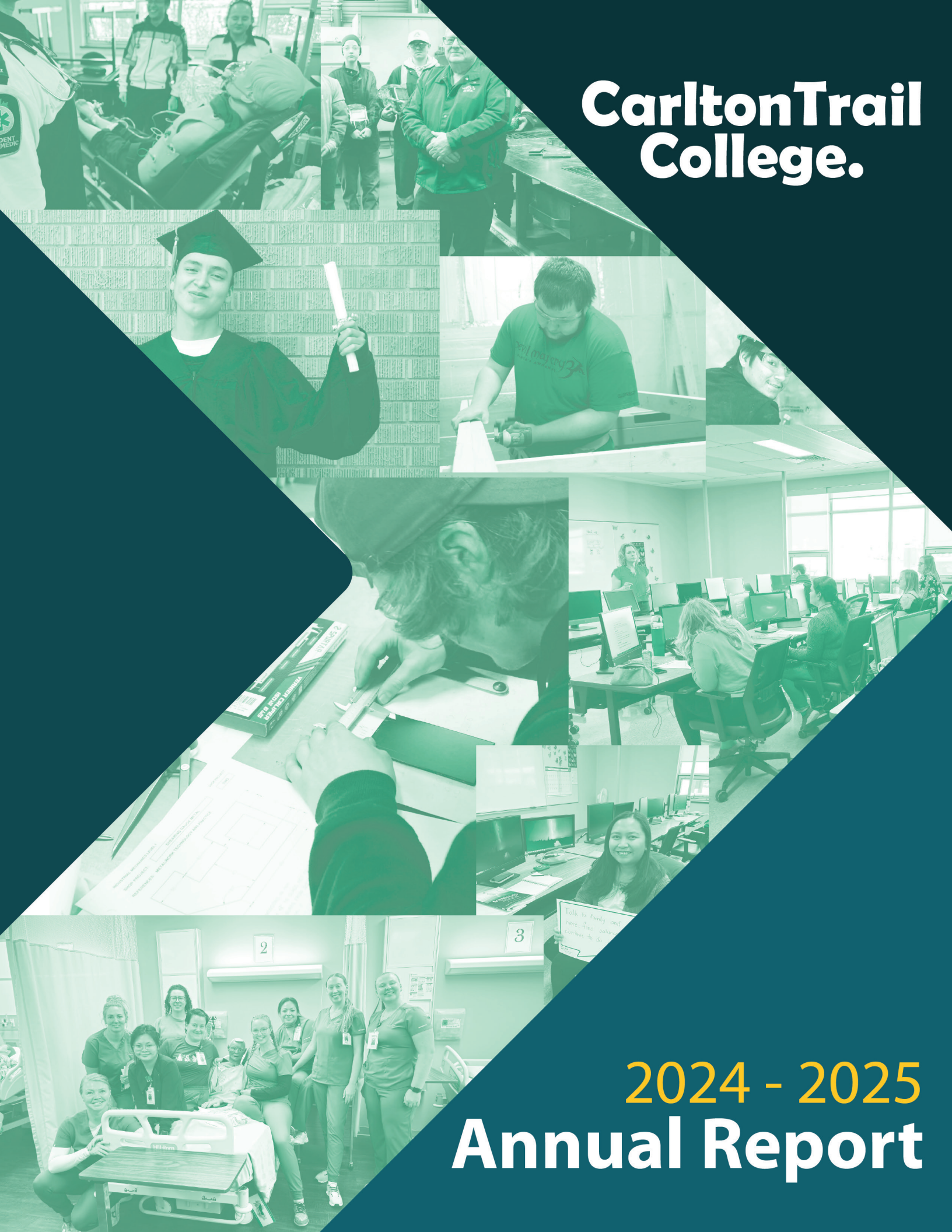
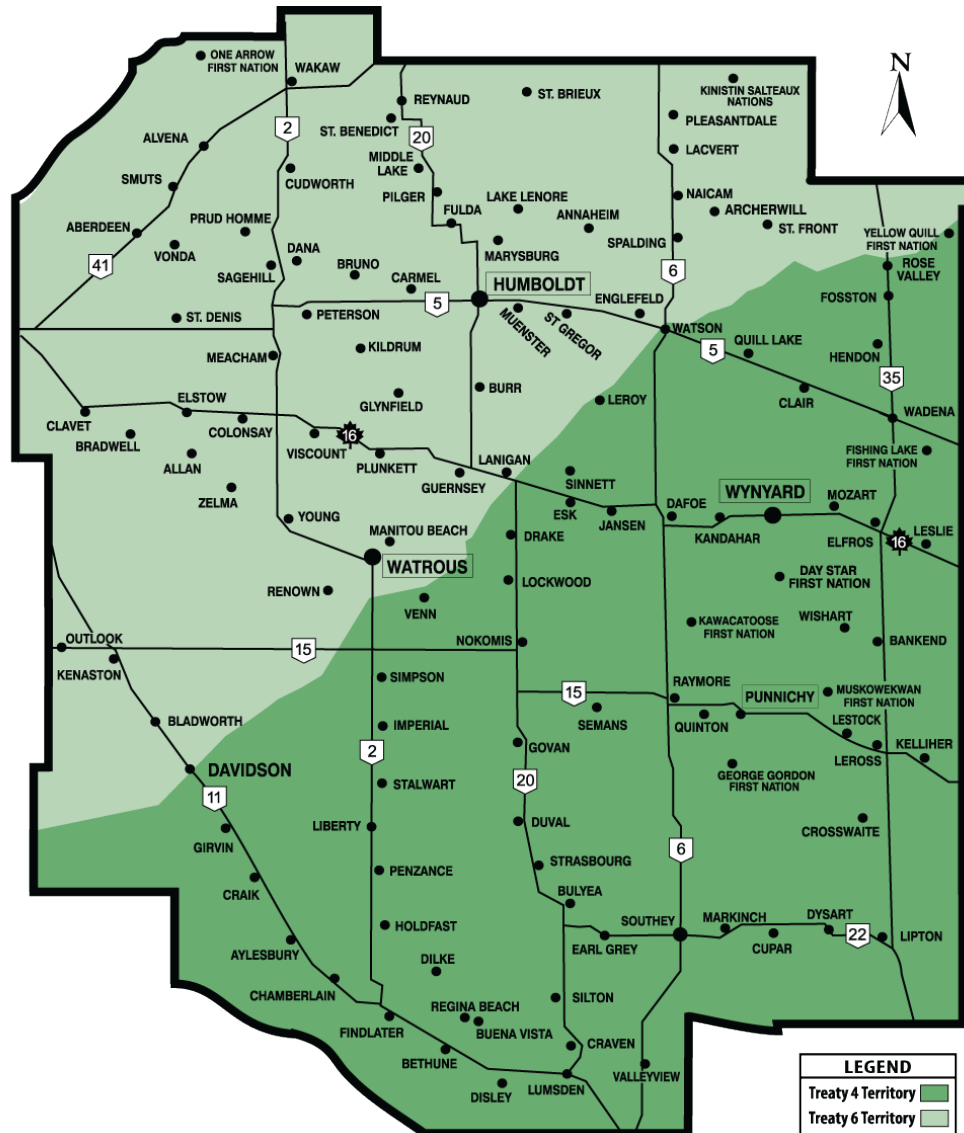


Carlton Trail College.



2024 - 2025
Annual Report

Carlton Trail College.



This Map Does Not Represent Official or Legal Boundaries of Any Indigenous Nations

Carlton Trail College serves the communities of east-central Saskatchewan.
We respectfully acknowledge that we do so within Treaty 4 and 6 territories, traditional lands
of the Cree, Saulteaux, Dene, Dakota, Lakota, Nakota and Métis Nations.

We honour and respect these Treaties and are committed to working in partnership with all Nations in the spirit of reconciliation and collaboration.

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LETTER OF TRANSMITTAL

November 25, 2025

Minister of Advanced Education
Room 208 Legislative Drive Legislative Building
Regina, SK S4S 0B3

To the Honourable Ken Cheveldayoff, Minister of Advanced Education:

We are pleased to present the Annual Report of Carlton Trail College for the fiscal year ending June 30, 2025. This report includes the audited financial statements and reflects the College operations in full compliance with Section 16 of *The Regional Colleges Act* and Section 14 of *The Regional Colleges Regulations*.



Sandy Flory
Chair, Board of Directors
Carlton Trail College

MESSAGE

FROM THE BOARD OF DIRECTORS AND PRESIDENT AND CEO



The 2024-25 Annual Report for Carlton Trail College has been defined by growth, collaboration, and forward-focused action. Guided by our mission of Changing Lives Through Learning, we expanded student opportunities, strengthened workforce development, and supported communities across east-central Saskatchewan.

This year, we welcomed Melissa Dieno to the College Board of Directors, and our first international student, reflecting our commitment to diversity and global learning. Carlton Trail College also joined the Saskatchewan Colleges international partnership, further advancing efforts to attract students from around the world to rural Saskatchewan.

A major milestone is the planned development of a new state-of-the-art trades training facility, which will provide modern, hands-on training opportunities and strengthen the region's skilled labor pipeline. This investment highlights our focus on applied learning, workforce readiness, and preparing students for careers in high-demand sectors.

Partnerships with regional industries continue to drive Carlton Trail College's impact. By working with mining, manufacturing, agriculture, healthcare, and human services sectors, we strengthen workforce development and contribute to thriving communities. Programs like the BHP Potash Academy exemplify how we prepare students for in-demand careers while responding to evolving regional needs.

Student support and success remain central to our work. In 2024-25, we awarded scholarships to support learning access and achievement, including programs that foster inclusion for underrepresented and Indigenous learners. Work-integrated learning opportunities across all skills training programs helped students gain practical experience and enhanced employability, with many graduates securing employment within their field of study.

On the technology and operations front, Carlton Trail actively engaged in negotiations for the system-wide Student Information System (SIS)

project, in collaboration with Regional Colleges and Gabriel Dumont Institute. This initiative will enhance operational efficiency, strengthen collaboration across institutions, and elevate the student experience.

Internally, we continue to foster a high-performing, inclusive, and resilient workforce, investing in leadership development, succession planning, and professional growth. These efforts ensure the College is well-equipped to meet the evolving needs of students, employers, and communities.

We are grateful to our staff, partners, and stakeholders, whose dedication and collaboration make these achievements possible. With continued investment in facilities, strengthened partnerships, and a focus on student success, Carlton Trail College is poised to advance learning, workforce readiness, and community growth across our region and beyond.

Sandy Flory, Board Chair
Amy Yeager, President and CEO

2024-25 BOARD OF DIRECTORS



Sandy Flory
Chair,
R.M. of Wolverine



Darrell Paproski
Director,
Watrous



Shawna Miller
Director,
Watrous



Nathan Gregg
Director,
Humboldt



Elan Buan
Director,
Humboldt



Melissa Dieno
Director,
Wakaw



Evan Doecker
Director,
Anaheim

Board Meeting Dates

2024

| | |
|--------------------|---|
| September 17, 2024 | Regular Meeting / Finance, Audit and Risk Committee Meeting |
| October 22, 2024 | Regular Meeting / Governance and HR Committee Meeting |
| November 26, 2024 | Special Meeting / Finance, Audit and Risk Committee Meeting |
| December 5, 2024 | Special Meeting |

2025

| | |
|------------------|---|
| January 21, 2025 | Regular Meeting |
| March 4, 2025 | Finance, Audit and Risk Committee Meeting |
| March 25, 2025 | Regular Meeting |
| April 10, 2025 | Special / Governance and HR Committee Meeting |
| April 29, 2025 | Regular Meeting / Governance and HR Committee Meeting |
| May 27, 2025 | Regular / Finance, Audit and Risk Committee Meeting |

2024-25 LEADERSHIP TEAM



Amy Yeager
President and CEO



Andy Burgess
VP Finance



Jennifer Brooks
Advancement and
External Affairs
Director



Deanna Gaetz
Business and Skills
Training Director



Rachel Trann
Adult Basic Education
and Student Services
Director



Bailey Williams
Human Resources
Director



Nicola Finsson
Workforce
Development
Manager



Nicole Kinzel
Student Supports
and Engagement
Manager



Chris Nienaber
IT Manager



Yasir Soomro
Post-Secondary
Programs Manager
(Interim)



Trisha Kurtenbach
Post Secondary
Programs Manager
(On leave)



2024-25 ACHIEVEMENTS

Future-focused strategy released

Carlton Trail College unveiled a renewed, four-year strategic plan focused on student and employer success, partnerships, infrastructure, and workforce development. This plan aims to expand training programs, foster regional growth, and strengthen ties with industry and communities across east-central Saskatchewan.



Carlton Trail joins international student collective

Carlton Trail College has joined the Saskatchewan Colleges international partnership to attract global students to rural Saskatchewan. After receiving Designated Learning Institution status from the Ministry of Advanced Education, the College began recruitment in fall 2024 for its 2025-26 academic year, aiming to boost enrollment and enrich campus diversity.



Potash Academy graduates first cohort

Following the signing of a Memorandum of Understanding to advance mining education, Carlton Trail College and BHP launched an eight-month paid training program in January 2025, preparing participants for technician roles at the Jansen mine. Graduates earned certifications and transitioned into full-time employment, marking a milestone in workforce development training.

Tuition-free Early Childhood Education training provided

From fall 2024 to spring 2026, tuition-free Early Childhood Education (ECE) training is being offered through a province-wide initiative funded by the Canada-Saskatchewan Canada-Wide Early Learning and Child Care Agreement. Covering tuition and materials, the program supports individuals across the region in earning ECE certification and accessing professional development.



Expanding educational opportunities through PreK-12 collaboration

In 2024-25, Carlton Trail College deepened its partnership with Horizon School Division by delivering three carpentry programs and an Early Childhood Education Certificate of Achievement program in Punnichy, providing First Aid/CPR training to 375 students, and supporting facility sharing for high school welding instruction, demonstrating a shared commitment to hands-on learning and career readiness.

CARLTON TRAIL COLLEGE STRATEGIC PRIORITIES

Strategic Plan 2024 - 2028

**Carlton Trail
College.**

Carlton Trail College is part of the regional College sector and higher education system in Saskatchewan. It provides post-secondary education and skills training, adult high school education and essential skills courses, English Language Training and workforce development opportunities to individuals, businesses and organizations across east-central Saskatchewan.

Vision

Changing Lives Through Learning

Mission

Creating successful learning and development opportunities to foster individual, business, and community growth.

Values

- ▶ **Accountable**
- ▶ **Inclusive**
- ▶ **Innovative**
- ▶ **Respectful**



Priorities

Achieve Student and Employer Success

- ▶ Improve student experience and outcomes
- ▶ Enhance responsive training for economic sustainability and growth for our region

Strengthen Partnerships and Collaboration to Advance Program Engagement

- ▶ Strengthen business, industry and community awareness of education opportunities
- ▶ Strengthen partnerships with Indigenous communities
- ▶ Strengthen relationships and enhance opportunities with PreK - 12 system

Build an Inclusive, Knowledgeable, Resilient Workforce to Support Growth

- ▶ Strengthen individual and organizational capacity and effectiveness for growth
- ▶ Enhance internal connection and engagement
- ▶ Standardize policies, procedures and practices

Advance College Infrastructure and Technology for the Future

- ▶ Implement campus renewal and expansion
- ▶ Advance processes, services and learning through digital transformation

STUDENT OVERVIEW

1,880 STUDENTS

English Language Training – 7%

Skills Training – 83%

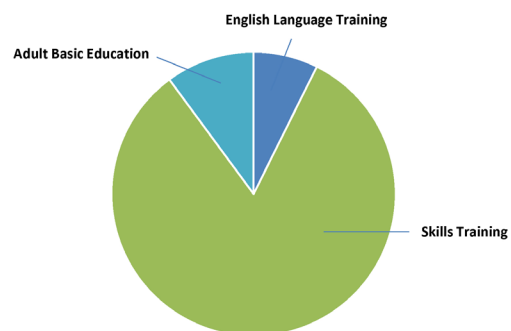
Adult Basic Education – 10%

GENDER DISTRIBUTION

54% Female

45% Male

1% Undisclosed



BALANCED SCORECARD OUTCOMES

CLIENT OUTCOMES

ACHIEVE STUDENT AND EMPLOYER SUCCESS

C1. Improve student experience and outcomes

| Goals | Measure | 2024/25 Target | Outcome | |
|---|--|------------------------|---------|-----|
| <div>Provincial Government Goals:<ul style="list-style-type: none">Strong economyStrong communities</div> <div>Ministry of Advanced Education:<ul style="list-style-type: none">Students succeed in post-secondary educationMeet the post-secondary education needs of the province</div> <div>Ministry of Immigration and Career Training:<ul style="list-style-type: none">Grow Indigenous participation in the workforceInvest in a skilled workforce to support a growing economy</div> | Indigenous Participation Rate | | 35% | |
| | Institute credit <i>(Based on total institute enrollment of FT, PT, and casual)</i> | 35% | | |
| | Industry credit/non-credit | 20% | | 18% |
| | ABE credit | 75% | | 78% |
| | ABE non-credit | 80% | 96% | |
| | Student Achievement Rate <i>(Graduates and Completers)</i> | | 90% | |
| | Institute credit – Total | 80% | | |
| | Indigenous | 70% | | 90% |
| | International | 25/26 will be baseline | | |
| | ABE credit – Total | 45% | | 41% |
| | Indigenous | 65% | | 36% |
| | ABE non-credit – Total | 60% | | 98% |
| | Indigenous | 65% | | 95% |
| | English Language Training | | 145 | |
| | Enrollment Number | 180 | | |
| | Students | | | |
| | Student Experience <i>(Students rating experience as positive)</i> | >90% | | 88% |

BALANCED SCORECARD OUTCOMES

| CLIENT OUTCOMES ACHIEVE STUDENT AND EMPLOYER SUCCESS | | | |
|---|---|----------------|-----------------------------|
| C2. Enhance responsive training for economic sustainability and growth for our region | | | |
| Goals | Measure | 2024/25 Target | Outcome |
| Provincial Government Goals: <ul style="list-style-type: none"> Strong economy Strong communities Ministry of Advanced Education: <ul style="list-style-type: none"> Students succeed in post-secondary education Meet the post-secondary education needs of the province SK's post-secondary sector is accountable and sustainable Ministry of Immigration and Career Training: <ul style="list-style-type: none"> Invest in a skilled workforce to support a growing economy Grow SK's workforce through in-migration | Labour Force Participation Rate <i>(Based on follow-up statistics)</i> | | |
| | Percentage of students employed after completion of program | | |
| | Institute Credit | | Institute Credit |
| | 60-90 days (2024-25) | 75% | 60-90 (2024-25): 80% |
| | 1 year (2023-24) | 90% | 1-yr (2023-24): 72% |
| | ABE Credit | | ABE Credit |
| | 60-90 days (2024-25) | 25% | 60-90 (2024-25): 20% |
| | 1 year (2023-24) | 40% | 1-yr (2023-24): 56% |
| | ABE Non-Credit | | ABE Non-Credit |
| | 60-90 days (2024-25) | 30% | 60-90 (2024-25): 50% |
| | 1 year (2023-24) | 40% | 1-yr (2023-24): 62% |
| | ELT | | ELT |
| | 60-90 days (2024-25) | 80% | 60-90 (2024-25): 75% |
| | 1 year (2023-24) | 90% | 1-yr (2023-24): 94% |
| | Percentage of students employed <i>in their field of study</i> after completion of program | | |
| | Institute Credit | | Institute Credit |
| | 60-90 days (24-25) | 70% | 60-90 (2024-25): 71% |
| | 1 year (23-24) | 80% | 1-yr (2023-24): 56% |

BALANCED SCORECARD OUTCOMES

RELATIONSHIPS

STRENGTHEN PARTNERSHIPS AND COLLABORATION TO ADVANCE PROGRAM ENGAGEMENT

R1. Strengthen business, industry, and community awareness of education opportunities

| Goals | Measure | 2024/25 Target | Outcome |
|---|--|-------------------------|------------------|
| <u>Provincial Government Goals:</u> <ul style="list-style-type: none">Strong economyStrong communities <u>Ministry of Advanced Education:</u> <ul style="list-style-type: none">Meet the post-secondary education needs of the province <u>Ministry of Immigration and Career Training:</u> <ul style="list-style-type: none">Invest in a skilled workforce to support a growing economyGrow SK's workforce through in-migration | Funds generated beyond Provincial funding letter: | | |
| | Revenue generated from non-government contract training | | |
| | <i>Institute credit</i> | \$200,000 | \$224,625 |
| | <i>Industry credit & non-credit</i> | \$500,000 | \$664,887 |
| | <i>ABE credit</i> | \$ 30,000 | \$98,882 |
| | <i>Essential Skills non-credit</i> | \$ 60,000 | \$54,367 |
| | Revenue generated from government-based contracts | | |
| | <i>Provincial</i> | \$100,000 | |
| | <i>Federal</i> | \$253,000 | |
| | <i>Provincial other</i> | \$125,130 | |
| | Brand Visibility | 73,000 Consumers | 91,875 Consumers |

R2. Strengthen partnerships with Indigenous communities

| Goals | Measure | 2024/25 Target | Outcome |
|---|---|----------------|---------|
| Provincial Government Goals: <ul style="list-style-type: none"> Strong economy Strong communities Strong families Ministry of Advanced Education: <ul style="list-style-type: none"> Meet the post-secondary education needs of the province Ministry of Immigration and Career Training: <ul style="list-style-type: none"> Grow Indigenous participation in the workforce | Number of new initiatives with Indigenous communities | 5 | 5 |

R3. Strengthen relationships and enhance opportunities with Pre K-12 system

| | | | |
|--|--|-----|-----|
| Provincial Government Goals: <ul style="list-style-type: none"> Strong growth Strong communities Strong families Ministry of Advanced Education: <ul style="list-style-type: none"> Meet the post-secondary education needs of the province Ministry of Immigration and Career Training: <ul style="list-style-type: none"> Invest in a skilled workforce to support a growing community | Number of students enrolled in post-secondary dual credit courses | 40 | 41 |
| | Percentage of 18–21-year-olds participating in post-secondary programs | 40% | 28% |

BALANCED SCORECARD OUTCOMES

PEOPLE, LEARNING AND LEADERSHIP

BUILD AND INCLUSIVE, KNOWLEDGEABLE, RESILIENT WORKFORCE TO SUPPORT GROWTH

P1. Strengthen individual and organizational capacity and effectiveness for growth

| Goals | Measure | 2024/25 Target | Outcome |
|--|--|----------------|---------|
| Provincial Government Goals: <ul style="list-style-type: none"> Strong economy Strong communities Ministry of Advanced Education: <ul style="list-style-type: none"> SK's post-secondary sector is accountable and sustainable Ministry of Immigration and Career Training: <ul style="list-style-type: none"> Invest in a skilled workforce to support a growing economy | % of staff participating in Professional Development opportunities | 35% | 39.2% |
| | Staff Orientation <i>(New staff or staff in new roles rate orientation as effective)</i> | 100% | 94% |

P2. Enhance internal connection and engagement

| | | | |
|--|---|------|---------------------------|
| Provincial Government Goals: <ul style="list-style-type: none"> Strong economy Strong communities Ministry of Advanced Education: <ul style="list-style-type: none"> SK's post-secondary sector is accountable and sustainable Ministry of Immigration and Career Training: <ul style="list-style-type: none"> Invest in a skilled workforce to support a growing economy | Employee Engagement Survey (overall staff satisfaction rate) | >90% | Scheduled for Spring 2026 |
|--|---|------|---------------------------|

P3. Standardize policies, procedures, and practices

| Goals | Measure | 2024/25 Target | Outcome |
|--|--|-------------------------------|---|
| Provincial Government Goals: <ul style="list-style-type: none"> Strong economy Strong communities Ministry of Advanced Education: <ul style="list-style-type: none"> SK's post-secondary sector is accountable and sustainable Ministry of Immigration and Career Training: <ul style="list-style-type: none"> Invest in a skilled workforce to support a growing economy | Policies and procedures are updated and reviewed annually | Annually reviewed and updated | Review of Programming and Student Policies is in progress |

BALANCED SCORECARD OUTCOMES

STEWARDSHIP

ADVANCE COLLEGE INFRASTRUCTURE AND TECHNOLOGY FOR THE FUTURE

S1. Implement campus renewal and expansion

| Goals | Measure | 2024/25 Target | Outcome |
|--|--|--|---------------------------------|
| Provincial Government Goals: <ul style="list-style-type: none"> Strong economy Strong communities Strong family Ministry of Advanced Education: <ul style="list-style-type: none"> Meet the post-secondary education needs of the province SK's post-secondary sector is accountable and sustainable Ministry of Immigration and Career Training: <ul style="list-style-type: none"> Invest in a skilled workforce to support a growing economy | Complete the expansion of the Technical and Trades Facility by end of 2026 <i>(Ensuring it meets operational requirements while maintaining fiscal responsibility)</i> | Q4 24/25 <ul style="list-style-type: none"> 100% of required funding obtained and design complete | Funding acquisition in progress |
| | | Q2 25/26 <ul style="list-style-type: none"> 50% of construction milestone complete Budget variance +/- 5% projected budget | |
| | | Q1 26/27 <ul style="list-style-type: none"> Facility operational and open for programming Final budget w/ in 5% of projected budget | |

S2. Advance processes, services, and learning through digital transformation

| Goals | Measure | 2024/25 Target | Outcome |
|---|--|---|---|
| Provincial Government Goals: <ul style="list-style-type: none"> Strong economy Strong communities Ministry of Advanced Education: <ul style="list-style-type: none"> Students succeed in post-secondary education Meet the post-secondary education needs of the province SK's post-secondary sector is accountable and sustainable Ministry of Immigration and Career Training: <ul style="list-style-type: none"> Invest in a skilled workforce to support a growing economy | Develop and implement an information technology strategy | Creation of information technology strategy | Completed |
| | Continuous Improvement Initiatives | 2 | Microsoft Intune/Windows Autopilot Initiative Fortinet Failover Strategy |

STAFF DIRECTORY



Kevin Ackerman
Mining Essentials Instructor

Corrinne Arnold
Office Administration Instructor

Paige Bashutsky
Program Delivery Associate

Wilfred Binsfeld
Industrial Mechanics Instructor

Craig Bott
English Language Training Instructor

Brenda Bowman
English Language Training Instructor

Duncan Brawn
English Language Training Instructor

Jennifer Brooks
Advancement and External Affairs Director

Stephanie Buhs
Student Advisor

Andy Burgess
VP Finance

Kandace Chopty
Office Administration Instructor

Clayton Collison
Information Technology Support

Derek Dagenais
Primary Care Paramedic Instructor

Vanessa Dauk
Payroll Technician

Irish Dayawon
Continuing Care Assistant Instructor

Liliana Dominguez
English Language Training Instructor

Therese Durston
Early Childhood Educational Instructor

Lynn Eaton
Adult Basic Education Instructor

Nicola Finnson
Program Coordinator

Alicia Folden
Program Delivery Associate

Morgan Forster
English Language Training Coordinator

Crystal Francis
Indigenous Initiatives Coordinator

Deanna Gaetz
Business and Skills Training Director

Mandy Gerspacher
Primary Care Paramedic Instructor

Garth Gudnason
Electrician Instructor

Leann Gunther
Early Childhood Education Instructor

Shaunda Halldorson
Adult Basic Education Instructor

Stacey Hanmer
Continuing Care Assistant Instructor

Dave Hoeft
Essential Skills for the Workplace Instructor

Julie Hofmann
Program Coordinator

Chelsea Horan
Program Coordinator

Kevin Huber
Mental Health and Addictions Counselling Instructor

Carol Jackson
Program Delivery Associate

Tanya Jansen
Practical Nursing Laboratory Assistant

Jennifer Jensen
Program Coordinator

Patricia Joa
English Language Training Instructor

Sherri Julé
Continuing Care Assistant Instructor

Shirley Kallichuk
Adult Basic Education Substitute Instructor

Duane Keleman
Adult Basic Education Instructor

Nicole Kinzel
Student Advisor

Cristina Knihnitski
Practical Nursing Instructor

Val Koroluk
Marketing Coordinator

Sandra Korte
Accounting Clerk

Amanda Kosokowsky
Executive Assistant

Donna Krause
Program Delivery Associate

Trisha Kurtenbach
Program Coordinator

Dani-Anne Lefevre
Indigenous Initiatives Coordinator

Heidi Linford
Early Childhood Education Instructor

STAFF DIRECTORY

Shannon Linnen

Continuing Care Assistant Instructor

Kari MacMurchy

Program Delivery Associate

Olena Malko

English Language Training Coordinator

Tim May

Primary Care Paramedic Instructor

Jocelyn McArthur

Practical Nursing Instructor

Lacey Meddins

Practical Nursing Instructor

Jadah Mensch

Practical Nursing Instructor

Collete Meszaros

Continuing Care Assistant Instructor

Raeleen Monks

Digital Marketing Coordinator

Gerald Neudorf

Welding Instructor

Barb Nienaber

Program Coordinator

Fred Novecosky

Program Coordinator

Donna Nurse

Adult Basic Education Instructor

Jennifer Potter

Program Delivery Associate

Giles Pratchler

Industrial Mechanics Instructor

Niki Prime

Early Childhood Education Instructor

Darlene Purshega

Program Coordinator

Cortney Rohel

Program Coordinator

Charlianne Schultz

Registration Officer

Carol Sommer

Continuing Care Assistant Instructor

Yasir Soomro

Post-Secondary Programs Manager

Marilee Sterner

Math Instructor

Doreen Stevens

Senior Accounting Technician

Randy Stoudt

Facilities Technician

Amanda Strueby

Student Advisor

Richelle Sutter

Primary Care Paramedic Instructor

Meryl Swinburson

Program Coordinator

Leanne Sylvestre

Executive Assistant

Edie Tarasoff

Continuing Care Assistant Instructor

Rachel Trann

Adult Basic Education and Student Services
Director

Kerry Vanvaals

Early Childhood Education Instructor

Chris Varga

Carpentry Instructor

Jessica Wagner

Practical Nursing Instructor

Krystal Walby

English Language Training Program Delivery
Associate

Matthew Washkowsky

Adult Basic Education Instructor

Bailey Williams

HR Director

Amy Yeager

President and CEO

Raelene Yeager

Registration Associate

Orfi Yturralde

Systems Administrator

Melanie Zimmer

Student Advisor

HUMAN RESOURCES

Carlton Trail College's human resource team plays a key role in fostering workforce development, nurturing employee engagement, and promoting professional growth. Their efforts help cultivate a supportive and inclusive workplace culture that reflects the College's mission and core values.

Supporting professional and personal development growth

- Staff participation in professional development opportunities remains above the target rate, demonstrating increased awareness and staff use of training resources for professional learning activities.
- The 4 Seasons of Reconciliation training continues to be provided to all staff and Board members to ensure foundational knowledge on truth and reconciliation matters in Canada.
- As a newly designated international learning institution, College staff participated in professional development sessions aimed at enhancing their ability to support newcomers to Canada, including international students. These sessions featured presentations from organizations such as the Open Door Society and the Humboldt Regional Newcomer Centre, providing valuable insights into the experiences and needs of newcomer populations.

Strengthening organizational capacity for growth

The creation of four new Manager positions has contributed to building a more resilient workforce while supporting the College's strategic growth. In addition, several other roles have been added over the past year, strengthening staffing capacity and ensuring that appropriate support is available across all levels of the organization.

Staff-directed giving supports regional causes

- Over \$1,300 was raised and donated by College employees to support regional groups and causes, underscoring the College's commitment of giving back to the communities in which it operates.
- College-led volunteer initiatives provided meaningful support to local organizations, including community food banks, a regional health foundation, and the SPCA, reflecting a strong commitment to community involvement and social responsibility.

YEARS OF SERVICE

This year, a total of 60 cumulative years of dedicated service were honoured.

*The College ended the year with **10.9 FTE** out-of-scope and **25.8 FTE** in-scope employees, as well as **17.64 FTE** Instructional staff members.*

TEN YEARS



Craig Bott
Instructor



Trudy Linka
Office Assistant

FIFTEEN YEARS



Lacey Meddins
Instructor

TWENTY-FIVE YEARS

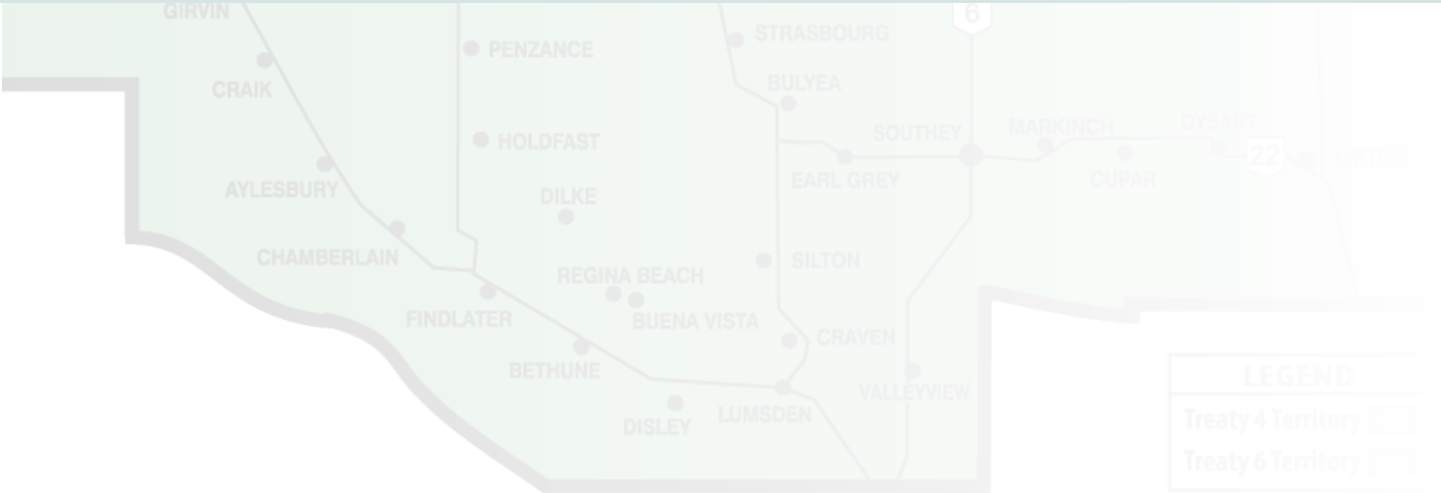


Andy Burgess
VP Finance



Carlton Trail College.

PROGRAMS AND SERVICES Programming Activity 2024-2025



SKILLS TRAINING

POST-SECONDARY / INSTITUTE CREDIT PROGRAMS

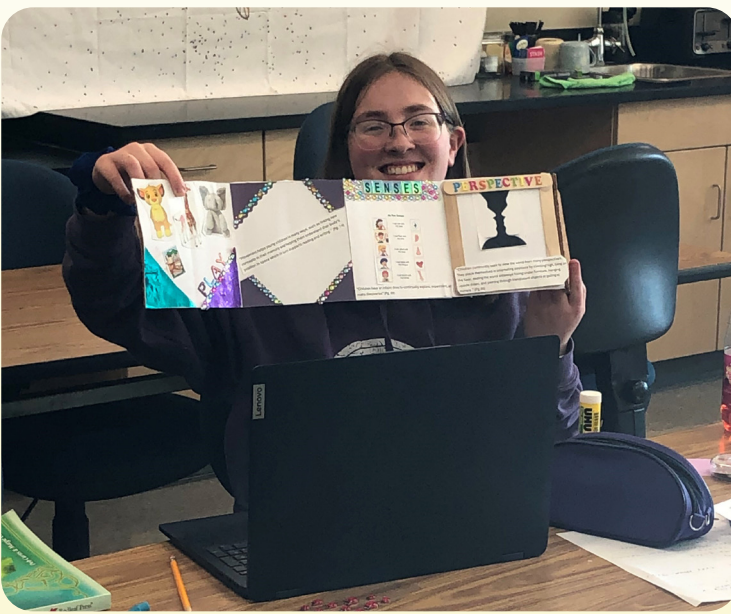
- Carpentry
- Continuing Care Assistant
- Early Childhood Education
- Industrial Mechanics
- Introduction to Construction
- Mental Health and Addictions Counselling
- Office Administration
- Practical Nursing
- Primary Care Paramedic
- Welding

Carlton Trail College provides a variety of full-time and part-time Institute credit programs that lead to certificate or diploma credentials, awarded by partner institutions.

Program delivery is made possible through a variety of funding streams, with primary support coming from student tuition and Skills Training Allocation funding provided by the Ministry of Immigration and Career Training. In certain instances, programs are delivered on a cost-recovery basis through collaborative agreements or a blend of funding sources.

While the College primarily serves adult learners, dual credit opportunities offered in partnership with Horizon School Division allow high school students to earn college credentials, explore career pathways, gain practical skills, and transition more smoothly into post-secondary studies or the workforce. In 2024-25, 41 high school students completed training that provided them with dual high school and post-secondary credits.

In 2024-25, Full Load Equivalent (FLE) student numbers rose by 5% over the previous year, reflecting targeted efforts in key priority areas.

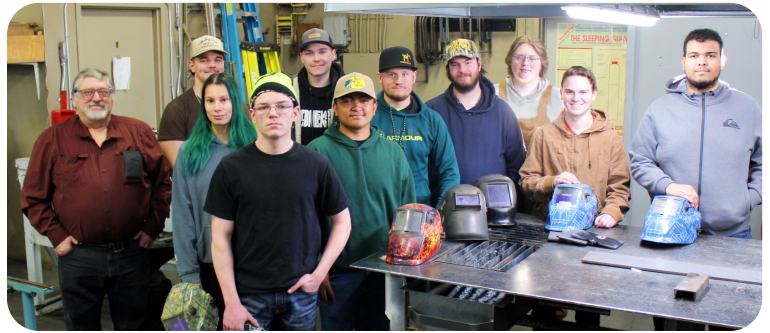


Strengthening the early childhood education sector

- Early Childhood Education programs were delivered across the region through a variety of formats, including full-time, part-time, and facilitated learning options. These flexible delivery models supported broad participation, with a total of 79 individuals enrolling in the programs.
- Thanks to funding from the Ministry of Education through the Canada-Saskatchewan Canada-Wide Early Learning and Child Care Agreement, several students were able to access tuition-free training opportunities in this growing field.

Aligning training with provincial health priorities

- Carlton Trail College continues to support Saskatchewan's healthcare system by offering programs that directly address workforce gaps. In 2024-25, 69 students enrolled in multiple intakes of the Continuing Care Assistant (CCA), Practical Nursing (PN), and Primary Care Paramedic (PCP) programs – each playing a vital role in preparing qualified professionals for the sector.
- To enhance accessibility and support student success, the College offered flexible training formats, including full-time CCA programs delivered three days per week and a part-time PCP option. These models allowed learners to balance employment with their studies, increasing engagement and program success.
- In response to growing demand for mental health services, the College launched its first Mental Health and Addictions Counselling diploma program. 12 students enrolled in the inaugural year, gaining essential skills to support individuals facing mental health challenges and contributing to a critical area of workforce development.



Advancing skilled trades training

- To meet growing demand across Saskatchewan's manufacturing, mining, and construction sectors, Carlton Trail College continues to deliver targeted training in the skilled trades. In 2024-25, 46 students enrolled in pre-employment applied certificate programs in Welding, Industrial Mechanics and Carpentry, along with two Introduction to Construction offerings.
- The College delivered the first cohort of the BHP Potash Academy, focused on achieving Industrial Mechanics credentials. With 11 students enrolled, the program equipped participants with fundamental concepts and essential skills related to mining, as well as industry safety certification and mechanical basics. These practical, job-ready skills position students for immediate entry into the workforce. By partnering directly with industry, Carlton Trail College ensures its training remains aligned with labour market needs and helps address ongoing shortages in the skilled trades sector.

SKILLS TRAINING

INDUSTRY CREDIT AND NON-CREDIT PROGRAMS

- 1A Truck Driver Training (MELT)
- Babysitting Training
- Canadian Firearms Safety
- Essentials of Fire Fighting
- First Aid/CPR
- Food Safe
- Framing
- General Welding
- Ground Disturbance
- Heavy Equipment Operator
- Herbicide and Pesticide Application and Sprayer Technician Safety
- Power Engineering, Fireman Level
- Transportation of Dangerous Goods WHMIS | SCOT | H2S Alive

Carlton Trail College plays a vital role in regional workforce development by offering a wide range of industry-recognized training and flexible learning opportunities. Industry credit programs provide participants with credentials endorsed by professional associations, licensing bodies, and regulatory organizations, ensuring alignment with employer expectations and labour market needs.

In addition to Industry credit programming, the College delivers non-credit courses, professional development sessions, and personal interest offerings that support skill enhancement, career exploration, and personal growth. These accessible and adaptable programs are designed to meet the evolving needs of both individuals and employers, reinforcing the College's commitment to lifelong learning.

Adult Basic Education non-credit programming has been aligned with Workforce Development to create a more unified and responsive means for addressing employer needs and enhancing learner pathways. By combining foundational skill training – such as communication, teamwork, problem-solving, and digital literacy – with targeted, industry-specific skill development, the College can better prepare participants for success in the workplace. This alignment ensures that programming remains flexible, relevant, and directly connected to current labour market demands, supporting both individual employability and regional workforce development.



Strengthening Indigenous participation in foundational learning

87% of learners enrolled in Carlton Trail College's Adult Basic Education (ABE) programming self-identified as First Nations or Métis, highlighting the College's commitment to inclusive education with Indigenous communities.





Building skills with industry-recognized credentials

- Over 500 individuals completed First Aid/CPR training, including 375 high school students through a partnership with Horizon School Division.
- A range of industry safety training certifications were issued to individuals seeking to upskill or maintain employment-related credentials.
- The MELT 1A truck driver training program was delivered in multiple locations across the region, training 32 participants. This program continues to address workforce demands in the agriculture and transportation sectors.



Expanding pathways to education and employment

- In early 2025, Carlton Trail College became a designated testing centre for the Canadian Adult Education Credential (CAEC), supporting adult learners in achieving recognized credentials that enhance employment and education opportunities. In our inaugural year, 51 exams were written.
- Integrating non-credit Adult Basic Education (ABE) and Essential Skills programming into Workforce Development is proving to be a successful strategic move, broadening educational access, optimizing resource use, and fostering strong partnerships that support pathways to both education and employment. This approach contributes meaningfully to regional economic growth and long-term sustainability.

Increasing opportunities through non-credit skills training

- Two Heavy Equipment Operator programs, offered in partnership with the RM of Prince Albert and the Touchwood Agency Tribal Council, trained 16 participants for a high-demand occupation. In addition to gaining industry-ready skills, students contributed to local community projects through practical training, strengthening both job readiness and community capacity.
- A Pathways to Water/Wastewater Careers program provided both theoretical and hands-on training to prepare students from four First Nation communities for provincial certification exams. Tailored to meet local labour market demands, the program also played a vital role in supporting essential community services.
- A Residential Building Maintenance program, delivered in partnership with George Gordon First Nation, provided participants with essential knowledge and practical skills for performing minor maintenance and addressing building-related issues. Hands-on training at the local arena enhanced a valued community space, while equipping students for careers in the construction industry.

ADULT BASIC EDUCATION

ADULT 10 AND 12 CREDIT PROGRAMS

Carlton Trail College delivers Adult Basic Education (ABE) credit programming that helps adults strengthen literacy and foundational skills. Completion of credit programming provides recognized credentials that support entry into the workforce or further education.

By incorporating credit programming across its rural learning region, the College ensures learners have access to meaningful educational pathways that foster personal growth, remove barriers, and contribute directly to regional workforce development.



Improved employment outcomes for ABE credit learners

Employment outcomes for ABE credit learners show a strong upward trend, with one-year employment rates significantly surpassing those recorded at the 60-to-90 day mark. This notable improvement underscores the lasting impact of ABE learning on sustaining labour force participation.

Enhancing program delivery to meet changing needs

- Carlton Trail College continues to adapt its ABE credit programming to reflect learner preferences and community needs. In 2024-25, 35% of ABE credit enrolments were in the College's growing online program, which achieved the highest completion rate, thanks to a delivery model that emphasized strong instructor and student advisor support.
- While Full Load Equivalent (FLE) credit learners have increased, in-person enrolment and completion rates declined. In response, the College is preparing to expand its successful online Adult 12 program and realign resources to strengthen non-credit offerings within the Workforce Development area, ensuring continued adaptability and responsiveness to individual and community needs.



ENGLISH LANGUAGE TRAINING (ELT)



To help individuals and families establish themselves in the region, Carlton Trail College offers a variety of services designed to support newcomers in their transition to both the workforce and community life.

Responding to regional demand with ELT delivery

Despite decreasing immigration trends, Carlton Trail College continued to deliver English Language Training programs across the region, supporting 137 learners throughout the academic year.

Driving workforce integration through English Language Training

One year after completing their programs, 94% of ELT graduates were employed – a substantial 25% increase compared to employment rates measured 60-to-90 days post-completion. This strong outcome highlights the effectiveness of the College's language training in helping learners successfully enter and remain in the workforce.

At Work English language training partnerships enhanced

Long-standing training partner Doecker Industries hosted an At-Work English program for 12 employees, enhancing language proficiency, workplace communication, and safety practices. A second phase is planned to build on these successes and further support employee development, including readiness for future advancement opportunities.



STUDENT SERVICES

Carlton Trail College's Student Services team plays a vital role in supporting learner success and enhancing program outcomes by:

- Guiding students as they transition into further education or meaningful employment;
- Delivering proactive support to address learning challenges, academic concerns, mental health needs, financial pressures, and other potential barriers;
- Facilitating access to community resources through collaborative information-sharing, referrals, and partnerships; and
- Providing crisis response and counselling services to help students overcome personal and academic obstacles.



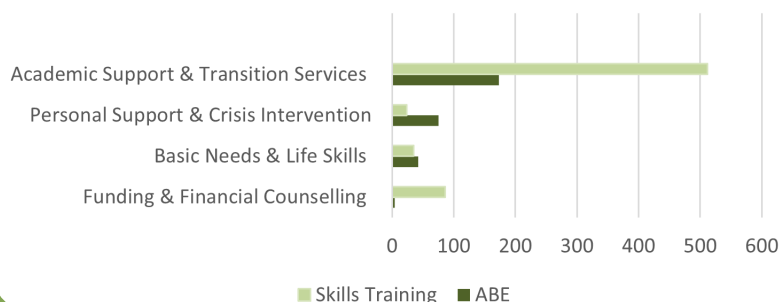
Enabling student achievement with purposeful accommodations

Coordinating access to Saskatchewan's Disability Supports Grant ensured Carlton Trail College students had access to guidance and necessary accommodations to successfully participate in their programs. A noticeable rise in accommodation requests highlighted the growing complexity of learner needs, with advisors advocating for inclusive practices and individualized supports.

| Types of Disability Supports Provided | Number of Students who received disability supports (headcount) |
|---------------------------------------|---|
| Tools/Software | 4 |
| Exam Accommodations | 6 |
| Ed. Psych Assessment | 1 |
| Equipment | 6 |

Meeting the rising needs of skills training students

Support to Learners - Skills Training v. ABE 24-25



- The 2024-25 Student Advisor Support to Learners chart highlights a continued rise in service demand from Skills Training students. This upward hourly trend reflects the increasing need for student support services, despite the inability to allocate Skills Training funding to this growing need.
- As support for Skills Training students continued to grow, it was particularly noted in the areas of meeting basic needs, developing life skills, and accessing funding and financial counselling. This underscores the vital role of the College's scholarship program, the availability of student emergency funding, and the daily support provided by the student advising team to help learners succeed in their programs.



SCHOLARSHIPS SUPPORT STUDENT SUCCESS

In December 2024, Carlton Trail College awarded \$73,400 in scholarships to 47 students across nine, post-secondary programs. Funded through generous individual, community, and organizational donations and matched by the Saskatchewan Innovation and Opportunity Scholarship initiative, these awards recognized academic achievement, community involvement, and financial need, enhancing access to education across the region.

STUDENT AWARDS SUPPORTERS

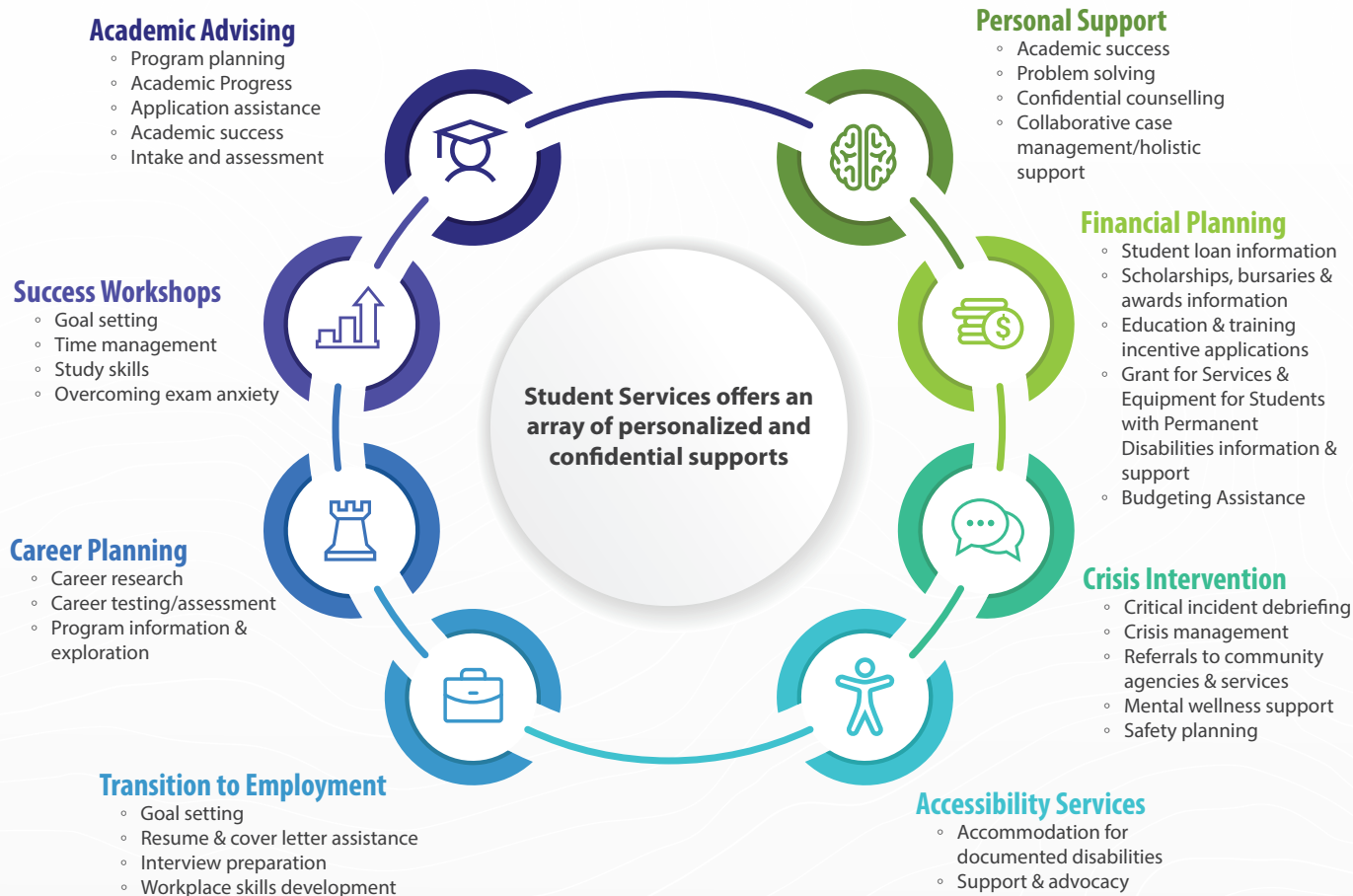
Bourgault Industries
Canadian Scholarship Trust Savings Fund
Carlton Trail College Board and Staff
City of Humboldt
Doepker Industries
Flyer Electric
Humboldt Co-op
Humboldt Good Neighbour Store
Humboldt Smiles Dental Studio
Kristian and Jennie Thordarson - TLF Dirtworx
Melron Services
Michel's Industries
Murray and Audrey Brockman and Family

Nutrien Ag Solutions (Wadena)
Olymel/Olysky (Humboldt)
Sagehill Community Futures
Saskatchewan Government Employees Union,
Education Sector
Saskatchewan Indian Gaming Authority (SIGA)
Saskatoon Co-op (Watrous)
Schulte Industries
Walker Wood Foundation
Amy Yeager
Ed Yee
Numerous individuals and friends
of Carlton Trail College

With additional funding support provided by the Saskatchewan Innovation and Opportunity Scholarship Program

Student Services

Circle of Support



INDIGENOUS INITIATIVES

Carlton Trail College is dedicated to supporting Indigenous learners and communities by working collaboratively with both Indigenous and non-Indigenous partners to deliver programs and services that are culturally relevant and responsive.

Learning together

- The Indigenous Initiatives Coordinator was an integral planning member of the Prairie River's Reconciliation Circle's 7th Annual Rural Reconciliation Educational Gathering: The Power of Story - Honouring Indigenous Voices.
- Carlton Trail College's first annual Welcome Week Feast was held and set a powerful tone for the year, fostering cultural learning and celebration through meaningful relationship-building.
- As a successful recipient of the SK Arts - Artists in Schools Development grant, planning was initiated for a bison harvest project, along with future educational, cultural, and artistic activities related to this initiative. These developmental meetings relied on strong partnerships with Elders, Knowledge Keepers, George Gordon First Nation and Touchwood Agency Tribal Council (TATC) representatives, as well as additional community members to clarify roles, build a shared vision, and develop a long-term plan.



- Strong relationships with community partners enabled staff to volunteer and support the BHP and TATC-sponsored Christmas meal, as well as the TATC Elders Christmas Gathering.
- Participation in the Saskatchewan Adult Basic Education Research Project (SABEP), led by Mount Saint Vincent University, contributed valuable insights into adult education and fostered innovative thinking. It also helped strengthen connections with other regional colleges, supporting shared learning and collaboration.



ENROLMENT AND PERFORMANCE

2024 - 2025

Comprehensive Enrolment by Program Group

| Program Groups | | Actuals | | | | | | | |
|------------------------------|--|------------------------|------------------------|----------------------------|---------------|------------------------|------------------------|----------------------------|---------------|
| | | 2023/24 | | | | 2024/25 | | | |
| | | Student Enrol FT | Student Enrol PT | Student Enrol Casual | FLEs | Student Enrol FT | Student Enrol PT | Student Enrol Casual | FLEs |
| SKILLS TRAINING | Institute Credit: | | | | | | | | |
| | Sask Polytechnic | 74 | 105 | 0 | 116.64 | 80 | 109 | 11 | 124.62 |
| | Other | 0 | 20 | 0 | 8.21 | 0 | 15 | 0 | 6.07 |
| | Total Institute Credit | 74 | 125 | 0 | 124.85 | 80 | 124 | 11 | 130.69 |
| | Industry Credit: | | | | | | | | |
| | Total Industry Credit | 127 | 183 | 963 | 53.58 | 0 | 128 | 840 | 29.00 |
| | Non-Credit: Industry, Community/Individual, Personal Interest | | | | | | | | |
| | Total Non-Credit | 11 | 46 | 449 | 18.09 | 18 | 32 | 319 | 16.30 |
| TOTAL SKILLS TRAINING | | 212 | 354 | 1412 | 196.52 | 98 | 284 | 1170 | 175.99 |
| BASIC EDUCATION | BE Credit: | | | | | | | | |
| | Adult 12 | 34 | 35 | 0 | 43.58 | 77 | 42 | 0 | 83.56 |
| | Adult 10 | 9 | 3 | 0 | 9.23 | 12 | 6 | 0 | 9.28 |
| | Academic GED (or equivalent) | 0 | 0 | 0 | 0 | 12 | 0 | 0 | 0.13 |
| | Total BE Credit | 43 | 38 | 0 | 52.81 | 101 | 48 | 0 | 92.97 |
| | BE Non-Credit: | | | | | | | | |
| | ESWP/Employability/Life Skills | 36 | 31 | 0 | 27.17 | 6 | 35 | 0 | 11.11 |
| | ESL/ELT | 0 | 185 | 0 | 26.22 | 0 | 138 | 0 | 22.79 |
| | Total BE Non-Credit | 36 | 216 | 0 | 53.39 | 6 | 173 | 0 | 33.90 |
| TOTAL BASIC EDUCATION | | 79 | 254 | 0 | 106.20 | 107 | 221 | 0 | 126.87 |
| UNIVERSITY | University Credit: | | | | | | | | |
| | Total University Credit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL UNIVERSITY | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL ENROLMENT | | 291 | 608 | 1412 | 302.72 | 205 | 505 | 1170 | 302.86 |

Comprehensive Enrolment by Program Group - Humboldt

| Program Groups | | Actuals | | | | | | | |
|------------------------------|--|------------------------|------------------------|----------------------------|---------------|------------------------|------------------------|----------------------------|---------------|
| | | 2023/24 | | | | 2024/25 | | | |
| | | Student Enrol FT | Student Enrol PT | Student Enrol Casual | FLEs | Student Enrol FT | Student Enrol PT | Student Enrol Casual | FLEs |
| SKILLS TRAINING | Institute Credit: | | | | | | | | |
| | Sask Polytechnic | 56 | 39 | 0 | 64.43 | 51 | 35 | 0 | 64.10 |
| | Other | 0 | 20 | 0 | 8.21 | 0 | 0 | 0 | 0 |
| | Total Institute Credit | 56 | 59 | 0 | 72.64 | 51 | 35 | 0 | 64.10 |
| | Industry Credit: | | | | | | | | |
| | Total Industry Credit | 127 | 129 | 665 | 39.76 | 0 | 61 | 646 | 20.02 |
| | Non-Credit: Industry, Community/Individual, Personal Interest | | | | | | | | |
| | Total Non-Credit | 0 | 36 | 190 | 8.33 | 9 | 21 | 185 | 7.98 |
| TOTAL SKILLS TRAINING | | 183 | 224 | 855 | 120.73 | 60 | 117 | 831 | 92.10 |
| BASIC EDUCATION | BE Credit:12 | | | | | | | | |
| | Adult 12 | 34 | 35 | 0 | 43.58 | 77 | 42 | 0 | 83.56 |
| | Adult 10 | 9 | 3 | 0 | 9.23 | 12 | 6 | 0 | 9.28 |
| | Academic GED (or equivalent) | 0 | 0 | 0 | 0 | 12 | 0 | 0 | 0.13 |
| | Total BE Credit | 43 | 38 | 0 | 52.81 | 101 | 48 | 0 | 92.97 |
| | BE Non-Credit: | | | | | | | | |
| | ESWP/Employability/Life Skills | 36 | 24 | 0 | 27.02 | 6 | 26 | 0 | 6.57 |
| | ESL/ELT | 0 | 185 | 0 | 26.22 | 0 | 138 | 0 | 22.79 |
| | Total BE Non-Credit | 36 | 209 | 0 | 53.24 | 6 | 164 | 0 | 29.36 |
| TOTAL BASIC EDUCATION | | 79 | 247 | 0 | 106.05 | 107 | 212 | 0 | 122.32 |
| UNIVERSITY | University Credit: | | | | | | | | |
| | Total University Credit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL UNIVERSITY | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL ENROLMENT | | 262 | 471 | 855 | 226.78 | 167 | 329 | 831 | 214.42 |

Comprehensive Enrolment by Program Group - Watrous

| Program Groups | | Actuals | | | | | | | |
|------------------------------|--|------------------|------------------|----------------------|--------------|------------------|------------------|----------------------|--------------|
| | | 2023/24 | | | | 2024/25 | | | |
| | | Student Enrol FT | Student Enrol PT | Student Enrol Casual | FLEs | Student Enrol FT | Student Enrol PT | Student Enrol Casual | FLEs |
| SKILLS TRAINING | Institute Credit: | | | | | | | | |
| | Sask Polytechnic | 6 | 40 | 0 | 35.05 | 12 | 30 | 0 | 23.70 |
| | Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Total Institute Credit | 6 | 40 | 0 | 35.05 | 12 | 30 | 0 | 23.70 |
| | Industry Credit: | | | | | | | | |
| | Total Industry Credit | 0 | 1 | 113 | 2.52 | 0 | 50 | 85 | 6.08 |
| | Non-Credit: Industry, Community/Individual, Personal Interest | | | | | | | | |
| | Total Non-Credit | 0 | 0 | 26 | 0.08 | 9 | 0 | 99 | 5.86 |
| TOTAL SKILLS TRAINING | | 6 | 41 | 139 | 37.65 | 21 | 80 | 184 | 35.64 |
| BASIC EDUCATION | BE Credit:12 | | | | | | | | |
| | Adult 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Adult 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Academic GED (or equivalent) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Total BE Credit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | BE Non-Credit: | | | | | | | | |
| | ESWP/Employability/Life Skills | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | ESL/ELT | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Total BE Non-Credit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL BASIC EDUCATION | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| UNIVERSITY | University Credit: | | | | | | | | |
| | Total University Credit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL UNIVERSITY | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL ENROLMENT | | 6 | 41 | 139 | 37.65 | 21 | 80 | 184 | 35.64 |

Comprehensive Enrolment by Program Group - Wynyard

| Program Groups | | Actuals | | | | | | | |
|------------------------------|--|------------------|------------------|----------------------|--------------|------------------|------------------|----------------------|--------------|
| | | 2023/24 | | | | 2024/25 | | | |
| | | Student Enrol FT | Student Enrol PT | Student Enrol Casual | FLEs | Student Enrol FT | Student Enrol PT | Student Enrol Casual | FLEs |
| SKILLS TRAINING | Institute Credit: | | | | | | | | |
| | Sask Polytechnic | 12 | 26 | 0 | 17.16 | 17 | 44 | 11 | 36.90 |
| | Other | 0 | 0 | 0 | 0 | 0 | 15 | 0 | 6.07 |
| | Total Institute Credit | 12 | 26 | 0 | 17.16 | 17 | 59 | 11 | 42.97 |
| | Industry Credit: | | | | | | | | |
| | Total Industry Credit | 0 | 51 | 190 | 11.30 | 0 | 17 | 111 | 2.91 |
| | Non-Credit: Industry, Community/Individual, Personal Interest | | | | | | | | |
| | Total Non-Credit | 11 | 10 | 233 | 9.68 | 0 | 11 | 39 | 2.46 |
| TOTAL SKILLS TRAINING | | 23 | 87 | 423 | 38.14 | 17 | 87 | 161 | 48.34 |
| BASIC EDUCATION | BE Credit:12 | | | | | | | | |
| | Adult 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Adult 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Academic GED (or equivalent) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Total BE Credit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | BE Non-Credit: | | | | | | | | |
| | ESWP/Employability/Life Skills | 0 | 7 | 0 | 0.15 | 0 | 10 | 0 | 4.54 |
| | ESL/ELT | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | Total BE Non-Credit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL BASIC EDUCATION | | 0 | 7 | 0 | 0.15 | 0 | 10 | 0 | 4.54 |
| UNIVERSITY | University Credit: | | | | | | | | |
| | Total University Credit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL UNIVERSITY | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL ENROLMENT | | 23 | 94 | 423 | 38.29 | 17 | 97 | 161 | 52.88 |

Equity Participation Enrolments by Program Group

| Program Groups | | Actuals | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------|------------|-----|-----|------------------|----|----|------------|----|-----------------|-----|------------|------|------------------|-----|------------|-----|-----------------|----|-----|----|----|-----|-----|------|------|
| | | 2023/24 | | | | | | | | | | 2024/25 | | | | | | | | | | | | | | |
| | | Indigenous | | | Visible Minority | | | Disability | | Total Enrolment | | Indigenous | | Visible Minority | | Disability | | Total Enrolment | | | | | | | | |
| FT | PT | Cas | FT | PT | Cas | FT | PT | Cas | FT | PT | Cas | FT | PT | Cas | FT | PT | Cas | FT | PT | Cas | | | | | | |
| SKILLS TRAINING | Institute Credit: | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Sask Polytechnic | | 22 | 21 | 0 | 9 | 7 | 0 | 10 | 10 | 0 | 78 | 105 | 0 | 22 | 33 | 5 | 14 | 9 | 0 | 19 | 7 | 0 | 80 | 109 | 11 |
| | Other | | 0 | 5 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 20 | 0 | 0 | 15 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 15 | 0 |
| | Total Institute Credit | | 22 | 26 | 0 | 9 | 7 | 0 | 10 | 11 | 0 | 78 | 125 | 0 | 22 | 48 | 5 | 14 | 12 | 0 | 19 | 7 | 0 | 80 | 124 | 11 |
| | Industry Credit: | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Industry Credit | | 18 | 50 | 39 | 42 | 13 | 20 | 5 | 6 | 14 | 127 | 183 | 964 | 0 | 58 | 34 | 0 | 4 | 19 | 0 | 3 | 25 | 0 | 128 | 840 | |
| Non-Credit: Industry, Community/Individual, Personal Interest | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Non-Credit | | 7 | 18 | 157 | 0 | 5 | 13 | 0 | 4 | 11 | 11 | 47 | 449 | 16 | 14 | 122 | 4 | 1 | 16 | 0 | 0 | 7 | 18 | 26 | 319 | |
| TOTAL SKILLS TRAINING | | 47 | 94 | 196 | 51 | 25 | 33 | 15 | 21 | 25 | 216 | 355 | 1413 | 38 | 120 | 161 | 18 | 17 | 35 | 19 | 10 | 32 | 98 | 278 | 1170 | |
| BASIC EDUCATION | BE Credit: | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Adult 12 | | 26 | 27 | 0 | 0 | 2 | 0 | 2 | 3 | 0 | 34 | 35 | 0 | 50 | 36 | 0 | 4 | 3 | 0 | 4 | 6 | 0 | 77 | 42 | 0 |
| | Adult 10 | | 8 | 3 | 0 | 1 | 1 | 0 | 0 | 1 | 0 | 9 | 3 | 0 | 12 | 6 | 0 | 0 | 1 | 0 | 1 | 1 | 0 | 12 | 6 | 0 |
| | Academic GED | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12 | 0 | 0 |
| | Total BE Credit | | 34 | 30 | 0 | 1 | 3 | 0 | 2 | 4 | 0 | 43 | 38 | 0 | 63 | 42 | 0 | 4 | 4 | 0 | 5 | 7 | 0 | 101 | 48 | 0 |
| BE Non-Credit: | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ESWP/Employability/Life Skills | | 36 | 29 | 0 | 3 | 2 | 0 | 0 | 0 | 2 | 0 | 36 | 31 | 0 | 6 | 33 | 0 | 2 | 3 | 0 | 0 | 2 | 0 | 6 | 35 | 0 |
| ESU/ELT | | 0 | 1 | 0 | 0 | 3 | 0 | 0 | 0 | 1 | 0 | 0 | 185 | 0 | 0 | 0 | 0 | 0 | 18 | 0 | 0 | 0 | 0 | 0 | 138 | 0 |
| Total BE Non-Credit | | 36 | 30 | 0 | 3 | 5 | 0 | 0 | 3 | 0 | 36 | 216 | 0 | 6 | 33 | 0 | 2 | 21 | 0 | 0 | 2 | 0 | 6 | 173 | 0 | 0 |
| TOTAL BASIC EDUCATION | | 70 | 60 | 0 | 4 | 8 | 0 | 2 | 7 | 0 | 79 | 254 | 0 | 69 | 75 | 0 | 6 | 25 | 0 | 5 | 9 | 0 | 107 | 221 | 0 | 0 |
| UNIVERSITY | University Credit: | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Total University Credit | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL UNIVERSITY | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL ENROLMENT | | 117 | 154 | 196 | 55 | 33 | 33 | 17 | 28 | 25 | 295 | 609 | 1413 | 107 | 195 | 161 | 24 | 42 | 35 | 24 | 19 | 32 | 205 | 499 | 1170 | 1170 |

Student Success by Program Group

| Program Groups | | 2023/24 | | | | | | | | | | 2024/25 | | | | | | | | | | | | | | | | | | |
|---|--|--------------------------|-----|-----|-----|-----|-------------------------|----|-----|----|----|---------------------------------|---|-----|-----|-----|-------------------------|----|-----|----|-----|---------------------------------|----|-----|----|--|----|--|-----|--|
| | | Actuals | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Total Students Completed | | | | | Total Students Employed | | | | | Total Going to Further Training | | | | | Total Students Employed | | | | | Total Going to Further Training | | | | | | | | |
| FT | | PT | | Cas | FT | | PT | | Cas | FT | | PT | | Cas | FT | | PT | | Cas | FT | | PT | | Cas | FT | | PT | | Cas | |
| SKILLS TRAINING | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Institute Credit: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sask Polytechnic | | 7 | 19 | 0 | 58 | 53 | 0 | 38 | 43 | 0 | 10 | 4 | 0 | 5 | 70 | 0 | 36 | 22 | 0 | 24 | 48 | 0 | 2 | 8 | 0 | | | | | |
| Other | | 0 | 4 | 0 | 0 | 15 | 0 | 0 | 0 | 0 | 0 | 19 | 0 | 0 | 5 | 0 | 0 | 10 | 0 | 0 | 0 | 0 | 0 | 9 | 0 | | | | | |
| Total Institute Credit | | 7 | 23 | 0 | 58 | 68 | 0 | 38 | 43 | 0 | 10 | 23 | 0 | 5 | 75 | 0 | 36 | 32 | 0 | 24 | 48 | 0 | 2 | 17 | 0 | | | | | |
| Industry Credit: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Industry Credit | | 1 | 121 | 285 | 85 | 64 | 680 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 98 | 184 | 0 | 31 | 655 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | |
| Non-Credit: Industry, Community/Individual, Personal Interest | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Non-Credit | | 7 | 44 | 448 | 0 | 0 | 0 | 0 | 16 | 0 | 0 | 0 | 0 | 17 | 32 | 308 | 0 | 0 | 0 | 0 | 9 | 1 | 4 | 0 | 0 | | | | | |
| TOTAL SKILLS TRAINING | | 15 | 188 | 733 | 143 | 132 | 680 | 38 | 59 | 0 | 10 | 23 | 0 | 22 | 205 | 492 | 36 | 63 | 655 | 24 | 57 | 1 | 6 | 17 | 0 | | | | | |
| BASIC EDUCATION | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BE Credit: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Adult 12 | | 9 | 8 | 0 | 19 | 0 | 0 | 10 | 2 | 0 | 10 | 6 | 0 | 22 | 4 | 0 | 21 | 1 | 0 | 6 | 0 | 0 | 28 | 3 | 0 | | | | | |
| Adult 10 | | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 0 | 3 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 4 | 0 | 0 | | | | | |
| Academic GED | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | |
| Total BE Credit | | 15 | 8 | 0 | 19 | 0 | 0 | 10 | 2 | 0 | 16 | 6 | 0 | 37 | 4 | 0 | 24 | 1 | 0 | 6 | 0 | 0 | 32 | 3 | 0 | | | | | |
| BE Non-Credit: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ESWP/Employability/Life Skills | | 35 | 16 | 0 | 0 | 0 | 0 | 10 | 5 | 0 | 7 | 0 | 0 | 6 | 34 | 0 | 0 | 0 | 0 | 2 | 8 | 0 | 1 | 1 | 0 | | | | | |
| ESL/ELT | | 0 | 141 | 0 | 0 | 0 | 0 | 0 | 106 | 0 | 0 | 4 | 0 | 0 | 117 | 0 | 0 | 0 | 0 | 0 | 83 | 0 | 0 | 6 | 0 | | | | | |
| Total BE Non-Credit | | 35 | 157 | 0 | 0 | 0 | 0 | 10 | 111 | 0 | 7 | 4 | 0 | 6 | 151 | 0 | 0 | 0 | 0 | 2 | 91 | 0 | 1 | 7 | 0 | | | | | |
| BASIC TOTAL EDUCATION | | 50 | 165 | 0 | 19 | 0 | 0 | 20 | 113 | 0 | 23 | 10 | 0 | 43 | 155 | 0 | 24 | 1 | 0 | 8 | 91 | 0 | 33 | 10 | 0 | | | | | |
| UNIVERSITY | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| University Credit: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total University Credit | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | |
| TOTAL UNIVERSITY | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | | | | |
| TOTAL ENROLMENT | | 65 | 353 | 733 | 162 | 132 | 680 | 58 | 172 | 0 | 33 | 33 | 0 | 65 | 360 | 492 | 60 | 64 | 655 | 32 | 148 | 1 | 39 | 27 | 0 | | | | | |

Equity Participation Completers and Graduates

| Program Groups | | Actuals | | | | | | | | | | | | | | | | | |
|--|--|------------|------------|-----------|------------------|-----------|-----------|------------|-----------|-----------|------------|------------|-----------|------------------|-----------|-----------|------------|-----------|-----------|
| | | 2023/24 | | | | | | | | | 2024/25 | | | | | | | | |
| | | Indigenous | | | Visible Minority | | | Disability | | | Indigenous | | | Visible Minority | | | Disability | | |
| | | E | C | G | E | C | G | E | C | G | E | C | G | E | C | G | E | C | G |
| SKILLS TRAINING | | | | | | | | | | | | | | | | | | | |
| Institute Credit: | | | | | | | | | | | | | | | | | | | |
| Sask Polytechnic | | 43 | 5 | 22 | 16 | 1 | 10 | 20 | 5 | 11 | 60 | 22 | 9 | 23 | 4 | 10 | 26 | 8 | 9 |
| Other | | 5 | 2 | 3 | 0 | 0 | 0 | 1 | 0 | 0 | 15 | 5 | 10 | 3 | 0 | 3 | 0 | 0 | 0 |
| Total Institute Credit | | 48 | 7 | 25 | 16 | 1 | 10 | 21 | 5 | 11 | 75 | 27 | 19 | 26 | 4 | 13 | 26 | 8 | 9 |
| Industry Credit: | | | | | | | | | | | | | | | | | | | |
| Total Industry Credit | | 107 | 65 | 32 | 75 | 14 | 47 | 25 | 12 | 9 | 92 | 71 | 20 | 23 | 7 | 16 | 28 | 10 | 17 |
| Non-Credit: Industry, Community/Individual, Personal Interest | | | | | | | | | | | | | | | | | | | |
| Total Non-Credit | | 182 | 176 | 0 | 18 | 18 | 0 | 15 | 15 | 0 | 152 | 142 | 0 | 21 | 20 | 0 | 7 | 7 | 0 |
| TOTAL SKILLS TRAINING CREDIT | | 337 | 248 | 57 | 109 | 33 | 57 | 61 | 32 | 20 | 319 | 240 | 39 | 70 | 31 | 29 | 61 | 25 | 26 |
| BASIC EDUCATION | | | | | | | | | | | | | | | | | | | |
| BE Credit: | | | | | | | | | | | | | | | | | | | |
| Adult 12 | | 53 | 11 | 14 | 2 | 1 | 0 | 5 | 0 | 2 | 86 | 14 | 15 | 7 | 2 | 1 | 10 | 2 | 2 |
| Adult 10 | | 11 | 5 | 0 | 2 | 1 | 0 | 1 | 0 | 0 | 18 | 3 | 3 | 1 | 0 | 0 | 2 | 0 | 0 |
| Academic GED | | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total BE Credit | | 64 | 16 | 14 | 4 | 2 | 0 | 6 | 0 | 2 | 105 | 18 | 18 | 8 | 2 | 1 | 12 | 2 | 2 |
| BE Non-Credit: | | | | | | | | | | | | | | | | | | | |
| ESWP/Employability/Life Skills | | 65 | 50 | 0 | 5 | 4 | 0 | 2 | 0 | 0 | 39 | 38 | 0 | 5 | 5 | 0 | 2 | 2 | 0 |
| ESL/ELT | | 1 | 1 | 0 | 3 | 3 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 18 | 16 | 0 | 0 | 0 | 0 |
| Total BE Non-Credit | | 66 | 51 | 0 | 8 | 7 | 0 | 3 | 1 | 0 | 39 | 38 | 0 | 23 | 21 | 0 | 2 | 2 | 0 |
| TOTAL BASIC EDUCATION | | 130 | 67 | 14 | 12 | 9 | 0 | 9 | 1 | 2 | 144 | 56 | 18 | 31 | 23 | 1 | 14 | 4 | 2 |
| UNIVERSITY | | | | | | | | | | | | | | | | | | | |
| University Credit: | | | | | | | | | | | | | | | | | | | |
| Total University Credit | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL UNIVERSITY | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL ENROLMENT | | 467 | 315 | 71 | 121 | 42 | 57 | 70 | 33 | 22 | 463 | 296 | 57 | 101 | 54 | 30 | 75 | 29 | 28 |

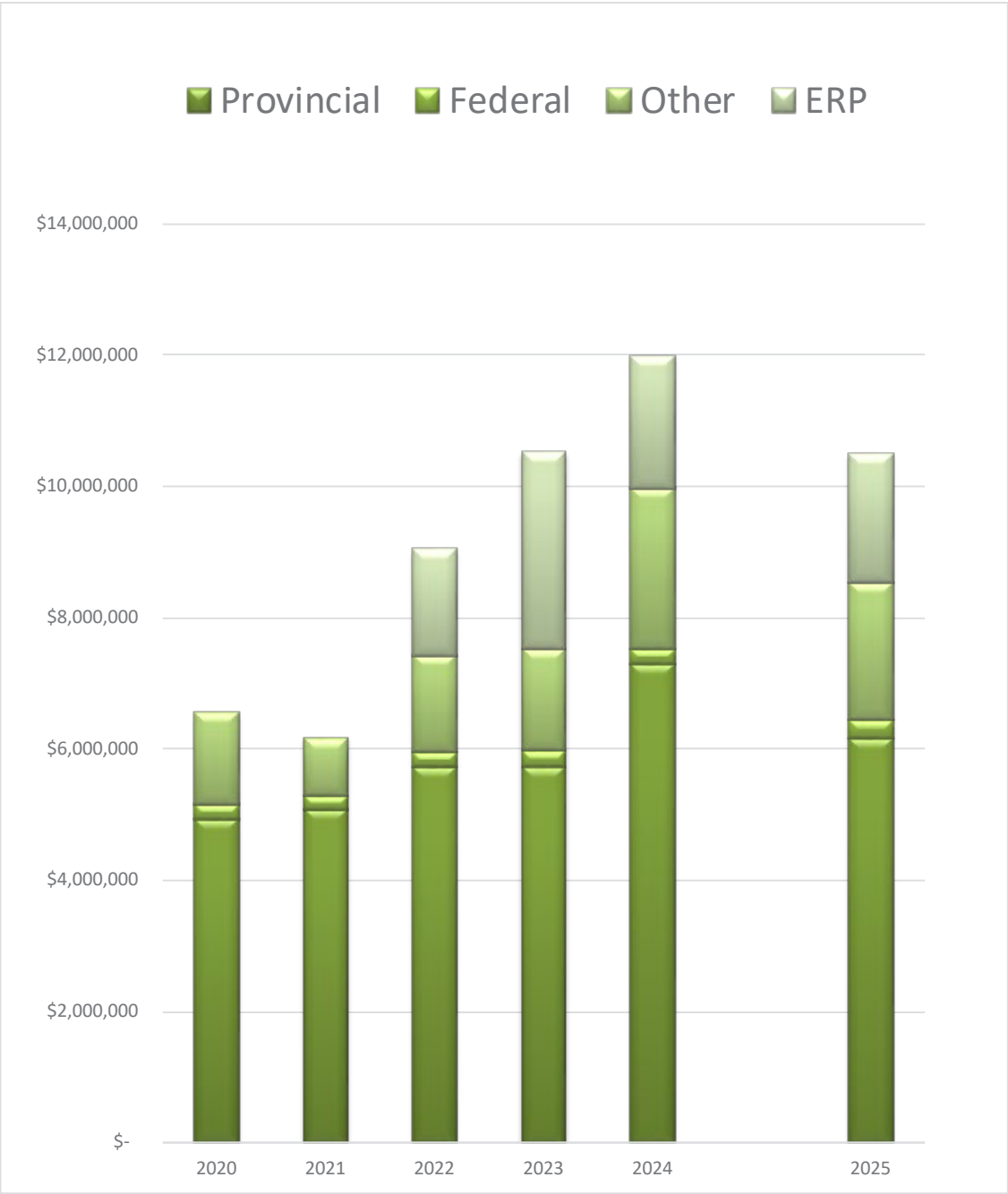


REVENUE ANALYSIS

2019 - 2024

CARLTON TRAIL COLLEGE
REVENUE ANALYSIS
2020 - 2025

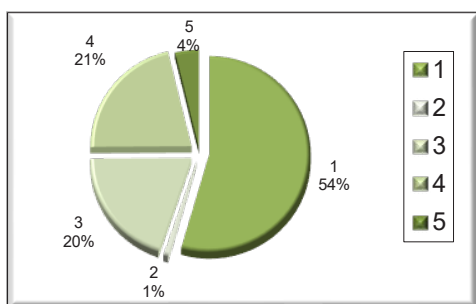
| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|------------|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|
| Provincial | \$ 4,913,448 | \$ 5,067,262 | \$ 5,716,184 | \$ 5,736,647 | \$ 7,291,466 | \$ 6,156,858 |
| Federal | 234,882 | 223,592 | 228,532 | 247,776 | 243,226 | 293,178 |
| ERP System | - | - | 1,604,327 | 2,983,426 | 2,028,857 | 1,955,043 |
| Other | 1,394,982 | 875,124 | 1,487,181 | 1,554,598 | 2,432,191 | 2,092,673 |
| Total | <u>\$ 6,543,312</u> | <u>\$ 6,165,978</u> | <u>\$ 9,036,224</u> | <u>\$ 10,522,447</u> | <u>\$ 11,995,740</u> | <u>\$ 10,497,752</u> |



CARLTON TRAIL COLLEGE Comparison of Expenditures 2020 - 2025

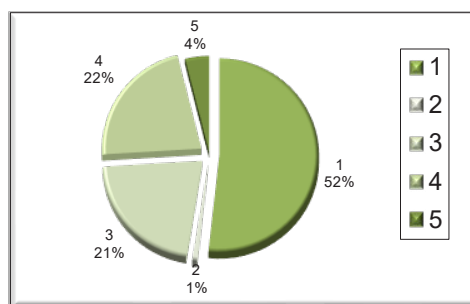
2020

| | |
|--------------------|--------------|
| (1) Programming | 3,653,845 |
| (2) Board | 49,964 |
| (3) Admin | 1,315,103 |
| (4) Organization | 1,426,344 |
| (5) Career Support | 255,206 |
| Total | \$ 6,700,462 |



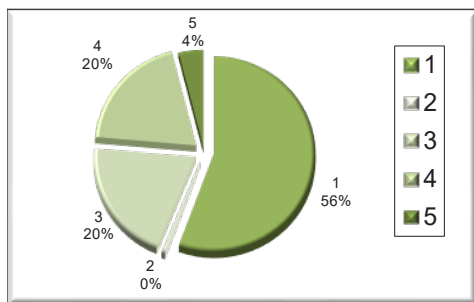
2021

| | |
|--------------------|--------------|
| (1) Programming | 3,260,674 |
| (2) Board | 50,662 |
| (3) Admin | 1,353,379 |
| (4) Organization | 1,387,042 |
| (5) Career Support | 248,157 |
| Total | \$ 6,299,914 |



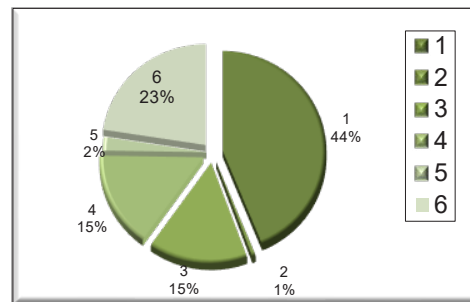
2022

| | |
|-------------------------------|--------------|
| (1) Programming | 3,904,727 |
| (2) Board | 41,563 |
| (3) Admin | 1,415,313 |
| (4) Organization | 1,380,425 |
| (5) Career Support | 277,306 |
| (6) ERP System Implementation | 798,759 |
| Total | \$ 7,818,093 |



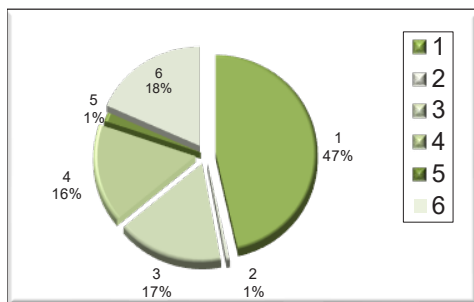
2023

| | |
|-------------------------------|--------------|
| (1) Programming | 4,117,757 |
| (2) Board | 51,992 |
| (3) Admin | 1,458,389 |
| (4) Organization | 1,448,454 |
| (5) Career Support | 205,128 |
| (6) ERP System Implementation | 2,120,537 |
| Total | \$ 9,402,257 |



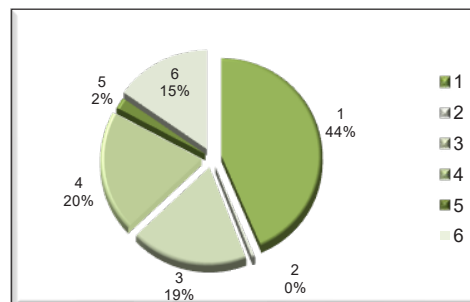
2024

| | |
|-------------------------------|---------------|
| (1) Programming | 4,898,569 |
| (2) Board | 58,095 |
| (3) Admin | 1,784,071 |
| (4) Organization | 1,714,779 |
| (5) Career Support | 154,231 |
| (6) ERP System Implementation | 1,931,944 |
| Total | \$ 10,541,689 |



2025

| | |
|-------------------------------|---------------|
| (1) Programming | 4,821,105 |
| (2) Board | 54,221 |
| (3) Admin | 2,087,148 |
| (4) Organization | 2,212,937 |
| (5) Career Support | 202,784 |
| (6) ERP System Implementation | 1,695,219 |
| Total | \$ 11,073,414 |





FINANCIAL STATEMENTS

CARLTON TRAIL COLLEGE

JUNE 30, 2025

CARLTON TRAIL COLLEGE
Statement of Management Responsibility

Management is responsible for the preparation of the Financial Statements and has prepared them in accordance with Canadian public sector accounting standards and in accordance with the guidelines developed by Saskatchewan Advanced Education. Management believes the Financial Statements present fairly the College's financial position as at June 30, 2025, and the results of its operations for the year then ended.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, Management has developed and maintains a system of internal control designed to provide reasonable assurance that College assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of financial statements.

The Board of Directors is responsible for the review of the Financial Statements. The Board meets with management and, as required, with the external auditors to discuss the results of audit examinations and financial reporting matters. The external auditors have full access to the Board with and without the presence of management.

The Financial Statements for the year ended June 30, 2025, have been reported on by KPMG LLP. The Auditor's Report outlines the scope of their examination and provides their opinion on the fairness of presentation of the financial statements.

original signed by

 President and CEO

original signed by

 VP Finance



KPMG LLP

Hill Centre Tower II
1881 Scarth Street, 20th Floor
Regina, SK S4P 4K9
Canada
Telephone 306-791-1200
Fax 306-757-4703

INDEPENDENT AUDITOR'S REPORT

To the Members of the Legislative Assembly of Saskatchewan

Opinion

We have audited the financial statements of Carlton Trail College (the "College"), which comprise:

- the statement of financial position as at June 30, 2025
- the statement of operations and accumulated surplus for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at June 30, 2025, and its results of operations 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 "*Auditor's Responsibilities for the Audit of the Financial Statements*" section of our auditor's report.

We are independent of the 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.



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

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

Auditor's Responsibilities for the Audit of the 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 auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

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

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.



Page 3

- 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.
- 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.

A handwritten signature in black ink that reads "KPMG LLP". The signature is written in a cursive, stylized font and is underlined with a single horizontal stroke.

Chartered Professional Accountants

Regina, Canada
September 23, 2025

Carlton Trail College
Statement of Financial Position
as at June 30, 2025

Statement 1

| | <u>June 30 2025</u> | <u>June 30 2024</u> |
|---|-------------------------|-------------------------|
| Financial Assets | | |
| Cash (Note 3) | \$ 7,464,031 | \$ 7,194,299 |
| Accounts receivable (Note 4) | 379,513 | 411,686 |
| Inventories for resale (Note 5) | 36,072 | 41,095 |
| Total Financial Assets | <u>7,879,616</u> | <u>7,647,080</u> |
| Liabilities | | |
| Accrued salaries and benefits (Note 6) | 418,913 | 657,167 |
| Accounts payable and accrued liabilities (Note 7) | 966,093 | 233,876 |
| Deferred revenue (Note 8) | 623,197 | 705,523 |
| Liability for employee future benefits (Note 9) | 191,700 | 193,100 |
| Total Financial Liabilities | <u>2,199,903</u> | <u>1,789,666</u> |
| Net Financial Assets | <u>5,679,713</u> | <u>5,857,414</u> |
| Non-Financial Assets | | |
| Tangible capital assets (Note 10) | 3,342,883 | 3,383,759 |
| Prepaid expenses (Note 11) | 46,712 | 403,797 |
| Total Non-Financial Assets | <u>3,389,595</u> | <u>3,787,556</u> |
| Accumulated Surplus | <u>\$ 9,069,308</u> | <u>\$ 9,644,970</u> |
| Accumulated Surplus is comprised of: | | |
| Accumulated surplus from operations (Note 16) | \$ 9,069,308 | \$ 9,644,970 |
| Total Accumulated Surplus | <u>\$ 9,069,308</u> | <u>\$ 9,644,970</u> |

Contractual Obligations and Commitments (Note 17)

Contractual Rights (Note 18)

Contingent Liabilities (Note 19)

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

On behalf of the Board:

| | |
|------------------------------------|-------------|
| _____ <i>original signed by</i> | Chairperson |
| _____ <i>original signed by</i> | VP Finance |

Statement 2

Carlton Trail College
Statement of Operations and Accumulated Surplus
for the year ended June 30, 2025

| | 2025 Budget (Note 14) | 2025 Actual | 2024 Actual |
|--|-----------------------------|---------------------|---------------------|
| Revenues (Schedule 1 and 2) | | | |
| Provincial government | | | |
| Grants | \$ 7,413,600 | \$ 7,365,145 | \$ 8,168,900 |
| Other | 444,830 | 691,713 | 1,062,566 |
| Federal government | | | |
| Other | 253,000 | 293,178 | 243,226 |
| Other revenue | | | |
| Administrative recoveries | 10,100 | 41,757 | - |
| Contracts | 722,605 | 330,199 | 954,783 |
| Interest | 61,260 | 291,579 | 383,886 |
| Rents | 500 | - | 2,150 |
| Resale items | 29,285 | 35,889 | 29,969 |
| Tuition | 1,134,035 | 1,201,520 | 1,031,071 |
| Donations | 83,700 | 185,803 | 89,403 |
| Other | 5,850 | 60,969 | 29,786 |
| Total revenues | <u>10,158,765</u> | <u>10,497,752</u> | <u>11,995,740</u> |
| Expenses (Schedule 1 and 3) | | | |
| General (Schedule 4) | 3,953,645 | 4,153,654 | 3,392,309 |
| Skills training | 3,274,730 | 3,094,251 | 3,191,772 |
| Basic education | 1,786,595 | 1,726,856 | 1,706,797 |
| Services | 242,360 | 202,784 | 154,231 |
| Scholarships | 122,700 | 200,650 | 164,636 |
| ERP System implementation | 2,400,875 | 1,695,219 | 1,931,944 |
| Total expenses | <u>11,780,905</u> | <u>11,073,414</u> | <u>10,541,689</u> |
| (Deficit) surplus for the Year from Operations | <u>(1,622,140)</u> | <u>(575,662)</u> | <u>1,454,051</u> |
| Accumulated Surplus, Beginning of Year | <u>9,644,970</u> | <u>9,644,970</u> | <u>8,190,919</u> |
| Accumulated Surplus, End of Year | <u>\$ 8,022,830</u> | <u>\$ 9,069,308</u> | <u>\$ 9,644,970</u> |

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

Statement 3

Carlton Trail College
Statement of Changes in Net Financial Assets
as at June 30, 2025

| | 2025 Budget <u>(Note 14)</u> | 2025 Actual <u></u> | 2024 Actual <u></u> |
|---|------------------------------------|----------------------------------|---------------------------|
| Net Financial Assets, Beginning of Year | \$ 5,857,414 | \$ 5,857,414 | \$ 4,266,811 |
| (Deficit) surplus for the Year from Operations | (1,622,140) | (575,662) | 1,454,051 |
| Acquisition of tangible capital assets | (870,555) | (141,447) | (184,686) |
| Amortization of tangible capital assets | 207,440 | 182,323 | 181,811 |
| Use of prepaid expenses | 455,000 | 357,085 | 139,427 |
| Change in Net Financial Assets | <u>(1,830,255)</u> | <u>(177,701)</u> | <u>1,590,603</u> |
| Net Financial Assets, End of Year | <u>\$ 4,027,159</u> | <u>\$ 5,679,713</u> | <u>\$ 5,857,414</u> |

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

Statement 4

Carlton Trail College
Statement of Cash Flows
for the year ended June 30, 2025

| | <u>2025</u> | <u>2024</u> |
|---|---------------------------------------|---------------------------------------|
| Operating Activities | | |
| (Deficit) surplus for the Year from Operations | \$ (575,662) | \$ 1,454,051 |
| Non-cash items included in surplus | | |
| Amortization of tangible capital assets | 182,323 | 181,811 |
| Changes in non-cash working capital | | |
| Decrease in accounts receivable | 32,173 | 284,189 |
| Decrease in inventories for resale | 5,023 | 1,569 |
| (Decrease) increase in accrued salaries and benefits | (238,254) | 276,418 |
| Increase in accounts payable and accrued liabilities | 732,217 | 66,368 |
| (Decrease) increase in deferred revenue | (82,326) | 135,319 |
| (Decrease) increase in liability for employee future benefits | (1,400) | 1,700 |
| Decrease in prepaid expenses | 357,085 | 139,427 |
| Cash Provided by Operating Activities | <u>411,179</u> | <u>2,540,852</u> |
| Capital Activities | | |
| Cash used to acquire tangible capital assets | (141,447) | (184,686) |
| Cash Used by Capital Activities | <u>(141,447)</u> | <u>(184,686)</u> |
| Increase in Cash | 269,732 | 2,356,166 |
| Cash, Beginning of Year | <u>7,194,299</u> | <u>4,838,133</u> |
| Cash, End of Year | <u><u>\$ 7,464,031</u></u> | <u><u>\$ 7,194,299</u></u> |

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

CARLTON TRAIL COLLEGE**Notes to the Financial Statements for the year ended June 30, 2025****1. PURPOSE AND AUTHORITY**

Carlton Trail College (the College) was established by Saskatchewan Order in Council 22/89 dated February 16, 1989.

The College offers educational services and programs under the authority of Section 14 of *The Regional Colleges Act*. The College Board plays an integral part in strategic direction and management guidance.

The purpose of the College is to provide credit and non-credit classroom and vocational training to meet the needs of regional constituents and industry. The College is exempt from the payment of income tax.

2. SIGNIFICANT ACCOUNTING POLICIES

As a government not-for-profit organization, the College prepared these financial statements in accordance with Canadian public sector accounting (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 \$191,700 (June 30, 2024 - \$193,100) because actual experience may differ significantly from actuarial or historical estimations and assumptions.
- Contingent liabilities which are dependent on future events to resolve existing estimation uncertainty (see note 19).

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, accounts receivable, accrued salaries and benefits, accounts payable and accrued liabilities.

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

i) Fair Value

Fair value measurement applies to portfolio investments in equity instruments that are quoted in an active market. As at June 30, 2025 and June 30, 2024, the College did not own any portfolio instruments in equity instruments.

There is no statement of remeasurement gains and losses included since there were no unrealized changes in fair value.

ii) Cost or Amortized Cost

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

(c) 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.

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

Inventories for Resale consist of textbooks and course materials, 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 using the average cost method. Net realizable value is the estimated selling price in the ordinary course of business.

(d) Liabilities

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

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

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

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

Liability for Employee Future Benefits represents 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.

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

| | |
|-------------------------|-------------------|
| Buildings | 20 to 50 Years |
| Furniture and Equipment | 3 to 5 Years |
| Computer Software | 5 years |
| Vehicles | 5 Years |
| Land Improvements | 5 years |
| Leashold Improvements | Term of the lease |

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

Prepaid Expenses are prepaid amounts for goods or services, 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.

(f) Employee 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 the Saskatchewan Teachers' Retirement Plan (STRP). The College's obligation for this plan is limited to collecting and remitting contributions of the employees at rates determined by the plan.
- 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.

(g) Revenue Recognition

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

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

- i) **Government Transfers (Grants)**
Grants from governments are considered to be government transfers. Government transfers are recognized as revenues when the transfer is authorized, all eligibility criteria have been met, the amount can be estimated and collection is reasonably assured except when, and to the extent, stipulations by the transferor give rise to an obligation that meets the definition of a liability.
- ii) **Fees and Services**
Revenues from tuition fees and other services are recognized in the year they are earned. Amounts that are restricted pursuant to legislation, regulation or agreements with external parties that may only be used in the conduct of certain programs or in the delivery of specific services and transactions are initially recorded as deferred revenue and subsequently recognized as revenue in the fiscal year the related expenses are incurred or services are performed.
- iii) **Interest Income**
Interest is recognized on an accrual basis when it is earned.

iv) Other (Non-Government Transfer) Contributions

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

(h) Expenses

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

(i) 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.

(j) Adoption of new accounting standards

i) On July 1, 2026, the following standards become effective:

- **PS 1202** *Financial Statement Presentation* (effective July 1, 2026). This responds to the need for understandable financial statements for the public and its elected and appointed representations and replaces Section PS 1201, *Financial Statement Presentation*.
- The *PSAB's Conceptual Framework for Financial Reporting in the Public Sector* replaces the conceptual aspects of Section PS 1000 *Financial Statement Concepts*, and Section PS 1100 *Financial Statement Objectives*.

Management is currently evaluating the impact of the standards that become effective in the future periods.

3. CASH

| | June 30 2025 | June 30 2024 |
|-------------|---------------------|---------------------|
| Cash | \$ 7,464,031 | \$ 7,194,299 |

4. ACCOUNTS RECEIVABLE

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

| | June 30 2025 | June 30 2024 |
|--|-------------------|-------------------|
| Provincial government: | | |
| Advanced Education / Immigration & Career Training | \$ - | \$ 147,754 |
| Other | 75,268 | 89,309 |
| Federal government | 161,754 | 141,973 |
| First Nation Partnerships | 39,926 | 7,533 |
| Other receivables | 102,565 | 25,117 |
| | 379,513 | 411,686 |
| Less: Allowance for doubtful accounts | - | - |
| Accounts receivable, net of allowances | \$ 379,513 | \$ 411,686 |

5. INVENTORIES FORRESALE

| | June 30 2025 | June 30 2024 |
|---------------------------------------|------------------|------------------|
| Books and materials for resale | \$ 36,072 | \$ 41,095 |

6. ACCRUED SALARIES AND BENEFITS

| | June 30 2025 | June 30 2024 |
|--------------------------------------|-------------------|-------------------|
| Accrued employee benefits | \$ 69,124 | \$ 47,528 |
| Accrued retroactive pay | - | 316,985 |
| Accrued salaries | 56,935 | 46,784 |
| Accrued vacation pay | 292,854 | 245,870 |
| Accrued salaries and benefits | \$ 418,913 | \$ 657,167 |

7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

| | June 30 2025 | June 30 2024 |
|---|-------------------|-------------------|
| Trade Payables | \$ 966,093 | \$ 233,876 |
| Accounts payable and accrued liabilities | \$ 966,093 | \$ 233,876 |

8. DEFERRED REVENUE

| | June 30 2024 | Addition during the year | Revenue recognized in the year | June 30 2025 |
|-------------------------------------|-------------------|--------------------------------|--------------------------------------|-------------------|
| BHP 2-Year Scholarship | \$ 313,571 | \$ - | \$ 156,785 | \$ 156,786 |
| BHP Academy | - | 44,000 | - | 44,000 |
| First Nations Training Partnerships | 278,092 | 145,675 | 173,923 | 249,844 |
| Minister of Education Contract | - | 222,765 | 216,629 | 6,136 |
| Saskatchewan Arts Board | - | 1,000 | - | 1,000 |
| Tuition deposits | 113,860 | 248,106 | 196,535 | 165,431 |
| Deferred revenue | \$ 705,523 | \$ 661,546 | \$ 743,872 | \$ 623,197 |

9. LIABILITY FOR EMPLOYEE FUTURE BENEFITS

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

Details of the employee future benefits are as follows:

| | June 30 2025 | June 30 2024 |
|--|-------------------|-------------------|
| Actuarial valuation date (extrapolation) | 30-Jun-25 | (30-Jun-22) |
| Long-term assumptions used: | | |
| Salary escalation rate (percentage) | 2.50% | 2.50% |
| Discount rate (percentage) | 3.90% | 3.90% |
| Expected average remaining service life (years) | 9 | 9.6 |
| | June 30 2025 | June 30 2024 |
| Liability for Employee Future Benefits | | |
| Accrued Benefit Obligation - beginning of year | \$ 197,100 | \$ 195,600 |
| Current period benefit cost | 19,900 | 29,400 |
| Interest cost | 4,800 | 7,500 |
| Benefit payments | (26,100) | (35,400) |
| Actuarial gains / losses | - | - |
| Plan amendments | - | - |
| Accrued Benefit Obligation - end of year | 195,700 | 197,100 |
| Unamortized Net Actuarial Gains / Losses | (4,000) | (4,000) |
| Liability for Employee Future Benefits | \$ 191,700 | \$ 193,100 |
| | June 30 2025 | June 30 2024 |
| Employee Future Benefits Expense | | |
| Current period benefit cost | \$ 19,900 | \$ 29,400 |
| Amortization of net actuarial gain / loss | - | 200 |
| Benefit cost | 19,900 | 29,600 |
| Interest cost on unfunded employee future benefits obligation | 4,800 | 7,500 |
| Total Employee Future Benefits Expense | \$ 24,700 | \$ 37,100 |

10. TANGIBLE CAPITAL ASSETS

| | Land & Land Improvements | Buildings | Machinery and Equipment | Office Equipment | Office Furniture | Software | Vehicles | Leasehold Improvements | 2025 | 2024 |
|--|-----------------------------|--------------------|-------------------------------|---------------------|---------------------|--------------------|--------------------|---------------------------|--------------------|------------------|
| Tangible Capital Assets - at Cost: | | | | | | | | | | |
| Opening Balance at Start of Year | \$ 11,370 | \$ 1,120,193 | \$ 426,177 | \$ 217,682 | \$ 304,957 | \$ 42,017 | \$ 390,181 | \$ 4,854,462 | \$ 7,367,039 | \$ 7,182,353 |
| Additions/Purchases | - | 10,102 | 43,340 | 69,669 | 16,697 | 1,639 | - | - | 141,447 | 184,686 |
| Disposals | - | - | - | - | - | - | - | - | - | - |
| Closing Balance at End of Year | 11,370 | 1,130,295 | 469,517 | 287,351 | 321,654 | 43,656 | 390,181 | 4,854,462 | 7,508,486 | 7,367,039 |
| Tangible Capital Assets - Amortization: | | | | | | | | | | |
| Opening Balance at Start of Year | 10,970 | 716,978 | 364,011 | 187,383 | 290,678 | - | 304,188 | 2,109,072 | 3,983,280 | 3,801,469 |
| Amortization of the Period | - | 29,288 | 24,312 | 18,212 | 6,032 | 13,339 | 17,792 | 73,348 | 182,323 | 181,811 |
| Disposals | - | - | - | - | - | - | - | - | - | - |
| Closing Balance at End of Year | 10,970 | 746,266 | 388,323 | 205,595 | 296,710 | 13,339 | 321,980 | 2,182,420 | 4,165,603 | 3,983,280 |
| Net Book Value: | | | | | | | | | | |
| Opening Balance at Start of Year | 400 | 403,215 | 62,166 | 30,299 | 14,279 | 42,017 | 85,993 | 2,745,390 | 3,383,759 | 3,380,884 |
| Closing Balance at End of Year | 400 | 384,029 | 81,194 | 81,756 | 24,944 | 30,317 | 68,201 | 2,672,042 | 3,342,883 | 3,383,759 |
| Change in Net Book Value | \$ - | \$ (19,186) | \$ 19,028 | \$ 51,457 | \$ 10,665 | \$ (11,700) | \$ (17,792) | \$ (73,348) | \$ (40,876) | \$ 2,875 |

11. PREPAID EXPENSES

| | June 30 2025 | June 30 2024 |
|--------------------------------------|------------------|-------------------|
| Agency Contracts (SK Poly Brokerage) | \$ 10,315 | \$ 85,105 |
| Commercial Insurance | 2,646 | 14,242 |
| Other | 7,739 | 15,481 |
| Phone & IT Security Contacts | - | 7,009 |
| Rent | 26,012 | 16,776 |
| Unit 4 ERP Annual license | - | 265,184 |
| Prepaid expenses | \$ 46,712 | \$ 403,797 |

12. 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)

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

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

Details of the contributions to this plan for the College’s employees are as follows:

| | 2025 | 2024 |
|---|-----------|-------------|
| Number of active College members | 2 | 2 |
| Member contribution rate (percentage of salary) | 10.00% | 9.5% -11.7% |
| Member contributions for the year | \$ 16,613 | \$ 13,477 |

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.

An actuarial valuation is required to be performed at least every three years to assess the financial position of the plan and the adequacy of plan funding. Any actuarially determined deficiency is the responsibility of the participating employers and employees which could affect future contribution rates and/or benefits.

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

Details of the MEPP are as follows:

| | 2025 | 2024 |
|--|------------|------------|
| Number of active College members | 84 | 73 |
| 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 | \$ 368,720 | \$ 303,098 |
| College contributions for the year | \$ 368,720 | \$ 303,098 |

13. RISK MANAGEMENT

The College is exposed to financial risks from its financial assets and liabilities. These risks include credit risk, liquidity risk and interest rate risk.

i) Credit Risk

Credit risk is the risk to the College from potential non-payment of accounts receivable. Cash on hand is also exposed to credit risk, however, this is minimized by dealing with financial institutions with strong credit ratings. The credit risk related to

the College's receivables from the provincial government, federal government and their agencies is considered to be minimal. The College does not have a significant exposure to any individual customer.

Management reviews accounts receivable on a case by case basis to determine if a valuation allowance is necessary to reflect an impairment in collectability.

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

| | June 30, 2025 | | June 30, 2024 | |
|--------------|---------------------|--------------------------------|---------------------|--------------------------------|
| | Accounts Receivable | Allowance of Doubtful Accounts | Accounts Receivable | Allowance of Doubtful Accounts |
| Current | \$ 323,857 | \$ - | \$ 377,902 | \$ - |
| 30-60 days | 847 | - | 30,434 | - |
| 60-90 days | 34,003 | - | 78 | - |
| Over 90 days | 20,806 | - | 3,272 | - |
| Total | \$ 379,513 | \$ - | \$ 411,686 | \$ - |
| Net | | \$ 379,513 | | \$ 411,686 |

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 practices and providing forecasts to the Board on a quarterly basis.

The following table sets out the contractual maturities of the College's financial liabilities at June 30, 2025:

| | Within 6 months | 6 months to 1 year | Total |
|--|---------------------|--------------------|---------------------|
| Accrued salaries and benefits | \$ 243,201 | \$ 175,712 | \$ 418,913 |
| Accounts payable and accrued liabilities | 936,909 | 29,184 | 966,093 |
| Total | \$ 1,180,110 | \$ 204,896 | \$ 1,385,006 |

iii) 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 in the bank and credit cards. The College also has an authorized bank line of credit of \$100,000 with interest payable monthly at a rate of Royal Bank of Canada prime less 0.6%. Changes in the bank's prime rate can cause fluctuation in interest payments and cash flows. There was no balance outstanding on this credit facility as of June 30, 2025.

14. BUDGET FIGURES

Budget figures included in the financial statements were approved by the Board on April 18, 2024, and the Minister of Advanced Education on June 15, 2024.

15. RELATED PARTIES

These financial statements include transactions with related parties. The College is related to its key management personnel, close family members, and organizations who share these individuals, along with all Government of Saskatchewan ministries, agencies, boards, school divisions, the health authority, 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.

(a) Related Party Transactions:

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

| | June 30 2025 | June 30 2024 |
|--|---------------------|---------------------|
| Revenues: | | |
| Horizon School Division #205 | \$ 395,554 | \$ 303,555 |
| Ministry of Advanced Education/Immigration and Career Training | 7,640,102 | 9,115,426 |
| Other Regional Colleges | 30,344 | 27,228 |
| Saskatchewan Polytechnic | 9,257 | - |
| Student Aid Fund | 11,945 | - |
| Other Related Parties | 1,598 | - |
| | \$ 8,088,800 | \$ 9,446,209 |
| Expenses: | | |
| Horizon School Division #205 | \$ 112,047 | \$ 113,961 |
| Ministry of Central Services | 7,782 | 7,795 |
| SaskEnergy | 16,524 | 14,480 |
| SaskPower | 20,245 | 20,489 |
| SaskTel / Sask Mobility | 60,382 | 47,515 |
| Saskatchewan Workers Compensation Board | 20,599 | 12,190 |
| Saskatchewan Polytechnic | 256,714 | 293,737 |
| Student Aid Fund | 11,945 | - |
| Saskatchewan Government Insurance | 18,023 | 15,575 |
| Other Regional Colleges | 231,036 | 34,364 |
| Other Related Parties | 750 | 1,000 |
| | \$ 756,047 | \$ 561,106 |

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

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

16. 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.

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

The College does not maintain separate bank accounts for the designated assets, with the exception of the ERP system implementation funding.

Details of accumulated surplus are as follows:

| | June 2024 | Additions during the year | Reductions during the year | June 30 2025 |
|---|---------------------|---------------------------------|----------------------------------|---------------------|
| Invested in Tangible Capital Assets: | | | | |
| Net Book Value of Tangible Capital Assets | \$ 3,383,759 | \$ 141,447 | \$ 182,323 | \$ 3,342,883 |
| Designated Assets: | | | | |
| Capital Projects: | | | | |
| Sustaining Capital Funding | 57,827 | 22,000 | 42,539 | 37,288 |
| Garage at Four Winds Facility | - | 40,000 | 6,000 | 34,000 |
| Trades Building Roof | - | 32,500 | - | 32,500 |
| Trades Building Expansion | 781,223 | 43,710 | 4,102 | 820,831 |
| | 839,050 | 138,210 | 52,641 | 924,619 |
| Other: | | | | |
| Information Technology | 97,851 | 24,876 | 51,013 | 71,714 |
| Accounting Software Upgrades and Enhancements | 30,273 | - | - | 30,273 |
| Marketing wrap for vehicles/signage | - | 50,000 | - | 50,000 |
| Enterprise Resource Planning Subscription/maintenance (ERP) | 300,000 | - | - | 300,000 |
| Professional Development | 85,970 | - | 11,423 | 74,547 |
| Vehicles | 144,726 | 15,000 | - | 159,726 |
| Scholarships: | | | | |
| BHP Canada Inc. | 3,047 | 132,245 | 122,500 | 12,792 |
| Endowments | - | 25,000 | - | 25,000 |
| SIOS Scholarships | 160,160 | 108,047 | 78,150 | 190,057 |
| Other (targeted programming funds) | | | | |
| Multi-Year Funding Allocation | 72,039 | - | 72,039 | - |
| ERP system implementation | | | | |
| Administration of ERP system implementation | 1,730,542 | 1,900,000 | 1,695,219 | 1,935,323 |
| ERP - Interest earned less finance fees | 34,826 | 55,043 | - | 89,869 |
| Programming: | | | | |
| English as a Subsequent Language | 123,454 | 61,000 | 139,743 | 44,711 |
| Skills Training Allocation | 328,024 | 1,000,000 | 1,164,609 | 163,415 |
| Skills Training one time Health & Trades Training | 372,415 | 192,000 | 350,145 | 214,270 |
| Adult Basic Education - On Reserve | 102,100 | 237,000 | 256,320 | 82,780 |
| Adult Basic Education Credit | 36,555 | 428,000 | 447,700 | 16,855 |
| Essential Skills in the Workplace | 220,906 | 200,000 | 297,245 | 123,661 |
| | 3,842,888 | 4,428,211 | 4,686,106 | 3,584,993 |
| Unrestricted Operating Surplus | 1,579,273 | - | 362,460 | 1,216,813 |
| Total Accumulated Surplus | \$ 9,644,970 | \$ 4,707,868 | \$ 5,283,530 | \$ 9,069,308 |

The purpose and nature of each Internally Restricted Operating Surplus amount is as follows:

- a) Capital Projects – Provincial funding to assist with preventative maintenance and replacement of capital assets.
- b) Information Technology - Replacement of photocopiers and the balance for IT equipment (server, networking appliances and computers for staff and students).
- c) Accounting Software Upgrades and Enhancements – Current accounting software was updated June 2018. The current software will need to be updated by Fall 2027 to newest version before support ends.
- d) Marketing wrap for vehicle/signage – Upgraded wraps for vehicle and signage for buildings.
- e) Enterprise Resource Planning Subscription/maintenance (ERP)- Funds are targeted for the ongoing operating cost of a new ERP system (Student Information System, Financial, HR and Payroll).
- f) Professional Development – 1% of staff salary placed into a reserve to provide training.
- g) Vehicles – Replacement of College vehicle fleet.
- h) BHP Scholarships – The College administers scholarships funded by BHP Canada Inc.
- i) Endowments - A new endowment fund has been established. Some funds from Saskatchewan Innovation and Opportunity Scholarships will be redirected into this fund.
- j) Saskatchewan Innovation and Opportunity Scholarships (SIOS) – College generated scholarship funds along with matching funds from the Ministry.
- k) Multi-Year Funding Allocation – The College received \$236,200 in one-time funding over two years from the Ministry of Advanced Education to assess our operations to achieve long-term financial sustainability and maximize student outcomes.
- l) Administration of ERP system implementation – The surplus is restricted to the future costs of administration of ERP system implementation.
- m) English as a Subsequent Language – Funds received from Ministry to provide English Language Training for immigrants.
- n) Skills Training Allocation – Funds targeted by Ministry to provide skills training.
- o) Skills Training one time Health & Trades Training – One time funding for the Government's Health Human Resources Action Plan and Skilled Trades Expansion.
- p) Adult Basic Education On-Reserve – Funds targeted by Ministry to provide on-reserve Adult Basic Education.
- q) Adult Basic Education Credit – Funds targeted by Ministry to provide Adult Basic Education.
- r) Essential Skills for the Workplace – Funds targeted by Ministry to develop formal partnerships to develop and deliver literacy and essentials skills programs that enable learners to work in local businesses throughout the province.

17. CONTRACTUAL OBLIGATIONS AND COMMITMENTS

Under the existing contracts, the College is committed to the following future minimum payments:

| | 2026 | 2027 | 2028 | 2029 | 2030 |
|--------------------------------------|---------------------|-------------------|-------------------|-------------------|-------------------|
| Office Rental | \$ 290,669 | \$ 191,071 | \$ 187,005 | \$ 189,913 | \$ 157,543 |
| * ERP System Implementation | 2,213,170 | - | - | - | - |
| Other | 4,879 | 1,220 | - | - | - |
| Total Contractual Obligations | \$ 2,508,718 | \$ 192,291 | \$ 187,005 | \$ 189,913 | \$ 157,543 |

* Carlton Trail College is administering this project on behalf of the Regional Colleges and Gabriel Dumont Institute.

18. 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 at June 30, 2025:

| | 2026 | 2027 | 2028 | Total |
|---|-------------------|-------------------|-------------------|---------------------|
| Minister of Education - Early Years ECE | \$ 347,511 | \$ - | \$ - | \$ 347,511 |
| Federal Contracts | 281,035 | 236,747 | 230,782 | 748,564 |
| Total Contractual Rights | \$ 628,546 | \$ 236,747 | \$ 230,782 | \$ 1,096,075 |

19. CONTINGENT LIABILITIES

There were three ongoing contingent liabilities outstanding at year-end.

An employee ("claimant") filed a grievance against the College ("defendant") claiming that the defendant had failed to award the claimant a job posting. No possible outcome or any settlement is determinable at year-end. No provision has been made in the financial statements in regards to this matter.

The Union ("union") filed a grievance on behalf of an employee ("claimant") against the College ("defendant") claiming that the defendant had significantly changed the claimant's job description and that their actions amount to job abolishment. No possible outcome or any settlement is determinable at year-end. No provision has been made in the financial statements in regards to this matter.

Certain matters related to the implementation of the ERP system are currently under dispute. The status of related claims is not fully determinable at this time. Should the ultimate resolution of actions differ from management's assessments and assumptions, a material adjustment to the College's financial position or results of operations could result.

Schedule 1

Carlton Trail College
Schedule of Revenues and Expenses by Function
for the year ended June 30, 2025

| | 2025 Actual | | | | | | | | | | 2025 | 2025 | 2024 |
|---------------------------------------|------------------|------------------|----------------|------------------|----------------|-----------------|---------------|----------------|------------------|-------------------|-------------------|-------------------|------|
| | General | Skills Training | | Basic Education | | Services | | Scholarships | ERP | | | | |
| | | Credit | Non-credit | Credit | Non-credit | Learner Support | Counsel | | | | | | |
| Revenues (Schedule 2) | | | | | | | | | | | | | |
| Provincial government | \$ 3,336,500 | \$ 1,610,950 | \$ - | \$ 893,593 | \$ 274,870 | \$ 11,945 | \$ - | \$ 29,000 | \$ 1,900,000 | \$ 8,056,858 | \$ 7,858,430 | \$ 9,231,466 | |
| Federal government | - | - | - | - | 293,178 | - | - | - | - | 293,178 | 253,000 | 243,226 | |
| Other | 283,890 | 1,231,549 | 182,653 | 98,882 | 54,367 | 1,840 | 3,200 | 236,292 | 55,043 | 2,147,716 | 2,047,335 | 2,521,048 | |
| Total Revenues | 3,620,390 | 2,842,499 | 182,653 | 992,475 | 622,415 | 13,785 | 3,200 | 265,292 | 1,955,043 | 10,497,752 | 10,158,765 | 11,995,740 | |
| Expenses (Schedule 3) | | | | | | | | | | | | | |
| Agency contracts | - | 812,652 | 106,773 | - | 158,393 | - | - | - | - | 1,077,818 | 543,405 | 1,196,601 | |
| Amortization | 182,323 | - | - | - | - | - | - | - | - | 182,323 | 207,440 | 181,811 | |
| Equipment | 54,556 | 33,040 | 33,977 | 23,368 | 4,502 | - | - | - | - | 152,185 | 268,210 | 188,238 | |
| Facilities | 258,047 | 175,642 | - | 81,719 | 20,077 | - | 2,742 | - | - | 535,485 | 391,540 | 392,719 | |
| Information technology | 167,810 | 45,407 | - | 8,250 | 3,235 | 6,194 | 1,347 | - | 733,482 | 985,725 | 1,010,235 | 139,031 | |
| Operating | 844,435 | 331,971 | 42,755 | 86,729 | 39,286 | 6,058 | 11,497 | 200,650 | 938,521 | 2,501,902 | 2,765,730 | 3,247,849 | |
| Personnel services | 2,646,483 | 1,463,861 | 48,173 | 811,856 | 489,441 | 94,289 | 80,677 | - | 23,216 | 5,657,976 | 6,594,345 | 5,195,440 | |
| Total Expenses | 4,153,654 | 2,862,573 | 231,678 | 1,011,922 | 714,934 | 106,521 | 96,263 | 200,650 | 1,695,219 | 11,073,414 | 11,780,905 | 10,541,689 | |
| (Deficit) surplus for the year | | | | | | | | | | | | | |
| | \$ (533,264) | \$ (20,074) | \$ (49,025) | \$ (19,447) | \$ (92,519) | \$ (92,736) | \$ (93,063) | \$ 64,642 | \$ 259,824 | \$ (575,662) | \$ (1,622,140) | \$ 1,454,051 | |

Schedule 2

Carlton Trail College
Schedule of Revenues by Function
for the year ended June 30, 2025

| | 2025 Revenues Actual | | | | | | | | | | 2025 Total Revenues Actual | 2025 Total Revenues Budget | 2024 Total Revenues Actual |
|--|----------------------|-----------------|------------|-----------------|------------|--------------------|----------|--------------|--------------|---------------|-------------------------------------|-------------------------------------|-------------------------------------|
| | General | Skills Training | | Basic Education | | Services | | Scholarships | ERP | | | | |
| | | Credit | Non-credit | Credit | Non-credit | Learner Support | Counsel | | | | | | |
| Provincial Government | | | | | | | | | | | | | |
| Advanced Education/Immigration and Career Training | | | | | | | | | | | | | |
| Operating grants | \$ 3,241,100 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,900,000 | \$ 5,141,100 | \$ 5,057,100 | \$ 4,862,500 | |
| Program grants | - | 1,192,000 | - | 650,730 | 274,870 | 11,945 | - | - | - | 2,129,545 | 2,302,000 | 2,464,400 | |
| Capital grants | 94,500 | - | - | - | - | - | - | - | - | 94,500 | 54,500 | 842,000 | |
| | 3,335,600 | 1,192,000 | - | 650,730 | 274,870 | 11,945 | - | - | 1,900,000 | 7,365,145 | 7,413,600 | 8,168,900 | |
| Contracts | - | 257,002 | - | - | - | - | - | - | - | 257,002 | 100,000 | 728,559 | |
| Other | 900 | - | - | - | - | - | - | 29,000 | - | 29,900 | 31,700 | 29,900 | |
| | 3,336,500 | 1,449,002 | - | 650,730 | 274,870 | 11,945 | - | 29,000 | 1,900,000 | 7,652,047 | 7,545,300 | 8,927,359 | |
| Other provincial | - | 161,948 | - | 242,863 | - | - | - | - | - | 404,811 | 313,130 | 304,107 | |
| Total Provincial | 3,336,500 | 1,610,950 | - | 893,593 | 274,870 | 11,945 | - | 29,000 | 1,900,000 | 8,056,858 | 7,858,430 | 9,231,466 | |
| Federal Government | | | | | | | | | | | | | |
| Program grants | - | - | - | - | 293,178 | - | - | - | - | 293,178 | 253,000 | 243,226 | |
| Total Federal | - | - | - | - | 293,178 | - | - | - | - | 293,178 | 253,000 | 243,226 | |
| Other Revenue | | | | | | | | | | | | | |
| Admin recovery | 7,471 | - | - | - | - | - | - | 34,286 | - | 41,757 | 10,100 | - | |
| Contracts | - | 167,100 | 6,650 | 98,882 | 54,367 | - | 3,200 | - | - | 330,199 | 722,605 | 954,783 | |
| Interest | 220,383 | - | - | - | - | - | - | 16,153 | 55,043 | 291,579 | 61,260 | 383,886 | |
| Rents | - | - | - | - | - | - | - | - | - | - | 500 | 2,150 | |
| Resale items | - | 33,477 | 2,412 | - | - | - | - | - | - | 35,889 | 29,285 | 29,969 | |
| Tuitions | - | 1,026,089 | 173,591 | - | - | 1,840 | - | - | - | 1,201,520 | 1,134,035 | 1,031,071 | |
| Donations | (50) | - | - | - | - | - | - | 185,853 | - | 185,803 | 83,700 | 89,403 | |
| Other | 56,086 | 4,883 | - | - | - | - | - | - | - | 60,969 | 5,850 | 29,786 | |
| Total Other | 283,890 | 1,231,549 | 182,653 | 98,882 | 54,367 | 1,840 | 3,200 | 236,292 | 55,043 | 2,147,716 | 2,047,335 | 2,521,048 | |
| Total Revenues | \$3,620,390 | \$2,842,499 | \$ 182,653 | \$ 992,475 | \$ 622,415 | \$ 13,785 | \$ 3,200 | \$ 265,292 | \$ 1,955,043 | \$ 10,497,752 | \$10,158,765 | \$ 11,995,740 | |

Schedule 3

Carlton Trail College
Schedule of Expenses by Function
for the year ended June 30, 2025

| | 2025 Expenses Actual | | | | | | | | 2025 | | 2024 | |
|-------------------------------|-------------------------|-----------------|------------|-----------------|------------|--------------------|-----------|--------------|--------------|-----------------------------|-----------------------------|-----------------------------|
| | General (Schedule 4) | Skills Training | | Basic Education | | Services | | Scholarships | ERP | Total Expenses Actual | Total Expenses Budget | Total Expenses Actual |
| | | Credit | Non-credit | Credit | Non-credit | Learner Support | Counsel | | | | | |
| Agency Contracts | \$ - | \$ 812,652 | \$ 106,773 | \$ - | \$ 158,393 | \$ - | \$ - | \$ - | \$ - | \$ 1,077,818 | \$ 543,405 | \$ 1,196,601 |
| Amortization | 182,323 | - | - | - | - | - | - | - | - | 182,323 | 207,440 | 181,811 |
| Equipment | | | | | | | | | | | | |
| Equipment (non-capital) | 20,444 | 12,246 | - | 4,313 | - | - | - | - | - | 37,003 | 95,475 | 23,233 |
| Rental | 15,861 | 4,244 | 33,336 | 2,223 | - | - | - | - | - | 55,664 | 138,680 | 120,319 |
| Repairs and maintenance | 18,251 | 4,577 | - | 638 | 484 | - | 29 | - | - | 23,979 | 33,650 | 16,098 |
| Vehicle expense allocation | - | 11,973 | 641 | 16,194 | 4,018 | - | 2,713 | - | - | 35,539 | 405 | 28,588 |
| | 54,556 | 33,040 | 33,977 | 23,368 | 4,502 | - | 2,742 | - | - | 152,185 | 268,210 | 188,238 |
| Facilities | | | | | | | | | | | | |
| Building supplies | 2,635 | 4,924 | - | 1,633 | 73 | - | - | - | - | 9,265 | 11,280 | 6,514 |
| Grounds | 10,931 | 2,223 | - | 360 | - | - | - | - | - | 13,514 | 4,800 | 5,740 |
| Janitorial | 39,372 | 32,908 | - | 16,644 | 2,808 | - | - | - | - | 91,732 | 68,700 | 66,848 |
| Rental | 147,022 | 91,286 | - | 53,426 | 17,196 | - | - | - | - | 308,930 | 253,200 | 248,655 |
| Repairs & maintenance | 34,297 | 22,381 | - | 307 | - | - | - | - | - | 56,985 | 13,750 | 17,193 |
| Utilities | 18,030 | 20,338 | - | 8,396 | - | - | - | - | - | 46,764 | 34,475 | 42,112 |
| Security & alarm systems | 5,760 | 1,582 | - | 953 | - | - | - | - | - | 8,295 | 5,335 | 5,657 |
| | 258,047 | 175,642 | - | 81,719 | 20,077 | - | - | - | - | 535,485 | 391,540 | 392,719 |
| Information Technology | | | | | | | | | | | | |
| Computer services | 62,546 | - | - | - | - | 3,571 | - | - | - | 66,117 | 65,480 | 64,875 |
| Data communications | 1,557 | - | - | - | 231 | - | - | - | - | 1,788 | 3,060 | 3,312 |
| Equipment (non-capital) | 42,761 | 42,864 | - | 7,327 | 1,066 | 1,374 | 830 | - | - | 96,222 | 36,000 | 19,894 |
| Materials & supplies | 2,245 | - | - | 282 | - | - | - | - | - | 2,527 | 7,850 | 2,963 |
| Rental | 1,285 | 20 | - | - | - | - | - | - | - | 1,305 | 18,910 | 1,285 |
| Repairs & maintenance | 181 | - | - | - | - | - | - | - | - | 181 | 1,500 | - |
| Software (non-capital) | 57,235 | 2,523 | - | 641 | 1,938 | 1,249 | 517 | - | 733,482 | 797,585 | 877,435 | 46,702 |
| | 167,810 | 45,407 | - | 8,250 | 3,235 | 6,194 | 1,347 | - | 733,482 | 965,725 | 1,010,235 | 139,031 |
| Operating | | | | | | | | | | | | |
| Advertising | 80,120 | 32,385 | 7 | 10,883 | 9,174 | - | - | - | - | 132,569 | 154,250 | 105,290 |
| Association fees & dues | 29,346 | 3,855 | - | 293 | 325 | - | 1,300 | - | - | 35,119 | 21,685 | 23,300 |
| Bad debts | - | - | - | - | - | - | - | - | - | - | - | 159 |
| Financial services | 20,710 | - | - | - | - | - | - | - | 37,470 | 58,180 | 9,500 | 15,084 |
| In-service | 44,962 | 91 | - | 1,000 | 2,080 | - | 100 | - | - | 48,233 | 46,940 | 66,562 |
| Insurance | 83,000 | 108 | 559 | - | - | - | - | - | - | 83,667 | 63,915 | 78,535 |
| Materials & supplies | 26,203 | 192,405 | 29,340 | 49,990 | 13,115 | 5,913 | 284 | - | - | 317,250 | 357,545 | 347,712 |
| Postage, freight & courier | 3,979 | 5,207 | 268 | 464 | 2,821 | - | - | - | 50 | 12,789 | 11,820 | 11,543 |
| Printing & copying | 16,454 | 8,854 | 1,013 | 1,291 | 3,650 | - | 235 | - | - | 31,497 | 36,180 | 30,322 |
| Professional services | 399,200 | 11,041 | - | - | - | - | - | - | 900,753 | 1,310,994 | 1,641,820 | 1,985,507 |
| Resale items | 1,910 | 27,683 | 293 | (220) | 25 | - | - | - | - | 29,691 | 29,855 | 63,692 |
| Subscriptions | 8,025 | - | - | - | - | - | - | - | - | 8,025 | 10,580 | 4,253 |
| Telephone & fax | 60,313 | 13,191 | - | 9,086 | 2,621 | - | 3,198 | - | 248 | 88,657 | 76,855 | 77,141 |
| Travel | 61,093 | 23,965 | 11,275 | 7,757 | 4,946 | 145 | 6,380 | - | - | 115,561 | 138,410 | 150,687 |
| Other | 9,120 | 13,186 | - | 6,185 | 529 | - | - | 200,650 | - | 229,670 | 166,375 | 288,062 |
| | 844,435 | 331,971 | 42,755 | 86,729 | 39,286 | 6,058 | 11,497 | 200,650 | 938,521 | 2,501,902 | 2,765,730 | 3,247,849 |
| Personnel Services | | | | | | | | | | | | |
| Employee benefits | 454,613 | 216,275 | 2,901 | 108,855 | 70,611 | 15,411 | 15,407 | - | 4,261 | 888,334 | 1,050,715 | 737,043 |
| Honoraria | 15,564 | 1,675 | - | 350 | 500 | - | - | - | - | 18,089 | 37,180 | 17,205 |
| Salaries | 2,176,306 | 1,245,911 | 45,272 | 702,651 | 418,330 | 78,858 | 65,270 | - | 18,955 | 4,751,553 | 5,506,450 | 4,441,192 |
| | 2,646,483 | 1,463,861 | 48,173 | 811,856 | 489,441 | 94,269 | 80,677 | - | 23,216 | 5,657,976 | 6,594,345 | 5,195,440 |
| Total Expenses | \$ 4,153,654 | \$ 2,862,573 | \$ 231,678 | \$ 1,011,922 | \$ 714,934 | \$ 106,521 | \$ 96,263 | \$ 200,650 | \$ 1,695,219 | \$ 11,073,414 | \$11,780,905 | \$ 10,541,689 |

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

| | 2025 General Actual | | | | 2025 | 2025 | 2024 |
|-------------------------------|---------------------|------------------------------------|--------------------------------|---------------------------|----------------------------|----------------------------|----------------------------|
| | Governance | Operating and Administration | Facilities and Equipment | Information Technology | Total General Actual | Total General Budget | Total General Actual |
| Agency Contracts | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Amortization | - | - | 182,323 | - | 182,323 | 207,440 | 181,811 |
| Equipment | | | | | | | |
| Equipment (non-capital) | - | 20,293 | - | 151 | 20,444 | 44,750 | 7,095 |
| Rental | - | 15,861 | - | - | 15,861 | 8,870 | 13,621 |
| Repairs and maintenance | - | 18,251 | - | - | 18,251 | 32,500 | 10,151 |
| Vehicle expense allocation | - | - | - | - | - | (43,650) | 251 |
| | - | 54,405 | - | 151 | 54,556 | 42,470 | 31,118 |
| Facilities | | | | | | | |
| Building supplies | - | - | 2,635 | - | 2,635 | 1,900 | 2,990 |
| Grounds | - | - | 10,931 | - | 10,931 | 3,200 | 3,600 |
| Janitorial | - | - | 39,372 | - | 39,372 | 23,450 | 26,711 |
| Rental | 823 | - | 146,199 | - | 147,022 | 79,700 | 96,830 |
| Repairs & maintenance | - | - | 34,297 | - | 34,297 | 8,000 | 12,201 |
| Utilities | - | - | 18,030 | - | 18,030 | 8,400 | 10,237 |
| Security & alarm systems | - | - | 5,760 | - | 5,760 | 2,680 | 3,564 |
| | 823 | - | 257,224 | - | 258,047 | 127,330 | 156,133 |
| Information Technology | | | | | | | |
| Computer services | - | 59,658 | - | 2,888 | 62,546 | 48,980 | 50,917 |
| Data communications | - | 672 | - | 885 | 1,557 | 3,060 | 3,312 |
| Equipment (non-capital) | - | 17,637 | - | 25,124 | 42,761 | 19,000 | 12,796 |
| Materials & supplies | - | 807 | - | 1,438 | 2,245 | 2,750 | 2,517 |
| Rental | - | 1,285 | - | - | 1,285 | 1,310 | 1,285 |
| Repairs & maintenance | - | 181 | - | - | 181 | - | - |
| Software (non-capital) | - | 13,938 | - | 43,297 | 57,235 | 32,580 | 37,119 |
| | - | 94,178 | - | 73,632 | 167,810 | 107,680 | 107,946 |
| Operating | | | | | | | |
| Advertising | 701 | 79,391 | - | 28 | 80,120 | 79,570 | 59,165 |
| Association fees & dues | 15,000 | 14,346 | - | - | 29,346 | 19,145 | 18,284 |
| Bad debts | - | - | - | - | - | - | 159 |
| Financial services | - | 20,710 | - | - | 20,710 | 9,500 | 15,084 |
| In-service | 5,040 | 38,323 | - | 1,599 | 44,962 | 41,350 | 31,699 |
| Insurance | - | 71,236 | - | 11,764 | 83,000 | 63,915 | 77,276 |
| Materials & supplies | 1,488 | 23,937 | - | 778 | 26,203 | 49,550 | 21,807 |
| Postage, freight & courier | - | 3,865 | - | 114 | 3,979 | 8,100 | 6,145 |
| Printing & copying | 948 | 14,906 | - | 600 | 16,454 | 32,250 | 15,894 |
| Professional services | 2,083 | 397,117 | - | - | 399,200 | 79,600 | 163,217 |
| Resale items | - | 1,910 | - | - | 1,910 | - | 475 |
| Subscriptions | - | 7,864 | - | 161 | 8,025 | 10,580 | 4,253 |
| Telephone & fax | - | 57,243 | - | 3,070 | 60,313 | 47,405 | 45,472 |
| Travel | 12,594 | 44,786 | - | 3,713 | 61,093 | 67,080 | 64,704 |
| Other | 1,136 | 7,984 | - | - | 9,120 | 6,100 | 48,339 |
| | 38,990 | 783,618 | - | 21,827 | 844,435 | 514,145 | 571,973 |
| Personnel Services | | | | | | | |
| Employee benefits | 148 | 410,154 | - | 44,311 | 454,613 | 545,790 | 337,516 |
| Honoraria | 14,260 | 1,304 | - | - | 15,564 | 29,380 | 16,085 |
| Salaries | - | 1,964,769 | - | 211,537 | 2,176,306 | 2,379,410 | 1,989,727 |
| | 14,408 | 2,376,227 | - | 255,848 | 2,646,483 | 2,954,580 | 2,343,328 |
| Total General Expenses | \$ 54,221 | \$ 3,308,428 | \$ 439,547 | \$ 351,458 | \$ 4,153,654 | \$ 3,953,645 | \$ 3,392,309 |

Terms and Definitions

ABE

Adult Basic Education

Casual Student

One who is taking courses within a program group that collectively total less than 30 hours of scheduled class time.

Completer

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

ESL/ELT

English as a Subsequent Language/English Language Training

ESWP – Essential Skills in the Workplace

FLE/Full Load Equivalent

The total participant hours divided by the accepted full-load equivalent factor for a program group. Full Load Equivalents are calculated as follows:

Basic Education Credit

1 FLE = 700 participant hours

Basic Education Non-Credit

1 FLE = 700 participant hours

Institute Credit

1 FLE = 675 participant hours

Industry Credit

1 FLE = 675 participant hours

Non-Credit

1 FLE = 675 participant hours

University

1 FLE = 390 participant hours

FTE

Full-Time Equivalent

Full-time Student

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

Graduate

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

Participant Hours

The total time (in hours) students are actively involved in a program (courses) of study.

Part-time Student

- 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.

Student Enrolments

Total number of unique students enrolled in program session(s) or course(s) within a program group.

Program Groups

Institute Credit

Education and training which leads to a credential (e.g. certificate, diploma, degree) from a recognized credit-granting institution.

Industry Credit

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

Non-Credit

Education and training that does not result in credentials or certification but a) meets specific needs identified for an industry, group, firm or sector; or b) leads to or enhances a person's/group's employability; or c) enhances community and/or social development or develops hobby, leisure and recreation skills.

Basic Education Credit

Academic Skills development that leads to certification at a Grade 10 or 12 level or prepares individuals to write the GED exam.

Basic Education Non-Credit

Enhances an individual's reading, writing and numeracy skills or develops personal and life skills necessary for employment activities or teaches English Language Training.





LOCATIONS

HUMBOLDT CAMPUS

611-17th Street
Box 720, Humboldt, SK
S0K 2A0
Tel: (306) 682-2623

WATROUS CAMPUS

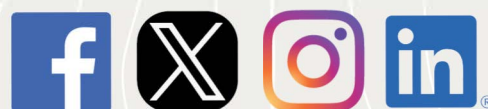
202A-6th Avenue East
Box 459, Watrous, SK
S0K 4T0
Tel: (306) 946-2094

WYNYARD CAMPUS

400A Avenue D West
Box 716, Wynyard, SK
S0A 4T0
Tel: (306) 554-3767

PUNNICHY - FOUR WINDS LEARNING CENTRE

406 Main Street
Box 190, Punnichy, SK
S0A 3C0
Tel: (306) 835-4000



CarltonTrailCollege.com

EMAIL: information@carltontrailcollege.com

TOLL FREE: 1-800-667-2623