-quality education and enriching their learning experiences. Support for this project continues to emerge from the City of North Battleford, First Nations and various stakeholders, highlighting its importance.

Additionally, this initiative, along with investments in the Frontier Mall Learning Centre and multi-year shop space leases, reflects the College's strategic commitment to responding to regional workforce demands while aligning with Provincial priorities. These developments are expected to deliver significant economic and socio-economic benefits to both the community and the region, further solidifying the College's role as a driver of growth and opportunity.

Overall, the College's extensive community engagement related to infrastructure enhancements has significantly strengthened its reputation. The College has diversified its revenue streams, reducing the percentage of year-end revenues reliant on provincial funding. The growth in international student enrolment has further contributed to this diversification while also creating unique programming opportunities for domestic students that would not have been possible otherwise.

GOAL What the college focused on.	HIGH PERFORMANCE ORGANIZATION		
OBJECTIVES What needed to be accomplished to advance the college towards its goal			KEY/MAJOR INITIATIVES Initiatives that were intended to achieve College targets
	S1. Enhance infrastructure Capacity  S2. Effective stewardship of resources		1. Enhance infrastructure  2. Diversify portfolio
PERFORMANCE MEASURES Is the College advancing towards its goal?	Measures	2023-24 Targets	2023-24 Results
	Infrastructure	Receive design	\$250 Battleford Campus Planning and \$255K additional health lab
	Diversify Portfolio	69.5%	68.6%



# Programs and Services

## Skills Training

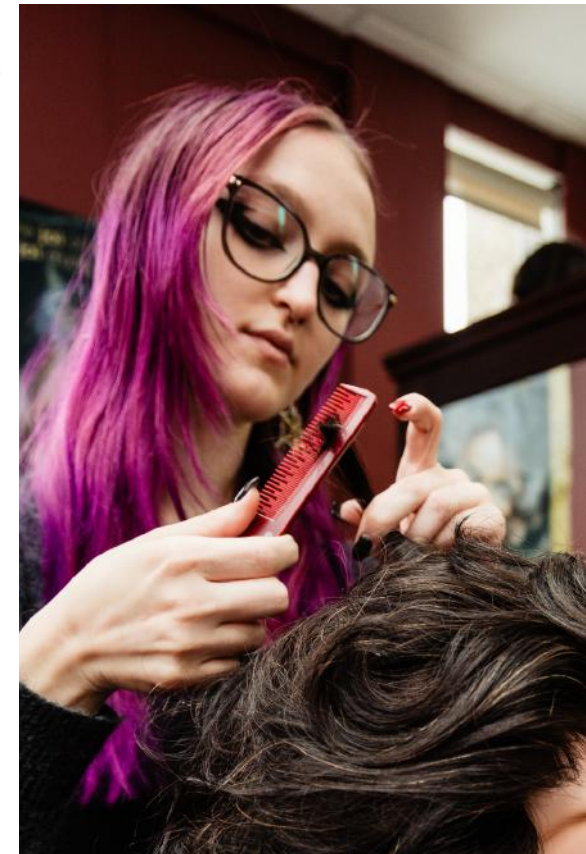
NORTH WEST  
COLLEGE  
GENERATED  
\$837,270 IN  
CONTRACT  
REVENUE

During the past academic year, North West College generated \$837,270 in contract revenue, through programming extending across the entire college region.

Institute Credit programming provided a range of certificate and diploma offerings for full-time and part-time students to gain recognized and respected credentials. Programs in business, community service, health, and skilled trades provided students the opportunity to advance their education and improve their employment prospects.

Creation of a newly renovated hair salon at the Meadow Lake campus was undertaken in the 2023-24 academic year. After a number of years of being off campus, students were able to learn all facets of their program alongside other students on campus in a new and modern salon featuring 10 stations.

The college has been able to increase the frequency of intakes for in demand programs, which has allowed us to expand program offerings. Through the province's Health Human Resources Action Plan, the College expanded the Continuing Care Assistant (CCA) seats by offering a January intake. An additional two January program offerings in business and Early Childhood Education (ECE) were also created. The college also invested in Skilled Trades training. While initial enrolments were not what were anticipated, greater flexibility and more program offerings were available to students in our region in alignment with our business plan.



**Willow Rogers**

**HAIRSTYLIST DIPLOMA**

Skills Saskatchewan  
Gold Medal Winner

Skills Canada  
Competitor



# Programs and Services

## Institute Credit programs included:

### Business

- Business Certificate
- Business Management Diploma
- Office Administration

### Health Sciences

- Continuing Care Assistant
- Licensed Practical Nursing
- Psychiatric Nursing Diploma

### Skilled Trades

- Culinary Arts Diploma
- Hairstylist
- Plumbing and Pipefitting
- Welding
- Heavy Equipment Truck and Transport Technician
- Carpentry
- Residential, Renovation and Construction

### Community Services

- Early Childhood Education



**Cole Thomas**

CULINARY ARTS - Meadow Lake

"The course is amazing, and the chef is even more amazing. I learned more than I thought I would, and I'm grateful for that."

# Programs and Services

## Industry Credit & Non-Credit Skills Training

The College is leading the way in microcredential training, offering flexible, targeted programs to address immediate and emerging labor market needs. Notably, the new Retail Meat Cutting and Level 1 Cooking programs, now apprenticeship-approved programs, provide direct pathways to industry-relevant skills and entry-level roles. These microcredentials are re-invigorating trades education by enabling rapid upskilling and reskilling. Additionally, diverse training opportunities are offered throughout the region, tailored to meet the unique needs of all the communities being served. Two further microcredential programs such as PVC Welding and Furnace Operator for Smelting—developed in collaboration with the Saskatchewan Research Council—further demonstrate the College’s commitment to expanding and diversifying its programming. Complementing these efforts are non-credit options like “ed2go” courses, ensuring a wide array of learning opportunities are available.



### Did You Know?

North West College is the first institution to have obtained Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) approval of microcredential programming. The Retail Meat Specialist and Level 1 Cooking programs now offer direct SATCC endorsed pathways to industry-relevant skills for the entry-level roles.

# Programs and Services

## University

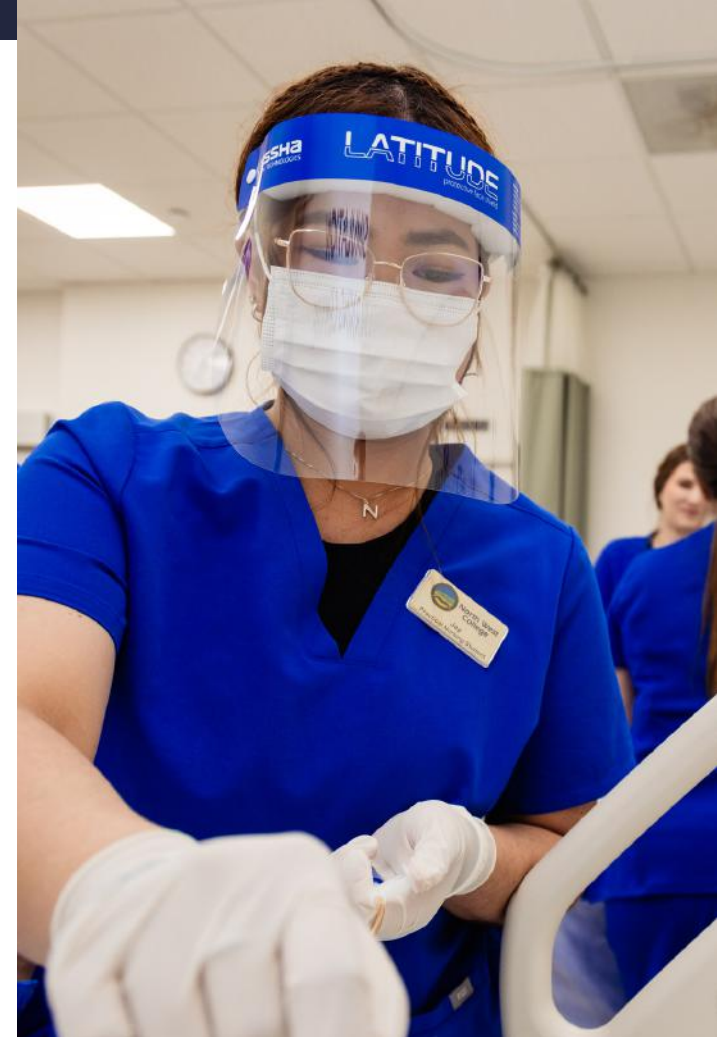
In partnership with the University of Regina, the college offered the first year of the four-year Bachelor of Social work degree program. Full time equivalent enrolments exceeded targets set in our strategic plan with a hybrid offering of the program between our two main campuses in North Battleford and Meadow Lake.

50  
Students in  
the  
Bachelor of  
Social Work  
Program

Prerequisites offered by the University of Saskatchewan were available for first year university students at the Battlefords Campus. Instructor-to-student ratios were small relative to the Saskatoon campus, and students benefited from the relaxed atmosphere and family support during their first-year studies. This has enabled them to focus on their academics as they prepare to transition into upper year classes when they move to the parent campus.

## Adult Basic Education

Adult Basic Education (ABE) has entered a redesign phase. The goal is to better prepare students to enter post-secondary and skills training programs. The Adult 12 redesign is currently underway with Financial Literacy 30 becoming one of seven required courses. North West College also offered a range of ABE options including Essential Skills for the Workplace (ESWP), Level 2 Pathways and Employment Readiness in addition to Adult 10 and Adult 12 programming which enhances the college's completion rate. These programs were delivered throughout the College region in various rural and First Nations communities as well as larger communities and our Meadow Lake and North Battleford Campuses.



### Commitment to Healthcare WIDE RANGE OF NURSING OPTIONS

North West College offers a number of healthcare training programs including Continuing Care Assistant, Practical Nursing, Psychiatric Nursing, and the full 4 year Bachelor of Nursing Degree through partnerships with Sask Poly and the University of Saskatchewan.



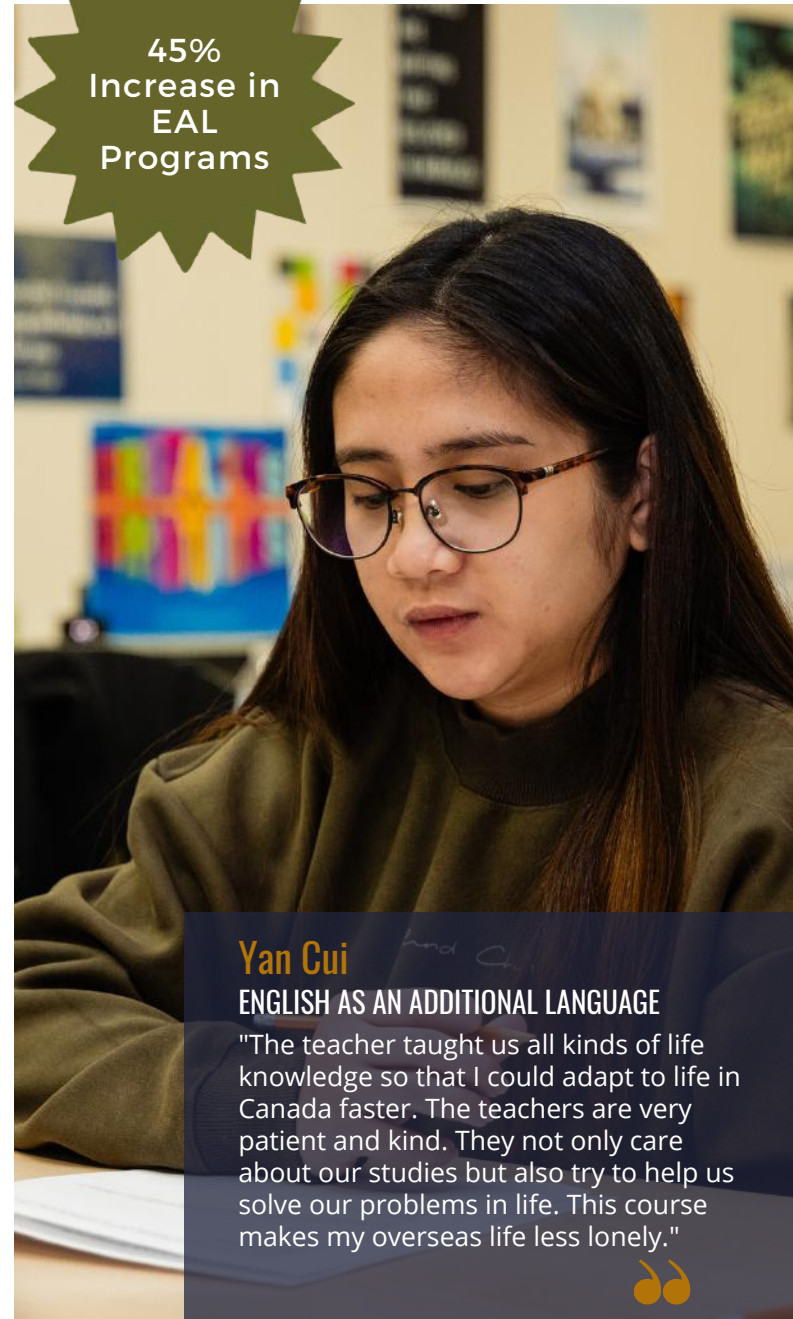
# Programs and Services

## English as an Additional Language

The English as an Additional Language (EAL) program saw significant growth and expansion in 2023-24, aligning with the strategic goals of the College. This growth is reflected in the application process, with enrolments increasing by 29% and the total number of EAL programs expanding by 45%. Students from 16 new and unique communities were enrolled, including North Battleford, Meadow Lake, Battleford, Rosthern, Spiritwood, Unity, Cut Knife, Blaine Lake, Hague, Hafford, Chitek Lake, Prince Albert, Lloydminster, Mossbank, Turtleford, and Leask.

The EAL program's primary objectives are to equip newcomer students with the language skills and confidence necessary for successful integration into their new communities, while connecting them to the labor market and essential community services. In the 2023-24 year, many students reported securing their first job in Canada while attending language classes at North West College. Additionally, several students found employment opportunities that better matched their skills and experience from their home countries, underscoring the program's role in enhancing both employment prospects and community integration.

45%  
Increase in  
EAL  
Programs



**Yan Cui**

**ENGLISH AS AN ADDITIONAL LANGUAGE**

"The teacher taught us all kinds of life knowledge so that I could adapt to life in Canada faster. The teachers are very patient and kind. They not only care about our studies but also try to help us solve our problems in life. This course makes my overseas life less lonely."

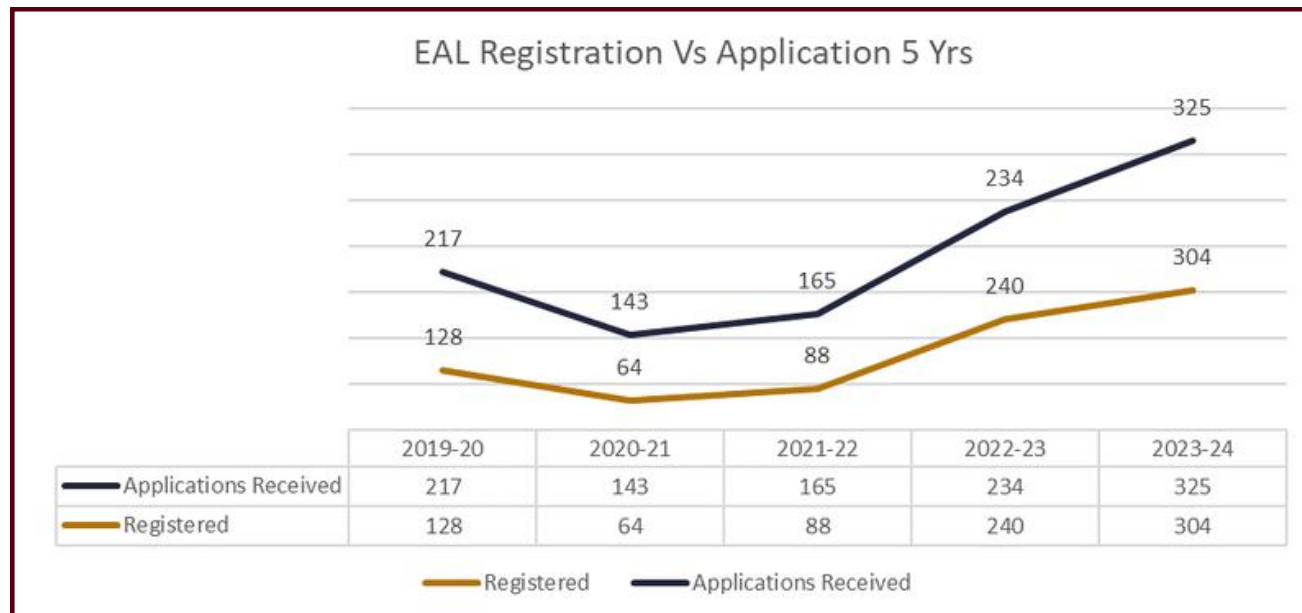


# Programs and Services

## English as an Additional Language

A notable example of success is a newcomer from Serbia who arrived in North Battleford in March 2023 and quickly enrolled in language classes. Although she was a highly educated and trained accountant in Serbia, she initially worked in the food service industry upon arriving in Canada. By March 2024, while still a student in the EAL program, she secured a full-time accountant position with a local firm in the Battlefords. Now entering her third year in the EAL program, her English proficiency has steadily improved each year. In the 2023-24 program year, **more than 90%** of EAL students reported being employed, highlighting the program's effectiveness in supporting career advancement and integration into the local workforce.

EAL APPLICATIONS HAVE MORE THAN DOUBLED SINCE 20-21, AND REGISTERED STUDENTS HAS INCREASED NEARLY 5X



# Student Services

## Student Support

North West College's newly enhanced counselling services have provided vital support to students with health and wellness challenges, learning disabilities, and other unique needs. These services include exam assistance, tutoring, and classroom accommodations. With the help of the student services team, many students have successfully secured funding for tutors and exam accommodations through the grant application process.

This year, tutoring services were expanded to include cohort-based sessions, virtual support, and in-person tutoring to meet growing demand. Additionally, workshops, lunch-and-learns, and personalized sessions were offered on topics such as exam-writing strategies, organizational skills, and time management, all designed to enhance student success in academic coursework and departmental exams.

The student services team plans a number of inclusive and welcoming events to offer networking opportunities for students within the community.

The team maintains regular contact with recent graduates through follow-up calls. The data collected from these interactions is carefully measured and reported as part of our strategic goals related to employment outcomes. This process ensures that the College can assess the effectiveness of its programs in supporting graduates' career success and make informed decisions to enhance future initiatives.





# Student Services

## Disability Support Grant

North West College continues its dedication to meeting the diverse needs of its students by ensuring accessible services through the Saskatchewan Grant for Services and Equipment for Students with Disabilities Application process and the Disability Support Grant. Together, these grants provide a combined total of \$203,863.22, supporting students with essential tools, equipment, exam accommodations, and specialized services. These resources are tailored to assist individuals with learning disabilities, psychiatric and psychological disorders, and those requiring academic assistance, reinforcing the College's commitment to fostering an inclusive and supportive learning environment.

During the 2023-2024 academic year, the college served one hundred and thirty students and provided approved support for one hundred and four students from North Battleford, Meadow Lake, and surrounding regions. Additionally, twenty-six students initiated the process for identifying necessary services, which will carry over into the next academic year.

The student services department plays a pivotal role in fostering a welcoming and inclusive college environment. By reducing barriers and providing critical support, they empower students to fully engage with and access all aspects of college life, ensuring success in their educational journey.



### Did You Know?

#### Student Supports

North West College offers a range of training and educational opportunities, and has a Student Services team dedicated to providing supports to students to achieve their goals.

Disability Information Skills			
ADD/ADHD	PPD - Autism	Learning	Other
15	1	3	1
Psychiatric / Psychological			
Anxiety	Depression	Bi-polar	Not Identified
10	4	3	10

**Serviced 47 students – provided approved support to 37 students**

Disability Information Adult Basic Education (ABE)			
ADD / ADHD	PPD - Autism	Learning	Other
6	1	16	17
Psychiatric / Psychological			
Anxiety	Depression	Bi-polar	Not Identified
3	4	0	16

**Serviced 63 students – provided approved support to 47 students**

Equipment Supports & Services				
Laptop Packages	Printers	Laptop Cases	Smart Pen	Noise Cancelling Headphones
19/20	16/20	20/20	1/20	19/20

Grand Total
<b>Serviced: 130</b>
<b>Provided Services: 104</b>

# Human Resources

## Committed & Proud Team

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

**During the 2023-24 fiscal year the College employed:**

FTE In Scope:	86.25
Out of Scope Management:	9.96
FTE Out of Scope (including casual):	5.09
<b>TOTAL</b>	<b>101.30</b>



**Orange Shirt Day**  
BATTLEFORDS CAMPUS

# Human Resources

## Committed & Proud Team

To better support the emerging needs of our students, the College replaced the educational resource consultant position with two dedicated counsellors focused on mental health and wellness.

In the 2023-24 academic year, the College opened a new location at the Frontier Center. This high-quality learning space includes a lecture theatre, four classrooms, a small safety training shop, two offices, and a reception area. As a result, the College concluded its lease at the Mistikwa Center in North Battleford.

Further, the College secured a 4,000-square-foot shop in another part of the city of North Battleford, which now accommodates all our trades programs, including plumbing, pipefitting, carpentry, and electrician training. The shop space also includes a classroom in the mezzanine area.

In November, the College introduced its Indigenous Charter during the all-staff in-service, which is a formal step in advancing our commitment to truth and reconciliation. This charter establishes a structured approach to honouring Indigenous values and initiatives and aligns with our institutional goals.

The College implemented the “Violence Threat Prevention Policy” in May 2024 to align with the Government of Saskatchewan’s mandate. This policy extends protections against violence not only to our employees but also encompasses students, including those residing in campus housing, as well as the general public.

Through a streamlined reporting platform, anyone can now report incidents of violence, sexual assault, or vandalism occurring on or near college-owned property. This initiative strengthens the College’s commitment to an Engaged Community, enhancing social responsibility and fostering safer communities.

The College is dedicated to empowering the communities we serve with the necessary tools to ensure a secure and supportive environment for all.



# North West College Staff Directory

## Committed and Proud Team

### Academic

Adams, Tammy	Instructor, Hairstylist Program (North Battleford)
Albert, Daniel	Instructor, Adult Basic Education Level 3/4 Humanities (Cut Knife)
Anderson Callbeck, Trina	Instructor, Psychiatric Nursing (North Battleford)
Anderson, Brandem	Instructor, HETTT-Heavy Equipment & Truck & Transport & Agricultural Technician (Meadow Lake)
Auchstaetter, Karen	Instructor, Adult Basic Education Level 4 (North Battleford)
Balisky, Beth	Instructor, ESWP - Early Childhood Education   Educational Assistant (Meadow Lake)
Bell, Kaylie	Instructor, Adult Basic Education Level 2 ERP (Makwa Sahgaiehcan & Flying Dust First Nation)
Bodanec Kolbas, Tanja	Instructor, EAL (North Battleford)
Boyko, Michael	Instructor, Adult Basic Education Level 3 (Meadow Lake)
Brander, Shawn	Instructor, Electrician (Meadow Lake)
Bullerwell, Trudy	Instructor, Adult Basic Education Level 2 Pathways   EAL Assessor   Managing Food Safety (Meadow Lake)
Campbell, Tara	Instructor, Psychiatric Nursing (lead Instructor) (North Battleford)
Cey, Jonathan	Instructor, Adult Basic Education Level 3/4 Humanities (Duck Lake)
Charabin, Douglas	Instructor, Adult Basic Education Level 3/4 (Duck Lake)
Chipak, John	Instructor, Adult Basic Education Level 3/4 Math & Science (Cut Knife)
Claxton, Thomas	Instructor, Adult Basic Education Level 3/4 Humanities (North Battleford)
Csada, Gail	Education Resource Consultant (North Battleford)
Davidson, Roma	Counsellor (North Battleford)
Day, Charles	Instructor, Adult Basic Education Level 4 (Meadow Lake)
DeLury, Daniel	Instructor, Sociology (North Battleford)
Drumheller, Noella	Education Resource Tutor & Conversation Circle Facilitator (Meadow Lake)
Dyck, Cheryl	Instructor, EAL Online   Field Assessor (North Battleford)
Dyck, Emma	Instructor, Psychiatric Nursing (North Battleford)
Evans, Lorna	Instructor, CCA - Clinical   CCA Evenings (North Battleford)
Grant-Iverson, Donna	Instructor, Continuing Care Aide - Full Time (North Battleford)
Haanstra, John	Instructor, Carpentry (Meadow Lake)
Haughian, Theresa	Instructor, Continuing Care Aide (St. Walburg)
Hawkey, Candice	Instructor, Adult Basic Education Level 4 (North Battleford)
Hazzard, Bruce	Instructor, Welding Instructor (Meadow Lake)
Hendricks, Bryan	Instructor, Culinary Arts Diploma - Year 2 (Meadow Lake)
Hiebert, Kenneth	Instructor, Adult Basic Education Level 4 (Meadow Lake)
Iron, Dwayne	Instructor Aide, Park Worker Prep (Little Red River Cree Nation)
Kerton, Amanda	Instructor, Adult Basic Education Level 2-3 (Sweetgrass First Nation)
LaFreniere, Tressa	Instructor-Adult Basic Education Level 2 (North Battleford)
Leask, Glen	Instructor, Adult Basic Education Level 3/4 Math & Science (North Battleford)
Lowe, Kathy	Instructor, Communications (North Battleford & Meadow Lake)

# North West College Staff

## Committed and Proud Team

### Academic

Ludwig, Jody	Instructor, Hairstylist Program (Meadow Lake)
Mahar, Shawn	Instructor, Residential Renovation & Construction   Tri-Trade (Big River First Nation & Montreal Lake Cree Nation)
Mardell, Kevin	Instructor, Pre-Employment Cooking (Waskesiu Lake)
Martin, Ashley	Instructor, Practical Nursing (Lead) (North Battleford)
Martin, Nancie	Instructor, Adult Basic Education Level 4 Sciences & Visual Arts (North Battleford)
Matthews, Susanne	Instructor, Adult Basic Education Level 4 Humanities (virtual) (North Battleford)
Monette, Carolyn	Instructor, Adult Basic Education Level 2 (North Battleford)
Mullin, D'Anne	Instructor, ESWP - Early Childhood Education Level 1 for Newcomers (North Battleford)
Obada Lekamlage, Nadeeka	Instructor, Adult Basic Education Level 4 Math/Science (virtual) (Meadow Lake)
Ogram, Robert	Instructor, Adult Basic Education Level 2 & Level 3/4(North Battleford & Cut Knife)
Olusola-Simon, Gladys	Instructor, PT-Continuing Care Assistant (North Battleford)
Opikokew, Kayla	Instructor, Hairstylist Program (Meadow Lake)
Oyebanji, Modupe	Instructor, Business Management Year 2 (North Battleford)
Palmer, Lindsay	Instructor, Psychiatric Nursing (North Battleford)
Parish, Tina	Instructor, Educational Assistant (Montreal Lake Cree Nation)
Parkhomenko, Oksana	Instructor English as an Additional Language& International Students Tutor (North Battleford)
Pidwerbeski, Kristan	Instructor, Psychiatric Nursing (North Battleford)
Poffenroth, Aileen	Education Resource Tutor (North Battleford)
Pospisil, Goran	Instructor, Culinary Arts Diploma - Year 2 (Meadow Lake)
Robinson, Amie	Instructor, Business Certificate (North Battleford)
Russell, Robert	Instructor, Welding Instructor (Meadow Lake)
Saul, Tanner	Instructor, Plumbing & Pipefitting (North Battleford)
Smith, Charles	Instructor, Adult Basic Education Level 2 (Beardy's First Nation)
Smith, Ryan	Instructor - Business Year 1 Certificate (North Battleford)
Spyglass, Heather	Instructor, Adult Basic Education Level 2-3 (Mosquito First Nation)
Stebanuk, Graydon	Instructor, Carpentry (North Battleford)
Strelezki, Sandra	Instructor, Office Administration (Meadow Lake)
Swan, Prudence	Instructor, Educational Assistant ESWP (North Battleford)
Vandale, Destiny	Instructor, Continuing Care Assistant (Meadow Lake)
Wasyliw, Audrey	Instructor, Early Childhood Education (North Battleford)
Weikle, Sarah	Instructor, Psychiatric Nursing (North Battleford)
Wood, Grant	Instructor, Adult Basic Education Level 3/4 (Pelican Lake First Nation)

### Business Development

Bohun, Bryce	Coordinator - Business, Industry, Contracts & Community Engagement (North Battleford)
Conrad, Tracey	Coordinator - Business, Industry, Contracts & Community Engagement (Meadow Lake)
Henry, Roxanne	Business Development Program Associate (Meadow Lake)

# North West College Staff

## Administration

Arcand, Shanna-Rae  
Barker, Tonya  
Brown-Kopera, Kimberly  
Brucks, Lauren  
Fegan, Nahla  
Ireland, Christine  
Kaur, Karman  
Ludwig, Jody  
Mann, Karun  
Matheson, Rebecca  
Oborowsky, Helen  
Parkinson, Breyanne  
Pineda, Willow  
Slater, Crimpson  
Starnes, Christie  
Strain, Chantel  
Tatton, Michelle  
Temple, Cary  
Tremblay, Summer

Accounting Clerk (North Battleford)  
Health Care Operations Associate (North Battleford)  
Administration Clerk (North Battleford)  
Reception - Career Centre Clerk (Meadow Lake)  
Accounting/Payroll Clerk (North Battleford)  
Administrative Support - Administration & Bookstore (Meadow Lake)  
Reception - Career Centre Clerk (North Battleford)  
Administrative Support - Administration & Bookstore (Meadow Lake)  
Evening Attendant (North Battleford)  
Programs, Administrative Support (Meadow Lake)  
Reception - Career Centre Clerk (North Battleford)  
Evening Reception (North Battleford)  
Reception - Career Centre Clerk (North Battleford)  
Programs Administrative Support - Adult Basic Education (North Battleford)  
Reception - Career Centre Clerk (North Battleford)  
Accounting Clerk - AP (North Battleford)  
Programs, Administrative Assistant | Reception - Career Centre Clerk (North Battleford)  
Programs, Administrative Assistant | Administrative Support - Administration & Bookstore (Meadow Lake)  
Receptionist & Programs Administrative Assistant (North Battleford)

## Corporate Services

Bast, Anna  
Jones, Kristopher  
Murphy, Tanya  
Swaan, Prudence

Administrative Assistant, External Development & Corporate Services (North Battleford)  
Coordinator - Marketing & Communications (North Battleford)  
Coordinator - Marketing & Communications (Meadow Lake)  
Coordinator - International Education (North Battleford)

## Facilities

Aulinger, James  
Bajalovic, Davorin  
Cordarev, Natasa  
Kashuba, Bruce  
Kolosnjaji, Vladimir

Custodian (North Battleford)  
Custodian (North Battleford)  
Part-Time Custodian (North Battleford)  
Residence Caretaker & Campus Attendant (Meadow Lake)  
Part-Time Custodian (North Battleford)

## IT

Garcia, Jaime Jr  
Lamb, Owen  
Safruik, Michael  
Schmidt, Simon

Information & Education Technology Specialist (North Battleford)  
Information & Education Technology Specialist (North Battleford)  
Information Technology Coordinator (North Battleford)  
Information Technology Technician (Meadow Lake)



# North West College Staff

## Student Services

Alger, Dawn	Student Services Associate (Meadow Lake)
Anderson Callbeck, Alexandria	Student Services Associate (North Battleford)
Awosile, Olukayode	Registrar (North Battleford)
Brassard, Melissa	Job Coach (Meadow Lake)
Forbes, Maureen	Student Services Associate & Student Services Coordinator (North Battleford)
Gunderson, Mark	Student Services Associate (Meadow Lake)
Heselwood, Donna	Job Coach (North Battleford)
Heselwood, Edward (Paul)	Registrar (North Battleford)
Huskins, Amanda	Student Services Coordinator (Meadow Lake)
LaFreniere, Tressa	Student Services Associate (North Battleford)
Laliberte, Angel	Student Services Associate (Meadow Lake)
Leask, Heather	Student Recruitment Officer (North Battleford)
Pambrun, Crystal	Student Services Associate (North Battleford)

## Program Coordinators

Adebowale, Olugbenga	Coordinator - Post Secondary Programs (Skills) & University Programs (Meadow Lake)
Bohun, Bryce	Coordinator - Post Secondary & University (North Battleford)
Clarke, Brent	Coordinator - Special Projects - EAL (North Battleford)
Gilbert, Jack	Education Technology Coordinator (North Battleford)
Holden, Allyson	Program Coordinator - Adult Basic Education (North Battleford)
Huskins, Amanda	Program Coordinator - Adult Basic Education (Meadow Lake)
Kwong, Gregory	Program Coordinator - Adult Basic Education (North Battleford)
Robinson, Marney	Coordinator - Post Secondary & University (North Battleford)
Wan, Lixuan	Coordinator- Certificate & Diploma Programs (North Battleford)

## Management

Ahlquist, Elijah	President & CEO (North Battleford)
Anderson, Harvey	Facilities Manager (North Battleford)
Brown-Kopera, Kimberly	Executive Administrative Assistant (North Battleford)
Gies, Amanda	Executive Administrative Assistant (Temp) (North Battleford)
Heselwood, Edward (Paul)	Manager, Learning Services (North Battleford)
Lavoie, Dana	Human Resources Generalist (North Battleford)
Lothian, Priscilla	Vice President, Academic (North Battleford)
Schulkowsky, Marla	Controller (North Battleford)
Smith, Ryan	Manager - Student Services & (Meadow Lake) Campus
Studney, Tanis	Vice President, Finance & Administration (North Battleford)
Taylor, Sharon	Human Resources Senior Generalist (North Battleford)
Toner, Cory	Manager - ML Campus & Student Residence (Meadow Lake)
Zanyk, Bryon	Manager - External Development & Corporate Services Manager (North Battleford)

# Glossary of Terms

**Full-Time Student:** Is defined as one who is taking courses that collectively require a minimum of 18 hours of scheduled class time per week for a minimum period of 12 weeks. There are two exceptions to this definition:  
a) For Apprenticeship and Trade: a complete level (the length depends on the trade) is required;  
b) For University courses: a minimum of 216 hours of scheduled class time per academic year.

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

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

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

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

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



North West  
College

LOOK FOR  
THE GOOD

# FINANCIAL REPORT

2023-24



# Financial Report



## MANAGEMENT REPORT

North West College  
Report of Management

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

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

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

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

Handwritten signature of Eli Ahlquist in blue ink.

Eli Ahlquist  
President and Chief Executive Officer

Handwritten signature of Tanis Studney in blue ink.

Tanis Studney  
Vice President of Finance and Administration

September 25, 2024

## INDEPENDENT AUDITORS' REPORT

The Board of Directors  
North West College  
North Battleford, Saskatchewan

### ***Opinion***

We have audited the accompanying financial statements of the North West College, which comprise the statement of financial position as at June 30, 2024, the statements of operations and accumulated surplus, changes in net financial assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of North West College as at June 30, 2024, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

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

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

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

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

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

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

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

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

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

*Vantage*

Chartered Professional Accountants

North Battleford, Saskatchewan  
September 23, 2024



North West College  
Statement of Financial Position  
as at June 30, 2024

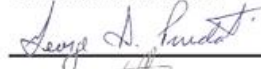

Statement 1

	June 30 2024	June 30 2023
<b>Financial Assets</b>		
Cash and cash equivalents (Note 3)	\$ 5,444,574	\$ 4,730,630
Accounts receivable (Note 4)	872,674	471,824
Inventories for resale (Note 5)	40,627	54,427
Portfolio investments (Note 6)	57,760	57,640
<b>Total Financial Assets</b>	6,415,635	5,314,521
<b>Liabilities</b>		
Accrued salaries (Note 7)	966,611	264,438
Accounts payable and accrued liabilities (Note 8)	169,615	178,416
Deferred revenue (Note 9)	1,439,582	1,144,800
Asset retirement obligation (Note 2 (k))	13,140	13,140
Liability for employee future benefits (Note 10)	319,800	300,700
<b>Total Liabilities</b>	2,908,748	1,901,494
<b>Net Financial Assets</b>	3,506,887	3,413,027
<b>Non-Financial Assets</b>		
Tangible capital assets (Note 11)	5,834,274	5,426,036
Prepaid expenses (Note 12)	228,424	206,667
<b>Total Non-Financial Assets</b>	6,062,698	5,632,703
<b>Accumulated Surplus</b>	\$ 9,569,585	\$ 9,045,730
<b>Accumulated Surplus is comprised of:</b>		
Accumulated surplus from operations (Note 18)	\$ 9,569,585	\$ 9,045,730
<b>Total Accumulated Surplus</b>	\$ 9,569,585	\$ 9,045,730

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

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

On behalf of the Board:

  
\_\_\_\_\_  
  
\_\_\_\_\_

Chairperson

Vice-Chairperson

**North West College**  
**Statement of Operations and Accumulated Surplus**  
**for the year ended June 30, 2024**

	2024 Budget	2024 Actual	2023 Actual
<b>Revenues (Schedule 2)</b>			
Provincial government			
Grants	\$ 10,465,134	\$ 10,683,350	\$ 10,496,300
Other	143,900	102,750	58,800
Federal government			
Grants	283,696	254,945	226,811
Other	-	-	-
Other revenue			
Contracts	1,160,127	837,269	1,341,482
Interest	52,500	382,948	240,989
Rents	268,450	302,024	272,996
Resale items	230,000	234,371	148,587
Tuition	2,248,528	2,415,101	1,150,530
Donations	57,900	49,337	57,827
Other	165,011	447,835	403,383
Total revenues	<u>15,075,246</u>	<u>15,709,930</u>	<u>14,397,705</u>
<b>Expenses (Schedule 3)</b>			
General	6,453,652	6,527,790	5,977,644
Skills training	4,144,339	4,107,719	3,302,623
Basic education	2,716,120	2,606,650	2,628,048
Services	1,625,368	1,225,401	1,181,766
University	264,069	265,835	36,991
Scholarships	115,800	104,422	109,262
Student housing	281,582	348,258	299,267
Total expenses	<u>15,600,930</u>	<u>15,186,075</u>	<u>13,535,601</u>
Surplus (Deficit) for the Year from Operations	<u>(525,684)</u>	<u>523,855</u>	<u>862,104</u>
Accumulated Surplus, Beginning of Year	<u>9,045,730</u>	<u>9,045,730</u>	<u>8,183,626</u>
Accumulated Surplus, End of Year	<u>\$ 8,520,046</u>	<u>\$ 9,569,585</u>	<u>\$ 9,045,730</u>

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

North West College  
Statement of Changes in Net Financial Assets  
as at June 30, 2024

Statement 3

	2024 Budget	2024 Actual	2023 Actual
<b>Net Financial Assets, Beginning of Year</b>	\$ 3,413,027	\$ 3,413,027	\$ 2,310,430
<b>Surplus (Deficit) for the Year from Operations</b>	(525,684)	523,855	862,104
Acquisition of tangible capital assets	(250,000)	(1,198,218)	(960,906)
Amortization of tangible capital assets	1,000,000	789,980	1,026,616
Acquisition of prepaid expenses	(58,095)	(228,424)	(206,667)
Use of prepaid expenses	58,095	206,667	232,822
Write-down on tangible capital assets		-	169,860
(Gain) loss on disposal of tangible capital assets		-	(21,232)
	<u>224,316</u>	<u>93,860</u>	<u>1,102,597</u>
<b>Change in Net Financial Assets</b>	<u>224,316</u>	<u>93,860</u>	<u>1,102,597</u>
<b>Net Financial Assets, End of Year</b>	<u>\$ 3,637,343</u>	<u>\$ 3,506,887</u>	<u>\$ 3,413,027</u>

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



**North West College  
Statement of Cash Flows  
for the year ended June 30, 2024**

**Statement 4**

	2024	2023
<b>Operating Activities</b>		
Surplus (Deficit) for the year from operations	\$ 523,855	\$ 862,104
Non-cash items included in surplus (deficit)		
Amortization of tangible capital assets	789,980	1,026,616
(Gain) loss on disposal of tangible capital assets	-	(21,232)
Write-down on tangible capital assets	-	169,860
Changes in non-cash working capital		
(Increase) decrease in accounts receivable	(400,850)	210,014
Decrease (increase) in inventories for resale	13,800	(2,611)
Increase (decrease) in accrued salaries and benefits	702,173	(6,289)
(Decrease) increase in accounts payable and accrued liabilities	(8,801)	56,580
Increase (decrease) in deferred revenue	294,782	764,105
(Decrease) increase in asset retirement obligation	-	(169,860)
Increase (decrease) in liability for employee future benefits	19,100	14,500
(Increase) decrease in prepaid expenses	(21,757)	26,155
<b>Cash Provided (Used) by Operating Activities</b>	<b>1,912,282</b>	<b>2,929,942</b>
<b>Capital Activities</b>		
Cash used to acquire tangible capital assets	(1,198,218)	(960,906)
<b>Cash Used by Capital Activities</b>	<b>(1,198,218)</b>	<b>(960,906)</b>
<b>Investing Activities</b>		
Cash used to acquire portfolio investments	(120)	(119)
Cash provided by disposal of portfolio investments	-	-
<b>Cash Used by Investing Activities</b>	<b>(120)</b>	<b>(119)</b>
<b>Increase in Cash and Cash Equivalents</b>	713,944	1,968,917
<b>Cash and Cash Equivalents, Beginning of Year</b>	4,730,630	2,761,713
<b>Cash and Cash Equivalents, End of Year</b>	<b>\$ 5,444,574</b>	<b>\$ 4,730,630</b>
<b>Represented on the Financial Statements as:</b>		
Cash and cash equivalents	\$ 5,444,574	\$ 4,730,630
Bank indebtedness	-	-
<b>Cash and Cash Equivalents, End of Year</b>	<b>\$ 5,444,574</b>	<b>\$ 4,730,630</b>

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

**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**1. PURPOSE AND AUTHORITY**

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

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

**2. SIGNIFICANT ACCOUNTING POLICIES**

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

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

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

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

- The liability for employee future benefits of \$319,800 (June 30, 2023 - \$300,700) because actual experience may differ significantly from actuarial or historical estimations and assumption;
- Useful lives of tangible capital assets and related amortization.

**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

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

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

**(b) Financial Instruments**

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

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

**i. Fair Value**

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

Fair value is determined by:

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

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



**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

**(b) Financial Instruments (continued)**

**ii. Cost or Amortized Cost**

All other financial assets and financial liabilities are measured at cost or amortized cost. Transaction costs are a component of cost for financial instruments measured using cost or amortized cost. For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense. Impairment losses such as write-downs or write-offs are reported in the statement of operations.

**(c) Foreign currency translation**

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

**(d) Financial Assets**

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

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

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

**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

**(d) Financial Assets (continued)**

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

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

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

**(e) Liabilities**

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

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

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

**North West College  
Notes to the Financial Statements  
For the year ended June 30, 2024**

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

**(e) Liabilities (continued)**

**Deferred revenue** from government transfers represents restricted grants with stipulations that give rise to a liability for which the stipulations have not yet been fulfilled. The revenue is recognized as the stipulation liabilities are settled. Deferred revenue from non-government sources represents revenue related to fees or services received in advance of the fee being earned or the services being performed, and other contributions for which the contributor has placed restrictions on the use of the resources. Tuition and fee revenue is recognized as the course is delivered, revenue from contractual services is recognized as the services are delivered, and revenue from other contributions is recognized in the fiscal year in which the resources are used for the purpose specified.

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

**(f) Non-Financial Assets**

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

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



**North West College  
Notes to the Financial Statements  
For the year ended June 30, 2024**

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

**(f) Non-Financial Assets (continued)**

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

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

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

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

**Prepaid Expenses** are prepaid amounts for goods or services, insurance premiums, membership fees, Workers' Compensation premiums and software licenses which will provide economic benefits in one or more future periods. The prepaid amount is recognized as an expense in the year the goods or services are consumed.



**North West College  
Notes to the Financial Statements  
For the year ended June 30, 2024**

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

**(g) Employee Pension Plans**

Employees of the College participate in the following pension plans:

**Multi-Employer Defined Benefit Plans**

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

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

**(h) Revenue Recognition**

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

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

**i) Government Transfers (Grants)**

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

**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

**(h) Revenue Recognition (continued)**

**i) Government Transfers (Grants) (continued)**

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

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

**ii) Fees and Services**

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

**iii) Interest Income**

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

**iv) Other (Non-Government Transfer) Contributions**

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

**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

**(i) Expenses**

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

**(j) Contingent liabilities**

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

**(k) Asset Retirement Obligation**

PS 3280 Asset Retirement Obligations, is a standard establishing guidance on the recognition, measurement, presentation and disclosure of a liability for retirement of a tangible capital asset. An asset retirement obligation liability was previously established in the amount of \$13,140 for asbestos removal from a building. The building is fully amortized and has a remaining life of 7 years. The asset retirement obligation is amortized on a straight-line basis over this period. The current liability amount is reflected in these financial statements.

**3. CASH AND CASH EQUIVALENTS**

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

	<b>June 30</b>	<b>June 30</b>
	<b>2024</b>	<b>2023</b>
Cash and bank deposits	\$ 5,444,574	\$ 4,730,630
<b>Cash and cash equivalents</b>	<b>\$ 5,444,574</b>	<b>\$ 4,730,630</b>

**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**4. ACCOUNTS RECEIVABLE**

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

	<b>June 30 2024</b>	<b>June 30 2023</b>
Provincial government:		
Advanced Education / Immigration	\$ 4,407	\$ (4,630)
Federal government	61,255	34,151
Other receivables	834,625	463,792
	<u>900,287</u>	<u>493,313</u>
Less: Allowance for doubtful accounts	(27,613)	(21,489)
<b>Accounts receivable, net of allowances</b>	<b>\$ 872,674</b>	<b>\$ 471,824</b>

**5. INVENTORIES FOR RESALE**

	<b>June 30 2024</b>	<b>June 30 2023</b>
Bookstore Inventory	\$ 40,627	\$ 54,427
<b>Inventories for resale</b>	<b>\$ 40,627</b>	<b>\$ 54,427</b>

**6. PORTFOLIO INVESTMENTS**

	<b>June 30 2024</b>	<b>June 30 2023</b>
Portfolio investments in the cost and amortized cost category:		
	<b><u>Cost</u></b>	<b><u>Cost</u></b>
GICs	\$ 47,760	\$ 47,640
Other - Equity account	10,000	10,000
<b>Total portfolio investments</b>	<b>\$ 57,760</b>	<b>\$ 57,640</b>



**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**7. ACCRUED SALARIES**

	June 30 2024	June 30 2023
Accrued salaries	\$ 966,611	\$ 264,438
<b>Accrued salaries</b>	<b>\$ 966,611</b>	<b>\$ 264,438</b>

**8. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES**

	June 30 2024	June 30 2023
Other	\$ 169,615	\$ 178,416
<b>Accounts payable and accrued liabilities</b>	<b>\$ 169,615</b>	<b>\$ 178,416</b>

**9. DEFERRED REVENUE**

	June 30 2023	Addition during the year	Revenue recognized in the year	June 30 2024
Tuitions and fees	\$ 1,013,207	\$ 1,270,556	\$ 1,013,207	\$ 1,270,556
Contracts	76,713	113,631	76,713	113,631
Rents	4,300	8,315	4,300	8,315
Scholarship	4,000	500	4,000	500
Endowment	46,580	-	-	46,580
<b>Deferred revenue</b>	<b>\$ 1,144,800</b>	<b>\$ 1,393,002</b>	<b>\$ 1,098,220</b>	<b>\$ 1,439,582</b>

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

**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**10. LIABILITY FOR EMPLOYEE FUTURE BENEFITS**

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

Details of the employee future benefits are as follows:

	<b>June 30 2024</b>	<b>June 30 2023</b>
Actuarial valuation date June 30, 2022		
Long -term assumptions used:		
Salary escalation rate (percentage)	2.50%	2.50%
Discount rate (percentage)	3.90%	3.90%
Expected average remaining service life (years)	11.1	11.1

	<b>June 30 2024</b>	<b>June 30 2023</b>
<b>Liability for Employee Future Benefits</b>		
<b>Accrued Benefit Obligation - beginning of year</b>	\$ 249,700	\$ 231,600
Valuation effect	-	-
Current period benefit cost	55,300	53,200
Interest cost	10,000	9,200
Benefit payments	(42,300)	(44,300)
Actuarial gains / losses	-	-
Plan amendments	-	-
<b>Accrued Benefit Obligation - end of year</b>	<u>272,700</u>	<u>249,700</u>
Unamortized Net Actuarial Gains / Losses	47,100	51,000
<b>Liability for Employee Future Benefits</b>	<u>\$ 319,800</u>	<u>\$ 300,700</u>

	<b>June 30 2024</b>	<b>June 30 2023</b>
<b>Employee Future Benefits Expense</b>		
Current period benefit cost	\$ 55,300	\$ 53,200
Amortization of net actuarial gain / loss	(3,900)	(3,600)
Plan amendments	-	-
<b>Benefit Cost</b>	<u>51,400</u>	<u>49,600</u>
Interest cost on unfunded employee future benefits obligation	10,000	9,200
<b>Total Employee Future Benefits Expense</b>	<u>\$ 61,400</u>	<u>\$ 58,800</u>

**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**11. TANGIBLE CAPITAL ASSETS**

	Land Improvements	Buildings	Furniture and Equipment	Computer Hardware	Computer Software	Vehicles	Work in Progress	2024	2023
<i>Tangible Capital Assets - at Cost:</i>									
Opening Balance at Start of Year	\$ 152,930	\$ 16,978,293	\$ 1,641,237	\$ 1,794,524	\$ 434,914	\$ 336,505	\$ 418,951	\$ 21,757,354	\$ 20,966,308
Additions/purchases	-	841,817	255,816	55,109	-	-	45,476	1,198,218	960,906
Disposals	-	-	-	-	-	-	-	-	-
Write-Downs	-	-	-	-	-	-	-	-	(169,860)
Transfers to (from)	-	-	-	-	-	-	-	-	-
Closing Balance at End of Year	<u>152,930</u>	<u>17,820,110</u>	<u>1,897,053</u>	<u>1,849,633</u>	<u>434,914</u>	<u>336,505</u>	<u>464,427</u>	<u>22,955,572</u>	<u>21,757,354</u>
<i>Tangible Capital Assets - Amortization:</i>									
Opening Balance at Start of Year	149,701	12,174,697	1,521,674	1,762,007	423,037	300,202	-	16,331,318	15,325,934
Amortization of the Period	1,076	631,931	94,154	36,039	5,939	20,841	-	789,980	1,026,616
Disposals	-	-	-	-	-	-	-	-	-
Write-Downs	-	-	-	-	-	-	-	-	(21,232)
Closing Balance at End of Year	<u>150,777</u>	<u>12,806,628</u>	<u>1,615,828</u>	<u>1,798,046</u>	<u>428,976</u>	<u>321,043</u>	<u>-</u>	<u>17,121,298</u>	<u>16,331,318</u>
<i>Net Book Value:</i>									
Opening Balance at Start of Year	3,229	4,803,596	119,563	32,517	11,877	36,303	418,951	5,426,036	5,640,374
Closing Balance at End of Year	<u>2,153</u>	<u>5,013,482</u>	<u>281,225</u>	<u>51,587</u>	<u>5,938</u>	<u>15,462</u>	<u>464,427</u>	<u>5,834,274</u>	<u>5,426,036</u>
Change in Net Book Value	<u>\$ (1,076)</u>	<u>\$ 209,886</u>	<u>\$ 161,662</u>	<u>\$ 19,070</u>	<u>\$ (5,939)</u>	<u>\$ (20,841)</u>	<u>\$ 45,476</u>	<u>\$ 408,238</u>	<u>\$ (214,338)</u>

**12. PREPAID EXPENSES**

	June 30 2024	June 30 2023
Other	\$ 214,253	\$ 193,354
Residence Prepaid	14,171	13,313
<b>Prepaid expenses</b>	<b>\$ 228,424</b>	<b>\$ 206,667</b>

**13. EMPLOYEE PENSION PLANS**

**Multi-Employer Defined Benefit Plans**

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

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

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

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

**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**13. EMPLOYEE PENSION PLANS (continued)**

**Multi-Employer Defined Benefit Plans (continued)**

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

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

	2024			2023
	STRP	STSP	TOTAL	TOTAL
Number of active College members	15	1	16	15
Member contribution rate (percentage of salary)	9.98%	7.85%		
Member contributions for the year	\$ 101,370	\$ 6,457	\$ 107,827	\$ 107,652

ii) Municipal Employees' Pension Plan (MEPP)

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

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

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

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



**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**13. EMPLOYEE PENSION PLANS (continued)**

**Multi-Employer Defined Benefit Plans (continued)**

Details of the MEPP are as follows:

	2024	2023
Number of active College members	119	120
Member contribution rate (percentage of salary)	9.00%	9.00%
College contribution rate (percentage of salary)	9.00%	9.00%
Member contributions for the year	\$ 501,215	\$ 475,159
College contributions for the year	501,215	475,159
Actuarial valuation December 31, 2022	December 31, 2022	December 31, 2021
Plan Assets ('000's)	\$ 3,374,847	\$ 3,202,260
Plan Liabilities ('000's)	2,224,975	2,407,777
Reserve ('000's)	444,995	481,555
Plan Surplus (Deficit) ('000's)	\$ 704,877	\$ 312,928

**14. EXPENSES BY FUNCTION AND ECONOMIC CLASSIFICATION**

Function	Personnel Costs	Program Contracts	Supplies and Services	Amortization of TCA	Debt Servicing	2024 Actual	2024 Budget	2023 Actual
General	\$ 3,683,017	\$ 45,306	\$ 2,009,487	\$ 789,980	\$ -	\$ 6,527,790	\$ 6,453,652	\$ 5,977,644
Skills Training	2,808,369	746,305	553,045	-	-	4,107,719	4,144,339	3,302,623
Basic Education	2,345,977	20,440	240,233	-	-	2,606,650	2,716,120	2,628,048
University	-	227,735	38,100	-	-	265,835	264,069	36,991
Services	904,753	2,200	318,448	-	-	1,225,401	1,625,368	1,181,766
Scholarships	-	-	104,422	-	-	104,422	115,800	109,262
Development	-	-	-	-	-	-	-	-
Student Housing	67,683	-	280,575	-	-	348,258	281,582	299,267
<b>TOTAL</b>	<b>\$ 9,809,799</b>	<b>\$ 1,041,986</b>	<b>\$ 3,544,310</b>	<b>\$ 789,980</b>	<b>\$ -</b>	<b>\$ 15,186,075</b>	<b>\$ 15,600,930</b>	<b>\$ 13,535,601</b>

**15. RISK MANAGEMENT**

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

**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**15. RISK MANAGEMENT (continued)**

**i) Credit Risk**

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

The aging of accounts receivable at June 30, 2024 and June 30, 2023 was:

	June 30, 2024		June 30, 2023	
	Accounts Receivable	Allowance of Doubtful Accounts	Accounts Receivable	Allowance of Doubtful Accounts
Current	\$ 623,681	\$ -	\$ 297,515	\$ -
31-60 days	116,408	-	40,447	-
60-90 days	78,869	-	22,059	-
Over 90 days	81,329	27,613	133,292	21,489
<b>Total</b>	<b>\$ 900,287</b>	<b>\$ 27,613</b>	<b>\$ 493,313</b>	<b>\$ 21,489</b>
<b>Net</b>		<b>\$ 872,674</b>		<b>\$ 471,824</b>

**ii) Liquidity Risk**

Liquidity risk is the risk that the College will not be able to meet its financial obligations as they come due. The College manages liquidity risk by maintaining adequate cash balances, budget monitoring, and forecasts. The following table sets out the contractual maturities of the College's financial liabilities:

	June 30, 2024			
	Within 6 months	6 months to 1 year	1 to 5 years	> 5 years
Accrued salaries and benefits	\$ 966,611	\$ -	\$ -	\$ -
Accounts payable and accrued liabilities	169,615	-	-	-
Asset retirement obligation	-	-	-	13,140
Liability for employee future benefits	30,700	30,700	258,400	-
<b>Total</b>	<b>\$ 1,166,926</b>	<b>\$ 30,700</b>	<b>\$ 258,400</b>	<b>\$ 13,140</b>

**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**15. RISK MANAGEMENT (continued)**

**iii) Market Risk**

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

**Interest Rate Risk:**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The College's interest rate exposure relates to cash and cash equivalents, portfolio investments, bank indebtedness and long-term debt. The College also has an authorized bank line of credit of \$250,000 with interest payable monthly at a rate of prime. Changes in the bank's prime rate can cause fluctuation in interest payments and cash flows. There was no balance outstanding on this credit facility as of June 30, 2024.

The College minimizes these risks by:

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

**Foreign Currency Risk:**

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

**16. BUDGET**

Budget figures included in the financial statements were approved by the Board on May 1, 2023 and the Minister of Advanced Education on July 26, 2023.

**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**17. RELATED PARTIES**

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

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

	<b>June 30</b>	<b>June 30</b>
	<b>2024</b>	<b>2023</b>
<b>Revenues:</b>		
Ministry of Advanced Education / Immigration	\$ 10,741,250	\$ 10,555,100
Living Sky School Division No. 202	205,492	287,638
	<b>\$ 10,946,742</b>	<b>\$ 10,842,738</b>

	<b>June 30</b>	<b>June 30</b>
	<b>2024</b>	<b>2023</b>
<b>Expenses:</b>		
Saskatchewan Polytechnic	\$ 593,206	\$ 526,674
Saskatchewan Government Services	517,018	519,044
	<b>\$ 1,110,224</b>	<b>\$ 1,045,718</b>

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

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



**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**18. ACCUMULATED SURPLUS**

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

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

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

Details of accumulated surplus are as follows:

	June 30 2023	Addition during the year	Reductions during the year	June 30 2024
<b>Invested in Tangible Capital Assets:</b>				
Net Book Value of Tangible Capital Assets	\$ 5,426,036	\$ 1,198,218	\$ 789,980	\$ 5,834,274
Less: Debt owing on Tangible Capital Assets	-	-	-	-
	<u>5,426,036</u>	<u>1,198,218</u>	<u>789,980</u>	<u>5,834,274</u>
<b>Designated Assets:</b>				
<b>Capital Projects:</b>				
Designated for tangible capital asset expenditures	1,869,421	993,698	1,198,218	1,664,901
	<u>1,869,421</u>	<u>993,698</u>	<u>1,198,218</u>	<u>1,664,901</u>
<b>Other:</b>				
Operating Reserve	1,337,993	450,992	152,218	1,636,767
Residence Reserve	11,974	4,959	-	16,933
Scholarship Reserve	109,368	9,232	-	118,600
	<u>1,459,335</u>	<u>465,183</u>	<u>152,218</u>	<u>1,772,300</u>
<b>Unrestricted Operating Surplus</b>	<u>290,938</u>	<u>7,172</u>	<u>-</u>	<u>298,110</u>
<b>Total Accumulated Surplus from Operations</b>	<u>9,045,730</u>	<u>2,664,271</u>	<u>2,140,416</u>	<u>9,569,585</u>
<b>Accumulated remeasurement gains and losses</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Accumulated Surplus</b>	<u>\$ 9,045,730</u>	<u>\$ 2,664,271</u>	<u>\$ 2,140,416</u>	<u>\$ 9,569,585</u>

**North West College**  
**Notes to the Financial Statements**  
**For the year ended June 30, 2024**

**18. ACCUMULATED SURPLUS (continued)**

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

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

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

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

- System Development Reserve relates to all systems that support student information and management system function.
- Professional Development Reserve was introduced to reflect the College's commitment to staff development. The reserve will be maintained in accordance with College planning and policy.
- Strategic Initiatives & Organizational Development Reserve was introduced to support initiatives that will ensure the organization meets its strategic priorities. This fund will also ensure the organization meets the unique needs of the post-secondary sector.
- Operating Reserve was introduced to allocate the funding received for the Health Human Resources Action Plan and Disability supports funding that was received during the last quarter of 23-24, but is intended for use during the 24-25 year.
- Program and contract reserve was established to reflect third party and contract government funding received along with College investment for the purpose of programming in the 24-25 year.
- Facilities Reserve is an ongoing reserve established to provide the College flexibility to address emergent facility requirements, to undertake planning activities, and to contribute to projects where necessary.
- Furniture and Equipment Replacement Reserve is an ongoing reserve to fund the replacement of furniture and equipment.

**North West College  
Notes to the Financial Statements  
For the year ended June 30, 2024**

**18. ACCUMULATED SURPLUS (continued)**

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

**19. CONTRACTUAL RIGHTS**

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

The college has the following contractual rights:

	<b>2025</b>	<b>Total</b>
Language Instruction for Newcomers to Canada (LINC) - Program Delivery	\$ 298,062	\$ 298,062
<b>Total Contractual Rights</b>	<b>\$ 298,062</b>	<b>\$ 298,062</b>

**20. CONTINGENT LIABILITIES**

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

**North West College**  
**Schedule of Revenues and Expenses by Function**  
**for the year ended June 30, 2024**

	2024 Actual								2024	2024	2023		
	General	Skills Training		Basic Education		Services		University	Scholarships	Student Housing	2024	2024	2023
		Credit	Non-credit	Credit	Non-credit	Leamer Support	Counsel						
<b>Revenues (Schedule 2)</b>													
Provincial government	\$ 6,733,606	\$ 1,609,206	\$ -	\$ 2,022,738	\$ 298,150	\$ 64,500	\$ -	\$ -	\$ 57,900	\$ -	\$ 10,786,100	\$ 10,609,034	\$ 10,555,100
Federal government	-	-	-	-	254,945	-	-	-	-	-	254,945	283,696	226,811
Other	772,547	2,278,765	93,743	352,725	24,000	288,409	-	449,725	55,754	353,217	4,668,885	4,182,516	3,615,794
<b>Total Revenues</b>	<b>7,506,153</b>	<b>3,887,971</b>	<b>93,743</b>	<b>2,375,463</b>	<b>577,095</b>	<b>352,909</b>	<b>-</b>	<b>449,725</b>	<b>113,654</b>	<b>353,217</b>	<b>15,709,930</b>	<b>15,075,246</b>	<b>14,397,705</b>
<b>Expenses (Schedule 3)</b>													
Agency contracts	45,306	739,405	6,900	1,575	18,865	2,200	-	227,735	-	-	1,041,986	1,146,002	722,519
Amortization	789,980	-	-	-	-	-	-	-	-	-	789,980	1,000,000	1,026,616
Equipment	21,995	27,976	21,470	-	-	-	-	5,235	-	17,770	94,446	254,355	167,892
Facilities	788,730	129,075	6,131	61,217	46,242	-	-	11,540	-	200,378	1,243,313	1,100,252	1,115,613
Information technology	177,845	20,738	-	4,453	2,860	309	-	-	-	-	206,205	128,591	77,890
Operating	1,020,917	303,801	43,854	66,268	59,193	311,308	6,831	21,325	104,422	62,427	2,000,346	2,025,599	1,694,575
Personal services	3,683,017	2,779,040	29,329	1,415,598	930,379	758,884	145,869	-	-	67,683	9,809,799	9,946,131	8,730,496
<b>Total Expenses</b>	<b>6,527,790</b>	<b>4,000,035</b>	<b>107,684</b>	<b>1,549,111</b>	<b>1,057,539</b>	<b>1,072,701</b>	<b>152,700</b>	<b>265,835</b>	<b>104,422</b>	<b>348,258</b>	<b>15,186,075</b>	<b>15,600,930</b>	<b>13,535,601</b>
<b>Surplus (Deficit) for the year</b>	<b>\$ 978,363</b>	<b>\$ (112,064)</b>	<b>\$ (13,941)</b>	<b>\$ 826,352</b>	<b>\$ (480,444)</b>	<b>\$ (719,792)</b>	<b>\$ (152,700)</b>	<b>\$ 183,890</b>	<b>\$ 9,232</b>	<b>\$ 4,959</b>	<b>\$ 523,855</b>	<b>\$ (525,684)</b>	<b>\$ 862,104</b>



North West College  
 Schedule of Revenues by Function  
 for the year ended June 30, 2024

	2024 Revenues Actual								2024 Total Revenues Actual	2024 Total Revenues Budget	2023 Total Revenues Actual		
	General	Skills Training		Basic Education		Services		University				Scholarships	Student Housing
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel						
<b>Provincial Government</b>													
Ministry of Advanced Education/ Ministry of Immigration and Career Training													
Operating grants	\$ 4,960,900	\$ -	\$ -	\$ -	\$ -	\$ 64,500	\$ -	\$ -	\$ -	\$ -	\$ 5,025,400	\$ 4,692,654	\$ 4,819,400
Program grants	\$ 1,200,706	1,564,356	-	2,022,738	298,150	-	-	-	-	-	5,085,950	5,200,480	4,609,900
Capital grants	572,000	-	-	-	-	-	-	-	-	-	572,000	572,000	1,067,000
	6,733,606	1,564,356	-	2,022,738	298,150	64,500	-	-	-	-	10,683,350	10,465,134	10,496,300
Contracts	-	-	-	-	-	-	-	-	-	-	-	86,000	-
Other	-	-	-	-	-	-	-	-	57,900	-	57,900	57,900	58,800
	6,733,606	1,564,356	-	2,022,738	298,150	64,500	-	-	57,900	-	10,741,250	10,609,034	10,555,100
Other provincial	-	44,850	-	-	-	-	-	-	-	-	44,850	-	-
<b>Total Provincial</b>	<b>6,733,606</b>	<b>1,609,206</b>	<b>-</b>	<b>2,022,738</b>	<b>298,150</b>	<b>64,500</b>	<b>-</b>	<b>-</b>	<b>57,900</b>	<b>-</b>	<b>10,786,100</b>	<b>10,609,034</b>	<b>10,555,100</b>
<b>Federal Government</b>													
Operating grants	-	-	-	-	-	-	-	-	-	-	-	-	-
Program grants	-	-	-	-	254,945	-	-	-	-	-	254,945	283,696	226,811
Capital grants	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	254,945	-	-	-	-	-	254,945	283,696	226,811
Other Federal	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Federal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>254,945</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>254,945</b>	<b>283,696</b>	<b>226,811</b>
<b>Other Revenue</b>													
Admin recovery	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracts	-	342,887	85,777	344,605	24,000	40,000	-	-	-	-	837,269	1,160,127	1,341,482
Interest	376,531	-	-	-	-	-	-	-	6,417	-	382,948	52,500	240,989
Rents	38,818	-	-	-	-	-	-	-	-	263,206	302,024	268,450	272,996
Resale items	-	-	-	-	-	234,371	-	-	-	-	234,371	230,000	148,587
Tuitions	56,368	1,901,042	7,966	-	-	-	-	449,725	-	-	2,415,101	2,248,528	1,150,530
Donations	-	-	-	-	-	-	-	-	49,337	-	49,337	57,900	57,827
Other	300,830	34,836	-	8,120	-	14,038	-	-	-	90,011	447,835	165,011	403,383
<b>Total Other</b>	<b>772,547</b>	<b>2,278,765</b>	<b>93,743</b>	<b>352,725</b>	<b>24,000</b>	<b>288,409</b>	<b>-</b>	<b>449,725</b>	<b>55,754</b>	<b>353,217</b>	<b>4,668,885</b>	<b>4,182,516</b>	<b>3,615,794</b>
<b>Total Revenues</b>	<b>\$ 7,506,153</b>	<b>\$ 3,887,971</b>	<b>\$ 93,743</b>	<b>\$ 2,375,463</b>	<b>\$ 577,095</b>	<b>\$ 352,909</b>	<b>\$ -</b>	<b>\$ 449,725</b>	<b>\$ 113,654</b>	<b>\$ 353,217</b>	<b>\$ 15,709,930</b>	<b>\$ 15,075,246</b>	<b>\$ 14,397,705</b>

North West College  
 Schedule of Expenses by Function  
 for the year ended June 30, 2024

	2024 Expenses Actual									2024	2024	2023	
	General (Schedule 4)	Skills Training		Basic Education		Services		University	Scholarships	Student Housing	Total Expenses Actual	Total Expenses Budget	Total Expenses Actual
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel	Credit					
<b>Agency Contracts</b>													
Contracts	\$ 45,306	\$ 739,405	\$ 6,900	\$ 1,575	\$ 18,865	\$ 2,200	\$ -	\$ 227,735	\$ -	\$ -	\$ 1,041,986	\$ 1,146,002	\$ 722,519
Instructors	-	-	-	-	-	-	-	-	-	-	-	-	-
	<u>45,306</u>	<u>739,405</u>	<u>6,900</u>	<u>1,575</u>	<u>18,865</u>	<u>2,200</u>	<u>-</u>	<u>227,735</u>	<u>-</u>	<u>-</u>	<u>1,041,986</u>	<u>1,146,002</u>	<u>722,519</u>
<b>Amortization</b>	789,980	-	-	-	-	-	-	-	-	-	789,980	1,000,000	1,026,616
<b>Equipment</b>													
Equipment (non-capital)	9,643	27,139	21,170	-	-	-	-	5,235	-	12,152	75,339	188,269	147,262
Rental	448	282	300	-	-	-	-	-	-	-	1,030	22,700	605
Repairs and maintenance	11,904	555	-	-	-	-	-	-	-	5,618	18,077	43,386	20,025
	<u>21,995</u>	<u>27,976</u>	<u>21,470</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>5,235</u>	<u>-</u>	<u>17,770</u>	<u>94,446</u>	<u>254,355</u>	<u>167,892</u>
<b>Facilities</b>													
Building supplies	-	-	-	-	-	-	-	-	-	460	460	-	116
Grounds	224	-	-	-	-	-	-	-	-	-	224	4,800	939
Janitorial	255,736	-	-	9,000	-	-	-	-	-	12,208	276,944	7,500	256,548
Rental	208,761	103,560	6,131	52,217	46,242	-	-	11,540	-	-	428,451	468,471	393,287
Repairs & maintenance buildings	134,245	10,349	-	-	-	-	-	-	-	51,284	195,878	310,601	143,671
Utilities	189,764	15,166	-	-	-	-	-	-	-	136,426	341,356	308,880	321,052
	<u>788,730</u>	<u>129,075</u>	<u>6,131</u>	<u>61,217</u>	<u>46,242</u>	<u>-</u>	<u>-</u>	<u>11,540</u>	<u>-</u>	<u>200,378</u>	<u>1,243,313</u>	<u>1,100,252</u>	<u>1,115,613</u>
<b>Information Technology</b>													
Computer services	-	-	-	-	-	-	-	-	-	-	-	43,693	122
Data communications	2,191	2,653	-	2,518	2,860	309	-	-	-	-	10,531	4,520	10,847
Equipment (non-capital)	95,474	-	-	-	-	-	-	-	-	-	95,474	-	887
Materials & supplies	3,230	-	-	-	-	-	-	-	-	-	3,230	-	6,954
Rental	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs & maintenance	9,557	-	-	-	-	-	-	-	-	-	9,557	-	-
Software (non-capital)	67,393	18,085	-	1,935	-	-	-	-	-	-	87,413	80,378	59,080
	<u>177,845</u>	<u>20,738</u>	<u>-</u>	<u>4,453</u>	<u>2,860</u>	<u>309</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>206,205</u>	<u>128,591</u>	<u>77,890</u>
<b>Operating</b>													
Advertising	163,970	18,383	4,291	6,418	8,755	43,663	1,013	1,952	-	-	248,445	328,758	207,649
Association fees & dues	16,545	102	-	-	225	400	291	-	-	-	17,563	34,705	23,863
Bad debts	17,203	-	-	-	-	-	-	-	-	6,730	23,933	-	15,040
Financial services	33,885	-	-	-	-	-	-	-	-	-	33,885	16,300	26,246
In-service (includes PD)	43,168	-	-	-	2,171	-	-	-	-	-	45,339	70,416	43,326
Insurance	88,276	604	-	604	-	-	-	-	-	20,253	109,737	74,624	82,888
Materials & supplies	31,291	217,065	22,924	27,923	24,035	12,692	486	-	-	-	336,416	533,170	365,071
Postage, freight & courier	13,620	954	-	3,093	197	3,454	-	800	-	-	22,118	30,346	21,029
Printing & copying	4,535	25,658	-	14,806	11,054	58	-	1,012	-	38	57,161	58,713	37,937
Professional services	308,923	-	4,263	-	-	23,390	-	-	-	29,754	366,330	182,324	245,357
Resale items	-	-	-	-	-	208,630	-	-	-	-	208,630	209,091	149,961
Subscriptions	8,848	8,943	-	-	903	-	914	-	-	-	19,608	8,089	5,847
Telephone & fax	52,102	2,036	-	3,306	1,646	-	-	472	-	1,227	60,789	74,039	62,591
Travel	113,001	30,056	12,376	10,068	8,777	19,021	4,127	11,825	-	434	209,685	232,315	183,836
Other	125,550	-	-	50	1,430	-	-	5,264	104,422	3,991	240,707	172,709	223,932
	<u>1,020,917</u>	<u>303,801</u>	<u>43,854</u>	<u>66,268</u>	<u>59,193</u>	<u>311,308</u>	<u>6,831</u>	<u>21,325</u>	<u>104,422</u>	<u>62,427</u>	<u>2,000,346</u>	<u>2,025,599</u>	<u>1,694,575</u>
<b>Personal Services</b>													
Employee benefits	575,095	398,642	4,410	97,942	115,498	102,768	22,381	-	-	10,254	1,326,990	1,301,759	1,231,824
Honoraria	15,603	-	-	-	-	-	-	-	-	-	15,603	22,710	10,048
Salaries	3,088,811	2,378,575	24,919	1,316,304	814,261	655,619	123,488	-	-	57,179	8,459,156	8,614,750	7,478,657
Other	3,508	1,823	-	1,352	620	497	-	-	-	250	8,050	6,912	9,967
	<u>3,683,017</u>	<u>2,779,040</u>	<u>29,329</u>	<u>1,415,598</u>	<u>930,379</u>	<u>758,884</u>	<u>145,869</u>	<u>-</u>	<u>-</u>	<u>67,683</u>	<u>9,809,799</u>	<u>9,946,131</u>	<u>8,730,496</u>
<b>Total Expenses</b>	<u>\$ 6,527,790</u>	<u>\$ 4,000,035</u>	<u>\$ 107,684</u>	<u>\$ 1,549,111</u>	<u>\$ 1,057,539</u>	<u>\$ 1,072,701</u>	<u>\$ 152,700</u>	<u>\$ 265,835</u>	<u>\$ 104,422</u>	<u>\$ 348,258</u>	<u>\$ 15,186,075</u>	<u>\$ 15,600,930</u>	<u>\$ 13,535,601</u>

North West College  
 Schedule of General Expenses by Functional Area  
 for the year ended June 30, 2024

	2024 General Actual				2024	2024	2023
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	Total General Actual	Total General Budget	Total General Actual
<b>Agency Contracts</b>							
Contracts	\$ -	\$ 45,306	\$ -	\$ -	\$ 45,306	\$ 5,250	\$ 3,125
Instructors	-	-	-	-	-	-	-
	-	45,306	-	-	45,306	5,250	3,125
<b>Amortization</b>	-	789,980	-	-	789,980	1,000,000	1,026,616
<b>Equipment</b>							
Equipment (non-capital)	-	-	6,218	3,425	9,643	148,788	65,055
Rental	-	-	448	-	448	-	258
Repairs and maintenance	-	60	11,844	-	11,904	36,886	15,386
	-	60	18,510	3,425	21,995	185,674	80,699
<b>Facilities</b>							
Building supplies	-	-	-	-	-	-	-
Grounds	-	-	224	-	224	-	-
Janitorial	-	-	255,736	-	255,736	-	256,548
Rental	-	4,261	204,500	-	208,761	214,274	185,399
Repairs & maintenance buildings	-	-	134,072	173	134,245	279,821	99,205
Utilities	-	-	189,764	-	189,764	187,920	176,390
	-	4,261	784,296	173	788,730	682,015	717,542
<b>Information Technology</b>							
Computer services	-	-	-	-	-	-	122
Data communications	-	-	-	2,191	2,191	-	1,588
Equipment (non-capital)	-	2,423	-	93,051	95,474	-	887
Materials & supplies	-	-	-	3,230	3,230	-	6,954
Rental	-	-	-	-	-	-	-
Repairs & maintenance	-	-	-	9,557	9,557	-	-
Software (non-capital)	-	999	5,553	60,841	67,393	70,921	58,172
	-	3,422	5,553	168,870	177,845	70,921	67,723
<b>Operating</b>							
Advertising	-	163,970	-	-	163,970	191,529	137,425
Association fees & dues	-	16,545	-	-	16,545	28,180	22,953
Bad debts	-	17,203	-	-	17,203	-	2,130
Financial services	-	33,885	-	-	33,885	16,300	26,246
In-service (includes PD)	2,590	40,578	-	-	43,168	67,416	43,328
Insurance	-	80,709	7,567	-	88,276	55,424	63,018
Materials & supplies	-	30,309	982	-	31,291	28,461	22,141
Postage, freight & courier	-	10,326	3,105	189	13,620	14,232	11,235
Printing & copying	-	4,535	-	-	4,535	12,500	7,280
Professional services	-	308,368	555	-	308,923	156,584	202,066
Resale items	-	-	-	-	-	-	139
Subscriptions	-	8,697	-	151	8,848	5,964	723
Telephone & fax	-	52,102	-	-	52,102	70,161	52,987
Travel	10,629	98,163	2,197	2,012	113,001	89,377	83,925
Other	531	124,453	566	-	125,550	28,541	107,929
	13,750	989,843	14,972	2,352	1,020,917	764,669	783,525
<b>Personal Services</b>							
Employee benefits	144	494,033	52,532	28,386	575,095	574,832	536,024
Honoraria	15,603	-	-	-	15,603	22,710	10,048
Salaries	-	2,686,701	229,471	172,639	3,088,811	3,145,465	2,748,327
Other	-	3,508	-	-	3,508	2,116	4,015
	15,747	3,184,242	282,003	201,025	3,683,017	3,745,123	3,298,414
<b>Total General Expenses</b>	\$ 29,497	\$ 5,017,114	\$ 1,105,334	\$ 375,845	\$ 6,527,790	\$ 6,453,652	\$ 5,977,644

**NORTH WEST COLLEGE**  
**Supplier Payment Listing**  
**for the year ended June 30, 2024**  
**"Unaudited"**

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

BeePlus Workplace Solutions	\$ 67,842.47
Beg 4 Construction	60,077.07
Blue Cross	357,344.29
C & C Insurance Consultants Ltd.	61,021.60
Cansafe Inc.	67,107.07
Great Plains College	98,709.08
Hawtin Plumbing Services	97,385.06
Insight Canada Inc.	167,342.21
Kaye Custom Contracting	172,438.07
Lakeland College	55,936.21
Living Sky School Division	165,728.20
Maunula Electric Ltd.	170,736.48
Minister of Finance	517,017.72
MLT AIKINS LLP	110,398.42
Municipal Employees SuperanCo	1,002,429.56
Rapid Refrigeration & Air	183,086.20
Receiver General	2,481,102.07
Royal Bank Visa	149,747.37
Sask Govt Employees Union	190,963.42
Sask Power	96,218.88
Sask Workers Compensation Brd	52,334.56
Sask. Teachers' Federation	101,528.72
Sask. Tel	96,124.33
Saskatchewan Polytechnic - Saskatoon	93,206.78
Saskatchewan Polytechnic - Regina	132,865.61
Saskatchewan Polytechnic - Prince Albert	365,334.06
Schaan Health Care Products	94,132.20
Terracap Investments (Frontier) Inc.	84,819.44
Toshiba Business Solutions	94,064.29
University Of Regina	191,339.20
Vipond Inc.	58,042.40
Westland Insurance Group Ltd.	103,547.16



**NORTH WEST COLLEGE**  
**Personal Service Listing**  
**for the year ended June 30, 2024**  
**"Unaudited"**

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

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

<b>Name</b>	<b>Amount</b>	<b>Name</b>	<b>Amount</b>
Adams, Tammy	\$ 91,720.93	Laliberte, Angel	\$ 71,875.69
Ahlquist, Elijah	157,080.79	Lavoie, Dana	75,497.41
Alger, Dawn	61,649.90	Leask, Glen	81,309.05
Anderson, Brandem	80,299.26	Leask, Heather	56,427.36
Anderson, Harvey	82,305.38	Lothian, Priscilla	125,977.88
Auchstaetter, Karen	89,012.78	Ludwig, Jody	59,399.12
Bajalovic, Davorin	54,885.49	Mahar, Shawn	75,849.77
Balisky, Beth	64,853.25	Martin, Ashley	92,396.14
Barker, Tonya	57,210.30	Martin, Nancie	83,113.31
Bast, Anna	53,828.78	Matthews, Susanne	78,076.31
Bohun, Bryce	71,404.34	Monette, Carolyn	74,751.95
Boyko, Michael	79,278.60	Obada Lekamlage, Nadeeka	85,592.98
Brassard, Melissa	64,807.63	Opikokew, Kayla	63,990.45
Brown-Kopera, Kimberly	67,546.12	Oyebanji, Modupe	58,437.62
Bullerwell, Trudy	80,443.33	Palmer, Lindsay	71,124.44
Campbell, Tara	108,030.30	Pidwerbeski, Kristan	52,884.94
Cey, Jonathan	61,502.16	Robinson, Amie	82,654.37
Charabin, Douglas	79,922.81	Robinson, Marney	80,483.53
Chipak, John	79,931.53	Russell, Robert	60,300.92
Clarke, Brent	73,010.89	Safrui, Michael	75,289.02
Claxton, Thomas	85,126.81	Schmidt, Simon	51,493.57
Conrad, Tracey	88,343.46	Schulkowsky, Marla	112,123.22
Davidson, Roma	68,361.38	Slater, Crimpson	58,060.32
Day, Charles	77,972.82	Smith, Charles	74,139.63
Dyck, Cheryl	74,112.07	Smith, Ryan	99,709.79
Evans, Lorna	81,662.68	Starnes, Christie	50,436.65
Fegan, Nahla	65,307.37	Strain, Chantel	50,455.77
Grant-Iverson, Donna	82,596.53	Strelezki, Sandra	82,429.85
Gunderson, Mark	71,457.09	Studney, Tanis	126,007.88
Haughian, Theresa	74,113.96	Swaan, Prudence	86,312.37
Hawkey, Candice	78,083.22	Taylor, Sharon	91,651.09
Hazzard, Bruce	60,064.04	Vandale, Destiny	58,631.36
Henry, Roxanne	68,125.57	Wan, Lixuan	67,382.20
Heselwood, Edward	58,784.07	Wasyliv, Audrey	89,799.50
Hiebert, Kenneth	81,449.61	Weikle, Sarah	85,154.34
Huskins, Amanda	77,370.74	Wood, Grant	79,812.95
Kashuba, Bruce	50,555.88	Zanyk, Bryon	83,779.48
Kwong, Gregory	81,559.71		

**NORTH WEST COLLEGE**  
**Personal Service Listing**  
**for the year ended June 30, 2024**  
**"Unaudited"**

<b>Board</b>	<b>Totals</b>	<b>Honorarium</b>	<b>Travel</b>
Derenoski, Laurel	\$ 1,971.74	\$ 1,155.00	\$ 816.74
Jones, Audrey	4,596.40	2,200.00	2,396.40
Lee, Michael	2,117.19	1,210.00	907.19
Miller, Valerie	2,179.49	1,100.00	1,079.49
Prudat, George	10,082.31	4,650.00	5,432.31
Sutherland, Harris	495.00	495.00	-
Volk, Bill	4,824.75	2,310.00	2,514.75
	<u>\$ 26,266.88</u>	<u>\$ 13,120.00</u>	<u>\$ 13,146.88</u>

<b>Management</b>	<b>Totals</b>	<b>Salary</b>	<b>Travel</b>
Ahlquist, Elijah	\$ 163,326.14	\$ 157,080.79	\$ 6,245.35
Anderson, Harvey	84,620.08	82,305.38	2,314.70
Gies, Amanda	22,666.30	22,666.30	-
Heselwood, Edward	59,569.21	58,784.07	785.14
Lavoie, Dana	76,803.00	75,497.41	1,305.59
Lothian, Priscilla	127,866.21	125,977.88	1,888.33
Roberts, Melanie	345.00	345.00	-
Schulkowsky, Marla	113,890.96	112,123.22	1,767.74
Smith, Ryan	100,281.06	99,709.79	571.27
Studney, Tanis	129,546.27	126,007.88	3,538.39
Taylor, Sharon	100,016.54	91,651.09	8,365.45
Toner, Cory	30,652.68	30,583.68	69.00
Walker, Jeanna	9,978.61	9,861.95	116.66
Zanyk, Bryon	84,237.48	83,779.48	458.00
	<u>\$ 1,103,799.54</u>	<u>\$ 1,076,373.92</u>	<u>\$ 27,425.62</u>



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