



Carlton Trail College Annual Report 2017-2018

Carlton Trail
College.
discover your future



ANNUAL REPORT

2017-2018

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November 27, 2018

Honourable Tina Beaudry-Mellor
Minister of Advanced Education
Room 307 Legislative Drive
Legislative Building
Regina, SK S4S 0B3

Dear Minister Beaudry-Mellor:

It is my pleasure to submit, herewith, the Annual Report of Carlton Trail College for the fiscal year ended June 30, 2018, including duly certified financial statements of College operations, all in accordance with Section 16 of the Regional Colleges Act and Section 14 of the Regional College Regulations.

Respectfully submitted,

A handwritten signature in cursive script, reading "Glenn Hepp".

Glenn Hepp, Chairperson
Board of Directors
Carlton Trail College

VISION STATEMENT

Changing Lives Through Learning

MISSION STATEMENT

To serve students, business, industry and communities by creating successful lifelong learning opportunities

MANDATE

Carlton Trail College is a provincial institution established under Saskatchewan's *Regional Colleges Act*, which was proclaimed on January 1, 1988. The College succeeded Carlton Trail Community College, which was previously established under Saskatchewan's *Community Colleges Act* of 1973.

Section 5 of the *Regional Colleges Act* delineates that programming which a Regional College may offer:

1. university and technical institute courses provided by way of a contract between the college and a university or technical institute;
2. training programs that prepare individuals for a career or provide education with respect to health or social issues;
3. training programs paid wholly or partly by private business, non-profit groups or government agencies;
4. career services;
5. adult basic education, literacy and upgrading programs;
6. any other educational activities that the Lieutenant Governor in Council may prescribe in the regulations.

A new Regulation enacted on July 3, 1997, enabled regional colleges:

1. to provide employment services, programs and activities associated with career, educational and training services, programs and activities pursuant to agreements with the Minister of Post-Secondary Education and Skills training or the New Careers Corporation; and
2. to determine student eligibility for, and to administer the Provincial Training Allowance.

GUIDING PRINCIPLES

The Board has adopted the following guiding principles:

- Respect
- Accountability
- Commitment
- Innovation
- Integrity

BOARD OF DIRECTORS' REPORT

As Chair of the Board of Directors for Carlton Trail College, it is my pleasure to present this report for the 2017/18 fiscal year on behalf of my colleagues.

As a Board, we provide strategic leadership, sanction the College's general operations and approve financial, administrative and human resource policies. We also approve annual budgets and multi-year business plans that outline our programs and services. We receive regular reports from Carlton Trail College staff and management that allow us to fulfill our responsibilities, protect and manage our resources and meet Government of Saskatchewan mandates.

This past fiscal year was an eventful one with meaningful strategic planning, community engagement, recruitment and a surprise audit. In the fall of 2017, our five-member Board began the recruitment process to fill vacant positions. After conducting interviews in February, we recommended candidates to the Minister of Advanced Education. Appointments for two new members happened in May, and shortly after one of our existing members stepped down.

The Board and senior leadership team engaged in a facilitated strategic planning session in February, to ensure that the College was continuing in the right direction. As a result, the College made some slight changes to its Strategic Plan to better align with the goals of the post-secondary sector in the province. In April, the Provincial Auditor advised they would be conducting a Board Governance audit for the year ended June 30, 2018. The outcomes of the audit will be reported in December in the *Provincial Auditors 2018 Report – Volume 2*.

The Board has continued its tradition of being actively involved in the communities served by Carlton Trail College. We have participated in regional, provincial and national activities, increasing the visibility of the College and promoting the work of regional colleges.

2017/18 MEMBERS

Glenn Hepp, Chair

Sommer MacLeod, Vice Chair

Luz Marina Dominguez

Denis Bergerman

Leon Winkel

Evan Doepker

Adrienne Jackson

Humboldt (September 2011; reappointed to April 9, 2017)

Wadena (April 2014; reappointed to May 25, 2021)

Wynyard (September 2011; reappointed to April 9, 2017)

Humboldt (September 2011; reappointed to January 14, 2019)

Humboldt (September 2011; resigned June 1, 2018)

Annaheim (May 25, 2018; appointed to May 25, 2021)

Wynyard (May 25, 2018; appointed to May 25, 2021)

Regular Board Meetings:	9
Special Meetings:	3
Strategic Planning:	1
Annual Meeting:	1



Board Chair, Glenn Hepp

PRESIDENT’S REPORT

The official grand opening of the *Four Winds Learning Centre* in Punnichy was one of the biggest highlights for the College in 2017/18. To prepare, we created a task force of Elders, cultural advisors, representatives from the Tribal Council and the four surrounding First Nation communities, the Village of Punnichy and the College. The task force was to honour the regional indigenous culture and included overseeing the painting of a mural and a ‘name the facility’ contest that resulted in the above name with signage in both Cree and Saulteaux. Further information regarding this facility can be found in this report. In an effort to further foster truth, understanding and respect for the reconciliation among Indigenous and non-indigenous people, College staff participated in the *Blanket Exercise* at our all staff “Start Up” in-service day. College staff also participated in professional development opportunities like the Wicahitowin Aboriginal Engagement Conference and taking the edX *Reconciliation Through Indigenous Education* from the University of British Columbia. Finally, the College continues to work with its Indigenous partners to ensure that we are embedding culturally relevant curriculum and activities in to our programs.

In February, the senior leadership team and Board engaged in a strategic direction refresh, which saw some slight changes to the strategic plan. Prior to this facilitated session, the College’s senior leadership team and managers completed a SWOT analysis to inform the Board planning session. The outcome saw the Board reaffirm our *Vision, Mission and Guiding Principles*, while making some slight adjustment to the existing strategic plan (2017-2020). As a result, the College has better aligned its goals with those of the ministries of Advanced Education and Immigration and Career training. More specifically, the College will continue to look at increasing efficiencies while maintaining high-quality programs and services for students, improve both participation and success rates of Indigenous students, work with employers to ensure programming meets labour market needs, and continue to embed experiential learning opportunities for students.

On Budget day in April, Minister Beaudry-Mellor announced the creation of the *Task Force on Regional College Efficiency*. While the creation of the Task Force was new, the College system had already initiated opportunities to work collaboratively to identify system efficiencies; the goal of the Task Force was to look beyond. A great deal of work took place over a short time to investigate and recommend several areas that may lead to greater system efficiencies. Those recommendations have been shared with the Minister and her team, and we await a response.

The community of Humboldt faced the unimaginable early in April with the crash of the Humboldt Bronco hockey team bus. The tragic event brought together a community, a province, a country and the world, as people reached out and supported a grieving community and the families impacted. Specifically, we would like to give a special thanks to Saskatchewan Polytechnic, who reached out to us immediately after the accident to offer their support to the College and the community.

Finally, I wish to acknowledge the work of the Minister of Advanced Education, the Honourable Tina Beaudry-Mellor and the Minister of Immigration and Career Training, the Honourable Jeremy Harrison, and their staff. The ministries provide ongoing leadership and support to the dedicated efforts of the College; those folks on the ground who continue to demonstrate a passion for learning, and an unwavering commitment to meeting the needs of the students we serve.



Shelley Romanyszyn-Cross
President & CEO

COLLEGE PERSONNEL

2017/18 STAFF PLAN FULL-TIME EQUIVALENTS

		Budget	Actual	
		17-18	17-18	
OOS Administration				
	CEO	0.50	1.00	Shelley Romanyszyn-Cross
	VP Finance	1.00	1.00	Andy Burgess
	VP Administration	1.00	1.00	Amy Yeager
	VP Academic/Interim CEO (February, 2017)	1.00	0.00	Shelley Romanyszyn-Cross
	Executive Secretary	0.60	0.60	Sheri Ulrich
	Executive Secretary	0.60	0.60	Leanne Sylvestre
	Administrative Assistant	0.60	0.60	Amanda Kosokowsky
		5.30	4.80	
OOS Managers				
	Skills Training Manager	1.00	1.00	Rosalie Ronellenfitsch
	Enterprise Division Manager	1.00	1.00	Deanna Gaetz
	Adult Basic Education Manager	1.00	1.00	Rachel Trann
	Student Services Manager	1.00	0.08	Jill Lees
		4.00	3.08	
In-scope Administration				
	Receptionist	1.02	1.00	Sandra Korte
	Registration Associate	0.90	0.90	Marina Haugerud
	Sr. Accounting Technician	1.00	1.00	Doreen Stevens
	Accounting Clerk	0.50	0.50	Susanne Hoffmann
	Payroll Clerk	0.60	0.78	Vanessa Dauk
	Accounts Payable Clerk	0.60	0.36	Donna Krause
	Computer Technician	0.00	0.66	Gord Dell
	IT Support Technician	1.00	0.04	Jami Silzer
	Facilities Technician	0.90	0.90	Richard Renneberg
	Educational Technologist	1.00	1.00	Orfi Yturralde
		7.52	7.14	
Student Services				
	Humboldt-Advisor/Learning Specialist	0.80	1.00	Damon Steadman
	Humboldt-Advisor	0.80	0.87	Karen MacCarville/Nicole Kinzel
	Wynyard/Punnichy-Advisor	0.70	0.72	Katelyn Selanders/Melanie Zimmer
	Wakaw/One Arrow-Advisor	0.70	0.29	Chantal Tait
		3.00	2.88	
Training Consultant/Program Facilitators				
	Literacy Facilitator	1.00	1.00	Jenica Moen
	Marketing Facilitator	0.90	0.90	Val Koroluk
	Training Consultant - Humboldt	0.80	0.80	Fred Novecosky
	Program Facilitator - Wynyard/Punnichy	0.80	0.71	Nicola Finnsen
	Program Facilitator - Watrous	0.60	0.54	Darlene Purshega/Denise Thoner
	Program Facilitator (ABE) - Humboldt	0.00	0.92	Darlene Purshega
		4.10	4.87	
Program Delivery Associates				
	Humboldt	2.00	1.96	Carol Jackson/Raelene Yeager
	Watrous	0.80	0.77	Ruth Thiessen
	Wynyard	0.80	0.73	Connie Rothlander
	Punnichy	0.36	0.36	Kim Gellner
		3.96	3.82	
Program Clerical				
	LPN Clerical Support (Watrous)	0.00	0.00	Tammy Hendry (included in casual Staff)
	Casual Clerical (all locations)	0.20	1.04	Casual staff
		0.20	1.04	
Tel Attendants	Humboldt/Watrous/Wynyard	0.15	0.01	Vanessa Dauk, Darlene Purshega, Jean Leader
		0.15	0.01	
	Total	28.23	27.64	

Full-Time Equivalents	14/15	15/16	16/17	17/18
	30.94	28.64	29.79	27.64

Note: FTE does not include instructional staff.

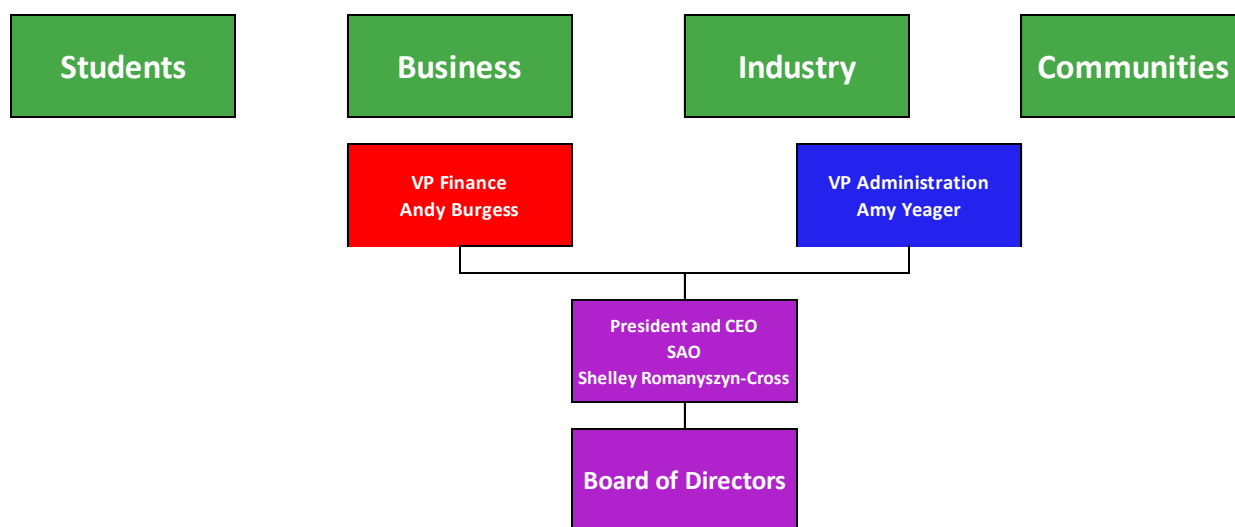
Instructors

Basic Education, Humboldt	0.86	Ed Yee
Basic Education, Punnichy	1.58	Ernest Bolingbroke/Shirley Kallichuk
Basic Education, Wakaw	1.50	Lynn Eaton/Doreen Dovell
Basic Education, Wynyard	0.86	Duane Keleman
Workplace Essential Skills, One Arrow First Nation	0.39	Karen Tait
Workplace Essential Skills, Humboldt	0.34	Angelita Okemau
Workplace Essential Skills, Fishing Lake First Nation	0.37	Dianne LaRocque
Workplace Essential Skills, Punnichy	0.39	Angelita Okemau
Transition to Employment, One Arrow First Nation	0.12	Angelita Okemau
GED Preparation, Day Star First Nation	0.24	Dianne LaRocque
Practical Nursing, Watrous	3.02	Cathy McMann/Lacey Meddins/Nicole Robbescheuten/Shelsie Serhan Raeleen Hular/Jadah Mensch/Christin McPhee/Cristina Knihnitski
Continuing Care Assistant, Humboldt	0.98	Carol Sommer/Paula Carnago/Brenda Reifferscheid Julie Hofmann/Erika Stebbings
Continuing Care Assistant, Wynyard	0.29	Shannon Linnen
Continuing Care Assistant, Watrous	0.19	Stacey Hanmer/Karen Abrey
Office Administration, Humboldt	1.02	Julie Hofmann/Paul Beaubien/Kim Hartl/Susan Reiter/Paula Carnago
Early Childhood Education, Raymore (PT)	0.28	Jackie Galenzoski/Inge Schmidt
Educational Assistant, One Arrow First Nation (PT)	0.31	Dawn Fleming/Jeanette McKay
Power Engineering, Humboldt (3rd (to Dec only) and 4th class courses)	1.09	Kevn Ackerman/Ed DeGooijer/Julie Hofmann/Paul Dominico/Murray Cook
Welding Applied Certificate, Journeyperson Welding, Welding Terminology	0.84	Murray Cook/Julie Hofmann/Ed de Gooijer
Construction Worker Prep, Framing, Punnichy	0.62	Randy Jordan
Plumbing & Pipefitting-Humboldt (January start)	0.47	Don Smith/Julie Hofmann
Security Officer, Punnichy	0.35	Dave Hoelt/Tom Erwin
Food Service Cook Applied Certificate, Fishing Lake First Nation	0.36	Alan Crighton
Food Service Cook Applied Certificate, One Arrow First Nation	0.36	Dwayne Iron
ESL-Humboldt/Drake/Imperial/Watrous/Leroy/Vonda	1.86	Craig Bott/Brenda Bowman

Total	18.66
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Carlton Trail College.

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PROGRAMS AND SERVICES SUMMARY

2017/18 saw a total of 1,729 students participating in some form of programming over the year. The College continued to focus on supporting the success of students enrolled in programs, seeing an overall success rate (the number of graduates and completers) being maintained at just over 90%. The overall decrease in participant hours was a result of a slight reduction in the delivery of Skills Training programs (due to low enrolments), a slight decrease in overall enrolments for ABE, and less Industry credit programs delivered.

PROGRAMMING ACTIVITY

	Classes	Students	Participant Hours
2014 / 15	315	2,375	309,203
2015 / 16	295	2,557	260,783
2016 / 17	263	2,320	235,288
2017 / 18	236	1,729	202,180

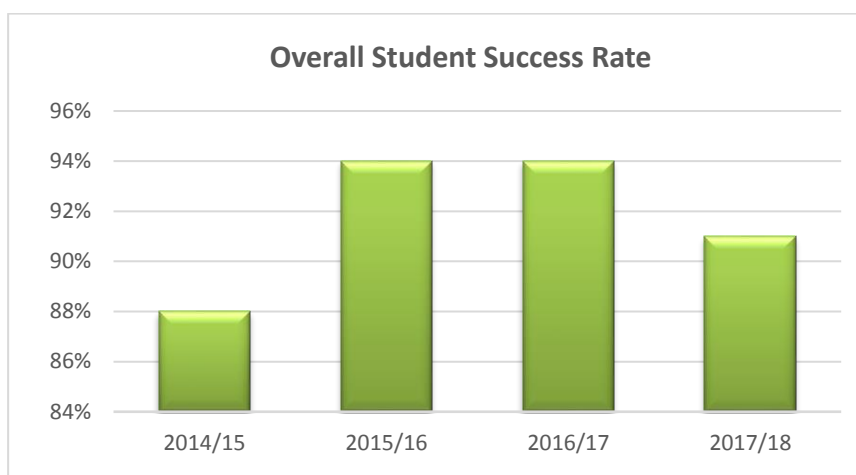
COMPREHENSIVE ENROLMENT STATISTICS

Program Groups	Actuals							
	2016 - 2017				2017 - 2018			
	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs
BASIC EDUCATION	BE Credit:							
Academic GED	0	0	0	0	0	12	0	3.56
Adult 12	55	12	0	74.08	54	15	0	68.32
Adult 10	26	1	0	26.70	16	6	0	16.94
Total BE Credit	81	13	0	100.79	70	33	0	88.82
	BE Non-Credit:							
Employability/Life Skills	15	18	0	10.23	0	29	0	5.98
English Language Training	0	218	0	32.50	0	140	0	16.57
General Academic Studies	29	8	0	20.47	33	17	0	26.16
Total BE Non-Credit	44	244	0	63.2	33	186	0	48.71
TOTAL BASIC EDUCATION	125	257	0	163.99	103	219	0	137.53
SKILLS TRAINING	Institute Credit:							
Sask Polytechnic	120	38	10	126.53	133	47	2	115.95
Other	23	0	0	10.36	14	0	0	7.47
Total Institute Credit	143	38	10	136.89	147	47	2	123.42
	Industry Credit:							
Total Industry Credit	0	101	1228	31.19	0	70	778	22.05
	Non-Credit: Industry, Community/Individual, Personal Interest							
Total Non-Credit	8	24	386	10.44	13	18	332	11.44
TOTAL SKILLS TRAINING	151	163	1624	178.51	160	135	1112	156.90
UNIVERSITY	University Credit:							
Total University Credit	0	0	0	0.00	0	0	0	0.00
TOTAL UNIVERSITY	0	0	0	0.00	0	0	0	0.00
TOTAL ENROLMENT	276	420	1624	342.50	263	354	1112	294.43

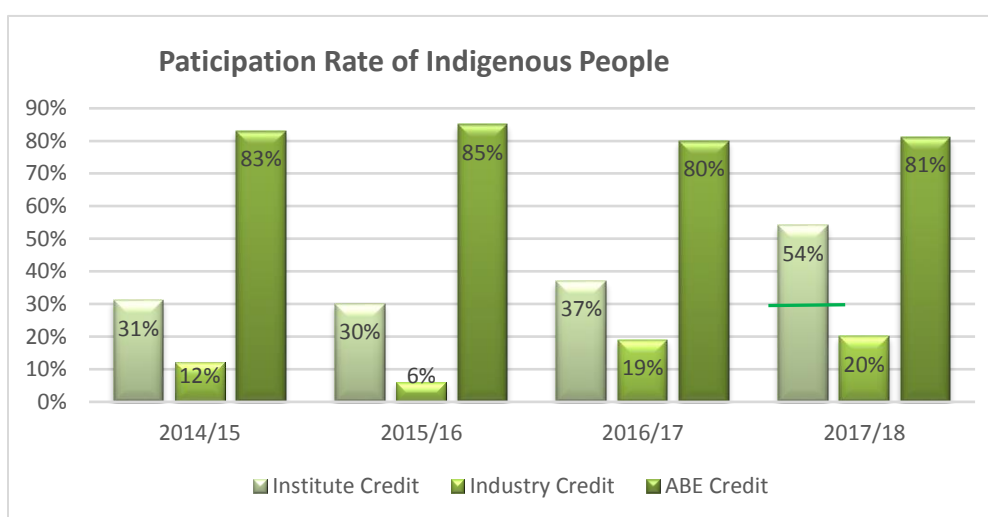
PERFORMANCE MEASURES

The performance measures deemed to be common among the Regional Colleges, as applicable to Carlton Trail College, are listed below. The performance measures use average results from 2014-2017 as a base-line, and targeted and actual results for 2017/18.

Program	Performance Measure	Average 2014-2017	Targeted 17/18	Actual 17/18
Skills Training				
Institute Credit	Number of student enrolments – FLEs	169	153	123
	Number of student enrolments – distinct enrolment	248	173	196
	Participation rate ¹ of students	49%	50%	53%
	Graduation rate ² of students	59%	80%	60%
	Employment rate ³ of graduates	81%	80%	72%
	Furthering training rate ⁴ of graduates	42%	20%	64%
	Participation rate ⁵ of Indigenous people	33%	30%	54%
	Graduation rate ⁶ of Indigenous people	20%	20%	17%
	Graduation rate ⁷ of Indigenous people	34%	80%	19%
	Employment rate ⁸ of Indigenous graduates	84%	60%	61%
	Furthering training rate ⁹ of Indigenous people	44%	40%	59%
Industry Credit	Number of student enrolments – FLEs	41	41.47	22
	Number of student enrolments – distinct enrolment	1194	998	848
	Participation rate of students	30%	25%	19%
	Participation rate of Indigenous people	12%	20%	20%
Non-Credit	Number of student enrolments – FLEs	13	14	11
Adult Basic Education				
Credit	Number of student enrolments – FLEs	98	97.9	89
	Number of student enrolments – distinct enrolment	106	78	103
	Participation rate of students	22%	25%	28%
	Graduation rate of students	56%	75%	56%
	Employment rate of graduates	41%	60%	46%
	Furthering training rate of graduates	72%	40%	79%
	Participation rate of Indigenous people	82%	80%	81%
	Graduation rate ⁷ of Indigenous people	78%	75%	76%
	Graduation rate ⁶ of Indigenous people	53%	50%	53%
	Employment rate of Indigenous graduates	31%	50%	50%
	Furthering training rate of Indigenous people	70%	70%	77%
Non-credit	Number of student enrolments – FLEs	70	72.4	49
University				
	Number of student enrolments – FLEs	0.07	0	0
	Number of student enrolments – distinct enrolment	1	0	0
Contractual Revenue	Contractual revenue ¹⁰ from annual financial statements	\$582,066	\$909,480	\$901,444



Student Success is measured by students either graduating or completing the program in which they were enrolled.



Participation of Indigenous People in Institute Credit programs target for 2017/18: 30%

Participation rate of Indigenous people is based on the number of Indigenous students enrolled in each category as a percentage of all students enrolled in the same category

Notes:

- ¹ Participation rate: Number of enrolments / Total Number of Credit program enrolments
- ² Graduation rate: Number of graduates / Number of enrolments (Does not include casual students)
- ³ Employment rate: Number of graduates employed / Number of completers and graduates - Number of graduates continuing to further training (Number of graduates contacted may be fewer than number of graduates)
- ⁴ Furthering training rate: Number of graduates continuing to further training / Number of completers and graduates - Number of graduates employed (Number of graduates contacted may be fewer than number of graduates)
- ⁵ Participation rate: Number of Indigenous enrolments / total number of enrolments
- ⁶ Graduation rate: Number of Indigenous graduates / total number of graduates (Does not include casual students)
- ⁷ Graduation rate: Number of Indigenous graduates / total number of Indigenous enrolments (Does not include casual students)
- ⁸ Employment rate: Number of Indigenous graduates employed / Number of Indigenous graduates contacted - Number of Indigenous graduates continuing to further training
- ⁹ Furthering training rate: Number of Indigenous graduates continuing to further training / Number of Indigenous completers and graduates - Number of Indigenous graduates employed (Number of graduates contacted may be fewer than number of graduates)
- ¹⁰ Excludes project revenue from Federal Government and includes revenue from Labour Market Services.

Vision: Changing Lives Through Learning
Mission: To serve students, business, industry and communities by creating successful lifelong learning opportunities
Guiding Principles: Respect, Accountability, Commitment, Innovation, Integrity

Strategic Goals:

Client Outcomes

To achieve educational leadership in life-long learning

1. Achieve Student Success



Internal Processes

by delivering excellent programs and services...

2. Serve Business, Industry and Communities



People, Learning and Leadership

through inspired and committed people...

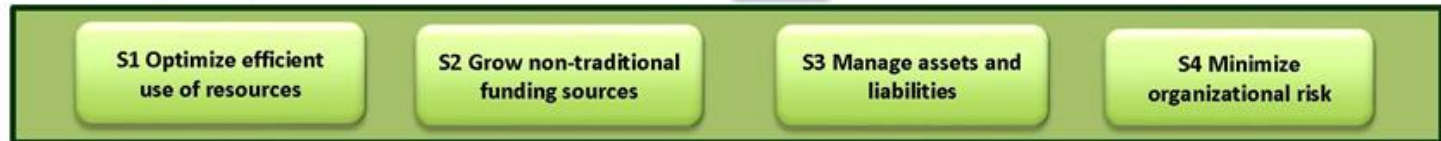
3. Enhance Organizational Effectiveness



Stewardship

effectively and efficiently leveraging our resources.

4. Responsibly Manage Resources



CARLTON TRAIL COLLEGE BALANCED SCORECARD OUTCOMES

CLIENT OUTCOMES		Goal #1: Achieve Student Success	
Objective	Measure	2017/18 Target	Outcome
C1 Increase career and employment readiness	Enrolment as of 30 days after start of program (compared to capacity) of Institute credit programs	Create baseline for future KPI	88%
	Percentage of graduates/ completers (success rate) in institute credit programs	81%	70.9%
	Percentage of graduates/ completers (success rate) in ABE credit programs	65%	66.0%
	Percentage of students employed after completion of program (From follow up stats for institute credit programs and ABE credit programs): <ul style="list-style-type: none"> ▪ 60-90 day ▪ 1 year ▪ 2 year 	Create baselines for future KPIs <ul style="list-style-type: none"> • 2 year follow up base line to be created in 2018-19 	Institute Credit employment rate: <ul style="list-style-type: none"> • 72.4% (60-90 days) (75% contact rate) • 92% (1 year) (73% contact rate) ABE employment rate: <ul style="list-style-type: none"> • 46% (60-90 days) (67% contact rate) • 57% (1 year) (14% contact rate)
C2 Enhance the Student experience	Maintain student satisfaction reported in exit survey	≥ 90%	93.9% responded satisfied or very satisfied
C3 Strengthen First Nation student participation and achievement	Indigenous Strategy	Plan completed, presented to the Board	Plan included in June Board package.
	Percentage of Indigenous graduates/completers (success) rates in institute credit programs	81%	68.6%
	Percentage of Indigenous graduates/completers (success) rates in ABE credit programs	65%	63.8%
	Percentage of Indigenous participation in institute credit programming <i>(Based on total institute enrolment of FT, PT & Casual)</i>	30%	53.6%
C4 Ongoing execution of Strategic Enrolment Management (SEM) Plan	SEM Committee meets on a triannual basis	3 meetings	Meetings NOT held; All components of the SEM Plan being addressed through different means. Attention required

INTERNAL PROCESSES Goal #2: Serve Business, Industry and Communities			
Objective	Measure	2017/18 Target	Outcome
I1 Maximize effective partnering	Partnership Strategy	Plan completed, presented to the Board	Plan included in the June Board package.
I2 Business, Industry and Community engagement leading to program delivery	Number of contract training programs delivered by: <ul style="list-style-type: none"> • Institute credit • Industry credit & non-credit • ABE credit & non-credit 	Create a baseline for future KPI	<ul style="list-style-type: none"> • 8 Institute Credit • 60 Industry Credit & Non-Credit • 2 ABE
I3 Enhance branding and public relations	Updated Marketing Strategy	Plan completed, presented to the Board	Plan included in the June Board package.
I4 Optimize targeted marketing	Market Niche Plan (as part of overall marketing strategy)	As above	Included in I3
PEOPLE, LEARNING AND LEADERSHIP Goal #3: Enhance Organizational Effectiveness			
Objective	Measure	2017/18 Target	Outcome
P1 Grow employee engagement and commitment	Departure of high-performing staff Culture Building Strategy	≤ 2 Plan completed, presented to the Board	2 high-performing staff resigned in July Plan included in the June Board package.
P2 Strengthen staff alignment with strategic priorities	Alignment of individual work plans to Strategic Plan	100%	Strategic initiatives included in performance reviews
P3 Enhance employee growth and development	Number of annual staff development days Percentage of staff attending staff development days	=2 ≥ 95%	1 Staff development days reduced in response to budget cuts. 92.3%
P4 Ensure and attract a qualified and skilled future workforce	Percentage of supervisors that follow the correct process for the probationary period inclusive of reviews Percentage of staff that maintain skills and qualifications as measured by their annual performance review	100% 100%	100% 100%

STEWARDSHIP Goal #4: Responsibly Manage Resources			
Objective	Measure	2017/18 Target	Outcomes
S1 Optimize efficient use of resources	Identification and review of non-value-added processes	3	Undertaking Continuous Improvement training to better inform the process. <i>Training was rescheduled for 2018/19.</i>
S2 Grow non-traditional funding sources	Annual identification of funds generated beyond Provincial funding letter: <ul style="list-style-type: none"> Revenue generated from non-government contract training: <ul style="list-style-type: none"> Institute credit Industry credit & non-credit ABE credit & non-credit Revenue generated from government-based contracts: <ul style="list-style-type: none"> Provincial Federal 	Create baseline for KPI	<u>2017/18 baseline data:</u> Gross / Net \$642,802 / \$86,000 \$164,969 / \$23,217 \$ 80,320 / \$ 7,800 Provincial: \$256,748 Federal: \$247,590
S3 Manage assets and liabilities	Inventory up-to-date	100%	100%
	Assets tagged	100%	100%
S4 Minimize organizational risk	Percentage of priority risk areas identified with mitigation/control plans in place	100%	Risk management strategy in place
	Create Safety Protocol and Disaster Preparation and Response Strategy	Submission to Board by end of 2017/18	Plan in place; To be updated in 2018/19

EQUITY PARTICIPATION ENROLMENTS

Program Groups	Actuals																										
	2016 - 2017												2017 - 2018														
	Indigenous			Visible Minority			Disability			Total Enrolment			Indigenous			Visible Minority			Disability			Total Enrolment					
	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas	FT	PT	Cas			
BASIC EDUCATION	BE Credit:																										
Academic GED	0	0	0	0	0	0	0	0	0	0	0	0	0	11	0	0	0	0	0	0	0	0	0	0	0	12	0
Adult 12	40	9	0	2	0	0	9	3	0	55	12	0	38	13	0	4	0	0	6	1	0	54	15	0	6	6	0
Adult 10	22	1	0	1	0	0	0	1	0	26	1	0	15	6	0	2	0	0	1	0	0	16	6	0	0	0	0
Total BE Credit	62	10	0	3	0	0	9	4	0	81	13	0	53	30	0	6	0	0	7	1	0	70	33	0	0	0	0
	BE Non-Credit:																										
Employability/Life Skills	13	16	0	4	1	0	0	2	0	15	18	0	0	29	0	0	3	0	0	2	0	0	0	29	0	0	0
English Language Training	0	0	0	0	16	0	0	1	0	0	28	0	0	0	0	0	16	0	0	0	0	0	140	0	0	0	0
General Academic Studies	17	7	0	4	0	0	3	1	0	29	8	0	25	13	0	2	0	0	7	1	0	33	17	0	0	0	0
Total BE Non-Credit	30	23	0	8	17	0	3	4	0	44	244	0	25	42	0	2	19	0	7	3	0	33	186	0	0	0	0
TOTAL BASIC EDUCATION	92	33	0	11	17	0	12	8	0	125	257	0	78	72	0	8	19	0	14	4	0	103	219	0	0	0	0
SKILLS TRAINING	Institute Credit:																										
Sask Polytechnic	29	19	0	5	2	0	10	2	0	121	38	10	59	32	0	8	3	0	11	1	0	134	48	2	0	0	0
Other	19	0	0	0	0	0	0	0	0	23	0	0	14	0	0	0	0	0	0	0	0	14	0	0	0	0	0
Total Institute Credit	48	19	0	5	2	0	10	2	0	144	38	10	73	32	0	8	3	0	11	1	0	148	48	2	0	0	0
	Industry Credit:																										
Total Industry Credit	0	19	35	0	2	5	0	3	23	0	102	1228	0	14	22	0	4	15	0	1	13	0	70	778	0	0	0
	Non-Credit: Industry, Community/Individual, Personal Interest																										
Total Non-Credit	8	8	13	0	0	6	0	0	5	8	24	386	11	5	5	0	2	7	0	0	9	13	18	332	0	0	0
TOTAL SKILLS TRAINING	56	46	48	5	4	11	10	5	28	152	164	1624	84	51	27	8	9	22	11	2	22	161	136	1112	0	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	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	0	0
TOTAL ENROLMENT	148	79	48	16	21	11	22	13	28	277	421	1624	162	123	27	16	28	22	25	6	22	264	355	1112	0	0	0

EQUITY PARTICIPATION COMPLETERS AND GRADUATES

Program Groups		Actuals																	
		2016 - 2017									2017 - 2018								
		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
BASIC EDUCATION	BE Credit:																		
	Academic GED	0	0	0	0	0	0	0	0	0	11	5	1	0	0	0	0	0	0
	Adult 12	49	6	28	2	0	2	12	1	7	51	2	33	4	1	3	7	0	6
	Adult 10	23	2	13	1	0	1	1	0	0	21	2	10	2	0	1	1	0	1
	Total BE Credit	72	8	41	3	0	3	13	1	7	83	9	44	6	1	4	8	0	7
	BE Non-Credit:																		
	Employability/Life Skills	29	25	0	5	4	0	2	2	0	29	24	0	3	2	0	2	2	0
	English Language Training	0	0	0	16	12	0	1	1	0	0	0	0	16	10	0	0	0	0
General Academic Studies	24	16	0	4	4	0	4	3	0	38	23	0	2	2	0	8	7	0	
Total BE Non-Credit	53	41	0	25	20	0	7	6	0	67	47	0	21	14	0	10	9	0	
TOTAL BASIC EDUCATION	125	49	41	28	20	3	20	7	7	150	56	44	27	15	4	18	9	7	
SKILLS TRAINING	Institute Credit:																		
	Sask Polytechnic	48	4	25	7	0	4	12	1	5	91	2	56	11	0	8	12	1	5
	Other	19	0	16	0	0	0	0	0	0	14	2	12	0	0	0	0	0	0
	Total Institute Credit	67	4	41	7	0	4	12	1	5	105	4	68	11	0	8	12	1	5
	Industry Credit:																		
Total Industry Credit	54	21	30	7	2	5	26	7	20	36	17	15	19	5	14	14	5	9	
Non-Credit: Industry, Community/Individual, Personal Interest																			
Total Non-Credit	29	24	0	6	6	0	5	5	0	21	21	0	9	9	0	9	9	0	
TOTAL SKILLS TRAINING CREDIT	150	49	71	20	8	9	43	13	25	162	42	83	39	14	22	35	15	14	
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	275	98	112	48	28	12	63	20	32	312	98	127	66	29	26	53	24	21	

E = total enrolment

C = completers (the total number of students who completed course requirements or remained to the end of the program).

G = graduates (the total number of students who successfully completed all course requirements resulting in achievement of certification by a recognized credit granting institution or recognized by industry).

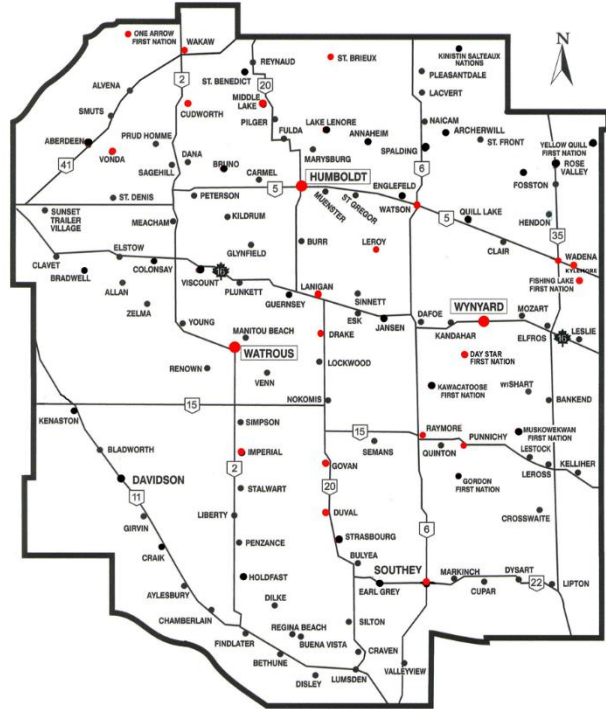
STUDENT SUCCESS

Program Groups		Actuals																								
		2016-2017												2017-2018												
		Total Students Completed			Total Students Graduated			Total Students Employed			Total Going to Further Training			Total Students Completed			Total Students Graduated			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	FT	PT	Cas	FT	PT	Cas	
BASIC EDUCATION	BE Credit:																									
	Academic GED	0	0	0	0	0	0	0	0	0	0	0	0	0	6	0	0	1	0	0	0	0	0	0	2	0
	Adult 12	11	2	0	36	1	0	9	0	0	23	2	0	1	1	0	44	3	0	6	0	0	19	2	0	
	Adult 10	2	0	0	14	0	0	0	0	0	12	0	0	1	1	0	10	0	0	1	0	0	8	0	0	
	Total BE Credit	13	2	0	50	1	0	9	0	0	35	2	0	2	8	0	54	4	0	7	0	0	27	4	0	
	BE Non-Credit:																									
	Employability/Life Skills	15	14	0	0	0	0	0	0	0	4	9	0	0	24	0	0	0	0	0	2	0	0	9	0	0
	English Language Training	0	159	0	0	0	0	0	72	0	0	1	0	0	97	0	0	0	0	0	0	0	0	0	0	0
	General Academic Studies	27	0	0	0	0	0	14	0	0	6	0	0	31	0	0	0	0	0	5	0	0	10	0	0	
	Total BE Non-Credit	42	173	0	0	0	0	14	72	0	10	10	0	31	121	0	0	0	0	5	2	0	10	9	0	
BASIC TOTAL EDUCATION	55	175	0	50	1	0	23	72	0	45	12	0	33	129	0	54	4	0	12	2	0	37	13	0		
SKILLS TRAINING	Institute Credit:																									
	Sask Polytechnic	2	8	5	91	15	5	57	13	10	11	1	0	14	5	0	91	13	2	49	3	0	18	0	0	
	Other	0	0	0	19	0	0	0	0	0	19	0	0	2	0	0	12	0	0	0	0	0	14	0	0	
	Total Institute Credit	2	8	5	110	15	5	57	13	10	30	1	0	16	5	0	103	13	2	49	3	0	32	0	0	
	Industry Credit:																									
	Total Industry Credit	0	46	251	0	56	978	0	12	0	0	0	0	0	49	215	0	20	564	0	8	0	0	0	0	
	Non-Credit: Industry, Community/Individual, Personal Interest																									
Total Non-Credit	3	24	386	0	0	0	0	0	0	0	0	0	13	18	328	0	0	0	0	0	0	0	0	0		
TOTAL SKILLS TRAINING	5	78	642	110	71	983	57	25	10	30	1	0	29	72	543	103	33	566	49	11	0	32	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		
TOTAL ENROLMENT	60	253	642	160	72	983	80	97	10	75	13	0	62	201	543	157	37	566	61	13	0	69	13	0		

PROGRAM OFFERINGS BY REGION

An important ingredient in the success of any college is its ability to "connect" with its communities and residents. In a region having a population of over 66,300, Carlton Trail College offered **226** programs/classes to **1,750** students in **24** communities during the 2017/18 programming year.

- 2017/18 programming locations



Location	# of Classes	# of Students	Location	# of Classes	# of Students	Location	# of Classes	# of Students
Cudworth	1	1	Kylemore	1	2	St. Brieux	2	27
Day Star First Nation	2	23	Lanigan	4	35	St. Louis	1	3
Drake	1	13	LeRoy	2	28	Vonda	1	15
Duval	1	8	Middle Lake	1	15	Wadena	4	30
Fishing Lake First Nation	2	17	One Arrow First Nation	3	46	Wakaw	4	45
Govan	1	13	Punnichy	10	109	Watrous	21	228
Humboldt	134	865	Raymore	3	20	Watson	1	10
Imperial	1	7	Southey	3	18	Wynyard	22	172

Note: Numbers do not include service type activity and are totaled, not distinct students (see definitions).

ENROLMENT BY PROGRAM CATEGORY – HUMBOLDT

Program Groups	Actuals							
	2016 - 2017				2017 - 2018			
	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs
BASIC EDUCATION	BE Credit:12							
Academic GED	0	0	0	0	0	0	0	0
Adult 12	55	12	0	74.08	54	15	0	68.32
Adult 10	26	1	0	26.70	16	6	0	16.94
Total BE Credit	81	13	0	100.79	70	21	0	85.26
	BE Non-Credit:							
Employability/Life Skills	0	17	0	2.39	0	18	0	2.4
English Language Training	0	218	0	32.50	0	140	0	16.57
General Academic Studies	29	8	0	20.47	33	17	0	26.16
Total BE Non-Credit	29	243	0	55.36	33	175	0	45.13
TOTAL BASIC EDUCATION	110	256	0	156.15	103	196	0	130.39
SKILLS TRAINING	Institute Credit:							
Sask Polytechnic	62	9	11	69.61	58	5	2	59.47
Other	0	0	0	0	0	0	0	0
Total Institute Credit	62	9	11	69.61	58	5	2	59.47
	Industry Credit:							
Total Industry Credit	0	87	654	16.14	0	53	432	12.08
	Non-Credit: Industry, Community/Individual, Personal Interest							
Total Non-Credit	0	17	243	4.19	0	18	233	4.39
TOTAL SKILLS TRAINING	62	113	908	89.94	58	76	667	75.95
UNIVERSITY	University Credit:							
Total University Credit	0	0	0	0.00	0	0	0	0
TOTAL UNIVERSITY	0	0	0	0.00	0	0	0	0.00
TOTAL ENROLMENT	172	369	908	246.08	161	272	667	206.33

ENROLMENT BY PROGRAM CATEGORY – WATROUS

Program Groups	Actuals								
	2016 - 2017				2017 - 2018				
	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	
BASIC EDUCATION	BE Credit:12								
	Academic GED	0	0	0	0	0	0	0	0
	Adult 12	0	0	0	0	0	0	0	0
	Adult 10	0	0	0	0	0	0	0	0
	Total BE Credit	0	0	0	0	0	0	0	0
	BE Non-Credit:								
	Employability/Life Skills	0	0	0	0	0	0	0	0
	English Language Training	0	0	0	0	0	0	0	0
	General Academic Studies	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	0.00	0	0	0	0	
SKILLS TRAINING	Institute Credit:								
	Sask Polytechnic	45	5	0	33.18	29	25	0	23.02
	Other	0	0	0	0	0	0	0	0
	Total Institute Credit	45	5	0	33.18	29	25	0	23.02
	Industry Credit:								
	Total Industry Credit	0	1	274	5.69	0	2	174	3.83
Non-Credit: Industry, Community/Individual, Personal Interest									
Total Non-Credit	0	0	72	0.55	0	0	49	0.59	
TOTAL SKILLS TRAINING	45	6	346	39.41	29	27	223	27.44	
UNIVERSITY	University Credit:								
	Total University Credit	0	0	0	0.00	0	0	0	0
TOTAL UNIVERSITY	0	0	0	0.00	0	0	0	0	
TOTAL ENROLMENT	45	6	346	39.41	29	27	223	27.44	

ENROLMENT BY PROGRAM CATEGORY – WYNYARD

Program Groups	Actuals							
	2016 - 2017				2017 - 2018			
	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs	Student Enrol FT	Student Enrol PT	Student Enrol Casual	FLEs
BASIC EDUCATION	BE Credit:12							
Academic GED	0	0	0	0	0	12	0	3.56
Adult 12	0	0	0	0	0	0	0	0
Adult 10	0	0	0	0	0	0	0	0
Total BE Credit	0	0	0	0.00	0	12	0	3.56
	BE Non-Credit:							
Employability/Life Skills	15	1	0	7.85	0	11	0	3.58
English Language Training	0	0	0	0	0	0	0	0
General Academic Studies	0	0	0	0	0	0	0	0
Total BE Non-Credit	15	1	0	7.85	0	11	0	3.58
TOTAL BASIC EDUCATION	15	1	0	7.85	0	23	0	7.14
SKILLS TRAINING	Institute Credit:							
Sask Polytechnic	0	6	0	7.64	46	17	0	33.45
Other	0	0	0	0	14	0	0	7.47
Total Institute Credit	0	6	0	7.64	60	17	0	40.92
	Industry Credit:							
Total Industry Credit	0	12	238	7.89	0	14	174	6.13
	Non-Credit: Industry, Community/Individual, Personal Interest							
Total Non-Credit	0	7	46	1.33	13	0	56	6.46
TOTAL SKILLS TRAINING	0	25	284	16.86	73	31	230	53.51
UNIVERSITY	University Credit:							
Total University Credit	0	0	0	0	0	0	0	0
TOTAL UNIVERSITY	0	0	0	0	0	0	0	0.00
TOTAL ENROLMENT	15	26	284	24.71	73	54	230	60.65

SKILLS TRAINING PROGRAMS

INSTITUTE CREDIT

Carlton Trail College continued to provide various credit skills training programming opportunities throughout its region. A variety of full-time and part-time programs, primarily brokered through Saskatchewan Polytechnic, were offered. The majority of programs were financed utilizing provincial funding resources received from the Ministry of the Immigration and Career Training, while some programs were delivered on a cost-recovery basis, and others offered through partnering agreements with third parties.

2017/18 did see a 10% reduction in full-load equivalencies (FLEs) over the previous year. This decline was a result of the cancellation of a core program (Electrician Applied Certificate) due to low registrations and smaller class sizes in other programs.

HIGHLIGHTS

- There continues to be a high demand for health care workers in this region. Continuing Care Assistant programs were offered this past year in Humboldt, Wynyard and Watrous. Most of our recent CCA graduates are working in local rural health care facilities or in home care settings.
- All Institute credit programs begin with a one-day “Awaken Your Full Potential” workshop where students learn about the power of positive thinking, goal setting and planning for the future. Resume writing, mock interviews and a work experience opportunity, as well as site tours and classroom presentations by industry representatives have become standard add-ons to our credit programs. As a result of adding soft skills and industry exposure, students are leaving the College with more confidence and enhanced employability skills.
- A number of Institute credit programs were offered in partnership with First Nation communities and Tribal Councils, including two Early Childhood Education Certificate programs, Electrician Applied Certificate, Security Officer Applied Certificate and two Food Service Cook Applied Certificate programs.
- Early Childhood Education Certificate programs delivered on a part-time basis in partnership with Saskatoon Tribal Council at One Arrow First Nation and with Touchwood Agency Tribal Council in Raymore provided the opportunity for students from both programs to attend school and work at the same time.



CCA Certificate program



Food Service Cook Applied Certificate program

INSTITUTE CREDIT PROGRAMS 2017/18

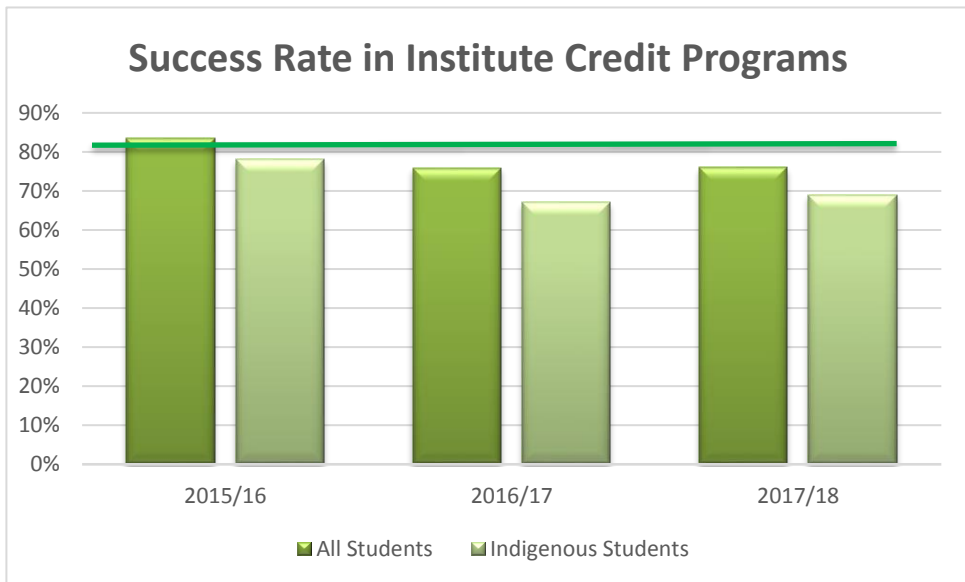
- | | |
|---|---|
| <ul style="list-style-type: none"> • Construction Worker Preparation • Continuing Care Assistant Certificate • Early Childhood Education Certificate • Electrician Applied Certificate • Office Administration Certificate • Plumbing & Pipefitting Applied Certificate | <ul style="list-style-type: none"> • Food Service Cook Applied Certificate • Power Engineering 4th Class Technician Certificate • Power Engineering 3rd Class Theory • Practical Nursing Diploma • Security Officer • Welding Applied Certificate |
|---|---|



Power Engineering Third Class theory



Early Childhood Education Certificate



Target for 2017/18: 81%

Student Success is measured by students either graduating or completing the program in which they were enrolled

INDUSTRY CREDIT

The College understands the importance of offering Industry Credit programming to meet the needs of business, industry, Indigenous communities and individual stakeholders residing in our region. In 2017/18, enrolments were down 36% from 2016/17. This was due to a large number of high school students from the Horizon School Division receiving First Aid/CPR training in 2016/17 and not in 2017/18. The Division plans to offer this training every two years. There was a 33% decrease in Indigenous enrolments in 2017/18 in distinct Industry credit programs, but a successful completion rate of 89% was realized. Industry credit programs are often included as “add-ons” to Institute credit programs, so the number of participants completing this type of training would be higher than reported in distinct enrolments.

HIGHLIGHTS

- Industry credit programs, including safety training, continue to be highly sought after in the region with 848 individuals being trained in various areas in 2017/18.
- The majority of Industry credit enrolments are a result of contract training with business, industry and Indigenous communities. These third-party partnerships allow for customized training to meet specific employment needs.
- College staff promotes the Canada-Saskatchewan Job Grant to businesses to train potential and future employees. It is often training in Industry credit programs that is desired.



Heavy Equipment Operator

Industry Credit Programs Delivered in 2017/18

- | | |
|--|--|
| <ul style="list-style-type: none">• Babysitting Training• Canadian Firearm & Hunter Safety• Confined Space Entry• Essentials of Fire Fighting• Fall Protection• Forklift Safety Operator• Food Safe• Ground Disturbance• Introduction to Scaffolding• H2S Alive• Mental Health First Aid | <ul style="list-style-type: none">• Pesticide Applicator• Power Engineering Fireman Level• PART• Red Cross First Aid/CPR Recertification• SCOT Construction Safety Training• Snowmobile Safety• Standard First Aid/CPR with AED• TLR• Transportation of Dangerous Goods• Truck Driver Training/Air Brake• Welding Upgrader• WHMIS |
|--|--|

BUSINESS, INDUSTRY & COMMUNITY

Business, Industry and Community (BIC) programs consist of non-credit courses of varying duration in the areas of agriculture, business, trades, computer applications, health and wellness and general interest. These programs take place in numerous communities throughout the region based on identified needs and stakeholder requests. 2017/18 programming saw a slight decrease in enrolments of 13%, although FLE's increased by almost 10%.



BIC PROGRAMS OFFERED IN 2017/18

- Agriculture
 - Intro to Grain Marketing for women
 - Advanced Grain Marketing
 - Cattle Market Forum
- Business/Trades
 - Life Skills Coach/Facilitator
 - General Welding
 - Heavy Equipment Operator
 - Welding Terminology
 - Framing
- Computers and Technology
 - Intro to Computers
 - Intro to iPad
 - iPad apps for 50+
 - Mastering your Smart Phone
 - MS Excel
 - MS Excel - Advanced
 - Quickbooks
 - MS Word
 - One Note
 - Sage 50
 - Custom Computer Training
- Health & Safety
 - Fire Extinguishers
 - Driver Training
 - Red Cross Stay Safe
- Ed2Go (Online)
 - Accounting
 - Achieve Success with Difficult People
 - Computer Skills for Workplace
 - Administrative Assistant
 - Quickbooks
 - Speed Reading
 - Business and Careers
 - Word Press
 - Computers and Technology
 - Grant Writing
 - Microsoft Office 2016
 - Writing & Language
 - Excel
 - Natural Health and Healing
 - Lose Weight and Keep it Off
 - Personal Enrichment
 - End of Life Care
 - MS Word
- General Interest
 - Cooking
 - Cake Decorating
 - Photography and Your Camera
 - Painting
 - Card Making
 - Intro to Deck Building

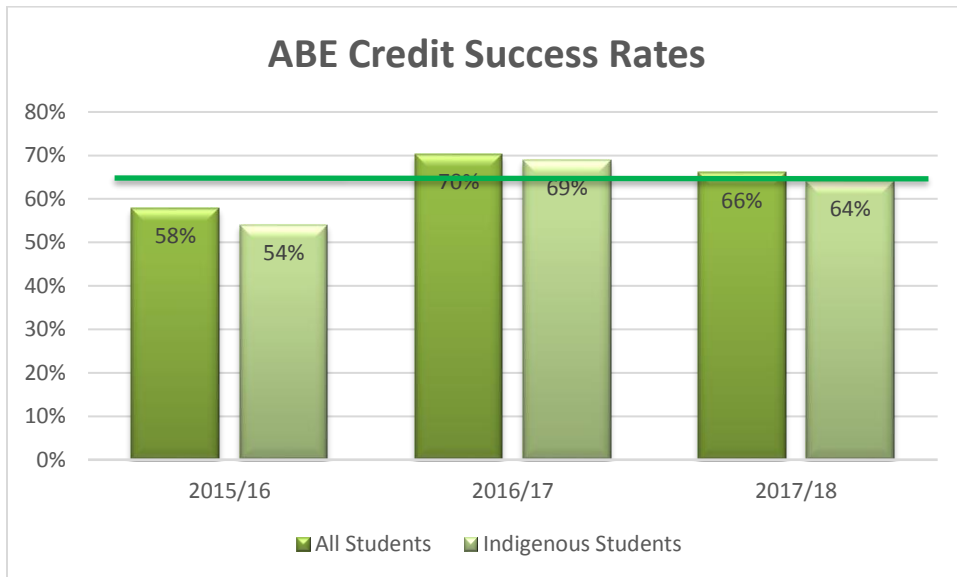
ADULT BASIC EDUCATION

ABE CREDIT AND NON-CREDIT

Adult Basic Education is an umbrella term that refers to a wide range of services, credit and non-credit programs designed to help learners garner the foundational skills needed to gain employment or the credentials required to enter post-secondary education.

The College provides a spectrum of ABE training opportunities. In 2017/18 the College delivered the following ABE programs:

- Four Level 4 (Adult 12) in Humboldt, Punnichy, Wakaw, and Wynyard
- Two Level 3 (Adult 10) in Punnichy and Wakaw
- Four Level 1/2 (Literacy, Essential and Employability Skills) in Humboldt, One Arrow First Nation, Punnichy and Wadena



*Target for ABE
Credit Success rate
for 2017/18: 65%*

*ABE Credit & non-credit Success Rate is based on total graduates and completers
ABE non-credit does not include English Language Training*

ABE enrollment and student success numbers fluctuate most often depending upon local employment opportunities and funding availability for students. Life circumstances of students are also highly variable; however, our Student Services team works closely with students to try to mitigate program withdrawal.

HIGHLIGHTS

- 2017/18 was the inaugural year for the Carlton Trail College ABE “Indigenous Determination Awards”, in partnership with Northern Lights Casino. Through the application process students were given the opportunity to provide a voice narrative of their success stories and how they have persevered in overcoming barriers to becoming successful students. The College received 30 student applications and was able to award 4 individual students with a financial scholarship.

- The ESWP programs continued to find new and exciting opportunities for experiential learning including volunteering at the Fishing Lake First Nation School Culture Camp, the planning, preparation and hosting of community feasts, Canadian Cancer Society fundraisers, and local Food Bank volunteer work.
- The College hosted its 3rd annual *ABE Student Experience Day* whereby all of the College's ABE and Essential Skills for the Work Place (ESWP) students from across the region are brought together in Humboldt. Students are able to tour the Humboldt facilities and enjoy hands on activities led by current post-secondary students.

On average, a Level 1/2 Learner participates in over 150 hours of experiential learning opportunities

- Since 2015/16 Levels 1-4 ABE Students who transition directly to a Carlton Trail College Post-Secondary program has increased by 50%.



Recipients of the 2017/18 Carlton Trail College “Indigenous Determination Award”

English as a Subsequent Language: Supporting Newcomers

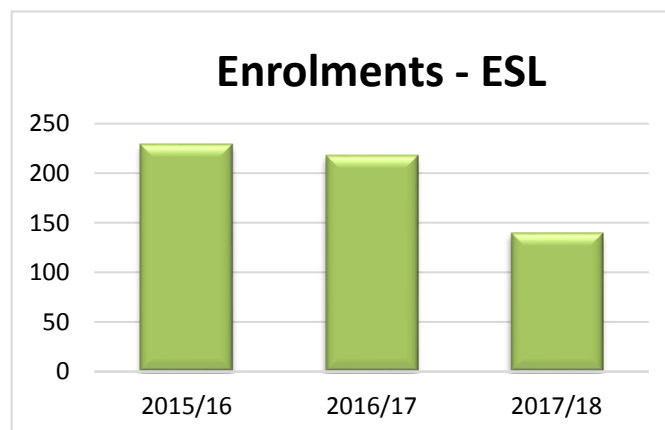
Immigration continues to be the largest growth factor for the Canadian population. The College provides literacy services throughout our region to help transition newcomers to community life and to becoming valuable members of the workforce.

HIGHLIGHTS

- Served 140 ESL learners throughout the College region.
- Completed 138 language assessments.
- The College maintains a strong network of ESL volunteers, with 6 volunteers in our ESL classrooms on a regular basis and 12 volunteer tutors.
- The College continues to offer the Canadian Academic English Language (CAEL) assessment at its Humboldt campus and is moving to the Computer Edition for 2018/19.




ESL learners, staff and volunteers at the year-end program celebration!



Experiential learning and work placements play a pivotal role in the success of our ESWP programming and student experiences.

Through our strong community partnerships, students are given the opportunity to use the essential employability skills they have been acquiring throughout the program. Not only does this build the students skills, abilities, confidence and experience, it often leads directly to employment with the work placement employer.



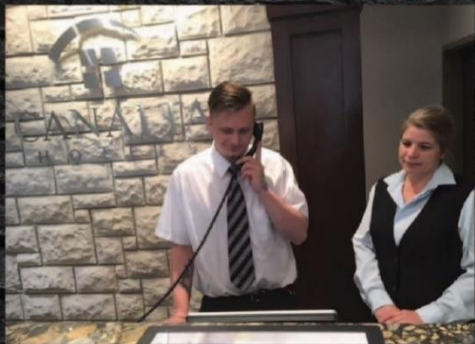
Developing **Essential Skills for the Workplace**

"Joel arrives well before the time that he must be at work. He has a friendly personality and gets along well with staff and pitches in to help with a variety of jobs!"
 Raymond Gehlen, Employee
 Misty Gardens - Humboldt

"I enjoy helping customers and staff and working outdoors. This work placement has helped me develop people, teamwork and gardening skills. I learn something new every day."
 Joel Arcand
 Essential Skills for the Workplace Student

Joel Arcand, ESWP Student

CarltonTrailCollege.



Developing **Essential Skills for the Workplace**

"I have enjoyed having the students with us for the work placements. Kelly is a wonderful, hard-working young man, who in my opinion, is going to be very successful in any industry he chooses. We are very thankful to have these students and look forward to continuing this partnership with the College."
 M. J. Wilkinson, General Manager
 Canalta Hotel - Humboldt

"I really enjoyed my work placement. Everyone is so kind and friendly and every day is a new learning experience and adventure. I am learning about working at the front desk, maintaining the pool, housekeeping, cleaning, food preparation and everything in between. Plus, I am developing computer, communication and people skills. It's been a great experience!!!"
 Kelly Doering
 Essential Skills for the Workplace Student

Kelly Doering, ESWP Student and Susan, Guest Service Agent

CarltonTrailCollege.

In 2017/18, Canalta requested to distribute a work placement success story through their national newsletter, resulting in the success of our student being shared through such businesses as Canalta, Super 8, Best Western and Ramada hotels, as well as restaurant chains such as Boston Pizza.

Four Winds Learning Centre - Punnichy

In December 2015, Carlton Trail College purchased a church from the Village of Punnichy to establish a training centre to serve the education, training and student services needs of adult learners in Punnichy and surrounding area. In 2016, the Saskatchewan Ministry of Advanced Education provided \$117,500 and the Federal Government's Post-Secondary Institution Strategic Investment Fund provided another \$117,500 to fund renovations.

As the renovations advanced, it was realized that this facility could be much more than just another training site. College staff had a vision that this training centre could:

- Promote community and cultural cohesiveness
- Promote and display local artistic talent
- Showcase the rich heritage of the region
- Provide a safe, welcoming, and inclusive learning environment for the students of the facility

The College applied for a grant through the Saskatchewan Arts Board "Artists in Communities" program and was awarded funding for a mural project that would become the catalyst for realizing the vision. A focus group, made up of College staff, representatives from George Gordon, Kawacatoose, Day Star and Muskowekwan First Nations including Elders and Knowledge Keepers, Touchwood Agency Tribal Council, and the Village of Punnichy, worked together to choose the indigenous artists for the mural project. This group also chose facility and classroom names that would be representative of the area from ideas submitted through a contest.

Two lead artists were chosen to work together for the mural project and they were both from a local First Nation. The lead artists set up several collaborative studio sessions where interested local artists worked with them to generate ideas and art around the themes of the project including local Indigenous culture, connectedness, education and community. From these sessions, the lead artists created the mural design and painted it on the back wall of the training center.



Mural in Four Winds Learning Centre, Punnichy. The center medallion represents education and shows an Elder teaching a young person. The eagle represents pride, courage and truth. The bear represents bravery, the wolf signifies teamwork and the buffalo symbolizes strength and the ability to survive. The four seasons, four colours, four directions, four winds and the four surrounding First Nation communities are also represented.

The focus group reached out to students and surrounding communities with a contest to name the centre and the two classrooms. The group selected “Four Winds Learning Centre” (representing the four directions, four colours of the medicine wheel, and the four surrounding First Nation communities) as the facility name and “Buffalo” and “Eagle” as the classroom names. Cree and Saulteaux translations for each name are also displayed.

The 2017/18 school year saw the facility in full swing with both classrooms being utilized and College staff working out of the facility to assist students and work with local partners. A grand opening was held on December 8, 2017 that featured an elder blessing, pipe ceremony, speeches, drum group, ribbon cutting, cultural feast and facility tours.



Elder Irvin Buffalo and the Battling Elk Drummers at the Grand Opening Ceremony

Ribbon Cutting with (from left to right) – Deanna Gaetz, Enterprise Division Manager, Glen Hart, MLA Last Mountain-Touchwood, Elder Irvin Buffalo, Glenn Hepp, Board Chair and Shelley Romanyszyn-Cross, CEO



STUDENT SERVICES

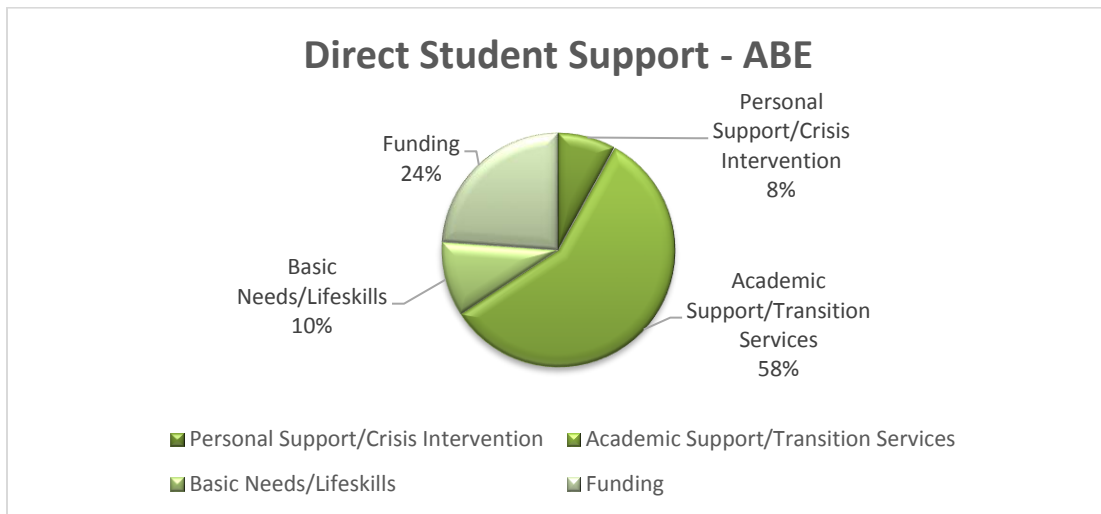
Our Student Services team plays a multi-faceted and integral role in facilitating learner success and improving program outcomes by:

- Assisting with transition to further academic attainment and/or meaningful employment
- Providing early intervention and prevention services (learning issues, academic concerns, mental health issues, financial challenges and other barriers)
- Offering holistic and collaborative supports through providing links and referrals to other community supports
- Providing crisis intervention to address personal and academic barriers

Student Services provides the following wide array of personalized confidential supports offered on a one-on-one basis or group setting:

Academic Advising	<ul style="list-style-type: none">• Program planning• Academic progress• Application assistance• Academic success• Intake and assessment
Accessibility Services	<ul style="list-style-type: none">• Accommodation for documented disabilities• Support and advocacy
Crisis Intervention	<ul style="list-style-type: none">• Critical incident debriefing• Suicide intervention• Referrals to community agencies and services
Financial Planning	<ul style="list-style-type: none">• Student Loan information• Scholarships, bursaries and awards information• Provincial Training Allowance applications• Budgeting assistance for going to school
Help with Choosing a Career	<ul style="list-style-type: none">• Career testing/assessment• Career planning• Program information and exploration
Personal Support	<ul style="list-style-type: none">• Academic success• Problem solving• Confidential personal advising• Conflict resolution and mediation
Success Workshops	<ul style="list-style-type: none">• Goal setting• Stress management• Time management• Note taking strategies• Exam preparation• Exam anxiety
Transition to Employment	<ul style="list-style-type: none">• Goal setting• Resume and cover letter assistance• Interview preparation• Workplace skills development

Student Services Direct Client Support – ABE 2017/18



Skills Training post-admission interviews continue to serve as crucial pre-identification of specific issues—learning issues, academic concerns, mental health issues, and other barriers—and planning for success. This has and will continue to have a positive impact on retention by meeting the learners early and developing action plans to mitigate attrition.

STUDENT AWARDS PROGRAM

Each year, Carlton Trail College awards scholarships to students who are enrolled in post-secondary programs of twelve weeks or longer.

There are three types of scholarships available:

- Early Application Scholarships (Students who apply before a specific date will have their names entered into a draw.)
- Application Scholarships (Scholarships are awarded based on need, merit or combined need and merit.)
- Performance Scholarships (Scholarships are awarded to the student with the highest final marks in their program.)

In 2017/18, we awarded a total of \$44,500 in scholarships to deserving students. The scholarships were presented at the Student Awards supper held in Humboldt on December 6, 2017. One-Hundred-eleven people including students, parents, donors and dignitaries attended.

These scholarships were made possible thanks to the generosity of our donors, funds from the management of the BHP Billiton High School Scholarship Program and matching funds from The Saskatchewan Innovation and Opportunity Scholarship Program.



UNIVERSITY PROGRAMS

The College does not offer any face-to-face university programs. However, students do have the option to enroll in University of Regina classes offered over the LIVE Network.

CARLTON TRAIL COLLEGE

DEFINITIONS

DEFINITIONS

Program/Service

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

Service: The formal act of helping, providing assistance and/or advice.

Certification

Credit: Learning which is certified by a recognized body.

Non-Credit: Learning which is not certified by a recognized body.

Program Completion Status

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

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

Graduate (G): 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.

Program Type

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

Basic Education Credit (BE Credit): Learning that is certified by the Saskatchewan Ministry of Education

Basic Education Non-Credit (BE Non-Credit): Learning which may include some form of evaluation; however, does not result in certification by a recognized body.

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

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

Industry Non-Credit: Education and training that meets the specific needs identified for an industry, group, firm or sector that does not result in credentials or certification recognized by an industry, association or sector, regulatory body or licensing agency.

DEFINITIONS cont'd

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

University: University credit training.

Personal Interest Non-Credit: Education and training that meets the needs of individual(s) or group(s) for the purpose of enhancing their hobby, leisure and recreation skills.

Students

Distinct Student: An individual participating, over an identified period of time, in one or more program groups offered by the College.

Full-Time Student: is defined as one who is taking courses that collectively require a minimum of 18 hours of scheduled class time per week for a minimum period of 12 weeks. There are two exceptions to this definition:

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

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

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

Registration

Course Registrations: The number of students enrolled in courses taken within a program area or program type.

Program Registrations: The number of students enrolled in a program area or program type.

Student Enrolment: Student(s) enrolled in program(s) or course(s) that are part of a specific Program Group.

Count

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

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

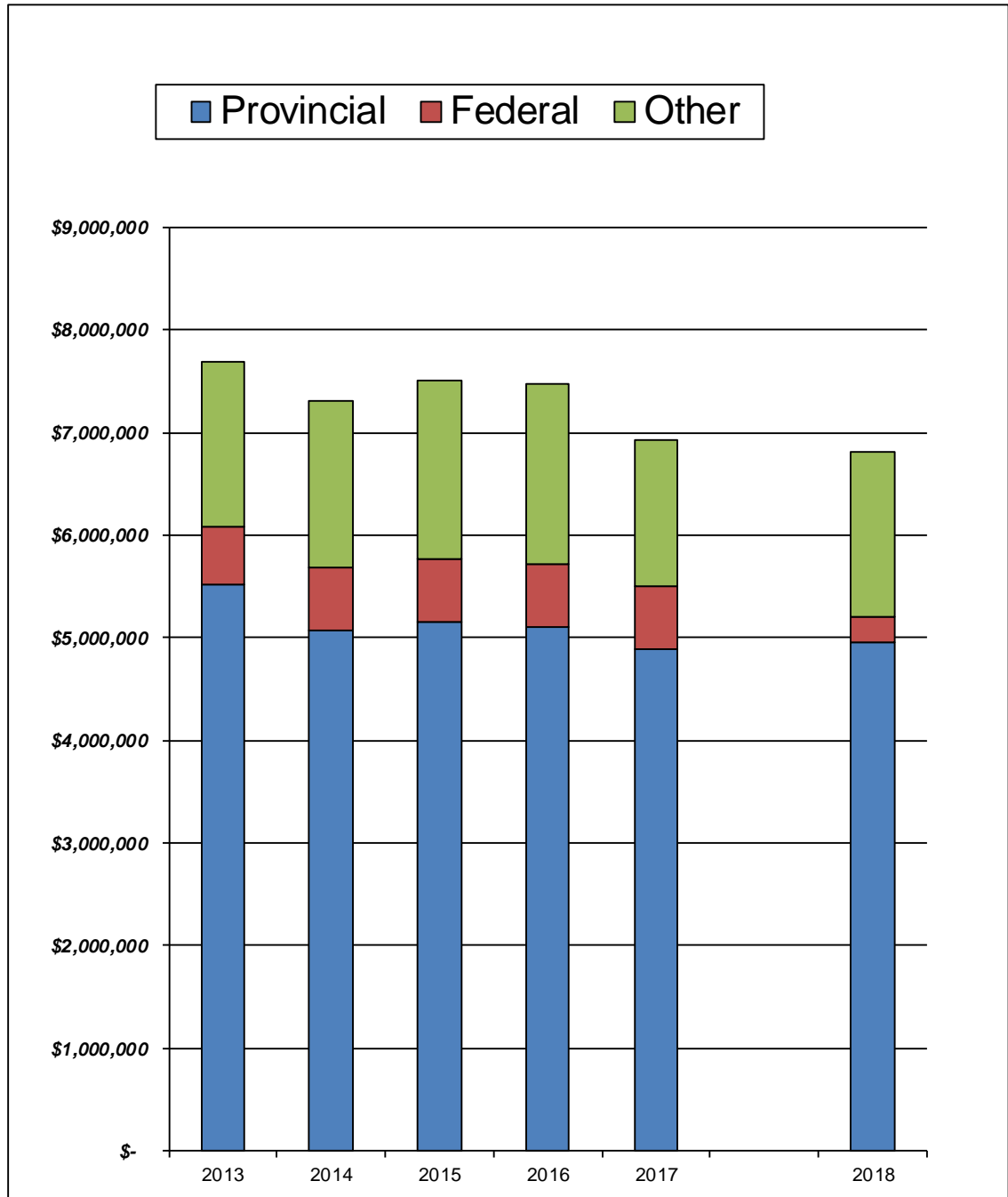
CARLTON TRAIL COLLEGE

FINANCIAL STATEMENTS

JUNE 30, 2018

**CARLTON TRAIL COLLEGE
REVENUE ANALYSIS
2013 - 2018**

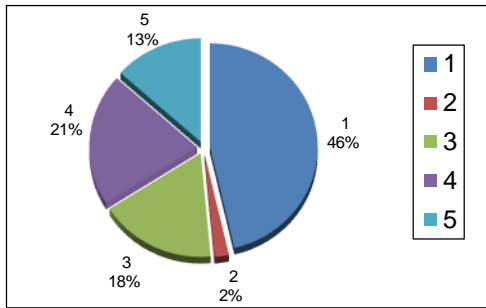
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Provincial	\$ 5,523,134	\$ 5,073,448	\$ 5,161,905	\$ 5,102,986	\$ 4,895,420	\$ 4,957,898
Federal	566,997	603,412	610,416	612,414	602,402	247,598
Other	<u>1,605,649</u>	<u>1,623,658</u>	<u>1,736,090</u>	<u>1,754,720</u>	<u>1,427,002</u>	<u>1,606,580</u>
Total	<u>\$ 7,695,780</u>	<u>\$ 7,300,518</u>	<u>\$ 7,508,411</u>	<u>\$ 7,470,120</u>	<u>\$ 6,924,824</u>	<u>\$ 6,812,076</u>



CARLTON TRAIL COLLEGE
Comparison of Expenditures 2013 - 2018

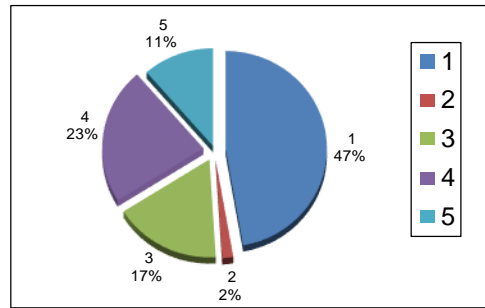
2013

█ (1) Programming	3,193,799
█ (2) Board	150,004
█ (3) Admin	1,203,408
█ (4) Organization	1,420,341
█ (5) Career Support	923,119
Total	\$ 6,890,671



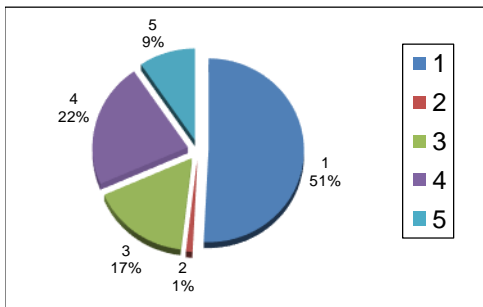
2014

█ (1) Programming	3,550,868
█ (2) Board	132,959
█ (3) Admin	1,284,372
█ (4) Organization	1,693,636
█ (5) Career Support	856,439
Total	\$ 7,518,274



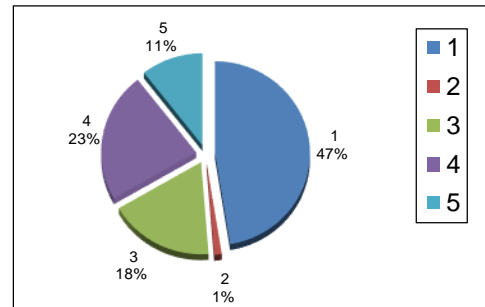
2015

(1) Programming	4,108,469
(2) Board	86,930
(3) Admin	1,341,168
(4) Organization	1,778,433
(5) Career Support	772,326
Total	\$ 8,087,326



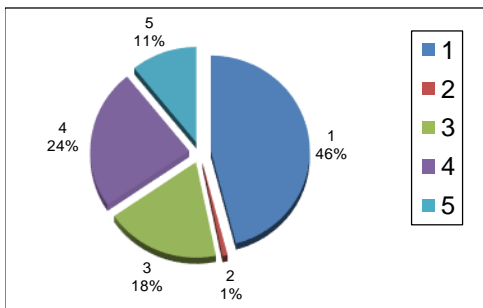
2016

(1) Programming	3,568,816
(2) Board	97,315
(3) Admin	1,347,637
(4) Organization	1,715,143
(5) Career Support	792,991
Total	\$ 7,521,902



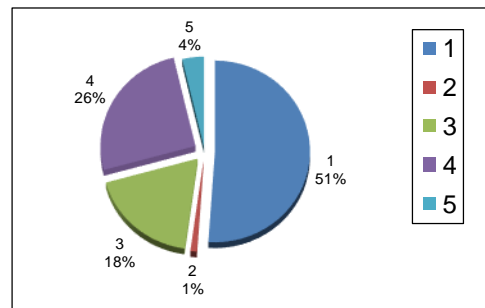
2017

(1) Programming	3,231,075
(2) Board	59,586
(3) Admin	1,316,748
(4) Organization	1,670,087
(5) Career Support	760,720
Total	\$ 7,038,216



2018

(1) Programming	3,301,151
(2) Board	70,404
(3) Admin	1,197,851
(4) Organization	1,650,541
(5) Career Support	239,457
Total	\$ 6,459,404



Cogent

CHARTERED PROFESSIONAL
ACCOUNTANTS LLP

INDEPENDENT AUDITOR'S REPORT

To the Members of the Legislative Assembly of Saskatchewan

We have audited the accompanying financial statements of Carlton Trail College, which comprise the statement of financial position as at June 30, 2018 and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these 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.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

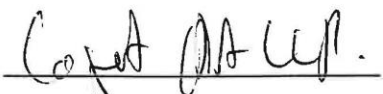
Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Carlton Trail College as at June 30, 2018 and the results of its operations, changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Other Matter

The financial statements of the prior period were audited by another firm of Chartered Professional Accountants. The firm issued an unqualified opinion. The Auditor's Report was dated September 26, 2017.

Rosthern, SK
September 25, 2018


Chartered Professional Accountants

PO Box 760, 1004 - 6th Street, Rosthern, Saskatchewan S0K 3R0
Tel: 306-232-5211 • Fax: 306-232-5508
Toll Free: 1-877-211-8123

CARLTON TRAIL COLLEGE
Statement of Management Responsibility

The College is responsible for the preparation of the financial statements and has prepared them in accordance with Canadian public sector accounting principles and in accordance with the guidelines developed by Saskatchewan Advanced Education. The College believes the financial statements present fairly the College's financial position as at June 30, 2018, and the results of its operations for the year then ended.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the College 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, 2018, have been reported on by Cogent Chartered Professional Accountants LLP. The Auditors' Report outlines the scope of their examination and provides their opinion on the fairness of presentation of the information in the financial statements.

original signed by

President and CEO

original signed by

VP Finance

**Carlton Trail College
Statement of Financial Position
as at June 30, 2018**

Statement 1

	June 30 2018	June 30 2017
Financial Assets		
Cash and cash equivalents (Note 3)	\$ 2,098,020	\$ 1,916,718
Accounts receivable (Note 4)	629,620	269,663
Inventories for resale (Note 5)	35,448	39,468
Total Financial Assets	2,763,088	2,225,849
Liabilities		
Accrued salaries and benefits (Note 6)	225,587	250,069
Accounts payable and accrued liabilities (Note 7)	163,020	130,806
Deferred revenue (Note 8)	217,378	118,788
Liability for employee future benefits (Note 9)	162,700	154,600
Total Financial Liabilities	768,685	654,263
Net Financial Assets	1,994,403	1,571,586
Non-Financial Assets		
Tangible capital assets (Note 10)	4,280,883	4,348,029
Prepaid expenses (Note 11)	25,904	28,903
Total Non-Financial Assets	4,306,787	4,376,932
Accumulated Surplus	\$ 6,301,190	\$ 5,948,518
Accumulated Surplus is comprised of:		
Accumulated surplus from operations (Note 16)	\$ 6,301,190	\$ 5,948,518
Total Accumulated Surplus	\$ 6,301,190	\$ 5,948,518

Contractual Obligations and Commitments (Note 17)

Contractual Rights (Note 18)

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

On behalf of the Board:

_____ *original signed by* Chairperson

_____ *original signed by* VP Finance

Carlton Trail College
Statement of Operations and Accumulated Surplus
for the year ended June 30, 2018

Statement 2

	<u>2018</u> <u>Budget</u> <small>(Note 14)</small>	<u>2018</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>
Revenues (Schedule 2)			
Provincial government			
Grants	\$ 4,236,900	\$ 4,286,400	\$ 4,307,625
Other	529,500	671,498	587,795
Federal government			
Other	624,245	247,598	602,402
Other revenue			
Administrative recoveries	10,100	12,772	13,010
Contracts	909,480	614,601	358,327
Interest	14,040	34,097	19,662
Rents	500	926	3,620
Resale items	119,150	86,881	156,463
Tuitions	785,635	661,867	749,742
Donations	80,000	177,121	84,180
Other	6,950	18,315	41,998
Total revenues	<u>7,316,500</u>	<u>6,812,076</u>	<u>6,924,824</u>
Expenses (Schedule 3)			
General	2,839,350	2,818,293	2,885,921
Skills training	2,411,705	2,039,248	1,915,363
Basic education	1,384,830	1,261,903	1,315,713
Services	791,375	239,457	760,720
Scholarships	117,000	100,503	160,500
Total expenses	<u>7,544,260</u>	<u>6,459,404</u>	<u>7,038,217</u>
Surplus (Deficit) for the Year from Operations	<u>(227,760)</u>	<u>352,672</u>	<u>(113,393)</u>
Accumulated Surplus, Beginning of Year	<u>5,948,518</u>	<u>5,948,518</u>	<u>6,061,911</u>
Accumulated Surplus, End of Year	<u>\$ 5,720,758</u>	<u>\$ 6,301,190</u>	<u>\$ 5,948,518</u>

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

Carlton Trail College
Statement of Changes in Net Financial Assets
as at June 30, 2018

	2018 Budget (Note 14)	2018 Actual	2017 Actual
Net Financial Assets, Beginning of Year	\$ 1,571,586	\$ 1,571,586	\$ 1,709,842
Surplus (Deficit) for the Year from Operations	(227,760)	352,672	(113,393)
Acquisition of tangible capital assets	(332,000)	(167,987)	(239,298)
Proceeds on disposal of tangible capital assets	-	3,048	-
Net gain on disposal of tangible capital assets	-	(3,048)	-
Amortization of tangible capital assets	245,540	235,133	217,514
(Acquisition) use of prepaid expenses	-	2,999	(3,079)
Change in Net Financial Assets	<u>(314,220)</u>	<u>422,817</u>	<u>(138,256)</u>
Net Financial Assets, End of Year	<u>\$ 1,257,366</u>	<u>\$ 1,994,403</u>	<u>\$ 1,571,586</u>

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

**Carlton Trail College
Statement of Cash Flows
for the year ended June 30, 2018**

Statement 4

	2018	2017
Operating Activities		
Suplus (Deficit) for the year from operations	\$ 352,672	\$ (113,393)
Non-cash items included in surplus (deficit)		
Amortization of tangible capital assets	235,133	217,514
Net gain on disposal of tangible capital assets	(3,048)	-
Changes in non-cash working capital		
(Increase) decrease in accounts receivable	(359,957)	342,174
Decrease in inventories for resale	4,020	8,842
(Decrease) increase in accrued salaries and benefits	(24,482)	45,461
Increase in accounts payable and accrued liabilities	32,214	94,129
Increase (decrease) in deferred revenue	98,590	(7,283)
Increase in Liability for Employee Future Benefits	8,100	7,500
Decrease (increase) in prepaid expenses	2,999	(3,079)
Cash Provided by Operating Activities	346,241	591,865
Capital Activities		
Cash used to acquire tangible capital assets	(167,987)	(239,298)
Proceeds on disposal of tangible capital assets	3,048	-
Cash used by Capital Activities	(164,939)	(239,298)
Increase in Cash and Cash equivalents	181,302	352,567
Cash and Cash Equivalents, Beginning of Year	1,916,718	1,564,151
Cash and Cash Equivalents, End of Year	\$ 2,098,020	\$ 1,916,718

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, 2018

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 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 \$162,700 (June 30, 2017 - \$154,600) because actual experience may differ significantly from actuarial or historical estimations and assumptions.

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

(b) Financial Instruments

Financial instruments create rights and obligations to receive or deliver economic benefits. Financial instruments include cash and cash equivalents, accounts receivable, inventories for resale, 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, 2018 and June 30, 2017, the College did not own any portfolio instruments in equity instruments.

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.

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

Accounts Receivable are shown net of allowance for doubtful accounts to reflect their expected net recoverable value. Valuation allowances are recorded where recovery is considered uncertain. Changes in valuation allowances are recorded in the 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 hardware	5 years
Computer software	5 years
Vehicles	5 years
Land improvements	5 years
Leasehold improvements	Term of lease or useful life
Leased capital assets	Term of lease or useful life

Write-downs are accounted for as expenses in the 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 that are to be held in perpetuity are recognized as revenue in the year in which they are received or committed if the amount can be reasonably estimated and collection is reasonably assured. Externally restricted contributions that are not held in perpetuity 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) New Accounting Standards

On July 1, 2017, the College adopted the following new Canadian public sector accounting standards on a prospective basis. Unless otherwise noted, the adoption of the new standard has not had a material impact on these financial statements.

PS 2200 Related Party Disclosures, a new standard defining related parties and establishing guidance on disclosure requirements for related party transactions (see note 15).

PS 3210 Assets, a new standard providing guidance for applying the definition of assets and establishing disclosure requirements for assets.

PS 3320 Contingent Assets, a new standard defining and establishing guidance on disclosure requirements for contingent assets.

PS 3380 Contractual Rights, a new standard defining and establishing guidance on disclosure requirements for contractual rights (see note 18).

PS 3420 Inter-entity transactions, a new standard defining how to account for and report transactions between public sector entities that comprise a government's reporting entity from provider and recipient perspectives.

(k) Accounting Standards Not Yet in Effect

A new standard has not been applied in preparing these financial statements. The following standard will become effective as follows:

PS 3430 Restructuring Transactions (effective June 30, 2019), a new standard establishing how to account for and report restructuring transactions by both transferors and recipients of assets and/or liabilities, together with related program or operating responsibilities.

3. CASH AND CASH EQUIVALENTS

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

	June 30 2018	June 30 2017
Cash and bank deposits	\$ 2,098,020	\$ 1,916,718
Cash and cash equivalents	\$ 2,098,020	\$ 1,916,718

4. ACCOUNTS RECEIVABLE

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

	June 30 2018	June 30 2017
Provincial government		
Advanced Education/Immigration and Career Training	\$ (1,903)	\$ 543
Other	63,608	51,085
Federal government	69,522	59,990
Other receivables	498,393	158,045
	629,620	269,663
Less: Allowance for doubtful accounts	-	-
Accounts receivable, net of allowances	\$ 629,620	\$ 269,663

5. INVENTORIES FOR RESALE

	June 30 2018	June 30 2017
Text books and course materials	\$ 35,448	\$ 39,468
Inventories for resale	\$ 35,448	\$ 39,468

6. ACCRUED SALARIES AND BENEFITS

	June 30 2018	June 30 2017
Accrued employee benefits	\$ 38,153	\$ 56,702
Accrued vacation pay	187,434	193,367
Accrued salaries and benefits	\$ 225,587	\$ 250,069

7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	June 30 2018	June 30 2017
Trade Payables	\$ 163,020	\$ 130,806
Accounts payable and accrued liabilities	\$ 163,020	\$ 130,806

8. DEFERRED REVENUE

	June 30 2017	Addition during the year	Revenue recognized in the year	June 30 2018
Other deferred revenue:				
First Nations	\$ 83,998	\$ 175,056	\$ 98,683	\$ 160,371
Labour Market Services - Contracts	12,250	51,000	63,250	-
Tuition Deposits	22,540	49,459	22,490	49,509
Industry Canada - Potential repayment	-	7,498	-	7,498
Deferred revenue	\$ 118,788	\$ 283,013	\$ 184,423	\$ 217,378

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.

The College used an extrapolation to June 30, 2018 for financial statement purposes. The discount rate of 1.9% is based on an actuarial valuation done at June 30, 2016. If the

College used the discount rate from June 30, 2018, the discount rate would increase to 2.7% from 1.9%. This would reduce the accrued benefit obligation by approximately 4%. Details of the employee future benefits are as follows:

	June 30	June 30
	2018	2017
Actuarial valuation (extrapolation) date	(30-Jun-2018)	(30-Jun-2017)
Long-term assumptions used:		
Salary escalation rate (percentage)	1.50%	1.50%
Discount rate (percentage)	1.90%	1.90%
Expected average remaining service life (years)	11	11

	June 30	June 30
	2018	2017
Liability for Employee Future Benefits		
Accrued Benefit Obligation - beginning of year	\$ 154,600	\$ 147,100
Current period benefit cost	28,600	28,100
Interest cost	2,700	2,500
Benefit payments	(21,700)	(21,600)
Actuarial gains / losses	(15,200)	(16,700)
Plan amendments	(1,500)	(1,500)
Accrued Benefit Obligation - end of year	147,500	137,900
Unamortized Net Actuarial Gains / Losses	15,200	16,700
Liability for Employee Future Benefits	\$ 162,700	\$ 154,600

	June 30	June 30
	2018	2017
Employee Future Benefits Expense		
Current period benefit cost	\$ 28,600	\$ 28,100
Amortization of net actuarial gain / loss	(1,500)	(1,500)
Benefit cost	27,100	26,600
Interest cost on unfunded employee future benefits obligation	2,700	2,500
Total Employee Future Benefits Expense	\$ 29,800	\$ 29,100

10. TANGIBLE CAPITAL ASSETS

	Land & Land Imp	Buildings	Machinery and Equipment	Office Equipment	Office Furniture	Vehicles	Leasehold Improv	2018	2017
Tangible Capital Assets - at Cost:									
Opening Balance at Start of Year	\$ -	\$ 1,050,691	\$ 524,306	\$ 1,011,768	\$ 329,175	\$ 227,353	\$ 4,952,459	\$ 8,095,752	\$ 7,856,454
Additions/Purchases	11,370	11,743	11,309	39,072	32,138	62,355	-	167,987	239,298
Disposals	-	-	-	-	-	(17,369)	-	(17,369)	-
Closing Balance at End of Year	11,370	1,062,434	535,615	1,050,840	361,313	272,339	4,952,459	8,246,370	8,095,752
Tangible Capital Assets - Amortization:									
Opening Balance at Start of Year	\$ -	491,458	450,686	988,719	203,691	134,396	1,478,773	3,747,723	3,530,209
Amortization of the Period	1,463	32,217	14,887	8,185	28,855	43,194	106,332	235,133	217,514
Disposals	-	-	-	-	-	(17,369)	-	(17,369)	-
Closing Balance at End of Year	1,463	523,675	465,573	996,904	232,546	160,221	1,585,105	3,965,487	3,747,723
Net Book Value:									
Opening Balance at Start of Year	\$ -	559,233	73,620	23,049	125,484	92,957	3,473,686	4,348,029	4,326,245
Closing Balance at End of Year	9,907	538,759	70,042	53,936	128,767	112,118	3,367,354	4,280,883	4,348,029
Change in Net Book Value	9,907	(20,474)	(3,578)	30,887	3,283	19,161	(106,332)	(67,146)	21,784

11. PREPAID EXPENSES

	June 30 2018	June 30 2017
Rent	\$ 12,772	\$ 16,097
Photocopiers	2,292	2,456
Other	10,840	10,350
Prepaid expenses	\$ 25,904	\$ 28,903

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:

	2018	2017
Number of active College members	2	2
Member contribution rate (percentage of salary)	9.5-11.7%	11.3-13.5%
Member contributions for the year	\$ 18,059	\$ 18,974

ii) Municipal Employees' Pension Plan (MEPP)

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

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

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

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

Details of the MEPP are as follows:

	2018	2017
Number of active College members	71	67
Member contribution rate (percentage of salary)	8.15%	8.15%
College contribution rate (percentage of salary)	8.15%	8.15%
Member contributions for the year	\$ 226,603	\$ 242,010
College contributions for the year	\$ 226,603	\$ 242,010

Defined Contribution Plans

The self-directed RRSP is funded equally by staff and College. Contribution rates are the same as MEPP. Plan benefits are based on accumulated contributions and investment earnings. Under the plan, the College's obligations are limited to its contributions.

Details of the plan are as follows:

	2018	2017
Number of active College members	0	1
Member contribution rate (percentage of salary)	8.15%	8.15%
College contribution rate (percentage of salary)	8.15%	8.15%
Member contributions for the year	-	\$1,893
College contributions for the year	-	\$1,893

13. RISK MANAGEMENT

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

i) Credit Risk

Credit risk is the risk to the College from potential non-payment of accounts receivable. The credit risk related to the College's receivables from the provincial government, federal government and their agencies are considered to be minimal. 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, 2018, and June 30, 2017, was:

	June 30, 2018		June 30, 2017	
	Accounts Receivable	Allowance of Doubtful Accounts	Accounts Receivable	Allowance of Doubtful Accounts
Current	\$144,868	-	\$133,012	-
30-60 days	124,555	-	136,409	-
60-90 days	0	-	(350)	-
Over 90 days	360,197	-	592	-
Total	\$629,620	-	\$269,663	-
Net	\$629,620		\$269,663	

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:

	June 30, 2018	
	Within 6 months	6 months to 1 year
Accrued salaries and benefits	\$ 113,127	\$ 112,460
Accounts payable and accrued liabilities	\$ 157,610	\$ 5,410
Total	\$ 270,737	\$ 117,870

iii) Market Risk

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

Interest Rate Risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The College's interest rate exposure relates to cash and cash equivalents 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, 2018.

14. BUDGET FIGURES

Budget figures included in the financial statements were approved by the Board on April 24, 2017, and the Minister of Advanced Education on July 4, 2017.

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. 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.

	<u>June 30</u> <u>2018</u>	<u>June 30</u> <u>2017</u>
Revenues:		
<i>Horizon School Division #205</i>	\$ 351,269	\$ 345,617
<i>Ministry of Advanced Education/Immigration and Career Training</i>	4,559,893	4,540,704
<i>Ministry of Finance</i>	1,755	1,857
<i>Other Regional Colleges</i>	5,115	31,605
<i>Prairie Spirit School Division</i>	28,125	18,710
<i>Prairie Valley School Division</i>	-	405
<i>Saskatchewan Government Insurance</i>	-	-
<i>Saskatoon Health Region</i>	-	5,156
<i>Saskatchewan Polytechnic</i>	1,632	-
<i>Other Related Parties</i>	18,717	23,523
	\$ 4,966,506	\$ 4,967,577
Expenses:		
<i>Conseil des Ecoles Fransaskoises</i>	875	-
<i>Horizon School Division #205</i>	92,531	89,835
<i>Ministry of Central Services</i>	14,387	16,555
<i>Ministry of Finance</i>	6,563	3,162
<i>SaskEnergy</i>	11,380	10,083
<i>SaskPower</i>	15,588	13,550
<i>SaskTel / Sask Mobility</i>	48,376	45,993
<i>Saskatchewan Workers Compensation Board</i>	12,288	13,881
<i>Saskatchewan Polytechnic</i>	473,244	427,763
<i>Tourism Saskatchewan</i>	15,180	7,875
<i>Other Related Parties</i>	18,551	26,468
	\$ 708,963	\$ 655,165

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 and accumulated net re-measurement gains and losses.

Certain amounts of the accumulated operating surplus, as approved by the Board, have been designated for specific future purposes. These internally restricted amounts 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 that the resources be held in perpetuity.

The College does not maintain separate bank accounts for the internally restricted amounts and/or externally restricted resources to be held in perpetuity.

Details of accumulated surplus are as follows:

	June 30 2017	Addition during the year	Reductions during the year	June 30 2018
Invested in Tangible Capital Assets:				
Net Book Value of Tangible Capital Assets	\$ 4,348,029	\$ 150,618	\$ 217,764	\$ 4,280,883
	4,348,029	150,618	217,764	4,280,883
Internally Restricted Operating Surplus:				
Capital Projects:				
<i>Punnichy Training Centre</i>	34,127	-	34,127	-
<i>Sustaining Capital Funding</i>	-	62,000	44,673	17,327
	34,127	62,000	78,800	17,327
Other:				
<i>Information Technology</i>	115,000	-	21,799	93,201
<i>Online registration/content management software</i>	50,000	-	-	50,000
<i>Accounting software upgrades and enhancements</i>	50,000	-	19,727	30,273
<i>Learning Enhanced Technology</i>	18,617	-	-	18,617
<i>Professional Development</i>	60,073	-	-	60,073
<i>Vehicles</i>	153,732	15,000	59,308	109,424
Scholarship				
<i>BHP Billiton</i>	89,160	65,808	37,503	117,465
<i>Saskatchewan Innovation and Opportunity</i>	149,346	28,206	44,500	133,052
Other (targeted programming funds)				
Programming				
<i>- Early Childhood Education</i>	31,146	-	31,146	-
<i>- English as a Second Language</i>	65,876	123,000	97,229	91,647
<i>- Skills Training Allocation</i>	210,189	1,000,000	908,935	301,254
<i>- ABE on Reserve</i>	154,560	237,000	237,000	154,560
<i>- ABE Credit</i>	84,585	428,000	428,000	84,585
<i>- ABE Essential Skills for the Workplace</i>	-	51,000	-	51,000
	1,232,284	1,948,014	1,885,147	1,295,151
Unrestricted Operating Surplus	334,078	400,011	26,260	707,829
Total Accumulated Surplus	\$ 5,948,518	\$ 2,560,643	\$ 2,207,971	\$ 6,301,190

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

- a) Punnichy Training Centre – Federal funding (Post-Secondary Institutions Strategic Investment Fund) to cover the cost of leasehold improvements to the new training space for programming in Punnichy and area. Project completed in 2017/18.
- b) Sustaining Capital Funding – Provincial funding to assist with preventative maintenance and replacement of capital assets. Funds will be fully utilized in 2018/19.
- c) Information Technology - Replacement of photocopiers in 2018/19 and the balance for IT equipment (server, networking appliances and computers for staff/students).
- d) Online Registration/Content Management Software – purchase and implementation of online registration software and Client Relationship Management software.
- e) Accounting Software Upgrades and Enhancements – Current accounting software was updated June 2018. Enhancements such as payroll and human resources will be added/upgraded.
- f) Learning Enhanced Technology – smart boards, video conference, technology to aid in the classroom.
- g) Professional Development – 1% of staff salary placed into a reserve to provide training. Each employee can accrue up to three years of PD.
- h) Vehicles – purchase of one College vehicle in 2018/19 and two in 2019/20. Plus an annual allocation of \$15,000 for future vehicle needs.
- i) BHP Billiton – The College administers scholarships funded by BHP Billiton.
- j) Saskatchewan Innovation and Opportunity Scholarships – College generated scholarship funds along with matching funds from the Ministry.
- k) Early Childhood Education – special funding provided by Ministry to address the need for new daycare spots in the province.
- l) English as a Second Language – Funds received from Ministry to provide English language training for immigrants.
- m) Skills Training Allocation – funds targeted by Ministry to provide skills training.
- n) ABE On-Reserve – funds targeted by Ministry to provide On-Reserve adult basic education.
- o) ABE Credit – funds targeted by Ministry to provide adult basic education.
- p) ABE 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

	Operating Leases		
	Office Rental	Copier Leases	Total Operating
Future minimum lease payments:			
2019	\$ 118,990	\$ 10,567	\$ 129,557
2020	85,986	9,534	95,520
2021	86,677	8,375	95,052
2022	88,844	7,092	95,936
2023	91,065	7,092	98,157
	471,562	42,660	514,222
Interest and executory costs	-	-	-
Total Lease Obligations	\$ 471,562	\$ 42,660	\$ 514,222

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:

	June 30, 2018		
	2019	2020	Total
Federal Contracts	\$ 215,494	\$ 174,952	\$ 390,446
First Nations Contracts	75,000	38,000	113,000
Total Contractual Rights	\$ 290,494	\$ 212,952	\$ 503,446

Schedule 1

Carlton Trail College
Schedule of Revenues and Expenses by Function
for the year ended June 30, 2018

	2018 Actual							2018	2018	2017	
	General	Skills Training		Basic Education		Services		Scholarships			
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel		Actual	Budget	Actual
Revenues (Schedule 2)											
Provincial government	\$ 2,233,103	\$ 1,113,645	\$ -	\$ 701,312	\$ 645,238	\$ 119,250	\$ 126,850	\$ 18,500	\$ 4,957,898	\$ 4,766,400	\$ 4,895,420
Federal government	8	-	-	-	247,590	-	-	-	247,598	624,245	602,402
Other	39,085	1,199,984	110,567	53,562	92,788	16,555	25	94,014	1,606,580	1,925,855	1,427,002
Total Revenues	2,272,196	2,313,629	110,567	754,874	985,616	135,805	126,875	112,514	6,812,076	7,316,500	6,924,824
Expenses (Schedule 3)											
Agency contracts	-	464,678	47,152	-	87,527	-	-	-	599,357	860,470	609,847
Amortization	235,133	-	-	-	-	-	-	-	235,133	245,540	217,514
Equipment	65,749	62,457	21,685	16,176	16,197	-	37	-	182,301	158,065	139,156
Facilities	109,418	138,427	502	50,849	9,859	-	-	-	309,055	309,985	317,490
Information technology	89,419	6,931	-	1,431	6,002	7,494	286	-	111,563	50,325	71,117
Operating	342,807	269,471	9,213	35,467	85,912	6,506	3,679	100,503	853,558	1,306,870	971,085
Personal services	1,975,767	1,005,298	13,434	437,445	515,038	92,309	129,146	-	4,168,437	4,613,005	4,712,008
Total Expenses	2,818,293	1,947,262	91,986	541,368	720,535	106,309	133,148	100,503	6,459,404	7,544,260	7,038,217
Surplus (Deficit) for the year	\$ (546,097)	\$ 366,367	\$ 18,581	\$ 213,506	\$ 265,081	\$ 29,496	\$ (6,273)	\$ 12,011	\$ 352,672	\$ (227,760)	\$ (113,393)

Schedule 2

Carlton Trail College
Schedule of Revenues by Function
for the year ended June 30, 2018

	General	2018 Revenues Actual						Scholarships	2018	2018	2017
		Skills Training		Basic Education		Services			Total	Total	Total
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel		Revenues Actual	Revenues Budget	Revenues Actual
Provincial Government											
Advanced Education/ Immigration and Career Training											
Operating grants	\$ 2,159,055	\$ -	\$ -	\$ -	\$ -	\$ 99,495	\$ 126,850	\$ -	\$ 2,385,400	\$ 2,385,400	\$ 2,438,100
Program grants	-	1,000,000	-	430,755	408,245	-	-	-	1,839,000	1,789,500	1,853,525
Capital grants	62,000	-	-	-	-	-	-	-	62,000	62,000	16,000
	2,221,055	1,000,000	-	430,755	408,245	99,495	126,850	-	4,286,400	4,236,900	4,307,625
Contracts	-	-	-	-	236,993	19,755	-	-	256,748	318,000	188,129
	2,221,055	1,000,000	-	430,755	645,238	119,250	126,850	-	4,543,148	4,554,900	4,495,754
Other provincial	12,048	113,645	-	270,557	-	-	-	18,500	414,750	211,500	399,666
Total Provincial	2,233,103	1,113,645	-	701,312	645,238	119,250	126,850	18,500	4,957,898	4,766,400	4,895,420
Federal Government											
Program grants	-	-	-	-	247,590	-	-	-	247,590	624,245	602,402
	-	-	-	-	247,590	-	-	-	247,590	624,245	602,402
Other Federal	8	-	-	-	-	-	-	-	8	-	-
Total Federal	8	-	-	-	247,590	-	-	-	247,598	624,245	602,402
Other Revenue											
Admin recovery	3,672	-	-	-	-	-	-	9,100	12,772	10,100	13,010
Contracts	-	472,918	-	52,628	89,055	-	-	-	614,601	909,480	358,327
Interest	31,304	-	-	-	-	-	-	2,793	34,097	14,040	19,662
Rents	776	150	-	-	-	-	-	-	926	500	3,620
Resale items	-	82,460	3,788	-	273	360	-	-	86,881	119,150	156,463
Tuitions	(218)	536,336	106,779	-	2,750	16,195	25	-	661,867	785,635	749,742
Donations	-	95,000	-	-	-	-	-	82,121	177,121	80,000	84,180
Other	3,551	13,120	-	934	710	-	-	-	18,315	6,950	41,998
Total Other	39,085	1,199,984	110,567	53,562	92,788	16,555	25	94,014	1,606,580	1,925,855	1,427,002
Total Revenues	\$ 2,272,196	\$ 2,313,629	\$ 110,567	\$ 754,874	\$ 985,616	\$ 135,805	\$ 126,875	\$ 112,514	\$ 6,812,076	\$ 7,316,500	\$ 6,924,824

Carlton Trail College
Schedule of Expenses by Function
for the year ended June 30, 2018

	2018 Expenses Actual							2018	2018	2017	
	General (Schedule 4)	Skills Training		Basic Education		Services		Scholarships	Total Expenses Actual	Total Expenses Budget	Total Expenses Actual
		Credit	Non-credit	Credit	Non-credit	Learner Support	Counsel				
Agency Contracts											
Contracts	\$ -	\$ 464,678	\$ 47,152	\$ -	\$ 87,527	\$ -	\$ -	\$ -	\$ 599,357	\$ 858,970	\$ 609,847
Instructors	-	-	-	-	-	-	-	-	-	1,500	-
		464,678	47,152		87,527				599,357	860,470	609,847
Amortization	235,133	-	-	-	-	-	-	-	235,133	245,540	217,514
Equipment											
Equipment (non-capital)	12,158	60,986	-	12,220	12,921	-	37	-	98,322	36,400	34,499
Rental	24,802	760	20,459	3,565	-	-	-	-	49,586	94,765	72,249
Repairs and maintenance	28,789	711	1,226	391	3,276	-	-	-	34,393	26,900	32,408
	65,749	62,457	21,685	16,176	16,197	-	37	-	182,301	158,065	139,156
Facilities											
Building supplies	2,526	1,653	-	1,172	153	-	-	-	5,504	6,565	5,975
Grounds	5,766	1,966	-	526	-	-	-	-	8,258	4,900	5,632
Janitorial	26,335	23,883	-	7,431	-	-	-	-	57,649	51,200	56,682
Rental	55,325	84,489	502	33,764	9,695	-	-	-	183,775	205,070	195,495
Repairs & maintenance building	9,640	3,438	-	2,912	11	-	-	-	16,001	12,350	22,256
Utilities	7,323	20,065	-	4,565	-	-	-	-	31,953	27,540	28,270
Security & Alarm Systems	2,503	2,933	-	479	-	-	-	-	5,915	2,360	3,180
	109,418	138,427	502	50,849	9,859	-	-	-	309,055	309,985	317,490
Information Technology											
Computer services	63,420	-	-	-	-	6,340	-	-	69,760	23,900	32,751
Data communications	484	-	-	-	-	-	-	-	484	3,300	4,124
Equipment (non-capital)	14,200	3,055	-	204	1,600	360	82	-	19,501	3,450	13,305
Materials & supplies	844	151	-	16	32	-	42	-	1,085	5,575	1,151
Rental	1,383	-	-	-	-	-	-	-	1,383	1,400	1,676
Repairs & maintenance	-	-	-	-	-	-	-	-	-	400	-
Software (non-capital)	9,088	3,725	-	1,211	4,370	794	162	-	19,350	12,300	18,110
	89,419	6,931	-	1,431	6,002	7,494	286	-	111,563	50,325	71,117
Operating											
Advertising	31,045	7,501	1,575	2,103	6,690	-	757	-	49,671	61,700	40,832
Association fees & dues	16,978	-	-	-	513	-	-	-	17,491	29,000	18,220
Bad debts	-	-	-	-	-	-	-	-	-	725	106
Financial services	13,164	-	-	-	-	-	-	-	13,164	10,100	12,146
In-service (includes PD)	25,337	600	-	700	1,944	-	188	-	28,769	38,005	29,153
Insurance	43,550	-	559	-	1,546	-	-	-	45,655	43,095	41,376
Materials & supplies	20,875	106,702	1,483	12,707	42,094	293	708	-	184,862	457,690	185,068
Postage, freight & courier	15,591	2,792	371	31	18	-	-	-	18,803	19,725	20,278
Printing & copying	24,601	382	-	15	339	471	289	-	26,097	28,680	29,655
Professional services	50,161	-	-	-	-	4,705	-	-	54,866	119,140	58,544
Resale items	-	109,636	2,200	-	129	-	7	-	111,972	114,600	174,044
Subscriptions	2,755	-	-	-	-	-	-	-	2,755	6,630	4,334
Telephone & fax	43,793	6,442	-	3,571	3,696	884	1,027	-	59,413	61,115	64,461
Travel	46,778	18,390	2,953	5,450	24,306	153	683	-	98,713	141,125	92,156
Other	8,179	17,026	72	10,890	4,637	-	20	100,503	141,327	175,540	200,712
	342,807	269,471	9,213	35,467	85,912	6,506	3,679	100,503	853,558	1,306,870	971,085
Personal Services											
Employee benefits	307,854	123,738	1,050	36,095	69,224	13,872	21,341	-	573,174	654,635	631,824
Honoraria	24,340	450	-	250	950	-	-	-	25,990	30,775	19,333
Salaries	1,643,573	881,110	12,384	401,100	444,864	78,437	107,805	-	3,569,273	3,927,595	4,051,891
Other	-	-	-	-	-	-	-	-	-	-	8,960
	1,975,767	1,005,298	13,434	437,445	515,038	92,309	129,146	-	4,168,437	4,613,005	4,712,008
Total Expenses	\$ 2,818,293	\$ 1,947,262	\$ 91,986	\$ 541,368	\$ 720,535	\$ 106,309	\$ 133,148	\$ 100,503	\$ 6,459,404	\$ 7,544,260	\$ 7,038,217

Carlton Trail College
Schedule of General Expenses by Functional Area
for the year ended June 30, 2018

	2018 General Actual				2018	2018	2017
	Governance	Operating and Administration	Facilities and Equipment	Information Technology	Total General Actual	Total General Budget	Total General Actual
Agency Contracts							
Contracts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Instructors	-	-	-	-	-	1,500	-
	-	-	-	-	-	1,500	-
Amortization	-	-	235,133	-	235,133	245,540	217,514
Equipment							
Equipment (non-capital)	108	11,848	-	202	12,158	7,800	3,711
Rental	-	24,802	-	-	24,802	28,200	27,639
Repairs and maintenance	-	28,789	-	-	28,789	26,170	24,173
	108	65,439	-	202	65,749	62,170	55,523
Facilities							
Building supplies	-	-	2,526	-	2,526	1,700	1,196
Grounds	-	-	5,766	-	5,766	3,200	3,015
Janitorial	-	-	26,335	-	26,335	17,410	19,183
Rental	1,094	-	54,231	-	55,325	73,000	48,363
Repairs & maintenance building	-	-	9,640	-	9,640	6,600	20,639
Utilities	-	-	7,323	-	7,323	4,900	5,821
Security & alarm systems	-	-	2,503	-	2,503	2,360	1,647
	1,094	-	108,324	-	109,418	109,170	99,864
Information Technology							
Computer services	-	28,697	-	34,723	63,420	11,400	22,868
Data communications	-	484	-	-	484	2,200	4,124
Equipment (non-capital)	-	1,539	-	12,661	14,200	2,000	7,067
Materials & supplies	-	35	-	809	844	2,300	907
Rental	-	1,383	-	-	1,383	1,400	1,676
Software (non-capital)	-	3,666	-	5,422	9,088	9,450	8,757
	-	35,804	-	53,615	89,419	28,750	45,399
Operating							
Advertising	3,631	26,957	-	457	31,045	42,485	24,953
Association fees & dues	9,190	7,788	-	-	16,978	26,325	17,580
Bad debts	-	-	-	-	-	-	106
Financial services	-	13,164	-	-	13,164	10,100	12,146
In-service (includes PD)	5,762	19,440	-	135	25,337	29,100	25,194
Insurance	-	43,550	-	-	43,550	42,145	40,991
Materials & supplies	998	19,877	-	-	20,875	22,550	18,263
Postage, freight & courier	-	15,591	-	-	15,591	17,870	18,550
Printing & copying	41	24,519	-	41	24,601	26,765	28,602
Professional services	3,868	46,293	-	-	50,161	93,140	36,479
Resale items	-	-	-	-	-	-	777
Subscriptions	-	2,755	-	-	2,755	5,855	3,608
Telephone & fax	-	42,849	-	944	43,793	42,705	45,102
Travel	20,823	24,506	-	1,449	46,778	63,195	43,924
Other	1,386	6,793	-	-	8,179	5,700	4,769
	45,699	294,082	-	3,026	342,807	427,935	321,044
Personal Services							
Employee benefits	462	286,231	-	21,161	307,854	314,005	333,176
Honoraria	23,040	1,300	-	-	24,340	28,575	19,183
Salaries	-	1,479,617	-	163,956	1,643,573	1,621,705	1,785,258
Other	-	-	-	-	-	-	8,960
	23,502	1,767,148	-	185,117	1,975,767	1,964,285	2,146,577
Total General Expenses	\$ 70,403	\$ 2,162,473	\$ 343,457	\$ 241,960	\$ 2,818,293	\$ 2,839,350	\$ 2,885,921